

# Learning Outcomes-based Curriculum Framework



Name of the Programme: MBA (HRM)

Department of Human Resource Management  
& Organisational Behaviour

**Central University of Jammu**

## PREAMBLE

- About the Discipline in brief (75-100 words)

The objective of management discipline is to nurture the youth to cultivate business competencies while focusing on their self development and encouraging them to contribute to the society at large. It offers courses that enhance students' interpersonal, leadership, and entrepreneurial skills and prepares them for business world besides inspiring them to be a responsible citizen and staying socially relevant. This discipline focuses on imparting employability skills like critical thinking, data analysis and soft skills to develop students to be industry ready. It lays special emphasis on how to achieve emotional stability, stress management and overall well being. Programmes offered within the management discipline follow a student centric, technology enabled teaching learning pedagogy that caters to the requirements of changing business environment and help the students in their learning endeavours.

- Highlighting the role/ features of the Department ((75-100 words)

The department delivers high quality research and innovative teaching to prepare the students for the business world. The technology driven courses play a big part in all round development of the students while maintaining the ethos, values and core culture. Class discussions driven by case studies help students to develop critical reasoning and business communication skills. The department offers experiential learning opportunities, internships, course assignments, industry-academia interactions and other industry-driven projects. It strives to provide a research-driven learning environment on contemporary management themes wherein students are encouraged to achieve their highest potential and prepare themselves to take leading position in organisations as well as to start up their own business ventures

- Vision and Mission of the Department

### **Vision**

To nurture thought leaders with unflinching commitment and integrity for attaining academic excellence to serve business and society

## Mission

To develop entrepreneurship and service management capability both at individual and organizational levels by encouraging:

- Culture of academic excellence
- Create World class managers
- Imparting value-based education
- Promoting action-centric research
- Encouraging innovation, incubating innovative ideas and promoting entrepreneurship

## GRADUATE ATTRIBUTES (GAs)

*(to be identified and selected as per the disciplinary/programme relevance)*

The attributes of MBA graduate reflect management knowledge, skills, attitudes and values. The attributes of the student include capabilities that help strengthen his abilities for widening current management knowledge base and skills, gain new management knowledge and skills, undertake future studies, performing well in a chosen career in management field and play a constructive role as a responsible citizen in the society.

Some of the attributes that a management student should demonstrate are as follows:

- **Entrepreneurial skills:** To enable management students in analyzing, identifying, assessing and shaping entrepreneurial opportunities in a variety of management contexts.
- **Communication Skills:** To prepare management students capable of demonstrating effective communication and professional behavior skills in business settings. To enable management students to express thoughts and ideas effectively in writing and orally; Communicate with others using appropriate media; confidently share one's views and express herself/himself; demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different group.
- **Ethics & Moral values:** To produce ethically and morally responsible professionals both for society and business organizations. To enable management students to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Capable of demonstrating the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights; appreciating environmental and sustainability issues; and adopting objective, unbiased and truthful actions in all aspects of work.
- **Problem Solving Skills:** To acquaint management students with problem solving skills supported by appropriate analytical and quantitative techniques. Capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar management problems, rather than replicate curriculum content knowledge; and apply one's learning to real life management situations.
- **Disciplinary knowledge:** To enable management students of demonstrating comprehensive knowledge and understanding of one or more disciplines that forms a part of an undergraduate programme of study.
- **Critical thinking:** Capability to apply analytic thought to a body of management knowledge; analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence; identify relevant assumptions or implications; formulate coherent arguments; critically evaluate practices, policies and theories by following scientific approach to management knowledge development.
- **Analytical reasoning:** To enable management students to evaluate the reliability and relevance of evidence; identify logical flaws and holes in the arguments of others; analyse and synthesise data from a variety of sources; draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.

- **Research-related skills:** A sense of inquiry and capability for asking relevant/appropriate questions, problematising, synthesising and articulating; Ability to recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships; ability to plan, execute and report the results of an experiment or investigation in management field.
- **Cooperation/Team work:** Ability to work productively and respectfully with diverse teams; facilitate collaborated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team.
- **Scientific reasoning:** Ability to enhance thinking and decision making skills that are involved in inquiry and inference of conceptual or scientific understanding.
- **Reflective thinking:** Critical sensibility to lived experiences, with self awareness and reflexivity of both self and society among management students.
- **Information/digital literacy:** Capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources; and use appropriate software for analysis of data.
- **Self-directed learning:** Ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.
- **Multicultural competence:** To possess management knowledge of the values and beliefs of multiple cultures and a global perspective; and capability to effectively engage in a multicultural society and interact respectfully with diverse groups of management professionals.
- **Leadership readiness/qualities:** Capability for mapping out the tasks of a team or an organization, and setting direction, formulating an inspiring vision, building a team who can help achieve the vision, motivating and inspiring team members to engage with that vision, and using management skills to guide people to the right destination, in a smooth and efficient way.
- **Lifelong learning:** To enable management students to acquire knowledge and skills, including through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through management knowledge/skill development/reskilling.

### Qualification Descriptors

- In the light of highly competitive and globalized markets, the Master of Business Administration (MBA) offered by the university is a prestigious postgraduate program that provides an overview of key business practices, skills, and knowledge required to effectively participate in the contemporaneous business environment.
- Successful completion of the program will pave the way toward a sustainable executive career for the graduates. This will also help the learners to secure a professional reputation in a massively expanded network of contemporary businesses.
- This intense program consists of core, elective, skill-based courses, and work-based projects which are assessed through written exams, case studies, group activities, presentations, assignments, viva-voce, and situational tests.
- The program also allows the learners to gain insights on behavior, marketing, HRM, operational management, strategic planning, team building, analytical skills, digital competency, and financial efficiency.
- The program seeks to develop students into leaders ready to tackle the challenges and take advantage of opportunities prevalent in today's global business environment. Thus, the program prepares the students to systematically evaluate the business environment and accordingly devise strategies for effectively responding to the existing problems, threats, and opportunities.
- The program also aims to foster entrepreneurial skills in the graduates with the prime focus on problem-solving, risk acceptance, financial proficiency, proactiveness, competitive aggressiveness & autonomy, flexibility & adaptability, taking the initiative, self-awareness, and resilience.
- The program leads the students to analyze and synthesize the information pertaining to diverse business domains which allows them to develop effective management techniques for operating efficiently in modern-day businesses.
- The program also allows the learners to demonstrate and apply appropriate managerial knowledge and statistical tools to analyze business conditions.
- It also prepares the pupils to construct and communicate a logical, relevant, and professional quantitative and qualitative assessment of business information in an effective manner.
- The program leads the students to demonstrate comprehension of cultural commonalities and differences in international business activities & customs which can help the pupils to develop effective management techniques in line with the modern-day cross-cultural business.
- In a nutshell, the program models the students to comprehend conceptual knowledge and apply theories of team composition, processes, and motivation (including inclusivity and diversity) in real-world situations. The overall program is structured to train the pupils to work ethically and efficiently in the business organizations which will not

only make them the best fit for managerial job positions but also for becoming successful entrepreneurs by initiating and executing innovative business ideas.

### Programme Learning Outcomes (PLOs) of MBA Programme

MBA programme offered by SBS, CUJ is a prominent management course of contemporary era and prepares the students for taking up lower and middle level challenging executive assignments in private and public sector.

Accordingly, the program is designed to impart conceptual knowledge in Modern and Indian Management system by imparting practical training in various functional areas of management which include HRM and Marketing. This is a two years programme spread over four semesters. The programme is aimed at following outcomes:

PO1	<b>Business Practical Knowledge:</b> Implementing management theories and practices to solve the business problems and demonstrate the practices of management by applying these situations efficiently. Develop the students to think out of the box and create new Business ideas. Help the students to adopt a .....
PO2	<b>Entrepreneurship, Leadership and Business problem Solutions:</b> A problem solving approach for identifying business opportunity using innovation and create value and wealth .
PO3	<b>Communication and Other Skills:</b> Develop the ability to understand, analyze and communicate global, economic, legal and ethical aspects of administration. To comprehend, present, speak and write various effective reports. To make a mark by their communication skills in the society.
PO4	<b>Group Dynamics and Team Management:</b> Understanding group dynamics to recognize opportunities and contribute positively to collaborative multidisciplinary management research, demonstrate a capacity for self-management and teamwork with an ability to lead themselves and others in the achievement of organizational goals and contributing effectively to a team.
PO5	<b>Research and Innovation:</b> Analyse, present and solve complex managerial problems critically. To conceptualize and delineate feasible optimal solutions in core areas of expertise.
PO6	<b>Industry Interaction and Overview:</b> Demonstrate knowledge and understanding of management principles and practice.
PO7	<b>Values, Ethics and Professional Integrity:</b> Acquire and exhibit professional code of conduct and in intellect professional practices and to contribute for sustainable development of society.

### 2.3 Programme Specific Outcomes (PSOs) of MBA Programme

PSO1	<b>Ethics and Values:</b> Apply ethical principles and commit to professional ethics and values for discharging all responsibilities within the laid norms of business and management practices.
PSO2	<b>Social Responsibility:</b> Recognize the need for and have the preparation and ability to engage in the social responsibility.
PSO3	<b>Environment Awareness:</b> Understanding the impact of the environmental awareness and demonstrate acquired awareness toward environmental preservation & sustainable growth.

## PROGRAMME STRUCTURE

MBA- a four semester postgraduate programme is 104 credits weightage consisting of Core courses (CC), Skill Enhancement Courses (SEC) and Open Elective Courses (OEC) and Audit Course (AC).

**TABLE 1: COURSE AND CREDIT SCHEME**

Semester	Core Courses (CC)		Discipline Specific Course (DSC)		Skill Enhancement Courses (SEC)		Open Elective Courses (OEC)*		Total Credits
	No.of Courses	Total Credits	No.of Courses	Total Credits	No.of Courses	Total Credits			
I	6	24	-	-	-	-	A total of 08 credits are to be earned from other Departments or from MOOCs. Student have to opt open elective courses in consultation with chairperson of the department and Director, University Centre for outreach Programme and Extension.		28
II	7	26	-	-	-	-			30
III	2	08	5	20	1	4			32
IV	2	06	5	20	1	4			30
<b>Total</b>	Core Credits	<b>64</b>	Discipline Specific Credits	<b>40</b>	Skill Enhancement Credits	<b>8</b>	Open Elective Credits	<b>8</b>	<b>120</b>
<b>%age</b>	Core Credits	<b>53.33</b>	Discipline Specific Credits	<b>33.33</b>	Skill Enhancement Credits	<b>8</b>	Open Elective Credits	<b>6.67</b>	<b>100</b>





# जम्मू केंद्रीय विश्वविद्यालय

Central University of Jammu

राया-सूचानी, बागला, जिला सांबा - 181143 जम्मू, जम्मू एवं कश्मीर  
Rahya- Suchani (Bagla), District Samba - 181143, Jammu (J&K)

No. 4-5/CUJ/Reg/HRM/2013/507

6<sup>th</sup> November, 2018

## NOTIFICATION No. 76/2018

**Sub:** Course Scheme and Syllabus Notification of 1<sup>st</sup> and 2<sup>nd</sup> semesters of MBA (HRM) w.e.f. Academic Session 2018 - 19 - Reg.

**Ref:** i) 4-5/CUJ/Reg/HRM/2013/564 dated 06.11.2017

ii) 4-5/CUJ/Reg/HRM/2013/572 dated 13.11.2017

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It is hereby notified for the information of all concerned that, on the recommendations of the Board of Studies, Department of Human Resource Management and Dean, School of Business Studies, the Academic Council has approved the Course Scheme and Syllabus of 1st and 2nd semesters of MBA (HRM) w.e.f. Academic Session 2018-19. The approved Course scheme and Syllabus are as follows:

### Semester - I

Course Code	Course Title	Credit	CIA	MSE	ESE	Max. Marks
<b>Core courses</b>						
PGHRM1C007T	Organizational Behaviour	4	25	25	50	100
PGHRM1C013T	Business Environment and Ethics	4	25	25	50	100
PGHRM1C014T	Management Fundamentals	4	25	25	50	100
PGHRM1C009T	Quantitative Techniques	4	25	25	50	100
PGHRM1C010T	Managerial Economics	4	25	25	50	100
PGHRM1C011T	Management Accounting	4	25	25	50	100
PGHRM1C012V	Viva Voce	2	-	-	-	50
	MOOC available on SWAYAM platform	4	-	-	-	100
<b>Foundation Course</b>						
PGHRM1F008T	Communication for Professional Excellence	4	25	25	50	100
<b>Total</b>		<b>34</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>850</b>

### Semester - II

Course Code	Course Title	Credit	CIA	MSE	ESE	Max. Marks
<b>Core courses</b>						
PGHRM2C008T	Marketing Management	4	25	25	50	100
PGHRM2C009T	Financial Management	4	25	25	50	100
PGHRM2C010T	Research Methodology	4	25	25	50	100
PGHRM2C011T	Operations Management	4	25	25	50	100
PGHRM2C013T	Information Systems Management	4	25	25	50	100
PGHRM2C014T	Human Resource Management	4	25	25	50	100
PGHRM2C014V	Viva Voce	2	-	-	-	50
	MOOC available on SWAYAM platform	-	-	-	-	-
<b>Foundation Course</b>						
PGHRM2F010T	Business Law	4	25	25	50	100
<b>Total</b>		<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750</b>

*[Signature]*  
Deputy Registrar  
(Admin - HR)

**Encl:** Syllabus of 1<sup>st</sup> and 2<sup>nd</sup> semesters of MBA (HRM)

**To:** Head, Department of HRM & OB

**Copy to:** OSD (Exam)



जम्मू केंद्रीय विश्वविद्यालय  
**CENTRAL UNIVERSITY OF JAMMU**  
मानव संसाधन प्रबंधन एवं संगठनात्मक व्यवहार विभाग  
**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**  
राया-सूचानी बागलाद, जिला सांबा-181143, जम्मू, जम्मू एवं कश्मीर  
Rahya –Suchani (Bagla), District Samba -181143, Jammu (Jammu & Kashmir)

**MBA(HRM)**  
**Department of HRM and OB**  
**SEMESTER I**

**PG HRM1C007T Organizational Behaviour**

**Course Objectives:**

This course studies human behavior in organizations at the individual and group level. Lectures and discussions include the effect of organization structure on behavior. Specific attention is given to using concepts for developing and improving interpersonal skills. This course concentrates on motivation, communication, influence, power, group decision processes, leadership, conflict, change, cultural systems, and perception.

**Learning Outcomes:**

- Understand individual behavior in organizations, including diversity, attitudes, job satisfaction, emotions, moods, personality, values, perception, decision making, and motivational theories.
- Understand group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.
- Understand the organizational system, including organizational structures, culture, human resources, and change.

**PGHRM1C013T Business Environment and Ethics**

**Course Objectives:**

To analyse the overall business environment and evaluate its various components in business decision making. To discuss the contemporary ethical issues and challenges existing throughout the professional business arena. Emphasis will be placed upon the manager's social and environmental responsibilities to a wide variety of stakeholders, including employees, customers and the public.

**Learning Outcomes:**

1. To familiarize with the nature of business environment and its components.

2. The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.

3. Understand the definition of ethics and the importance and role of ethical behavior in the business world today

274

**Syllabus of Master of Business Administration (Human Resource Management)**  
for the academic year 2018-19, 2019-20

Course No. **PGHRM1CO07T**  
Course Title: **Organisational Behaviour**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective:**  
To acquaint students with conceptual framework of organisational behaviour and help them in understanding issues and challenges related to OB in Indian context.

**Unit I Foundations of Organizational Behavior**  
The nature and functions of an organization; meaning and systematic study of O.B; Contribution of behavioural sciences to O.B.; Developing contingency model of O.B; OB in a global perspective; Challenges and opportunities in OB.

**Unit II: Individual Dimensions in Organizational Behavior**  
Perception; Nature of human behavior; Personality; meaning; theories and determinants; Values, attitudes and job satisfaction

**Unit III: Foundations of Learning and Motivation**  
Learning process; Theories of learning; content theories of motivation (brief discussion); Process theories of motivation; Reinforcement and motivation; An integrative model of motivation; Motivational techniques for Indian managers.

**Unit IV: Group and Interpersonal Dimensions**  
Formation, classification, stages and group dynamics; Group decision making; teams and team work; transactional analysis; conflict management.

**Unit V: Organizational Dimensions**  
Leadership, Organizational culture; Work Stress; Organizational change; Organizational development.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
  - ❖ Sakaran, U., Organizational Behavior, TMH, N. Delhi.
  - ❖ Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed. v, New Delhi: Tata McGraw.
  - ❖ F. Luthans: Organizational Behavior, ed. vii, PHI, New Delhi.
  - ❖ L.M. Prasad: Organization Theory and Behavior, IIPH, New Delhi.
  - ❖ Mullins L. J.: Management and Organizational Behavior, Pearson- Education, N. Delhi.
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- 2
- 3

## **PGHRM1C014T Management Fundamentals**

### **Course Objectives:**

1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

### **Learning Outcomes:**

- CO1: Understand the concepts related to Business.
- CO2: Demonstrate the roles, skills and functions of management.
- CO3: Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
- CO4: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

Course No. PGHRM1C014T  
Course Title: Management Fundamentals  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To acquaint the students with the basic concepts of management and discuss contemporary issues related to management.

**Unit-I**

Management-Concepts, Functions, Significance of management, Management and Administration, Levels of management. Principles of Management: Henry Fayol and F.W.Taylor, Approaches/Schools of Management Thought-Classical, Neo-Classical and Modern.

**Unit-II**

Managerial Roles; Types of Managers; Management levels and skills; Challenges of Management. Era of Dynamic Engagement; New Organisational Environment; Globalisation and Management; Diversity and Cross Cultural Management; Quality management

**Unit-III**

Planning: Concept, Nature, Processes and Frameworks of Planning; Types of plans and planning premises; Organising, approaches in Organisation Design and Structuring, Span of Management, Authority and Responsibility relationship. Delegation and Decentralisation; Direction as Management Function.

**Unit-IV**

Decision Making: Concept and Significance, types of Decisions, Processes of Decision Making; Techniques of decision-making and Forecasting. Management by Objectives (MBO), Management Control: - Concept, features, process and Techniques.

**Unit-V**

Contemporary Issues in Management and relevant Case Studies, Lessons from Army, NGOs and Civil Administration on Managerial Practices and Issues.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Koontz, Harold and Weihrich, Heinz. "Management", McGraw Hill, New York, 5<sup>th</sup> edition.
- ❖ Stoner, James A. F. and Freeman, R. Edward. "Management", New Delhi 6<sup>th</sup> edition.
- ❖ Mathew, M. "Business Management" Sheel Sona Publishers, Jaipur, 1<sup>st</sup> edition.
- ❖ Robbins, Stephens, F. "Organisational Behaviour", Prentice Hall of India, New Delhi.
- ❖ Newstrom and Keith Davis - Organisational Behaviour - Human Behaviour at work, Tata McGrawHill, New Delhi.
- ❖ Luthans Fred - Organisational Behaviour, Tata McGrawHill, New Delhi.

## **PGHRM1C009T Quantitative Techniques**

### **Course Objectives**

The main objective of the course is to understand why statistics are important for making business decisions (when to use quantitative analysis vs. "common sense") . It will also demonstrate a sound knowledge of statistical terms

The students will be able to explain the merits and limitations of various statistical techniques and also will be able to read and interpret statistical information and be able recognize. The students shall also be able to performance statistical analysis on paper as well as using Excel and other softwares.

### **Learning Outcomes**

- Understand statistical inference in relation to international business decision-making
- Analyse output from both specialist and general office software

- **Produce quantitative analysis using specialist software**
- **Convey the results of quantitative analysis**



Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2018-19, 2019-20

Course No. PGHRM1C009T  
Course Title: Quantitative Techniques  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective**

To introduce basic concepts of Management Science with focus on mathematical models, methods and computational procedures that are helpful in solving management problems.

**Unit-I**

Management Science: Concept and Importance, Introduction to Descriptive Statistics, Probability, Simple decision problems under certainty, risk and uncertainty, Criteria for decision under uncertainty, Criteria for decision making under Risk, Decision trees

**Unit-II**

Linear programming; Formulation of problems, Graphical method, Simplex, Duality in linear programming; Sensitivity Analysis, Fundamentals of Calculus, Working with excel.

**Unit-III**

Transportation model; North West Corner Method, Least Cost Method, Vogel's Approximation Method, Stepping Stone method, MODI Method, Application of Transportation Model, Transshipment Problems, Assignment Model; Hungarian Method

**Unit-IV**

Introduction to Project Evaluation and Review Technique and Critical Path Method; Network Construction, Analysis of Critical Path, Time-Cost trade off: Crashing, Analysis Planning and scheduling Project costs, Controlling project costs.

**Unit-V**

Introduction to Game theory, Two person Zero sum Game, Minimax Maximin Strategies, Saddle point and Mixed Strategies, Simulation for business: Monte Carlo Method, Application of Simulation in Business Situations.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Quantitative Techniques in Management Voltra, N D, McGraw Hill, Publishing House
- ❖ Operation Research (Quantitative Techniques in Management ), Kapoor, V.K. Sultan, Chand Publications
- ❖ Operations Research An Introduction, Taha Hamdy, Pearson Publications
- ❖ Introduction to Operations Research, Hiller Frederick & Gerald Lieberman, Tata McGraw Hill Publications
- ❖ The Management Scientist: Anderson, David R Dennis J. Sweeney & Thomas A Williams, Cengage Publishers

## **PGHRM1C010T Managerial Economics**

### **Course Objectives:**

The purpose of this course is to apply micro economic concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives.

### **Learning Outcomes:**

- Apply the knowledge of the mechanics of supply and demand to explain working of markets
- Describe how changes in demand and supply affect markets
- Understand the choices made by a rational consumer
- Explain relationships between production and costs
- Define key characteristics and consequences of different forms of markets

Course No. PGHRM1C010T  
Course Title: Managerial Economics  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

### Course Objective

To acquaint the participants with concepts and techniques used in Micro/ Macro -Economic Theory and to enable them to apply this knowledge in business decision making.

**UNIT I**  
Managerial Economics: Meaning nature and scope of managerial economics Role of Micro and Macro-  
Economic Analysis in formulation of Business Policies Demand Analysis; Demand and Law of Demand,  
Determinants of demand on demand functions, Change in demand elasticity of demand degrees measurement of  
price elasticity of demand -total expenditure method proportionate method point elasticity method and Law of  
Supply.

**UNIT II**  
Markets: meaning characteristics, types of markets perfect and Imperfect , Utility and Indifference curve  
approaches meaning , Law of Diminishing marginal rate of substitution properties of indifference curve

**UNIT III**  
Price line consumer's equilibrium conditions of consumer's equilibrium income substitution and price effect .  
Production function, Short run and long run, cost and output analysis; General Theory of price determination,  
role of time elements in price determination.

**UNIT IV**  
National Income, GDP & Other Measures of National Income. Price Indices- CPI/PPI., Concept of PPP.  
Aggregate Demand and Supply. Inflation: Concept, Theories and Application. Role of major financial  
institutions & markets in India.

**UNIT V**  
Fiscal and Monetary Policies -Conceptual, Business Fluctuations and Trade Cycles Theories and Its Relevance  
In Business Decisions. Role of IMF, World Bank in the economic restricting of countries

**Note:**  
Teaching Pedagogy besides classroom teaching will preferably include simulation, case studies, role  
plays and games  
Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the  
area i.e. Practitioner's view will be incorporated.

### Reference Books and Suggested reading

- ❖ Samuel William J & Alan S. Blinder, Microeconomics Principles & Policy, Thomson South Western
- ❖ Mankiw N. Gregory, Principles Of Microeconomics, Cengage Learning, South Western
- ❖ Pindyck Robert S. Rubinfeld & Mehta, Microeconomics, Pearson
- ❖ Mankiw N. Gregory, Economics Principles and Applications, Cengage Learning
- ❖ Samuelson, Paul A. & William B. Nordhaus, Economics, Tata Mac Graw Hill
- ❖ Boyes William And Micheal Melvin, Text Book Of Economics, Biztantra
- ❖ Samuelson Willizm F. & Stephan, G. Marks, Managerial Economics, Wiley

## **PGHRM1C011T Management Accounting**

### **Course Objectives:**

The objective of the course is to use accounting principles to facilitate and align decisions made by owners, managers, and employees. The students will learn how accountants create, organize, interpret, and communicate information that improves internal processes and allows organizations to identify and leverage opportunities to create value within the supply chain and with customers.

### **Learning Outcomes:**

1. To enhance the abilities of learners to develop the concept of management accounting and its significance in the business.
2. To enhance the abilities of learners to analyze the financial statements.
3. To enable the learners to understand, develop and apply the techniques of management accounting in the financial decision making in the business corporates.
4. To make the students develop competence with their usage in managerial decision making and control.

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2018-19, 2019-20

Course No. PGHRM1CO11T  
Course Title: Management Accounting  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective**

To impart knowledge of accounting concepts and techniques and also to develop skills in utilizing the accounting and financial information in the process of managerial decision-making.

**Unit-I**

**Introduction**

Financial Accounting-Concept, importance and scope. Accounting as an information system. Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP). Golden Rules for Accounting. Preparation of Journal, Ledger Entries and Trial Balance. Trail Balance Adjustments

**Unit-II**

**Final Accounts**

Concepts and methods of Depreciation including Straight line method, Diminishing balance method, Units of activity and Sum of digits Method Preparation of Final Accounts—Manufacturing Account, Trading & Profit and Loss Account and Balance sheet, Adjustments in final accounts.

**Unit-III**

Management Accounting and Financial Analysis : Management Accounting- Concept, need, importance and scope. Horizontal and vertical analysis of Financial Statements Financial Analysis – Ratio Analysis : Liquidity Ratio Analysis , Profitability Ratio Analysis, Activity Ratio Analysis & Solvency Ratio Analysis; Preparation of Funds Flow statement and Cash Flow statement. Difference between Fund Flow and Cash Flow

**Unit-IV**

Cost Accounting – Concept, need, importance and scope. Preparation of Cost Sheet with element wise classification of various costs. Budgeting: Objective, Advantages, Disadvantages. Budgetary Control, Types: Cash Budget, Production Budget, Sales Budget and Zero Based Budgeting.

**Unit-V**

**Marginal and Standard Costing**

Marginal and absorption costing – their difference. Concept & utility of CVP analysis in business decision making. Standard costing and Variance Analysis – Material Variance and Labour Variance. Material & Labour mix Variances.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ A Textbook of Accounting for Management, Maheshwari S.N, Maheshwari S.K, Sharad Maheswari, Vikas Publication, New Delhi
- ❖ Management Accounting: Text Problems & Cases, M Y Khan, P K Jain, McGraw Hill Education (India) Private Limited.
- ❖ J.S. Accounting Principles, Anthony R.N. and Reece, 6<sup>th</sup> ed., Homewood, Illinois
- ❖ Accounting for Management Text and Cases, Bhattacharya, S.K. and Dearden J., New Delhi, Vikas Publication House
- ❖ Financial Accounting, Heitger, L.E. and Matulich, Sergio, New-York, Mc-Graw Hill
- ❖ Management Accounting, Hingorani, N.L. and Ramenathan, A.R., 5<sup>th</sup> ed., New Delhi, Sultan Chandra
- ❖ Principles of Financial and Management Accounting, Financial and Managerial Accounting, Horngren, Charles. etc., Englewood Cliffs, New Jersey, Prentice Hall Inc.
- ❖ Financial and Management Accounting, Needles, Belverd, etc., Boston, Houghton Mifflin Company

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## **PGHRM 1F008T Communication for Professional Excellence**

Communication for Professional Excellence introduces students to a variety of technical and business theories and practices designed to be applicable to business communication in the real world. Specifically, the course teaches the fundamentals of good business communication, including protocols for writing media notices/releases, marketing copy, business letters, memoranda, electronic mail, thank you notes, apology letters, persuasive messages, and business plans. Finally, students will also learn tactics for running a business meeting, dealing with organizational conflict, and finding ways to enhance their business communication through technically based media.

### **Learning Outcomes**

- Identify and explain strategies for developing and sustaining professional excellence
- Demonstrate skills in preparing and delivering a persuasive communication proposal
- Demonstrate skills in writing, revising, and proofreading business documents in a variety of formats
- Identify advantages and disadvantages of the use of communication technology in the business

Course No: PG HRM IFO08T  
 Course Title: Communication for Professional Excellence  
 Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
 Credits: 4  
 Maximum Marks: 100

### Course Objective

To enable students to acquire communication skills and build up their self-confidence and to acquaint them with the concept of oral and written communication.

### UNIT-I

Introduction to Business Communication: Organizational Communication, Functions of Communication, Communication Process, Direction of Communication, Barriers to Effective Communication, Cross Cultural Issues in Communication. Nonverbal communication – Role of body language, Kinesthetics, Proxemics, Haptics and paralinguistic communication, Designing and delivering winning presentations, crisis communication.

### UNIT-II

Interpersonal Communication: Effective listening- Meaning, relevance and scope, listening skills, Barriers to effective listening, Types of conflict (intrapersonal, intra group and inter group conflicts), Negotiating Business agreements, Communicating effectively in teams, Johari Window.

### UNIT-III

Business Correspondence: Business Letters- Types, Format, and Layout, Winning Tone of Business Letters, Writing Memo and Notice, Agenda and minutes of meetings. Business Reports and Proposals: Purpose and Types, Organizing and preparing reports and proposals, Presentation of Reports

### UNIT-IV

Employment communication: Identifying potential career opportunities, planning a targeted Resume Preparing Resumes, Writing employment messages; application forms, Follow-up messages, Thank-you Messages, Job acceptance, Job refusal, Resignations. Job Interview: types of interviews, Preparing for interviews, Mock interviews

### UNIT-V

Role of Technology in communication, Social Media communication, Global Business Manners, Business Protocol, Principles of Neuro linguistic programming, Etiquette advantage in communication.

### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

### Reference Books and Suggested Readings:

- ❖ Carol, M. Lehman, Debbie D. Dufrene, Business Communication, Cengage Learning
- ❖ Bevee Courtland L. and Thrill, John V. Business Communication Today, Tata McGraw Hill, New York, Taxman Publications
- ❖ Lesikar, Raymond V and Peitit, John D. (1994), Business Communication: Theory and Application, Richard D. Irwin Inc. Illinois
- ❖ Raman, Meenakshi and Sharma S. (2004) Technical Communication: Principles and Practice, Oxford University Press, New Delhi
- ❖ Hurlock, Elizabeth, B., Personality Development, Tata McGraw Hill
- ❖ Parcek, Uday Understanding Organisation and Behaviour, Oxford Publication
- ❖ Romila Reddy, NLP for Dummies
- ❖ Joseph O' Connor- NLP Workbook: A Practical Guide to achieving Results you want

## **PGHRM2C008T Marketing Management**

### **Course Objectives**

1. To outline key marketing concepts and its application to different markets
2. To identify factors and processes essential for designing marketing strategy
3. To analyze and examine the implementation of marketing concepts and strategy to firms

### **Course Learning Outcomes:**

On completion of this course, the students will be able to

- CO1. Students will be able to identify the scope and significance of Marketing In Domain Industry
- CO2. Students will be able to examine marketing concepts and phenomenon to current business events In the Industry.
- CO3. Students will be able to coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms
- CO4. Students will be able to illustrate market research skills for designing innovative marketing strategies for business firms



CO5. Students will be able to practice marketing communication skills relevant to the corporate world.

Sem - II

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2018-19, 2019-20

Course No. PGHRM2C008T  
Course Title: Marketing Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To familiarize students with the basic concepts and techniques of marketing management. The course structure helps in understanding the behaviour of consumers. Also creates awareness of marketing mix elements.

**Unit I: Marketing Basics**

Marketing and its core concepts; marketing management and its tasks; different philosophies of marketing management; marketing micro environment; marketing macro environment, Marketing Information System and Marketing Research; Emerging trends in marketing, Web Marketing, E-marketing

**Unit II: Major Marketing Concepts and Consumer Behaviour**

Concepts and components of marketing mix; target marketing; market segmentation and positioning; market targeting; consumer buying behaviour; consumer buying decision process.

**Unit III: Managing Products**

Basic concepts of a product; product mix and product line decisions; branding decisions; new product development process; innovation diffusion process.

**Unit IV: PLC and Pricing**

Product life cycle strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practices and strategies.

**Unit V: Distribution and Communication**

Marketing channels and its functions; designing marketing channel; concepts and elements of promotion mix; basics of international marketing; basics of marketing information system.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Enis, B.M. Marketing Classics: A Selection of Influential Articles, New York, McGraw Hill
- ❖ Kotler, Phillip and Armstrong, G. Principles of Marketing, New Delhi, Prentice Hall of India.
- ❖ Kotler, Phillip, Marketing Management: Analysis, Planning, Implementation and Control, New Delhi, Prentice Hall of India
- ❖ Ramaswamy, V.S and Namakumari, S. Marketing Management Planning, Control. New Delhi, MacMillan
- ❖ Stanton, William, J. Fundamentals of Marketing. New York, McGraw Hill.
- ❖ Neelamegham, S. Marketing in India: Cases and Readings. New Delhi, Vikas.

## PGHRM2C011T Operations Management

### Course Objectives:

- To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
- To understand the relationship between operations and other business functions.
- To understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.
- To understand the Materials Management function starting from Demand Management through Inventory Management.

### Learning Outcomes:

**On completion of this course, the students will be able to**

CO1. Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.

CO2. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments

CO3. Develop aggregate capacity plans and MPS in operation environments.

CO4. Plan and implement suitable materials handling principles and practices in the operations.

CO5. Plan and implement suitable quality control measures in Quality Circles to TQM.

Course No. **PGURM24011T**  
Course Title: **Operations Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective**

The objective of the course to impart knowledge to the students about Operations Management and laying the foundation for developing a better understanding of its intra-functional interaction with other areas of management.

**Unit I**

**Operations Management:** Definition, Functions in organization, Historical evolution, Relationship with other functional areas, OM as a competitive weapon, OM Decisions. **Operations Strategy:** Definition, Management Strategy, Competitive Strategy, Richardson, Taylor & Gordon Frameworks for operational strategy, Strategy and Operational Effectiveness.

**Unit II**

**Product Design:** Typology of products, Product life cycle, Technology lifecycle, The Product Development Process, Product Architecture, New Product Development & Economic cost, Product Development in Services  
**Process Design:** Definition, Linking processes, Typology of processes, Process decisions, Flexibility in manufacturing, Process choice, Characteristics of different production systems, Process designs in Services.

**Unit III**

**Facility Location:** Factors affecting facility planning at Global - Macro & Micro level, Methods for evaluating location based decisions, **Facility Layout:** Basic principles, Types of layouts - Process, Product/Line, Fixed Group/Cellular, Concept of Line balancing and Assembly line balancing, **Facility Capacity Planning:** Measures of capacity, capacity planning process (when, what, how), Capacity expansion strategies, Service operations & system capacity.

**Unit IV**

**Quality Management & Control:** Definition Attributes of Quality, Quality Principles, Dimensions of Design & Conformance quality, Philosophies of Quality, PDCA cycle, **Total Quality Management:** Definition, Concepts and Guiding principles for TQM Customer Satisfaction Management, Quality Function Deployment, Models for TQM, Concept of Quality Circles.

**Unit V**

**Material Requirement Planning (MRP):** Process, MRP pre-requisites, Planning Factors, Benefits, QFD Introduction to MRP-II, **Enterprise Resource Planning (ERP):** Concept & Origin of ERP, Characteristics of ERP, Benefits of ERP, ERP Implementation - Methodology, Principles, Guidelines & Causes of failure, Post ERP Implementation, **Supply Chain Management (SCM):** Concept & Origin of SCM, Important elements of SCM, SCOR Model, Stevan's model of Supply Chain Integration.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Gaither Norman & Frazier Greg (2011), Operations Management, 9<sup>th</sup> Edition, Cengage Learning India Pvt. Ltd..
- ❖ Singla Rai Ashim (2010), Enterprise Resource Planning, 2<sup>nd</sup> Reprint, Cengage Learning India Pvt. Ltd..
- ❖ Evans & Collier (2007), Operations Management: An Integrated Goods and Services Approach, 1<sup>st</sup> Indian Reprint 2007, Thomson Learning.
- ❖ Krajewski Lee, Ritzman Larry & Malhotra Manoj (2007), 1<sup>st</sup> Reprint 2007, Pearson Prentice Hall.
- ❖ Adam Jr. & Ebert, R.J, Production and Operations Management (2010), 5<sup>th</sup> Edition, Prentice Hall of India Pvt. Ltd..
- ❖ Dr. Banerjee Biswajit, Operations Management and Control (2009), 2<sup>nd</sup> Edition 2009, S. Chand & Company Ltd. New Delhi.

Course No. **PGURM24011T**  
Course Title: **Operations Management**  
Duration of Examination: **3 Hrs**  
Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**  
UNIT-I  
Concept and role of Operations Management  
Systems, Knowledge  
Competitive Strategy  
Systems with Business  
UNIT-II  
Planning for Business  
Business planning  
application and  
UNIT-III  
Resource management  
Production Control  
UNIT-IV  
Quality Management  
Quality Management  
Quality Management  
Quality Management  
UNIT-V  
Material Requirement  
Enterprise Resource  
Supply Chain Management

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## **PGHRM2C014T Information Systems Management**

The Information Technology focuses on preparing students meeting their needs within an organizational and societal context through the selection, creation, application, integration and administration of computing technologies. This course prepares the student to become skilled in networks and communications systems, databases, Internet and Web technologies, security and project management, and have a strong grasp of business concepts and technical communications.

### **Learning Outcomes:**

- Be able to analyze a problem, and identify and define the computing requirements appropriate to its solution

- Be able to function effectively on teams with MIS to accomplish a common goal
- Understand professional, ethical, legal, security and social issues and responsibilities
- Be able to analyze the local and global impact of computing on individuals, organizations, and society Recognize the need for and an ability to engage in continuing professional development
- Be able to use current techniques, skills, and tools necessary for computing practice
- Be able to use and apply current technical concepts and practices in the core information technologies
- Be able to identify and analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems
- Be able to effectively integrate IT-based solutions into the user environment
- Understand best practices and standards and their application

19HKM2C013T  
Course Title: Information Systems Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

To introduce the students with different types of management information systems and its application in business organisations. The course would also familiarise the students to the managerial issues relating to information systems.

#### UNIT-I

Concept and role of Information Systems, Types of Information Systems, Operations Support Systems, Expert Systems, Knowledge Management Information Systems, Information Systems for Strategic Management, Competitive Strategy concepts and objectives, Strategic role of Information Systems, Integrating Information Systems with Business Strategy.

#### UNIT-II

Planning for Information Systems: Identification of applications- Structured and unstructured approach Business planning system and critical success factors: Methods of Identifying applications, Evaluation of applications and value analysis, Risks in information systems

#### UNIT-III

Resource requirements for information systems: Hardware and Capacity Planning, Software Needs, Procurement Options- Make or Buy Decision, Outsourcing as an option in information systems.

#### UNIT-IV

Systems Development life cycle: Critical Success factors in customized software, traditional sequential method for systems development, CASE tools and modern process of Systems development, Flexibility Integrity and Control Issues

#### UNIT-V

Decision Support Systems-An overview: Role of Decision Support Systems in organizations, Modeling in Decision Support, Group Decision Support Systems, Expert Systems: Executive information systems and their applications.

#### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 70% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

#### Reference Books and Suggested Readings:

- ❖ Laudon Kenneth and Laudon Jane, MIS- A contemporary perspective. Prentice Hall, New York
- ❖ O'Brien James A., Management Information Systems. Tata McGraw Hill Edition, New Delhi
- ❖ Kumar, M., Business Information Systems. Vikas Publishing House, New Delhi

## PGHRM2C014T Human Resource Management

### Course Objectives

This is a course covering the major responsibilities of a modern Human Resource Manager. The emphasis is on activities such as recruitment, appraisal, legal compliance, training, orientation, compensation and job analysis.

### Learning Outcomes

- Effectively manage and plan key human resource functions within organizations
- Examine current issues, trends, practices, and processes in HRM
- Contribute to employee performance management and organizational effectiveness
- Problem-solve human resource challenges
- Develop employability skills for the Canadian workplace
- Develop effective written and oral communication skills



255

**Syllabus of Master of Business Administration (Human Resource Management)**  
for the academic year 2018-19, 2019-20

Course No. **PGHRM2C014T**  
Course Title: **Human Resource Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective**

To familiarize the students with concepts and functions of Human Resource Management and help them identifying problems related to People Management. It will also acquaint the students with different strategies applied in management of human resources & develop an understanding of contemporary issues in the HRM.

**Unit I Introduction to Human Resource Management**

**Human Resource Management:** Concept, Nature, Functions and Significance of People Management in organization; Evolution of HRM, Indian Scenario and HRM, Challenges faced by HRM, Models of HRM: The Harvard Model, The Michigan Model

**Unit II Manpower Management**

**Human Resource Planning:** Steps, Factors; **Job Analysis:** Job Description & Job Specification; **Recruitment:** Steps, Sources & Methods of Recruitment. **Selection:** Stages in Selection Process, Selection Tests, Reliability, Validity in Selection, **Induction:** Objectives, Procedure and Techniques. **Succession Planning, Succession Planning, Job Evaluation:** Objectives, Methods: Quantitative & Non Quantitative

**Unit III Training and Development**

**Training:** Purpose & Principles, Training Need Analysis, Methods of Training, Executive Development, Need, Techniques of Management Development, **Promotions:** Types, **Transfers:** Purpose, Procedure, **Separation:** Resignation, Dismissal, Suspension, Retrenchment, Lay-off, **Performance Appraisal:** Process, Methods-Traditional & Modern, Problems

**UNIT IV Compensation, Benefits and Employee Welfare**

**Compensation:** Objectives, Factors, Components, Benefits, Quality of Work Life, Employee Engagement Levels, Building Blocks, **Employer Branding**

**Unit V Industrial Relations**

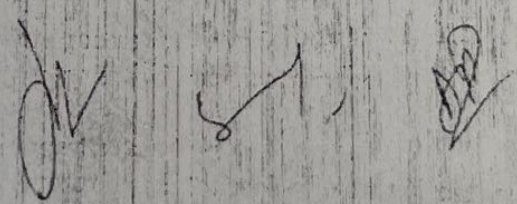
**Industrial Relation:** Objectives, Nature, Scope, Preventive & Settlement Machinery, Trade Union Objectives, Functions, Classification, Problems, **Grievance:** Forms, Causes, **Collective Bargaining:** Process

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence area i.e. Practitioner's view will be incorporated

**Reference Books and Suggested reading**

- ❖ Armstrong, M. Armstrong's Handbook of Human Resource Management Practice, Kogan Page
- ❖ Dessler, G., Human Resource Management, Pearson Education, 13<sup>th</sup> Edition
- ❖ DeCenzo, D. A., & Robbins, S. P. (2010). Fundamentals of Human Resource Management, John Wiley & Sons.
- ❖ E. Schuster Human Resource Management, Concept, Cases and Readings, PHI
- ❖ Fisher, Schoenfeldt and Shaw, Managing Human Resource, Cengage Learning
- ❖ Lata & Nair Personnel Management & Industrial Relations, S. Chand
- ❖ Mamoria, C. B., Rao, V. S. P., Personnel Management, Himalya Publishing House, New Delhi
- ❖ Monappa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
- ❖ Pattanayak, B., Human Resource Management, PHI (EBH)
- ❖ Sengupta, D., Human Resource Management, Biztantra



## **PGHRM2F010T Business Law**

### **Course Objectives**

The objectives of this course are to create

1. Basic and broad knowledge in business laws in management and develop ability to apply concepts, principles and theories to understand simple business laws.
2. Awareness of the different business laws.

3. Awareness of the global business laws and its impacts on businesses.

**Learning Outcomes:**

On completion of this course, the students will be able to:

CO1. Explain the concepts in business laws with respect to foreign trade

CO2. Apply the global business laws to current business environment

CO3. Analyse the principle of international business and strategies adopted by firms to expand globally

CO4. Integrate concept of business law with foreign trade

Course No:- PGHRMZF010T  
Course Title: Business Law  
Duration of Exam: 3hrs

Contact Hrs/week: 4hrs  
Credits: 4  
Maximum Marks: 100

**Course Objective:-**

To acquaint the students with legal aspects of business and to introduce different business laws applicable in India context.

**Unit - I**

Legislative Process, Definition, scope and sources of business Law, Kinds of Law, civil, criminal; courts of law; Company - Types, stages in the formation of a company; Elements of Company Law, Contents of Memorandum of Association; Articles of Association

**Unit - II**

Shares - Meaning and Kinds, Procedure for the issue and allotment, transfer and transmission of Shares; Issue of shares at premium and at discount, Forfeiture of shares. Debentures - meaning and types, difference between shares and Debentures.

**Unit - III**

Contract Act: Nature and classification of Contracts; the sales of good act, essentials of contract of sale; types of negotiable instruments: by statute and by custom or usage. Consumer Protection Act,

**Unit IV:**

The Sale of Goods Act 1930: Introduction, Formalities of the contract of sale, Distinction between 'sale and purchase agreement, Conditions and Warranties, Transfer of property as between the seller and the buyer, Rights of an unpaid seller

**Unit V: Other Laws**

Consumer Protection Act, Competition Act, Intellectual Property Rights: Patents, Copy Right, Geographical Indications, Trade Mark, GST

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Boatright, J.R.: Ethics and the Conduct of Business, ed. vi, 2006, Pearson Education.
- ❖ Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. i, 2006, Pearson Education.
- ❖ Gulshan, S.K.: Mercantile Law, ed. iii, 2007, Excel Books.
- ❖ Kachhai, M.C.: Business Law, ed. iv, 2005, Vikas Publishing. 5. Velasquez, M.G.: Business Ethics- Concepts and Cases, ed. vi, 2007, Pearson Education.

02

## **RGHRM2C009T Financial Management**

### **Course Objectives**

1. Provide an in-depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.
3. Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

### **Learning Outcomes:**

On completion of this course, the students will be able to

- CO1. Explain the concept of fundamental financial concepts, especially time value of money.
- CO2. Apply capital budgeting projects using traditional methods.
- CO3. Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances.
- CO4. Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2018-19, 2019-20

Course No. PGHRM2009T  
Course Title: Financial Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

The objective of this course is designed to acquaint students about the basics of financial management. This course will help them in developing an understanding about the various aspects of financial decisions and their impact on other functional areas of management.

**Unit-I Introduction**

Concept, scope, classification and organization of Finance function, Financial Decisions, Objectives of Financial Management, Basics of Risk Return Tradeoff and Agency Problem. Management- Profit maximization vs. Wealth maximization. Time Value of money.

**Unit-II Investment decision**

Capital Budgeting: Nature and concept of Capital Budgeting, Techniques of Capital Budgeting  
Traditional: Pay Back Period, Accounting Rate of Return. Discounted Cash Flow (DFC): Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI). Cost of capital: Cost of Equity, Cost of Preference Shares, Cost of Debt, Cost of Retained Earnings and weighted average cost of capital.

**Unit-III Sources of Long Term Funding & Financing Decision**

Financing Fixed Assets- (Long Term Sources) Shares, Debentures, financial service leasing, Hire purchase  
Venture capital Leverage: Financial Leverage (Financial Risk), Operating Leverage (Business Risk), Degree of Operating, Financial and Combined leverage Capital Structure - Determinants of capital structure. Approach to establish Appropriate Capital Structure- EBIT- EPS Approach (Indifference point in Capital Structure). Capital Structure Theories - Net Income Approach, Net Operating Income Approach & Modigliani-Miller Hypothesis.

**Unit-IV Working Capital Management**

Working Capital Management: Concept of working capital, Factors affecting working capital requirements  
Computation of average working capital requirements. Financing Current Assets- (Short-term Sources): Public Deposits Financing through Bank (CC limit / OD, LOC) and Commercial papers, and Factoring

**Unit-V Management of Earnings and Financial Modeling**

Types of Dividend, Dividend Payment - retention decision: Factors influencing dividend Decision. Impact of issue of Bonus shares, split of share & reverse stock split on company's balance sheet  
Dividend Theories - Dividend Theories of Relevance — Walters Model, & Gordon's Model, Dividend Theory of Irrelevance — Modigliani-Miller Hypothesis. Financial Modeling- Concept, Scope and Limitations.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Financial Management, I.M. Pandey, Vikas Publishing House
- ❖ Financial Management, Text Problems and Cases, M.V. Khan & P.K. Jain Tata Mc Graw Hill
- ❖ Financial Management and Policy, Van Horne, Prentice Hall India
- ❖ Financial Management Theory and Practice, Parnana Chandra Tata Mc Graw Hill Pvt. Ltd.

## PGHRM2C010T Research Methodology

### Course Objectives:

This course is designed to enable students to:

- identify and discuss the role and importance of research in the social sciences.
- identify and discuss the issues and concepts salient to the research process.
- identify and discuss the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project.
- identify and discuss the concepts and procedures of sampling, data collection, analysis and reporting.

Course No. 16HRM2C010T  
Course Title: Research Methodology  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To acquaint the students with the basic concepts of business research and enable them to develop skills and knowledge needed to analyse data using appropriate statistical analytical tools and techniques.

**Unit I: Business Research: An Introduction**

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Management Decision Making; Business Research in Practice.

**Unit II: Research Design & Data Collection Technique**

Classification of Research Design; Exploratory, Descriptive & Conclusive Research Designs; Causal Research; Secondary data- Nature, Sources & Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data.

**Unit III: Measurement, Attitude Scales & Questionnaire Design**

Concept of Measurement, Scales of Measurement- Their Types & Properties; Measurement of Attitudes & Scaling Procedure; Questionnaire Design and Testing

**Unit IV: Sampling, Hypothesis Testing and Data Preparation**

Sampling Theory, Design and Issues; Central Limit Theorem; Hypothesis Testing- Concept and Procedure; Data Preparation Process

**Unit V: Statistical Analysis Using SPSS & Reporting of Research Findings**

Introduction to SPSS; Analyzing Data Using SPSS---T-test, ANOVA, Correlation & Factor Analysis; Interpretation of Results; Reporting Research Findings

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Cooper, D. R., & Schindler, P. S. (2012). *Business Research Methods*. (12<sup>th</sup> Edition), New Delhi: Tata McGraw-Hill.
- ❖ Malhotra, N. K & Dash, S. (2011). *Marketing Research: An Applied Orientation*. (Sixth Edition), New Delhi: Pearson Education.
- ❖ Monipally, Mathuketty M and Pawar, Badrinarayan Shankar (2010). *Academic Writing: A Guide for Management Students and Researchers*. New Delhi, Response (Sage).
- ❖ Zikmund, W. G. (2012) *Business Research Methods* (8<sup>th</sup> Edition), Cengage Learning



## **PGHRM3C007T Strategic Management**

### **Course Objectives:**

The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations. The course aims to develop solid grounding in ethics, globalization and cross-functional issues.

### **Learning Outcomes:**

On completion of this course, students will be able to:

1. Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
5. Conduct and present a credible business analysis in a team setting.
6. Understand the crucially important role that the HRM function plays in the setting and implementation of an organisation's strategy

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20,2020-21

Course No. PGHRM3007T  
Course Title: Strategic Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

The objective of this course is to present the students with the concepts and framework of strategic management. The students shall learn how to analyze company's business environment, select a strategy, and construct the organization necessary to put into action.

**Unit I**

Overview of Strategic Management; Concept of Strategy; Process of strategic management; Strategic Decision Making; Roles of a Strategist; Globalization and its Impact; Corporate Strategy and Corporate Governance; Strategic Intent; Vision, Mission, Goals and Objectives; Competitive Advantage

**Unit II.**

Environmental appraisal - Concept of Environment, Components of Environment; Environmental Scanning Techniques- ETOP and SWOT Analysis (TOWS); Organizational appraisal - Internal Environment; Strategic Advantage Profile and Methods for Organizational Appraisal; Industry Analysis; Value Chain Analysis; Competition and Competitive dynamics; Concept, Importance and Use of Core Competence

**Unit III**

Corporate Level Strategies- Stability, Expansion, Retrenchment and Combination; Business Level Strategies- Conditions, Risk and Benefits of Cost Leadership, Differentiation and Focus Leadership; Porters' framework of Competitive Strategies; Identification of Critical Success Competitive Positioning

**Unit IV**

Strategic Analysis & Choice- Process of Strategic Choice; Subjective factors in Strategic Choice; Techniques of Strategic Analysis (BCG Matrix, GE Nine Cell, Product Market Evolution, Directional Policy Matrix); Aspects of Strategic implementation; Resource Allocation; Issues in strategy implementation; Procedural Implementation; Structural Implementation; Behavioural Implementation; Operational Implementation

**Unit V**

Strategic Evaluation; Organizational System and Techniques of Strategic Evaluation; Strategic Control; Operational Control; Contemporary Issues in Strategic Management - Blue Ocean Strategy, Balanced Score Card, Judo Strategy, Organizational Change and Learning

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Pearce, Robinson & Mittal, Strategic Management: Formulation, Implementation and Control, TATA McGraw Hill Special Indian Edition, 10th Edition.
- ❖ Kazmi Azhar, Strategic Management & Business Policy, TATA McGrawHill, 3rd Edition, 2008.
- ❖ Fred David, Strategic Management: Concepts and Cases, Prentice Hall India, 12th Edition.
- ❖ Hill & Jones, Strategic Management: an Integrated Approach, Publisher Biztantara or Cengage, Sixth Edition.

Objectives:  
Have an effective par  
Responsible in  
Amount in  
Labour Law  
Judicial  
Aspe

and

## PGHRM3C008T Industrial Relations

### Course Objectives:

To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects.

### The broad objectives are as follows:

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.
- To understand the laws related to working conditions in different settings.

### Learning Outcomes:

Students will know the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20,2020-21**

Course No. PGHRM3C008T  
Course Title: Industrial Relations  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

Main objective of the course is to provide an understanding of the conceptual framework and operational aspects of issues relating to industrial relations.

**UNIT I**

Understanding Industrial Relations (IR): Meaning, objective, scope and determinants; Dimensions of IR. Interaction among principle parties within social, economic, political contexts; Theories and evolution of IR in India; Framework for successful Industrial Relations programme.

**UNIT II**

Approaches to the study of IR; Industrial Conflicts: Nature, causes and the effect of industrial disputes: Industrial Disputes Act 1947; Machinery to resolve industrial dispute in India (Conciliation, Arbitration, Adjudication); Alternative dispute resolution.

**UNIT-III**

Trade Unions: Objectives, Structure and Strategies; Problems and prospects of Trade Unions; Role of Indian Labour Organization in Trade Union Movement; Recognition of Trade Unions; Trade Union Act, 1926 (Amendment Act, 2001) Factories Act 1948.

**UNIT-IV**

Collective Bargaining: Meaning, objective, approaches, strategies and process; Impact of collective bargaining on management of Industrial Relations; Workers participation and IR; Workers' education and training. Employer's Associations: Function, role and importance; Steering groups and Quality Circles.

**UNIT-V**

Unfair labour practices; Judicial delineation of unfair labour practices; code of discipline in industry; Contract Labour Act, 1970; Child Labour Prohibition and Regulation Act, 1986; Organizational safety and welfare in India; Future of Industrial Relations in India.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Reading:**

- ❖ Edwin B. Flippo, - Personnel Management — McGraw-Hill International, Edition, 1984
- ❖ David Lewin -Contemporary Issues in Employment Relations, Amazon Publications
- ❖ C.B Mamoria, S. Mamoria S.V. Gankar -Dynamics of Industrial Relations – Himalaya Publication House, 2010
- ❖ P. N. Singh. Neeraj Kumar- Employee Relations Management, Pearson, 2011-
- ❖ B. P. Singh-Personnel Management and Industrial Relations, Dhanpat Rai and Co.
- ❖ Dale Yoder- Personnel Management and Industrial Relations Prentice Hall of India
- ❖ Biswajeet Patnayak- Human Resource Management, Prentice Hall of India, 2006.

## **PGHRM4C006T Entrepreneurship Development**

This course provides the students with an in-depth understanding of key concepts in entrepreneurship and business development. It will cover the different types of entrepreneur here – social, serial and lifestyle. The course addresses the theories and techniques applied to business development - new business formation (measuring start-up activity, new entrepreneurs and social networks), business growth and sustainability. Students learn about finance and small business and development strategies designed to develop business and businesses.

### **Course Objectives:**

- Learning the fundamentals of entrepreneurship, marketing, accounting, information systems, and operations.
- Learning to ideate for a tangible product or a service, to think about how your business meets a human need.

- Learning to research demand using fundamental marketing research

### **Learning Outcomes:**

Understand theories of entrepreneurship and business development

- Understand the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise
- Be able to state, understand and evaluate the key factors needed to develop a successful business
- Understand the central role of opportunity recognition and marketing to business development
- Understand the creation of business sustainability

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. PGHRM4007T  
Course Title: Labour Laws and Legal Aspects of HR  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective**

The purpose of this course would be to develop an understanding of the labour laws. The specific objectives are as follows:

- To enhance the understanding of the students vis-a-vis application of labour laws related to employment, labour welfare, wages and bonus, specific situations and social security.
- To expose the students with the administration of labour laws in India and to equip them with the necessary tools to apply the law to a given set of facts.

**Unit I: Introduction**

Introduction to labour legislation: Need for studying labour legislation, Principles of labour legislation, brief history of labour legislation in India, Labour Welfare: concept, agencies of labour welfare in India, types of labour welfare services

**Unit II : Laws Related to Labour Employment**

Industrial Disputes Act 1947: objective, scope, basic provisions of authorities under this act. Rules governing layoff, strikes, lockouts under ID act 1947. Major provisions of Employment Exchange Act, 1959, Contract Labour Act, 1970

**Unit III Laws related to Compensation**

Major provisions of Payment of Wages Act, 1936; Major provisions of Payment of Minimum Wages Act, 1948. The Payment of Bonus Act, 1965

**Unit IV: Laws related to specific situations**

The Bonded system Act, 1976. The Sales Promotion Employee Act, 1976, The Child Labour (Prohibition and Regulation) Act, 1986. Laws Related to Maternity and Leave Rules: Maternity Benefits Act, Paternity Leave Types, Rules

**Unit V Social Security Laws and ILO**

**Social Security:** concept and constituents: social insurance, social assistance and public services. Social security in organised sector in India: Employees State Insurance Act, 1948: objective, scope, coverage, benefits, role of ESI Corporation and ESI Hospitals, Maternity benefit Act, 1961: objective, coverage, benefits, penalties. Social security in the unorganized sector in India: Major provisions of the Unorganised Workers' Social Security Act, 2008, International labour organization (ILO): Scope, objectives, membership structure of ILO.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading:**

- ❖ Misra, S. N. Labour And Industrial Laws, Central Law Publications, 27<sup>th</sup> Edition, 2013
- ❖ Padhi, P. K. : Labour And Industrial Laws, B.H.L. New Delhi, 4th ed, 2007
- ❖ Srivastava, S. C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd, 6<sup>th</sup> Edition, 2012
- ❖ Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House, 2008.
- ❖ Sinha P. R. N, Industrial Relations, Trade Union and Labour Legislation, Pearson Education, 4th impression 2009
- ❖ Sarma, A.M., Industrial Relations - A conceptual and legal framework, Himalaya Publication, 2010
- ❖ Saharay, H.K., Industrial and Labour laws of India, Prentice Hall of India Pvt Ltd, 1987

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## **PGHRM4C007T Labour laws and Legal Aspects of HR**

To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects.

### **Course Objectives**

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.
- To understand the laws related to working conditions in different settings.

### **Learning Outcomes:**

Students will know the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.



Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHM/HRM/06  
Course Title: Entrepreneurship Development  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

Course Objective

- To create understanding of the concept and process of entrepreneurship
- To develop a practical understanding of formulating a business proposal
- To understand various functional plans for starting new business

Unit I

**Entrepreneurship:** Concept, knowledge and skills requirement, characteristic of successful entrepreneurs, role of entrepreneurship in economic development, entrepreneurship process, factors impacting emergence of entrepreneurship, managerial vs. entrepreneurial approach and emergence of entrepreneurship.

Unit II

**Starting the ventures:** generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition, environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan, preparing project report; presenting business plan to investors

Unit III

**Functional Plans:** marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning, organizational plan – form of ownership, designing organization structure, job design, manpower planning; financial plan-cash budget, working capital, Performance income statement Performance cash flow, performance balance sheet, break even analysis.

Unit IV

**Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Sources of Finance:** Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs

Unit V

**Legal issues:** Intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. Project Identification (Feasibility study) Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Baumback C.M. & Mancuso, J.R., Entrepreneurship and Venture Management.
- ❖ Faraporevala, Bombay, 1981.
- ❖ Khanka S.S., Entrepreneurial Development, S. Chand & Company New Delhi, 2001
- ❖ Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- ❖ Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989
- ❖ Lewart, V.K., Philip J & Pandey, A.N. Small Industry: Success and Failure Concept, New Delhi, 1981.

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**PGHRM3E020T Organizational Development****Course Objectives:**

In today's highly competitive and dynamic business environment, it is more important than ever for managers of all disciplines to be able to effectively deal with the wide range of organizational challenges with which they are presented. This course touches upon the full spectrum of organization development (OD) tools and methods which can be utilized to increase organization effectiveness. Students will gain an understanding of all aspects of OD including definitions and process models, leading change, elements of discovery and diagnosis, interventions for individuals, groups and organizations, and organization transformation. While theories are discussed to provide a foundation for learning, the emphasis of this course is to provide students with highly practical problem solving tools which they can quickly take back to any work environment and apply to real-world challenges and opportunities for growth.

**Learning Outcomes:**

At the end of this course, students should have acquired sufficient knowledge of the field of organization development that they should

- (1) understand the basic theories upon which the field of OD is based,
- (2) have developed an understanding of the challenges of leading a planned change initiative and methods to increase the likelihood of success,
- (3) have developed a working knowledge of all aspects of the OD intervention process including entering and contracting, data collection and diagnosis, intervention methodologies, implementation, and sustaining change,
- (4) understand the unique challenges of attempting an organization transformation,
- (5) understand the roles that consultants, internal or external, can play in the OD process, and
- (6) have improved their own facilitation skills through a team facilitation assignment.

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20,2020-21**

Course No. **PGHRMBE020T**  
Course Title: **Organizational Development**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective:**

The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students to develop as potential change agents and OD professionals. The basic aim is to make the students understand the theory and practice the interventions effectively.

**Unit I**

Organisational Change: Concept and Significance, triggers for change, types, focus on individual, role teams, organization. Key roles in managing change: Consultant, internal resource persons, implementation team, chief implementer, role of change agents.

**Unit II**

Levels of Change: Knowledge, Attitudinal, Individual Behaviour and Organisational Performance Changes; Organisational Renewal and Challenge of Change: System Approach to Change, Future shock and Change, Cultural Resistance to Change, Planned Organizational Change: Concept and Models.

**Unit III**

Organizational Development: Concept and Assumptions; Historical Development, Process of OD; Issue in Consultant- Client Relationship, Indian Experience of OD in Public and Private Enterprises.

**Unit IV**

OD Interventions: Action research and organization development; Organizational tools; OD intervention; Factors affecting choice of OD intervention; Team interventions: Process consultation, Gestalt approach, group team building meeting, role analysis technique, role negotiating technique, force-field analysis, responsibility charting, organization mirror interventions, Third party peace-making, OD: Work-redesign, re-engineering,

**Unit V**

Implementing Change: Steps; Skills for managing change. Role of leadership in managing change. Managing transitions: introduction, rules stages, process, role of a leader in managing transition, Future of OD & New Perspectives.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ French & Bell., "Organizational Development", Prentice Hall of India, New Delhi.
- ❖ Harvey, D.F. & Brown, D.R., An Experimental approach to organizational Development, prentice Hall of India, New Delhi.
- ❖ R.K. Gupta & UdaiPareek: Training for OD Facilitation, Prentice Hall of India, New Delhi
- ❖ UdaiPareek, "HRD & Organizational Development", Tata McGraw Hill, New Delhi.
- ❖ S. Ramanarayan, T.V. Rao and Kuldeep Singh: Organisational Development.

## PGHRM3E021T Compensation and Reward Management

### Course Objectives:

This course aims to clarify the principles and basic concepts of Compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: Compensation professionals' goals within a human resource department. Ways to strengthen the pay-for-performance link. Ways to strengthen the pay-for-performance link. Health insurance concepts.

### Learning Outcomes:

At the end of the course the students will be able to:

- To learn basic compensation concepts and the context of compensation practice
- To illustrate different ways to strengthen the pay-for-performance link.
- To learn the concepts of Payment and employee benefits issues for contingent workers.
- To understand the Legally required employee benefits.
- To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

No. PGHRM3E021T  
Title: Compensation and Reward Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To acquaint the students with dynamism of employee compensation packages and process of compensation management with emphasis on its role in achieving competitive advantage. It will also make the students familiar with skills required in formulating a compensation policy as well as planning a suitable package in line with the contemporary issues related to compensation.

**Unit I**

Employee Compensation Management. Concept, Process of determining, Economic and behavioral Issues. Wage concepts Minimum Wage, Fair wage, Living Wage Compensation - Introduction, Forms of pay, Significance of Employee Compensation.

**Unit II**

Pay model, Steps in developing a total compensation strategy internal alignment – determining the structure Job analysis – Job based approach, job analysis procedures, Job evaluation – concept, methods of job evaluation, Person based structures – skill plans, skill analysis, competency analysis, perfect structure.

**Unit III**

Salary survey: how to design the survey, interpretation of survey results, Employee contribution-Pay for performance plans, specific plans – short term, Team incentive plans, long term incentive plans, Performance appraisal – role & importance in compensation decisions.

**Unit IV**

Employee benefits – key issues in benefit planning, Components of benefit plan, administering the benefit program Benefit Options Role of union in wage & salary administration-impact of union in wage determination, alternative reward system.

**Unit V**

International Pay Systems, Legal and taxation issues in Compensation, Compensation of special groups (Executive Directors, scientists and engineers), Payment of Gratuity act 1972, Payment of PF act 1952.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Milkovich & Newman, Compensation, Tata McGraw Hill Ed. 2008 Other Specific Book:
- ❖ Bhattacharyya Dipak; Compensation Management, Oxford Higher Education.
- ❖ Murlis and Armstrong, Reward Management, Kogan Page Publishers, 2007
- ❖ Tom Krattenmaker, Compensation: What's the Big Secret?, Harvard Business Publishing Newsletters, Oct 01, 2002.
- ❖ Karen Dillon, The Coming Battle over Executive Pay, Harvard Business Review, Sep 01, 2009.
- ❖ Jeffrey Pfeffer, Six Dangerous Myths About Pay, Harvard Business Review, May 01, 1998.
- ❖ Less Pain Peter L. Allen, Performance Appraisals with More Gain, Harvard Business Publishing Newsletters, Mar 01, 2003.
- ❖ Patricia K. Zingheim, Jay R. Schuster, E-Pay Changes Compensation--Forever (Guest Column), Harvard Business Publishing Newsletters, May 01, 2000
- ❖ Stephen F. O'Byrne, et.al. , How Much Should an Executive Make?, HBR, May 22, 2009

## PGMHRM3E022T Industrial Psychology

### Course Objectives:

- Students will learn core psychological competencies in the history of Industrial psychology and its integration into the broader discipline
- Students will learn core psychological competencies in the subspecialties of Industrial psychology including: personnel selection, group dynamics, ethical application, job analysis, motivation, and cross cultural issues.
- Develop analytical and critical thinking skills that will allow them to apply their knowledge to solve organizational problems in a variety of settings.
- Develop research method and statistical skills that will allow them to apply their knowledge to solve organizational problems in a variety of settings.
- Enhance students' abilities to pursue a higher graduate degree or gain employment upon graduation

### Learning Outcomes:

- Engage in ethical and lawful decision making and problem-solving about people at work;
- Understand the theoretical frameworks of psychology that can be applied to make an organization more effective and efficient;
- Acquire the necessary interpersonal, behavioral and technical skills for application in the work setting;
- Demonstrate writing, reading, critical thinking, speaking and collaboration skills;
- Perform effectively in a capstone experience that involves the application of research in Industrial Psychology.

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20,2020-21

Course No.: PGHRM3E022T  
Course Title: Industrial Psychology  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**  
The purpose of this course is to familiarize and equip the students with the applications of psychological principles and techniques to minimize the problems related to work

**Unit I Concept of Industrial Psychology:**  
Nature, Scope, Aims and Objectives of Industrial Psychology, History and development of the field of Industrial Psychology, Growth and Development of Industrial Psychology in India, Major problems of Industrial Psychology

**Unit II Testing in Organisations and Job Analysis**  
Significance of Psychological Tests in Industries and Organizations, Approaches of Psychological Testing, Psychological Testing-Aptitude, Personality, Interest and achievement Tests, Job Analysis: Concept, Uses, Job Analysis Procedures, Job Psychograph, Composite Job Psychograph.

**Unit III**  
Hawthorne Studies- Experiments on illumination, Relay assembly test room, Mass interviewing programme, Bank Wiring Observation Room, Personnel Counseling, Implications and Criticism of Hawthorne Studies  
Attitude: Need and Importance of studying attitude in Industry, Consequences of unfavorable attitude, Measurement of attitude

**Unit IV Job Satisfaction, Industrial Morale and Counselling**  
Job Satisfaction: Determinants and measurement  
Industrial Morale: Determinants, measurement, Methods of increasing Industrial Morale  
Counseling: Types and functions, Counseling with special groups at work like handicapped, aged, women.

**Unit V Men and Machines:**  
Industrial accident: Causes, Reduction and Prevention of Accident, Industrial Fatigue: Nature, Measurement, Causes and Mitigation of Fatigue, Ergonomics: Concept and Importance, Human Engineering: Importance and Problems

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Blum & Naylor, Industrial Psychology, Sage Publications, New delhi
- ❖ Ghosh, P.K., Industrial Psychology, Himalya Publications, New Delhi
- ❖ Schein E.H., Organisational Psychology, Prentice Hall Inc.
- ❖ Prem Kr. Ghosh, Industrial Psychology Management, Anmol Publications Pvt. Ltd.
- ❖ Sharan A.K., Encyclopedia of Industrial Psychology, Anmol Publications Pvt. Ltd.
- ❖ Jucius, J. Michael: Personnel Management. Richard D Irwin Inc: Illinois
- ❖ Ghiselli, Edwin E. Snd Brown C.W. Personnel and Instruct psychology. McGraw -Hill Book Co. Inc: New York
- ❖ Dunnette M.D. and Hough, L.M. Handbook of Industrial and Organizational Psychology. Vol. 2 and 3, Jaico Publishing House: Delhi
- ❖ Schultz & Schultz, Psychology and Work Today. Pearson Publishers; 8<sup>th</sup> Ed.
- ❖ Miner, J.B., Industrial- Organisation Psychology. Tata McGraw Hill
- ❖ Riggio, Industrial/Organisational Psychology. Prentice Hall India; 4<sup>th</sup>

## **SHRM3E023T Human Resource Development**

People performance within organizations is a source of long term competitive business strength. Human Resource Development examines the activities and processes that impact on organizational and individual learning. The focus is on interventions which change, or improve the ability to change organizational behaviour. Interventions can range from the strategic to the functional areas of training and development. Topics include the strategic role of human resource development, organizational and individual analysis, adult learning styles, technology and learning, management education, vocational education and training. Communication and group management techniques are emphasized as important attributes for the HRD professional. All students engage in trainer competencies through developing and implementing experiential sessions for small groups.

### **Learning Outcomes:**

On successful completion of the course students will be able to:

1. Explain human resources development (HRD) and its theories, the difference between education, training, learning and the concept of the transfer of learning;
2. Critique the relationship between organisational development (OD) and HRD contribution to organisational effectiveness;
3. Apply and evaluate a learning process starting with training needs analysis to assessment and evaluation process;
4. Evaluate the HRD role dealing with contemporary challenges.



Title: Human Resource Development  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective**

- To create a conceptual background required to undertake any activity to facilitate and manage the HRD functions in an organization.
- To acquaint the students about different HRD system.
- To learn different techniques of developing people through HRD interventions.

**Unit I: HRD- An Overview**

Need for HRD, meaning, philosophy, goals and tasks; HRD and other functions; status of HRD in the organization; role of chief executives in HRD managers.

**Unit II: Designing HRD Systems**

Contextual factors and system designing; analysing the role for development; effective recruitment and placement systems; the training systems; training strategy; designing training programmes; training methods; the training climate, trainers style..

**Unit III: Designing HRD System II**

Performance appraisal in HRD; potential appraisal and career development; performance review and counselling; dual career groups, flexitime and flexi-work; developing the role; job enrichment; QWL and role effectiveness; developing self-rewriting capacity; issues in HRD system designing.

**Unit IV: Strategies and Instruments for HRD Implementation**

HRD mechanisms; process, outcomes and organisational effectiveness; mapping HRD practice-profile; HRD climate survey; HRD competencies checklist; training effectiveness test; performance, planning and development test; leadership style test; integrated HRD systems intervention strategies.

**Unit V: HRD in the New Economic Environment**

Role of HRD in the liberalised economy; new environment; corporate strategy and HRD agenda; HRD and TQM; technological change and HRD; HRD for blue collar workers in the new context; HRD in select organisation. HRD Audit, HR Scorecard

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Khardelwal Anil K., Abraham, S.J., Verma K.K., Alternative Approaches and Strategies of HRD, National HRD Network, Rawat Publications, Jaipur.
- ❖ Maheshwari, B.L., Dharni, P. Sinha, Management of Change through HRD, National HRD Network, Hyderabad, Tata McGraw Hill, 1991.
- ❖ Pareek Udai, Rao, T.U., Designing and Managing Human Resource Systems, Oxford & IBH Publication, New Delhi.
- ❖ Pareek, Udai, R.P. Lynton, Training for Development, Vistar Publications, New Delhi, Padaki Rupande,
- ❖ Pareek Udai, & Nair R.R., The HRD Response, Network, Bangalore, Tata McGraw Hill,
- ❖ Rao, T.V., HRD Missionary HRD Network, Jamshedpur, Tata McGraw Hill, 1990.

## PGHRM3E024T Interpersonal and Group Processes

### Course Objectives:

The course focuses on study of theory and skills relevant to managing complex and challenging interactions in educational settings; It provides insight on group dynamics and group processes. Applied exercises are used to enhance skills in leading collaborative and inclusive approaches to wellbeing.

### Learning Outcomes:

- Demonstrate a critical awareness of the theory and practice of constructive conflict management and selectively apply a range of assertion and conflict management skills to negotiation and collaboration .
- Demonstrate a critical awareness of the theory and practice of group dynamics and plan strategies to ensure the effective functioning of groups.

IRM3E0251

Course Objectives

To far

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHRM3E024T  
Course Title: Interpersonal and Group Processes  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

Course Objectives

- Providing the students a conceptual framework of understanding and analyzing interpersonal processes
- Helping the students to manage organizational processes

Unit I

Introduction to Organizational Processes Organizations as social systems; Understanding interpersonal processes  
Understanding Groups, Interpersonal communication.

Unit II

Interpersonal awareness and feedback – functions, process, strategies for effective feedback; Interpersonal Trust  
– concept, importance, development of trust, rebuilding trust; Transactional Analysis

Unit III

Group – Definition; Types of groups – Formal, Informal; Reasons for Group formation; Group Development;  
Group Structure; Group Communication

Unit IV

Introduction to Group Dynamics; Group Performance; Group decision making; Group Cohesiveness and  
Synergy; Teams and team work; Team Building; Managing teams

Unit V

Leadership and groups; Transformational Leadership; Conflict and Negotiation; Inter Group Conflict; Conflict  
Resolution Strategies

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Cummings T. G. and Worley C.G, Organization Development and Change, Cengage Learning
- ❖ Hersey P. et. al, Managing Organizational Behavior, 7th ed, PHI, N. Delhi.
- ❖ Newstrom J W and K Davis : Organizational Behavior: Human Behavior at Work, 5th ed. New Delhi: Tata McGraw.
- ❖ Cartwright R. et. Al, Managing People, Blackwell, Oxford.
- ❖ Christopher E. M. and Smith L. E, Leadership Training, Viva, London.

## PGHRM3E025T Retail Management

### Course Objectives

- To familiarize the students with retail management concepts and operations
- To explain the understanding of retail management and types of retailers
- To discuss an understanding of retail management terminology including merchandize management, store management and retail strategy
- To create awareness about emerging trends in retail management

### Learning Outcomes:

- Learners will perceive about the retail management concepts and its operations
- Learners will cognize about the understanding of retail management and types of retailers.
- Learners will procure an understanding of retail management terminology including merchandize management, store management and retail strategy.
- Learners will be aware of the latest trends in retail industry

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. PGHRM3E025T  
Course Title: Retail Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

The course shall enable the students to understand the concept, process and management of retail business and stimulate their interest in retail career by discussing opportunity and challenges in the retail industry.

**Unit I: Nature and Importance of Retailing**

Retailing And Retailers, Place Of Retailing In Marketing Mix, Retailing Economical And Social Importance, Value Added By Retailing Economic Justification, Size Of Retail Market, Operating Expenses and Profits. Retailing in India. Classifying Retail Firms: Firm Of Ownership, Operational Structure, Service And Price Orientation, Merchandise Offering.

**Unit II: Store & Non Store Retailing**

Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Telephone Retailing, Catalogue Retailing, Direct Response Retailing, Wholesalers-Sponsored, Voluntary Chain, Retailers -Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.

**Unit III: Retail Strategy and Planning**

Retail Perspective, International Expansion- Growth Strategy, Understanding the Retail Customer, Store Locations

**Unit IV: Merchandise Management and Retail Decisions**

Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design, In Store Promotion, Credit and Collections, Front Office Management: Personnel-Selection, Recruitment and Motivation.

**Unit V: Creating & Sustaining Value and Trends in Retailing**

Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management. Growth of Shopping Malls, Factory Outlet, Discount And Discount Malls, Power Retailer, Increasing Power Of Retailer Brand V/S Manufacturer Brand, Green Retailing, e-Tailing, ethical and legal issues in retailing.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ David Gilbert, Retail Marketing Management, Edition II, Pearson India
- ❖ Robert f. Lusch, Patrick Dunne, Myron Gable, Retail Management, South western Pub. Co. Ohio
- ❖ Pradhan Swapna, Retailing Management Text & Cases, 2000, TMH Publications, New Delhi
- ❖ Witz, Levy. Retail Management, Edition III, Pearson Publication

## **PGHRM3E026T Consumer Behaviour**

The course deals with the study of behavioral processes and strategic implications of this understanding for practicing marketing managers. Concepts from Social Sciences, Psychology, Economic and Cultural Anthropology are integrated to create an understanding of consumer behavior in market exchanges. It also provides insights into consumer's decision making process which is key in strategic effective decisions. Marketing applications of consumer behavior concepts are illustrated using cases, examples, websites and exercises.

### **Course Objectives:**

The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.

### **Learning Outcomes:**

- To acquaint students with Consumer Behavior concepts and applications.
- To enable students to demonstrate the ability to analyze the complexities of buying behavior and use the same to formulate successful strategies.
- To create an understanding of the group influences and consumer behavior in cultural and contextual environment.

**Course Objective:**

This course is designed to help students to develop insight into consumer psychology and thereby understand how consumers comprehend & act to marketing stimuli.

**Course Objective:**

- To familiarize with the different facets of consumer behaviour.
- To create awareness of the theories of motivation and perception as applied in consumer behaviour.
- To acquaint with the communication and consumer decision making.
- To create awareness about the application of consumer behaviour in special types of markets.

**Unit I: Introduction to Consumer Behaviour**

Meaning and scope of consumer behaviour; level of analysis in consumer behaviour; relationship between consumer behaviour and behavioural sciences; applications of consumer behaviour in different areas of marketing; motivation and consumer behaviour.

**Unit II: Motivation Theories and Perception**

Motivation theories and their application; measurement of motivation and motivation research; meaning and application of perception; application of absolute and differential threshold in consumer behaviour; meaning and nature of personality.

**Unit III: Models of Attitudes**

Theories of personality and their application in consumer behaviour; self-concept and consumer research; attitudes and their characteristics; different models of attitudes; measurement of attitudes.

**Unit IV: Communication and Decision-Making**

Structure and process and communication; audience and source dimensions in consumer communication; medium and source dimensions; consumer decision making views; consumer decision making process.

**Unit V: Markets and Consumer Behaviour**

Meaning, scope and characteristics of organisational markets; industrial markets and its features; types of industrial buying decision process.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Leon G. Schiffman and Keslie. L. Kam K.: Consumer Behaviour, PHI, New Delhi. 2. Batra & Kazmi: Consumer Behaviour, Excel Books, New Delhi. 3. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education

## **PGHRM3E027T Sales and Distribution Management**

### **Course Objective:**

To develop an insight in personal selling, sales management and analyse the managerial aspects of sales force management and create an understanding among learners about the dynamics of channel management and the role of out-bound logistics in effective distribution management

### **Course Learning Outcomes:**

At the end of the course, students will be able to:

1. Identify issues related to design and implementation of Sales Strategy
2. Apply concepts related to improving performance of Sales Team
3. Analyze roles and responsibilities of a Sales and Marketing Manager
4. Design and implement channel strategies



Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHRM3E027T  
Course Title: Sales and Distribution Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To develop an insight in personal selling, sales management and analyse the managerial aspects of sales force management and create an understanding among learners about the dynamics of channel management and the role of out-bound logistics in effective distribution management

**Unit I**

Personal Selling: Types of selling – Alternative Sales Structures: Network Marketing – Mail order selling – Elements of direct marketing – Teleshopping – Telemarketing – Systems selling. The selling process – Strategies and Styles – formulating sales objectives – Sales forecasting – Estimating market and Sales Potentials

**Unit II**

The Sales Force: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit.

**Unit III**

Physical Distribution: participants in the physical distribution function, the environment of physical distribution – Channel Design strategies and structures, selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

**Unit IV**

Managing The Marketing Channel: Product, Pricing and Promotion issues in channel Management and Physical Distribution – Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

**Unit V**

E-enabled selling and distribution: e-Commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation, e-enabled logistics management and tracking systems.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve 20% input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Donald Cowell, Marketing of Service, Heinemann, London
- ❖ Harsh V. Verma, Services Marketing: Text and Cases, 2/e By, Pearson Education India
- ❖ Jha S.M.: Services Marketing, Himalaya Publishing House, New Delhi
- ❖ Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy Eighth Edition, World Scientific Publishing Company
- ❖ K. Douglas Hoffman, John E.G. Bateson, Services Marketing: Concepts, Strategies, & Cases, Cengage Learning
- ❖ Lovelock, C.H.: Services Marketing, Prentice Hall, London
- ❖ Matin Khan: Sales and Distribution Management, Excel Books,
- ❖ Panda and Sahadev: Sales and Distribution Management: Oxford University Press, Delhi
- ❖ Spiro, Stanton and Rich: Management of Sales Force, Tata McGraw Hill, New Delhi
- ❖ Valarie A Zeithaml, Mary Jo Bitner, D D Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus Across the Firm Tata Mc Graw Hills

## PGHRM3E028T Marketing of Services

### Course Objectives:

The course brings out the emerging service environment in India and the world. It emphasizes the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

### Learning Outcomes:

At the end of this course, students would be able to:

1. Understand the Concept of Services and intangible products
2. Discuss the relevance of the services Industry to Industry
3. Examine the characteristics of the services industry and the modus operandi
4. Analyse the role and relevance of Quality in Services
5. Visualise future changes in the Services Industry

**Objective(s):**

- This course aims to help participants appreciate the ever increasing significance of services in the economies.
- Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies.
- This course will be of particular value to those who intend to work in a service organization or have a need to understand service organization from a point of view of investing or starting their own service business.

**Unit I**  
Introduction to Services Marketing; Difference between goods and services; Characteristics of Services; Services Marketing Mix ; The Gaps Model of Service Quality –Customer gap & Provider Gaps

**Unit II**  
Consumer Behaviour in Services; Customer Expectations of Services ; Consumer Perception of Services ; Consumer Satisfaction ; Dimensions of Services Quality ; Service Encounters ; Moment of Truth

**Unit III**  
Services Marketing Research; Building Customer Relationships through marketing; Service Failure and Service Recovery; Service Guarantee; Service Innovation and Design ; Service Blue Print

**Unit IV**  
Customer Defined Service Standards; Physical Evidence and Servicescape; Employees Role in Service Delivery; Service Culture; Customers Role in Service Delivery

**Unit V**  
Service Distribution; Role of Intermediaries; Electronic Distribution; Managing Demand and Capacity; Integrated Services Marketing Communication; Pricing of Services.

- Note:**
- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
  - ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Donald Cowell.; Marketing of Service, Heinemann, London
- ❖ Harsh V. Verma, Services Marketing: Text and Cases, 2/e By, Pearson Education India
- ❖ Jha S.M.: Services Marketing, Himalaya Publishing House, New Delhi
- ❖ Jochen Wirtz, Christopher Lovelock, Services Marketing: People, Technology, Strategy Eighth Edition, World Scientific Publishing Company
- ❖ K. Douglas Hoffman, John E.G. Bateson. Services Marketing: Concepts, Strategies, & Cases, Cengage Learning
- ❖ Lovelock, C.H.: Services Marketing, Prentice Hall, London.
- ❖ Valarie A Zeithaml, Mary Jo Bitner, D D Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus Across the Firm Tata Mc Graw Hills

## **PGHRM3E029T International Marketing**

### **Course Objectives:**

**International Marketing** is a course designed to introduce you to the marketing practices of companies seeking market opportunities outside their home country, and to raise your awareness about the importance of viewing marketing management strategies from a global perspective. You will learn to plan effectively for the marketing of consumer and business needs and wants on an international level. Special emphasis will be placed on cultural and environmental aspects of international trade, and integration of culture and marketing functions.

### **Learning Outcomes:**

At the end of this course, students would be able to:

- Develop an understanding of and an appreciation for basic international marketing concepts, theories, principles, and terminology.
- Be able to demonstrate an awareness and knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.
- Be capable of identifying international customers through conducting marketing research and developing cross-border segmentation and positioning strategies.
- Be capable of developing a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.
- Be able to apply an integrated understanding of the course material by conducting an analysis of international marketing issues in relevant case studies and current events identifying factors that contribute to the challenges faced by marketers internationally, and developing corresponding solution options based on multiple perspectives.

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. PGHRM3E029T  
Course Title: International Marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objectives:**

- To help the students in identifying the suitable modes of foreign market entry.
- To acquaint the students with the intricacies associated with international marketing.
- To familiarise with the EXIM documentation procedures.

**Unit I:**

Introduction Definition and scope, bases of international trade; methods of entry, major international economic institutions and trading blocks, WTO and sectoral impacts.

**Unit II**

Product and Pricing Decisions Foreign market identification; product decisions; price and non-price factors; pricing decisions and methods.

**Unit III**

Promotion and Distribution International promotion; cross-cultural dimensions of advertising; distributional channels; institutional infrastructure for exports.

**Unit IV**

Export Policy and Procedures EXIM policy and export assistance, export-import procedure and formalities; export finance.

**Unit V**

Export Documentation and Import outline Export documentation; import documents; negotiation of documents; outline of import procedures.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Terpstra & Sarathi: International Marketing, Harcourt Asia, 8th Edition.
- ❖ Caterora & Graham: International Marketing, Pearson Education, 2000.
- ❖ Keegan, Warren J.: Global Marketing Management, Pearson Education, 2007.
- ❖ Nabhi Jain: How to Start Import, Jain Book Depot, 2007.

PGHRM3E030T Security Analysis and portfolio Management  
Course Objectives:

This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

**Learning Outcomes:** At the end of this course students should be able to:

To provide a theoretical and practical background in the field of investments.

Designing and managing the bond as well as equity portfolios in the real word.

Valuing equity and debt instruments.

Measuring the portfolio performances.

No. PGH RM3E030T  
Title: Security Analysis And Portfolio Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To train students in conducting qualitative and quantitative analysis of a company, valuing financial securities, and analyzing investment attractiveness of various types of securities

**Unit I: Introduction to Security Analysis:**

Securities Market, Securities Analysis, Portfolio Analysis, Portfolio Selection, Portfolio revision, Portfolio evaluation, Evolution of Portfolio Management, Role of Portfolio management, Financial Derivatives, Risk/Return Analysis-- required rate of return, Measures of Risk, relationship between Risk and Return-- security market line (SML), efficient frontier, capital assets pricing model (CAPM).

**Unit II: Efficient Market Theory & Technical Analysis**

Need of efficient markets, alternative market hypotheses, forms of markets, implications of efficient markets. Top--down model, valuation process: Economic analysis-- economic cycles, leading and trailing economic indicators, economic variables and stock prices. Dow theory, Price charts, Trend and trend reversals, Chart patterns, Elliot Wave Theory, Market Indicators

**Unit III: Fundamental, Industry and Company Analysis**

Industry life cycle, competition analysis, impact of structural economic changes on industry Security Valuation (Company Analysis): Competitive strategies, focusing a strategy, growth company and growth stocks, cyclical, counter--cyclical, and defensive stocks, speculative stocks, value vs. growth investing.

**Unit IV: Portfolio Management**

Portfolio theory, risk and risk aversion, Markowitz portfolio theory, Measures of Portfolio Risk-- expected return of a portfolio variance and standard deviation of a two--asset portfolio, correlation and risk--return trade off of a two--asset portfolio, Efficient Frontier-- efficient frontier and investor utility, combining risk--free and risky assets, market portfolio as the optimal risky portfolio.

**Unit V: Portfolio Evaluation**

Composite Portfolio Performance Measures, Treynor measure, Sharpe measure, Jensen measure, information ratio measure, time--weighted and rupee--weighted returns

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2009). Investment (6th ed.). New Delhi: Tata McGraw Hill.
- ❖ Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2009). Modern portfolio theory and investment analysis (8th ed.). New York: Wiley.
- ❖ Fabozzi, F. J., & Markowitz, H. M. (Eds.). (2002). The theory and practice of investment management. New Jersey: John Wiley.
- ❖ Grinold, R. C., & Kahn, R. N. (2007). Active portfolio management: A quantitative approach for providing superior returns and controlling risk (2nd ed.). New Delhi: McGraw Hill.
- ❖ Kevin, S. (2006). Portfolio management (2nd ed.). New Delhi: PHI Learning.

## **PGHRM3E031T Indian Financial System**

### **Course Objectives:**

This course aims at providing the students the intricacies of Indian financial system for better financial decision making.

### **Learning Outcomes:**

At the end of the course, students will be able to:

- Outline the structure and functions of the Indian financial system.
- Illustrate the functioning of financial market and government security market in the development of Indian financial system.
- Evaluate the functioning of different financial institutions.



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. PGHRM3E031T  
Course Title: Indian Financial System  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

This Course aims at making students conversant with the latest conceptual understanding about various aspects of a financial system with particular reference to Indian Financial System and to grasp mechanics of various financial instruments, financial services and institutions.

**Unit - I**

Financial Systems: Significance, Functions and structure of financial system, Indian financial system, Financial Dualism. Financial instruments: Debentures, Shares, ADRs, GDRs and ECBs. IPO Process Listing and Trading, Derivative trading – Futures & options contracts

**Unit - II**

Money Market: Meaning and Functions, Constituents of Money Market: Call Money Market, Treasury Bill Market, Certificate of Deposit Market, Commercial Bills Market and Commercial Paper Market. Method of Auction of Treasury bills, RBI's Negotiated Dealing System, CCIL and its role as inter-bank market maker, FIMMDA and its role in money market.

**Unit - III**

Capital Market : Concept; Structure and Functions of Capital Market; Primary Market its role & Functions, Methods of selling securities in Primary Market, SEBI Guidelines for different types of issues, procedures for Pricing of new issues, Appointment & role of Merchant Bankers, Underwriters, Lead Managers, Brokers, Bankers & Registrars. Allotment of shares, Secondary Market-Role & Organisation of stock exchanges. Types of stock exchanges. Listing & De-listing of securities. Screen based Trading System and Settlement.

**Unit - IV**

Financial Institutions: Commercial Banks: Functions and management. Reserve Bank of India – Role & Functions. Development Financial Institutions: Types, Role, functions, Non-Banking Financial Companies (NBFCs) : Concept, Types, Role and functions, RRBs : Role & Functions.

**Unit - V**

Introduction to Commercial Banking, Types of deposit liabilities and loan assets, bank credit, types, features, credit process, modes of credit delivery, legal aspects of lending. Off-Balance sheet items.

**Note:**

- ❖ Teaching Pedagogy besides classroom-teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Pathak, Bharti V. The Indian Financial System, 2nd Edition; Pearson Education, India
- ❖ Khan, M. Y. Indian Financial System; Tata McGraw Hill New Delhi
- ❖ Bhole, L. M. Indian Financial System; Tata McGraw Hill New Delhi
- ❖ Bhole, L. M. Financial Institutions & Markets Structure, Growth & Innovations; Tata McGraw Hill New Delhi
- ❖ Varshney, P.N. Indian Financial System Sultan Chand & Sons, New Delhi

**PGHRM3E032T Financial Services**  
**Course Objectives:**

The objective of this course is to help the students understand the intricacies of financial services in order to equip them with working knowledge applicable to the industry. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

**Learning Outcomes:**

- to understand the various methods available for corporate restructuring as a mode of consolidation.
- Able to do valuation of various tangible and intangible assets.
- Able to understand various tax aspects associated with the corporate restructuring.

PGHRM3E032T  
Name: Financial Services  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective(s):**

Understanding the nature and role of financial services, the guidelines and framework within which they operate and the purpose of these services and their role in the development of financial markets

**Unit I:**

Introduction Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of financial Services, Management of Capital Issues, Pre-Issue Activities, Management of Capital Issues - Post Issue Activities, Pricing and Marketing of Public Issues

**Unit II:**

Leasing and Securitisation Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalment sale, Securitisation, Introduction for mutual funds, Mutual Funds and Venture Capital Types & classification of Mutual Fund schemes, Operations and Management of Mutual Funds in India, Venture Capital, Issues in Venture Capital Financing

**Unit III:**

Credit Financing and Insurance Factoring, Bill Discounting, Forfeiting, Credit Rating, Consumer Finance, Credit Cards, Insurance Accounting and Finance fundamentals and Valuation analysis Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation

**Unit IV**

Financial analysis, Planning and control Financial performance metrics, working capital management, strategic financial planning, Investment strategies and decisions Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

**Unit V:**

Financial Policy, Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases, Growth strategies for increasing value Mergers and acquisition, strategic risk management, international financial management

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Brealy, Richard ; Stewart Myers and Franklin Allen, Principles of Corporate Finance, 8th edition, Tata-McGraw Hill
- ❖ Grinblatt, Mark and Sheridan Titman, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw-Hill.
- ❖ Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance, 12th edition ,Tata-McGarw Hill, 2007.
- ❖ M.Y. Khan: Financial Services, Tata Mc Graw Hill
- ❖ Peter S. Rose & Sylvia C. Hudgins: Bank Management & Financial Services, Mc Graw Hill International Edition
- ❖ Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance, 1st edition, south-Western Publishing, 2007

## **PGHRM3E033T Corporate Tax Planning**

### **Course Objectives:**

The aim of this course is to familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. The knowledge acquired may find a useful application in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

### **Learning Outcomes:**

- Strengthening the foundations of the analytical approach to Indian tax laws
- Understanding preparation of return of income manually as well as through software
- Understanding corporate tax planning in diverse managerial situations
- Understanding computation of taxable income and tax liability of companies.
- Understanding the implications of tax benefits and incentives for corporate decisions in various situations
- Understanding International Taxation

**Course Objective(s)**

To provide basic understanding Indian commercial tax laws  
To apply tax laws in financial decisions making

**Unit I**

Introduction : Basic concept of taxation, Basic concept of corporate taxation, Brief history of corporate taxation in India, Residential status of firms, Computation of income from different heads

**Unit II**

Set Off and Carry Forward Set off and Carry forward, Set off and Carry forward normal business losses, set off and Carry forward: capital gains and losses Carry forward of unabsorbed depreciation and other allowances

**Unit III**

Profit Calculations Calculation of profit, Calculation of profit and determination of tax liability, Scope of tax calculation, Profit and surtax, Computation of tax liability under different conditions

**Unit IV**

Tax Incentives Taxation and location of company, tax incentive on location, size, nature of products and on types of activities.

**Unit V**

Tax Planning in Specific Situations Tax planning on mergers and acquisitions, on financing decisions and specific managerial decisions in these situations

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Singhania V.K., Corporate Tax Planning, TMH
- ❖ Gupta and Gupta, Corporate Taxation in India, Himalya Publishing House, New Delhi
- ❖ www.icfi.org 4. www.icai.org

## **PGHRM4C006T Entrepreneurship Development**

This course provides the students with an in-depth understanding of key concepts in entrepreneurship and business development. It will cover the different types of entrepreneur here – social, serial and lifestyle. The course addresses the theories and techniques applied to business development - new business formation (measuring start-up activity, new entrepreneurs and social networks), business growth and sustainability. Students learn about finance and small business and development strategies designed to develop business and businesses.

### **Course Objectives:**

- Learning the fundamentals of entrepreneurship, marketing, accounting, information systems, and operations.
- Learning to ideate for a tangible product or a service, to think about how your business meets a human need.

- Learning to research demand using fundamental marketing research

### **Learning Outcomes:**

Understand theories of entrepreneurship and business development

- Understand the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise
- Be able to state, understand and evaluate the key factors needed to develop a successful business
- Understand the central role of opportunity recognition and marketing to business development
- Understand the creation of business sustainability

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. BAH 4006  
Course Title: Entrepreneurship Development  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

Course Objective

- To create understanding of the concept and process of entrepreneurship
- To develop a practical understanding of formulating a business proposal
- To understand various functional plans for starting new business

Unit I

**Entrepreneurship:** Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs entrepreneurial approach and emergence of entrepreneurship.

Unit II

**Starting the venture:** generating business idea – sources of new ideas; methods of generating ideas; creative problem solving; opportunity recognition; environmental scanning; competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors

Unit III

**Functional Plans:** marketing plan – marketing research for the new venture; steps in preparing marketing plan; contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; financial plan-cash budget, working capital, Performance income statement Performance cash flow, perform balance sheet, break even analysis

Unit IV

**Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Sources of Finance:** Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs

Unit V

**Legal Issues:** Intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising; Project Identification (Feasibility study) Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis

Note:

- ❖ Teaching Pedagogy besides classroom teaching, will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area & Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Baumbach C M & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay, 1981
- ❖ Khanka S S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001
- ❖ Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- ❖ Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989
- ❖ Lewari, V.K., Philip J & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.



## **PGHRM4C007T Labour laws and Legal Aspects of HR**

To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects.

### **Course Objectives**

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.
- To understand the laws related to working conditions in different settings.

### **Learning Outcomes:**

Students will know the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGH RM4007T  
Course Title: Labour Laws and Legal Aspects of HR  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective**

The purpose of this course would be to develop an understanding of the labour laws. The specific objectives are as follows:

- To enhance the understanding of the students vis-à-vis application of labour laws related to employment, labour welfare, wages and bonus, specific situations and social security.
- To expose the students with the administration of labour laws in India and to equip them with the necessary tools to apply the law to a given set of facts.

**Unit I: Introduction**

Introduction to labour legislation: Need for studying labour legislation, Principles of labour legislation, brief history of labour legislation in India, Labour Welfare: concept, agencies of labour welfare in India, types of labour welfare services

**Unit II : Laws Related to Labour Employment**

Industrial Disputes Act 1947: objective, scope, basic provisions of authorities under this act. Rules governing layoff, strikes, lockouts under ID act 1947. Major provisions of Employment Exchange Act, 1959, Contract Labour Act, 1970

**Unit III Laws related to Compensation**

Major provisions of Payment of Wages Act, 1936; Major provisions of Payment of Minimum Wages Act, 1948. The Payment of Bonus Act, 1965

**Unit IV: Laws related to specific situations**

The Bonded system Act, 1976. The Sales Promotion Employee Act, 1976, The Child Labour (Prohibition and Regulation) Act, 1986. **Laws Related to Maternity and Leave Rules:** Maternity Benefits Act, Paternity, Leave Types, Rules

**Unit V Social Security Laws and ILO**

**Social Security:** concept and constituents: social insurance, social assistance and public services; Social security in organised sector in India: Employees State Insurance Act, 1948: objective, scope, coverage, benefits, role of ESI Corporation and ESI Hospitals, Maternity benefit Act, 1961: objective, coverage, benefits, penalties. Social security in the unorganised sector in India: Major provisions of the Unorganised Workers' Social Security Act, 2008, International labour organization (ILO); Scope objectives, membership structure of ILO.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading:**

- ❖ Misra, S. N. Labour And Industrial Laws, Central Law Publications, 27<sup>th</sup> Edition, 2013
- ❖ Padhi, P. K. : Labour And Industrial, Laws; P.H.L. New Delhi, 4<sup>th</sup> ed 2007
- ❖ Srivastava, S. C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd, 6<sup>th</sup> Edition, 2012
- ❖ Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House, 2008
- ❖ Sinha P. R. N., Industrial Relations, Trade Union and Labour Legislation, Pearson Education 4<sup>th</sup> impression 2009
- ❖ Sarma, A.M., Industrial Relations - A conceptual and legal framework, Himalaya Publication, 2010
- ❖ Saharay, H.K. Industrial and Labour laws of India, Prentice Hall of India Pvt Ltd, 1987

**Course Objective**

- To understand the integration between corporate strategy and human resource management from a general managerial perspective.
- To understand HR functions as a strategic partner in the formulation and implementation of the company's strategies.
- To understand and identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation and productivity.

**Unit I: Strategic Human Resource Management (SHRM): An Overview** Definitions, meaning and concept of SHRM, Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models of SHRM: Schools of thought, SHRM themes, The SHRM framework.

**Unit II: The SHRM Context**  
The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR, changing practices and emerging trends; Investment perspective to HRM.

**Unit III: SHRM- Strategy Formulation**  
Importance of HR to strategy, Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps; Strategic HR planning typologies.

**Unit IV: SHRM-Strategy Implementation**  
Application of SHRM: strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, strategic learning, strategic reward and strategic appraisal & development system.

**Unit V: SHRM-Strategy Evaluation**  
The performance impact of HR practices; Evaluating strategic contributions of HR practices-dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Employer branding and HR-Marketing integration; Emerging issues and concerns in SHRM.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Greer, C. R.; Strategic Human Resource Management; Pearson Education; New Delhi; 2001
- ❖ Chanda, A. and Kabra, S.; HR Strategy, Response Books, New Delhi; 2000
- ❖ Lyson, S.; HR Strategy; Pitman Publishing; London; 1995
- ❖ Recent articles from IHR and other relevant international and Indian publications

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## **PGHRM4E022T Labour Laws and Legal Aspects of HR**

**Course Description:** To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labour welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects.

### **Course Objectives**

- To know the development and the judicial setup of Labour Laws.
- To learn the salient features of welfare and wage Legislations.
- To learn the laws relating to Industrial Relations, Social Security and Working conditions.
- To understand the laws related to working conditions in different settings.

### **Learning Outcomes:**

Students will know the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice. Students will learn the laws relating to Industrial Relations, Social Security and Working conditions and also learn the enquiry procedural and industrial discipline.

### Course Objective

The purpose of this course would be to develop an understanding of the labour laws. The specific objectives are as follows:

- To enhance the understanding of the students vis-a-vis application of labour laws related to employment, labour welfare, wages and bonus, specific situations and social security.
- To expose the students with the administration of labour laws in India and to equip them with the necessary tools to apply the law to a given set of facts.

### Unit I: Introduction

Introduction to labour legislation: Need for studying labour legislation, Principles of labour legislation, brief history of labour legislation in India, Labour Welfare: concept, agencies of labour welfare in India, types of labour welfare services.

### Unit II : Laws Related to Labour Employment

Industrial Disputes Act 1947: objective, scope, basic provisions of authorities under this act, Rules governing layoff, strikes, lockouts under ID act 1947, Major provisions of Employment Exchange Act, 1959, Contract Labour Act, 1970.

### Unit III Laws related to Compensation

Major provisions of Payment of Wages Act, 1936; Major provisions of Payment of Minimum Wages Act, 1948, The Payment of Bonus Act, 1965.

### Unit IV: Laws related to specific situations

The Bonded system Act, 1976, The Sales Promotion Employee Act, 1976, The Child Labour (Prohibition and Regulation) Act, 1986, Laws Related to Maternity and Leave Rules: Maternity Benefits Act, Paternity Leave Types, Rules.

### Unit V Social Security Laws and ILO

**Social Security:** concept and constituents: social insurance, social assistance and public services, Social security in organised sector in India: Employees State Insurance Act, 1948: objective, scope, coverage, benefits, role of ESI Corporation and ESI Hospitals, Maternity benefit Act, 1961: objective, coverage, benefits, penalties. Social security in the unorganized sector in India: Major provisions of the Unorganised Workers' Social Security Act, 2008, International labour organization (ILO): Scope, objectives, membership structure of ILO.

### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

### Reference Books and Suggested reading:

- ❖ Misra, S. N. Labour And Industrial Laws, Central Law Publications, 27<sup>th</sup> Edition, 2013.
- ❖ Padhi, P. K. : Labour And Industrial Laws, P.H. New Delhi, 4<sup>th</sup> ed 2007.
- ❖ Srivastava, S. C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd, 6<sup>th</sup> Edition, 2012.
- ❖ Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House, 2008.
- ❖ Sinha P. R. N, Industrial Relations, Trade Union and Labour legislation, Pearson Education 4<sup>th</sup> impression 2009.
- ❖ Sarma, A.M., Industrial Relations - A conceptual and legal framework, Himalaya Publication, 2010.
- ❖ Saharay, H.K. Industrial and Labour laws of India, Prentice Hall of India Pvt Ltd, 1987.

## **PGHRM4E023T Personal Growth and Self Management**

### **Course Objectives:**

**To disseminate knowledge on the following ares:**

- Self-Awareness, Personal Development, and Life Skills
- Leadership and Communication
- Social Justice and Responsibility

### **Learning Outcomes:**

**The students will be able to**

- Develop and exhibit an accurate sense of self
- Develop and nurture a deep understanding of personal motivation
- Develop an understanding of and practice personal and professional responsibility
- Demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment
- Learn to balance confidence with humility
- Assert strengthened personal character and further, an enhanced ethical sense
- Apply the comprehensive set of skills and knowledge for life

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHRM4E023T  
Course Title: Personal Growth and Self Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective**

To identify the course participants strengths and weakness as a person and a member of group or organisation using personality typing

**Unit I**

Introduction to Neuro Linguistic Programming (NLP): History and origins of NLP; Foundations of NLP, Presuppositions of NLP- Basic rules, beliefs and understanding; Sensory Acuity; Concept of Internal Maps

**Unit II**

Mirroring and Matching, Rapport Building; Concept of Psycho-geography; NLP Techniques - Anchoring, Pacing and Leading, Reframing and Metaphor

**Unit III**

NLP Modeling; Milton Model; Representational systems and Predicates, Meta Model; Mapping Across- Unresourceful states to Resourceful States; Fears vs. Phobia; Resolving Fears

**Unit IV**

TA and Self Awareness, Concept of script, Winners and Losers, Structural Analysis, Life positions, Transactions, Games and Strokes, Life Scripts, TA Application in Motivation, Leadership and Team work, TA in counseling.

**Unit V**

Introduction to Emotional Intelligence; Models of Emotional Intelligence - Ability Model, Mixed Model and Trait Model; Cultural Intelligence - Concept, Dimensions and Importance; Social Intelligence

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Essential Neuro Linguistic Programming: A Teach Yourself Guide by Amanda Vickers, Steve Bavister, Tata McGraw Hills (ISBN: 9780071740005)
- ❖ Selling with NLP, Kerry J. Johnson, Nicholas Brealey Publishing (ISBN: 978-1-85788-047-2)

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**Course Objective(s)**

The objective of the course is to provide conceptual framework and diagnostic tools to identify and understand how social and cultural factors influence behaviour of people and how organizational systems, management styles, and human resource practices in multinational and global organizations are influenced by the social and cultural factors. The course is designed to sensitize and create a broader appreciation of the nuances of cultural factors on managerial behaviour, business processes, and in managing human resources in transnational organizations.

**Learning Outcomes**

- Students will be able to understand the influence of social and cultural factors on the behaviour of individual at work places, influence on managerial styles, business strategies, and other organizational processes.
- Students will be able to understand the complexity of managing people from diverse social and cultural background in multinational and global organizations.
- The course provides a broader canvass of understanding the nuanced influence of culture in organizations across different cultural contexts.
- Students will be able to develop their own contextual framework of cultural factors while travelling / conducting business in different parts of the World.
- The entire course is based on case studies and students will be able to understand the influence of social and cultural factors from real world examples.



Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

PGH2MUE024T  
Title: Cross Cultural Management  
Duration of Examination: 2 Hrs

**Course Objective**

Equip students with global aspect of human asset management, various challenges and opportunities in cross cultural management.

**Unit I**  
Introduction to cross cultural management dimensions of culture, communication across culture, challenges of cross cultural Management, Globalization

**Unit II**  
Negotiation across cultures, Negotiation framework, Negotiation styles in different countries, Negotiation process, Interpretation, Translation and Mediation

**Unit III**  
Culture Influence on Motivation, Content theories of motivation and process theories of motivation, Cultivating a Global mindset, developing cross cultural skills

**Unit IV**  
Leadership and global relevance, Leadership theories in other cultures, Leadership style in Europe, South East Asia and in middle east, HRM in Globalizing world

**Unit V**  
Expatriate Management issues, Selection of expatriate, cross-cultural training, ethics framework, ethical binding for global managers, Repatriation-Issues and Challenges

- Note:**
- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games;
  - ❖ Teaching-Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Mead R. "International Management cross cultural dimensions, Wiley, 2005
- ❖ Cross cultural Marketing, Robert Rugimbana & Sonny Nwankwo, Thomas Asia Pte Ltd Singapore
- ❖ Alder N.J, International Dimensions of Organizational Behavior, Kent Publishing.

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## **PGHRM4E025T Team Building and leadership**

The course investigates the issues of becoming an effective leader and developing effective teamwork, critical for their success.

The Foundations of Leadership and Teamwork course looks at individual, team, and organizational leadership. It lays the groundwork for examining and developing students' own personal leadership capabilities.

The course focuses on horizontal and vertical leadership, team building and performance and team leadership including the critical topic of ethics. It involves interactive and mixed-method format, building this way personal skills through team projects, class discussions, problem-solving, case studies as well as role-playing.

### **Course Objectives:**

The course aims to provide students with the necessary knowledge to develop their individual skills in the healthcare sector through:

- Applying theories and concepts of leadership and teamwork
- Applying theories and concepts to improve their leadership skills
- Appreciating the importance of teamwork
- Developing effective communication

### **Learning outcomes:**

**By the end of the course, a candidate will be able to demonstrate:**

- Critical understanding of theories and concepts of leadership and teamwork in organizations
- Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills
- Critical awareness of the importance of teamwork and development of the skills for building effective teams
- Development of skills in effective and professional communication
- Development of skills in systematic and efficient managing of conflict issues.

MMUE025T  
Team Building and Leadership  
Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

Objective  
To enable students various aspects of leadership and Team Building and to develop basic understanding of the leadership and help in working as team members. To enhance one's own self-awareness and to be able to understand other to work effectively in Teams

Unit I  
Introduction to leadership, Leadership for building effective teams, Corporate Leadership, Compare and contrast Management of Leadership, Leadership and Leader Behaviour, Leadership ethics.

Unit II  
Traits, Motives and Characteristics of Leaders, Leadership Approaches and Models, Leadership Theories, Trait, McGregor Theory, X and Y, SLT Theory, Value Based Leadership, Path Goal Theory, Leadership Member Exchange theory, Transformation Leadership Theory, Transactional Leadership Theory, Psychodynamic approach to leadership

Unit III  
Emotional Intelligence and leadership: Authentic leadership, leadership Experience from Indian corporate leaders, Developing powerful persuasion strategies, Spiritual Foundations of leadership, Impression Management and formation.

Unit IV  
Psychological Understanding for effective teams, Theory and Issues in Psychological testing, Aptitude testing, D.A.T. Personality assessment, Theoretical background, Self report Inventories, The M.M.P.I; Multifactor personality tests, The 16 PF, Projective techniques, The T.A.T., Assessment centres

Unit V  
Work teams, dynamics of work teams, Shared vision, Visionary leadership, Team Leadership, Leadership development for effective teams, Team Interventions

- Note:
- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games
  - ❖ Teaching-Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested reading

- ❖ Luthans Fred, Organizational Behavior, McGraw Hill
- ❖ Covey S, Seven Habits of Highly Effective people
- ❖ Myers Salma, G Team Building for diverse work groups, Wheeler Publishing

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**Course Objectives:**

This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is an imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not the same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable in digital marketing.

**Learning Outcomes:**

- Appreciation of differences and similarities between non-digital and digital marketing
- Understanding consumer behaviour on digital media
- Learning to develop digital strategy
- Understanding social media marketing
- Understanding social media, web analytics

Course No. PGHRMUE026T  
Course Title: E-Marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

#### Course Objectives

- To serve as a bridge between the new technology and relevant areas of existing marketing knowledge
- To acquaint the students with emerging business models, personalization techniques, competition, pricing and new product development in the digital world.
- To create awareness about new product development, brand building and special issues related with e-marketing.

#### Unit I: A Framework for Internet Marketing

Adding Online Power to Marketing Mix; New Paradigms of Online Marketing; Marketing Opportunities on the Internet; Web Business Models

#### Unit II: Online Marketing Tools

Marketing research Online; Customer Service and Support Online; Competitive research Online; Measuring Results from Online Marketing

#### Unit III: The Online Customer

Online Marketing to Individuals; Online Consumer Behaviour; Demographic Profile of Web Users; Interactive Advertising and its Effectiveness; Building Online Communities

#### Unit IV: New Product Development and Brand Building on the Net

Concept of Internet Time and Its Business Implications; New Product Development on the Net; Brand Building on the Net; Building Web Traffic; Building Relationship with Online Customers

#### Unit V: Emerging Issues in Internet Marketing

Pricing on the Internet; E-tailing; Legal Issues for Marketers; B2B Exchanges and their Business Potential; Recent Advances in E-marketing

#### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

#### Reference Books and Suggested Readings

- ❖ Douglas E. Comer: Computer Networks and Internets, Pearson Education.
- ❖ Ward Hanson: Principles of Internet Marketing, South Western.
- ❖ Brannstein and Levine: Deep Branding on the Internet, Pearson Education.

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## **PGHRM4E027T Advertising Management**

### **Course Objectives:**

The purpose of this course is to familiarize the students with the role of advertising in the context of promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function

### **Learning Outcomes:**

- Understanding the marketing communication model and role of integrated marketing communication
- Understanding various types of advertising
- Understanding change in advertising over the years- new age advertising
- Strengthening the concepts related to the main decision areas in advertising- mission, money, message, media and measurement
- Understanding the role of advertising agencies
- Develop an understanding of social, ethical and legal aspects governing advertising in India

#### Course Objectives

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
- Application of Advertising through the development and implementation of an advertising plan.

#### Unit I: Field of Advertising Management

The Field of Advertising Management, advertising planning and decision-making. The types and classification of advertising; major institutions involved in advertising; role of advertising and marketing strategy. Organizing for Advertising and Promotion: Advertising agency setup and agency compensation. The role and functions of an integrated advertising/marketing communication program. The tools of IMC.

#### Unit II: Advertising Budgeting and Research

Models of advertising budgeting. Advertising goals and objectives. Approaches in setting advertising objectives. The communications process. Source, Message and Channel Factors. Perspectives and Researches on how advertising works.

#### Unit III: Creative Strategy

Creative Strategy: Planning and Development; Creative Strategy Implementation and Evaluation

#### Unit IV: Media Planning and Strategy

Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media. Media plan development; market analysis for developing media plan. Developing and implementing media strategies

#### Unit V: Evaluating Advertising Effectiveness

Measuring the Effectiveness of the advertising Program, International Advertising, Regulation of Advertising, Public Relations, Publicity and Corporate Advertising

#### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

#### Reference Books and Suggested Readings

- ❖ Aaker, David & Myers, John: Advertising Management, Prentice Hall, 2003.
- ❖ Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communications Perspective, 6/e, Mc-Graw Hill, 2003.
- ❖ Cialdini, Robert B: Influence: The Psychology of Persuasion, 1993.
- ❖ Ogilvy, David: Confessions of an Advertising Man, Atheneum, New York, 1963.
- ❖ Ogilvy, David: Ogilvy on Advertising, Random House Vintage Books, New York, 1983.

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## GHRM4E028T Brand Management

### Course Objectives:

This course seeks to impart understanding of the role brands play in contemporary businesses. Brands have come to acquire center stage in marketing and they are often labeled as 'the' asset of value creation. This course is designed to provide an understanding of how brands are created and managed overtime.

### Learning Outcomes:

- To build an appreciation of the role of brand and branding in winning competitive battles
- Developing understanding of the key issues in creating and managing brands
- To develop a grasp of theoretical concepts and frameworks of branding
- To provide with skills and knowledge to develop and execute strategies in managing brand
- Learn strategies to create powerful brand in specific areas like commodity, technology and services



Course No. PGHRM4E028T  
Course Title: Brand Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

### Course Objectives

- To increase understanding of the important issues in planning and evaluating brand strategies.
- To provide the appropriate theories, models, and other tools to make better branding decisions.
- To provide a forum for students to apply these principles.

### Unit I: Introduction to Brand Management

Brand, Brand vs. Product, Why brands matter, Can anything be branded? Brands and added values. Factors shaping a brand over its life cycle

### Unit II: Brand Equity

Customer-based Brand Equity: Concept of brand equity, Sources of brand equity Benefits of brand equity, Brand Knowledge Structures, Choosing Brand Elements to Build Equity, Brand element choice criteria, Brand element options, Brand element tactics

### Unit III: Brand Valuation

Measuring Sources of Brand Equity; Qualitative research techniques, Quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Brand Equity Measurement System; Conducting brand audits, Designing brand tracking studies, Establishing a brand equity management system

### Unit IV: Branding Strategies

Branding Strategies, Brand-product matrix, Brand hierarchy, Designing brand strategies

### Unit V: Leveraging and Managing Equity

Naming New Brands and Extensions; New products and brand extensions, Advantages of extensions, Disadvantages of extensions, How consumers evaluate extensions, Managing Brands Over Time: Reinforcing brands, Revitalizing brands, Adjustments to brand portfolio

### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area. Practitioner's view will be incorporated.

### Reference Books and Suggested Readings

- ❖ Keller, Kevin Lane: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Upper Saddle River, NJ: Prentice Hall.
- ❖ Joel Kapferrer: Strategic Brand Management, Kogan Page
- ❖ Merle C. Crawford: New Product Management, Richard D. Irwin, Homewood, Illinois.
- ❖ Aaker, David A: Building Strong Brands, New York: Free Press.

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## **PGHRM4E029T Business to Business Marketing**

### **Course Objectives:**

Students examine the importance and impact of marketing products and services to other businesses and organizations in the economy, the unique nature of business customer's needs, and the different marketing strategies that can be employed to meet those needs. Topics include exploring business markets and business marketing; creating value for business customers; designing product and channel strategies; establishing strong communications; building strong sales and pricing; and managing programs and customers.

### **Learning Outcomes:**

**After the completion of the course, the students will be able to**

- Describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
- Design strategies and structures to effectively serve the B2B market.
- Apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.
- Develop a business marketing plan for a real local company that mainly targets business customers.

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHRM4E02AT  
Course Title: Business to Business Marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective(s):**

- To create awareness about the nature and systems of Business to business marketing.
- To acquaint the students with industrial buying behaviour and purchase systems.
- To familiarise with the application of marketing mix in business to business marketing.

**Unit I**

Basic Dimensions The Industrial Marketing system: the industrial marketing concept, the demand for industrial goods

**Unit II**

Industrial purchasing System The various dimensions of industrial buyer: Buyer characters types of purchasing organisation: purchasing system: value and vendor analysis

**Unit III**

Marketing Strategy: Marketing intelligence, product & service components performance and the marketing intelligence system: product definition; service definition.

**Unit IV**

Channel Strategies Industrial distributors; manufacturers and sales agent; manufacturers branch houses. Formulation of channel strategy; conditions affecting price of industrial product.

**Unit V**

Price and Promotion components Pricing decisions: new product introduction; competitive action pricing policies. Industrial advertising; personal selling; selecting, Training, Supervision and compensating sales persons.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Hill, Alexander & Scron: Industrial Marketing, All India Traveller Book Seller, New Delhi
- ❖ Fredrick E Webster & Torain Wid: Organizational Buying, NJ Prentice Hall.
- ❖ Robinson, Faris and Wind: Industrial Buying and Marketing, Allyn and Bacon, Boston

## HRM4E030T Rural Marketing

### Course Description:

Rural Marketing has emerged as an important internal sub-division within marketing discipline particularly in the context of a large rural economy like India. In India the rural economy contributes nearly half of the country's GDP and the size of the rural market is growing in a steady phase and companies are re designing some of their products to match rural consumers' affordability. An insight into a more holistic perspective of rural marketing which includes rural marketing environment, buying behavior, STP approach and Pricing would be beneficial to Management students who wish to move into this emerging area of Rural Marketing.

### Course objectives:

This course intends the student :

- To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
- Differentiate the rural market environment from the urban and semi-urban markets
- Understand the factors influencing the rural consumer behavior and their brand loyalty
- To analyze rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
- To evaluate pricing and distribution strategies for rural consumers

### Learning Outcomes:

On successful completion of this course, students will be able to:

- Discuss rural market Challenges & Opportunities in a dynamic market
- Explain and interpret Rural Marketing Evolution and Structure
- Apply the concepts relating to consumer buying behaviour
- Differentiate and design marketing strategies for rural specific products
- Assess and interpret the relevance of pricing and distribution strategies

Course No. PGH/M/4E030T  
Course Title: Rural Marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

Course Objective(s):

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.
- To help understand the working of rural marketing institutions and agricultural products.

Unit I:

Rural Markets Characteristics and salient features of rural markets; and evolution of rural markets and marketing in India

Unit II:

Products for Rural Markets Product planning; market research; segmentation and product identification; and forecasting.

Unit III:

Pricing and Marketing Communication Pricing strategies and policies for the rural markets; price determination; price discounts; marketing communication for rural markets; and special characteristics of rural advertising and promotion

Unit IV:

Selling and Distribution Sales management for rural markets; special features of sales planning and programming for rural markets; marketing channels and distribution strategies; and logistics and support systems for rural markets

Unit V:

Special Aspects of Rural Marketing Agricultural marketing; cooperative marketing; marketing of animal products, etc.

Note:

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- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Philip Kotler: Marketing Management, Analysis, Planning Implementation and Control.
- ❖ Barkar, J.W. Agricultural Marketing. Oxford University Press, New York.
- ❖ Jha, S.M. & Singh, L.P. Marketing Management in Indian Perspective, Himalaya, Bombay.
- ❖ Rajagopal: Rural Marketing in India. Renaissance, Delhi.

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57

## **PGHRM4E031T Project Appraisal and Financing**

### **Course Objectives:**

To provide students an understanding of the commercial, financial, and socio-economic aspects of a new project and/or a business.

### **Learning Outcomes**

Upon successful completion of this subject students will able to

- Prepare a DPR and/or a business plan.
- Apply project/business appraisal techniques.

**Course Objective:**

- To create an understanding of the process, criteria and the appraisal methodology for projects.
- To prepare and understand the concepts of project feasibility reports.
- To have a clear understanding of project financing techniques.

**Unit I**

Introduction to Projects Concepts of project, Importance and characteristics, Types of project, Project family tree, Phase of a Project & Project Life Cycle, Issues concerning Project driven and non-project driven organization, Identification, Project identification and analysis, Ideas generation and screening, Rating index, Pre-feasibility study, Focus on SOW, WBS, Responsibility Matrix.

**Unit II**

Project Appraisal Project appraisal, Review of elementary techniques to project appraisal, taking risk out of investment the short and long term results of not appraising business expenditure, Developing an appraisal process Appraisal procedure of financial institutions in India.

**Unit III**

Appraisal Measures Appraisal measures, Meaning and use of appraisal measures, Identifying the most appropriate measure for business payback, Discounted cash flow measures-NPV and IRR and other measures.

**Unit IV**

Cost Benefit Analysis Cost benefit analysis, Concept of uniform annual equivalent, Determination of economic life, Inflation and its impact on projects, Social cost benefit analysis (SCBA) different methods.

**Unit V**

Financing and Control Long term financing, Searching of finances and their appropriate mix, Issue management, Loan Syndication, Consortium financing, Project monitoring and control, Control techniques, Concept of time and cost over run, Human aspect of project organization, Forms of project organization, Contract management, Infrastructure projects.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Prasanna Chandra: Project Planning, Analysis, Selection and Implementation.
- ❖ Chaudhary S. Project Management.
- ❖ Harold Kerzner, Project Management.
- ❖ Joy P.K., Total Project Management 5. Meredith, Projects.

## **PGHRM4E032T International Finance**

### **Course Objective(s)**

The course has been designed to acquaint the students with the conceptual framework of the key decision areas in multinational business finance. The objective of the course is to provide an overview of the financial environment in which multinational firms operate.

### **Course Learning Outcomes**

- A comprehensive understanding of Globalization and its importance for the Multinational Financial Manager. Conceptual understanding of the International Monetary System.
- Functions and how Foreign Exchange Markets work, Theories of Foreign Exchange Rate Movements and International Parity Conditions.
- Understanding the Foreign Exchange Risks faced by MNCs.
- Determine the Cost of Capital and Capital Structure for a Multinational Firm, Problems and Issues in Foreign Investment Analysis, Calculating NPV, IRR and APV for Foreign Investment Decisions
- Understanding the Management of Cash for a Multinational Firm, Techniques of Country Risk Assessment.
- Significance of the Euro currency Market for Financial Market Intermediation, Raising Funds in International Markets, Structuring a Swap Deal- Interest Rate Swaps and Currency Swaps.



Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHRM4E032T  
Course Title: International Finance  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

**Course Objective:**

To make students familiar with the operations in foreign exchange markets and sensitize them with complexities of managing finance of multinational firm besides developing an understanding of regulatory framework for international financial transactions with special reference to India.

**Unit -I**

Nature and scope of International Finance. The role of Information Technology and financial integration in the process of globalization. International Financial Institutions. International Monetary Fund; World Bank. International credit rating agencies and rating Criteria. International Financing Decision : Issues in Overseas Funding Choices , Economic Circumstances and overall Funding Choices, Funding and Risk Management Aspects

**UNIT II**

Foreign Exchange Markets: Forecasting Exchange Rates : Fundamental Factors Affecting Exchange Rates . Time Series Forecasting Models . Functions of foreign exchange market. Role of participants in foreign exchange market. Foreign Exchange Management Act, 1999, Role of Reserve Bank of India in management of foreign exchange. Exchange rates: Spot rate, Forward rate, Cross rates, Currency Futures and options, Currency Swaps. Speculation in foreign exchange market. Convertibility of Indian Rupee.

**UNIT III**

International Financial Institutes: World Bank and IMF. Balance of Payments , Debits and Credits entries, equilibrium, disequilibrium and adjustment, different approaches to adjustment. The Gold Standard, Bretton Woods System, Global Capital Markets: Participants, Issues, investors, intermediaries, Disintermediation, Deregulation, Securitization, Globalization.

**UNIT IV**

International Bond Markets: Development, Types of Bonds, Floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, Equity related Bonds. Procedure for Bonds Issues. The Conceptual View of Swaps, Problems with parallel and Back-to-Back loans, Interest Rate Swaps +Rationale for Interest Rate Swaps, Currency swaps

**UNIT V**

Parity conditions in International Finance: Purchasing Power Parity , Parity Conditions and Managerial Implications. Covered Interest Arbitrage and Interest Parity theory. Theories of Foreign Exchange rate movement and International Parity Conditions - Purchasing Power Parity, International Fisher Effect

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games,
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Adrian Buckley, Multinational Finance
- ❖ Alan C. S. Multinational Financial Management
- ❖ A.V. Rajwade, Foreign Exchange, International Finance, Risk Management
- ❖ Clark, International Finance Management
- ❖ Maurice Levi, Keith P, International Finance. (2013 edition)
- ❖ Madura, International Corporate Finance
- ❖ S.P. Srinivasan, International Financial Management
- ❖ P.G. Apte, International Financial Management 2010 Ed. International
- ❖ Vyuptakesh Sharan , Financial Management

## **PGHRM4E033T Strategic Financial Management**

### **Course Objectives:**

- To discuss the needs of current market scenario and upgrade the learner's skills and knowledge for long term sustainability
- To familiarize students towards the changing scenario in Banking Sector
- To acquaint learners with contemporary issues related to financial management.
- To explain financial management in banking sector and working capital financing

### **Learning Outcomes:**

#### **At the end of the course:**

- Learners will recognize the current market scenario and upgrade the skills and knowledge of long-term sustainability
- Learners will absorb changing scenario in Banking Sector and provide guidance towards choosing banking as a career option and also study made on financial management in banking sector
- Learners will realize the contemporary issues related to financial management.
- Learners will comprehend nuances of working capital financing in banking sector.

**COURSE OBJECTIVE:**

- To familiarize students with the essential tools and concepts of financial management from strategic perspective.
- To provide an in-depth understanding of the topics such as financing, working capital management, mergers, restructuring from strategic perspective.
- To develop skills in applications of tools and techniques in strategic financial decision making.

**Unit I**  
Accounting and Finance fundamentals and Valuation analysis. Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation.

**Unit II**  
Financial analysis, Planning and control. Financial performance metrics, working capital management, strategic financial planning.

**Unit III:**  
Investment strategies and decisions. Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues.

**Unit IV**  
Financial Policy. Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases.

**Unit V**  
Growth strategies for increasing value. Mergers and acquisition, strategic risk management, international financial management.

- Note:**
- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
  - ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance. 1st edition, south-Western Publishing, 2007
- ❖ Grinblatt, Mark, and Sheridan Titman, Financial Markets and Corporate Strategy. 2nd edition, Tata McGraw-Hill
- ❖ Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance. 12th edition, Tata-McGarw Hill, 2007
- ❖ Brealy, Richard., Stewart Myers and Franklin Allen, Principles of Corporate Finance. 8th edition, Tata-McGraw Hill

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## **PGHRM4E034T Investment Management**

### **Course Objectives:**

This course is intended to provide a general overview of capital markets, financial instruments, and investment process. It will emphasize the role of modern financial theory in portfolio management. Therefore, the course will cover a wide range of topics such as, financial markets, trading, security valuation, diversification and asset allocation, modern asset pricing models, performance measurement, active portfolio management, financial derivatives, and fixed income securities.

### **Learning Outcomes:**

#### **On the completion of the course the :**

1. Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
2. Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.
3. Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

## **PGHRM4E034T Investment Management**

### **Course Objectives:**

This course is intended to provide a general overview of capital markets, financial instruments, and investment process. It will emphasize the role of modern financial theory in portfolio management. Therefore, the course will cover a wide range of topics such as, financial markets, trading, security valuation, diversification and asset allocation, modern asset pricing models, performance measurement, active portfolio management, financial derivatives, and fixed income securities.

### **Learning Outcomes:**

#### **On the completion of the course the :**

1. Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets.
2. Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.
3. Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHRM4E030T  
Course Title: Investment Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

Course Objectives)

- To impart an understanding of the investment environment and different financial instruments.
- To provide concepts, tools and techniques related to the theories of portfolio diversification and capital market.
- To develop skills in valuation of securities, equity, bonds and financial derivatives such as options
- To relate financial theories to current market conditions.

Unit I: The Investment Environment

Introduction to investment, the investment process; financial instruments; security markets

Unit II: Portfolio Theory

Return and risk; fundamentals of portfolio analysis, mean-variance analysis; portfolio diversification

Unit III: Capital Market in equilibrium

The Capital Asset pricing model; the Arbitrage pricing theory; efficient market theory and behavioural finance; stock valuation and selection

Unit IV: Security Analysis

Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis. Technical analysis

Unit V: Portfolio Evaluation

Derivative securities and valuation, portfolio performance evaluation, international portfolio diversification. The theory of active portfolio management.

Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

Reference Books and Suggested Readings

- ❖ Bodie, Zvi Alex Kane Alan J. Marcus and P. Mohanty, Investments, sixth edition, Tata McGraw Hill, 2006
- ❖ Levy, Haim and Thierry Post, Investments, Prentice-Hall, 2005
- ❖ Sharpe, William, Gordon Alexander and Jeffery V. Bailey, Investments, Fifth edition, For a highly readable and interesting history of the development of modern investment theory; Bernstein, P., The improbable origins of modern Wall Street, New York, Free Press, 1992 For understanding the myths behind the world's most touted investment strategies.
- ❖ Aswath Damodaran, Investment Fables, Pearson Education 2004

## **PGHRM4I015T Soft Skills and Personality Development**

### **Course Objectives:**

The main objectives of the course are to:

- Develop effective communication skills among students.
- Inculcate soft skills in theoretical and practical ways and also to develop the effective communication skills among students.
- Give learning about the essential factors for personality development and bringing them into practice.
- Create understanding of the non-verbal forms of communication

### **Learning Outcomes:**

After completion of the courses , the students will be able to

- Develop effective communication skills among students.
- Inculcate the soft skills in theoretical and practical ways.
- Learn about the essential factors for personality development and bringing them into practice.
- Create understanding of the non-verbal forms of communication
- Adapt the techniques of personality development.

**Objective:**

Course shall enable the participants to:

- Enhance holistic development of their personalities and to improve their employability skills
- Develop interpersonal skills and be an effective goal oriented team player
- Reengineer attitude and understand its influence on behavior
- Empower them such that they are able to handle situations and steer through their personal and professional lives

**Unit I**

**Personality enhancement:** Concept of personality, Freudian Analysis of personality development, mapping the different personality types, Personality Assessment- MBTI, Professionalism and Business protocols

**Unit II**

**Interpersonal Skills:** effective ways of dealing with people, Types of conflict (intrapersonal, intra group and inter group conflicts), Basic concepts, cues, signals, symbols and secrets of body language, Significance of body language in communication and assertiveness training, listening as a communication skill, JOHARI window,

**Unit III**

**Soft Skills for employment:** soft skills as a competitive weapon in changing workplace, Time Management, Nurturing creativity, thinking power- seven steps for dealing with doubt  
Traits of positive thinkers and high achievers, Goals and techniques for positive thinking  
Enhancement of concentration through positive thinking, Practicing a positive life style, Team skills, leadership skills

**Unit IV**

**Writing Skills:** Use of corporate structure while writing, Apply a positive tone in business communication, Be crisp while writing, Principles of written communication, Business letters- standard parts, winning tone of business letters, managing social media communication

**Unit V**

**Employment communication:** planning a targeted Resume, Preparing Resumes, Writing employment messages: application forms, Follow-up messages, Thank-you Messages, Job acceptance, Job refusal, Resignations, Job Interview: types of interviews, preparing for Interviews, Mock interviews

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Achman, Duftene & Sinha., BCOM, A south Asian Perspective, Cengage learning
- ❖ Barin k. Mitra., Personality development and soft skills, Oxford higher education
- ❖ Soft skills Training - A workbook to develop skills for employment, Fredrick H. Wentz
- ❖ Shaini Verma., Development of Life Skills and Professional practice, Vikas Publishing house pvt. Ltd.

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## **PGHRM41016P Project on Digital Marketing**

### **Course Objectives:**

This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is an imperative for both business and social organizations. The theories and models applicable require a revisit as digital marketing is not the same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable in digital marketing.

### **Learning Outcomes**

**After the completion of the course the students will be able to submit a detailed report encompassing the following:**

- ❖ Appreciation of differences and similarities between non-digital and digital marketing
- ❖ Understanding consumer behaviour on digital media
- ❖ Learning to develop digital strategy
- ❖ Understanding social media marketing
- ❖ Understanding social media, web analytics

Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21

Course No. PGHRM41016P  
Course Title: Project on Digital Marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 5 Hrs  
Credit: 04  
Maximum Marks: 100

Course Objective	4 <sup>th</sup> Semester students of any department who may be on the job training may opt to undertake Project Work in lieu of the elective course while on the job training (OJT) in a factory, industry or organisation
Course Content	The guidelines and detailed instructions to complete the PROJECT will be given by the mentors allocated by the Head of Department
Evaluation	This project report to be evaluated by faculty member of other department nominated by Head and Viva Voce shall be conducted by the concerned faculty as per the distribution of marks given below  Distribution of Marks: Viva Voce: 50 Report Evaluation: 50

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