

Department of Management Studies
KITM, KURUKSHETRA

Syllabus for MBA 1st SEM

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

CP-101

COURSE CONTENTS

Evolution of management thought: Systems and contingency approach for understanding organizations; Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing individual behavior; Personality; Perceptions; Attributes; Learning: Decision Making; Management by Objectives; Understanding and managing group processes- interpersonal and group dynamics: Applications of Emotional Intelligence in organizations. Leadership and influence process; Work motivation. Understanding and Managing organizational system- Organizational design and structure. Work stress, Organizational Change and development: Conflict Management; Stress Management.

Suggested Readings:

1. Koontz, H and Wehrich. H. Management, 10th ed., New York, McGraw Hill, 1995
2. Luthans, F. Organizational Behaviour. 7th ed., New York, McGraw Hill, 1995
3. Robbins, S.P. Management. 5th ed., New Jersey, Englewood Cliffs, Prentice Hall, 1996
4. Stoner, J etc. Management 6th ed., New Delhi, Prentice Hall of India, 1996
5. Dwivedi, R.S, Organisational Behaviour, McMillan Publishing
6. L.M. Prasad, Organisational Behaviour

BUSINESS STATISTICS

CP-102

COURSE CONTENTS

Univariate Analysis: An overview of central tendency, dispersion, and skewness. Probability Theory: Classical, relative and subjective probability: Addition and Multiplication probability models; Conditional Probability and baye's theorem. Probability Distributions: Binomial, Poisson, and normal distributions: Their characteristics and applications. Sampling and sampling methods; Sampling and non-sampling errors: Law of Large Number and Central Limit Theorem; Sampling distributions and their characteristics. Statistical Estimation and Testing: Point and interval estimation of population mean, proportion and variance: Statistical testing of hypotheses and errors; Large and small sampling tests – Z and F tests. Non-Parametric Tests: Chi-square tests; Sign tests; Wileoxon Signed – Rank tests; Kruskal-Wallis test. Correlation and Regression Analysis: Two variables case. Index Numbers: Meaning and types; Weighted aggregative indices – Lasperyre's and Paasch's indices; Laspeyre's and Paasch's indices compared; Indices of weighted average of (price and quantity) relatives; Tests of adequacy; Special problems – shifting the base; splicing, overlapping index series: Uses and problems of Index number; Time Series Analysis: Trend Analysis. Statistical Quality Control: Causes of variations in quality characteristics, Quality control charts, -purpose and logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits, Control charts for attributes – fraction defectives and number of defects; Acceptance sampling.

Suggested Readings:

1. Hooda, R.P: Statistics for Business and Economics, Macmillan, New Delhi
2. Heinz, Kohler : Statistics for Business & Economics, Harper Collins, New York
3. Gupta, S.P. Statistical Methods, Sultan Chand & Sons, Delhi
4. Lawrence B. Morse: Statistics for Business & Economics, Harper Collins, NY
5. Levin, Richard I and David S Rubin : Statistics for Management, Prentice Hall, Delhi

MANAGERIAL ECONOMICS

CP-103

COURSE CONTENTS

Nature & Scope of Managerial Economics, Importance of managerial decision making, marginal analysis, objective of a firm, demand function, elasticity of demand & its significance in managerial decision making, consumer equilibrium: utility & indifference curve approach. Price, Income & substitution effects, fundamental of demand estimation & demand forecasting, short run & long run production function, cost curve & economies of scale, Price & output determination under Perfect competition, monopoly, monopolistic competition and oligopoly; Pricing strategies and tactics; National income – alternative concepts and measurement of National Income, Inflation type, Measurement and control; Balance of Payments, Monetary & Fiscal Policies.

Suggested Readings:

1. Peterson, Lewis, Managerial Economics, Prentice Hall of India, New Delhi
2. Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay
3. E. F Brigham & J.L Pappas, Managerial Economics, Dried & Press
4. Diwedi, D.N Managerial Economics, Vikas Publishing House, New Delhi
5. Mehta, P.L Managerial Economics, Sultan Chand, New Delhi
6. R.L Varshnay, Managerial Economics, Sultan Chand Publications
7. T.R Jain, Economics for Managers, V.K Publications

BUSINESS ENVIRONMENT

CP-104

COURSE CONTENTS

Nature, Components and determinants of business Environment, dynamics of business environment, key indicators; Risk in business environment, Assessing business environment-country risk and political risk. Current state of business environment in India; Economic reforms- Liberalisation, privatization, globalisation, industrial policy and industrialization trends, public enterprise reforms and disinvestments programmes; Competitive environment; financial environment. India's current balance of payment position, globalisation trend, Trade reforms & trends, FDI policy and trends, India's share in world economy. Trends in global trade & investment; Nature & Operations of multilateral economic institutions- World bank, WTO & IMF and their impact on Indian business environment. Factors of global competitiveness.

Suggested Readings:

1. Daniel, John D and Radebanh, Lee H International Business. 5th ed., New York, Addison Weley, 1989
2. Charles W. Hill, International Business Fourth edition, Tata McGraw Hill, Publications Companies.
3. A.K. Sundaram/J. Stemart Block, The International Business Environment, PHI
4. Mishra & Puri, Indian Economy, Himalyan
5. Ruddardutt & Sundaram, Indian Economy
6. Bedi, Suresh, Business Environment
7. Cherunillum, Francis, Business Environment
8. Goyal Alok, Business Environment
9. General studies Indian Economy, Pratiyogita Darpan, latest issue, Rau's IAS Study Circle

BUSINESS COMMUNICATION

CP-105

COURSE CONTENTS:

Importance and nature of business communication; Effective communication skills; process of communication; Oral and Non-Verbal communication; Barriers and gateways in communication; Do's and Don't of business writing; Commercial letters; Writing business and academic reports; Presentations of reports; Public speaking, Listening and Negotiations; Conducting and attending interview and meetings.

Suggested Readings:

1. Petett & Lesikar, Business communication
2. Petett & Lesikar, Essential of Business communication
3. Bowman, joel and Branchaw, Bernadine P. Business communication: From Process to Product. 1987. Dryden Press, Chicago.
4. Hatch, Richard, "Communicating in Business" 1977 Science Research Associates, Chicago.
5. Murphy, Herta A and Peck, Charrles E. "Effective Business communications" 2nd ed.1976 Tata McGraw Hill, New Delhi
6. Pearce, C Gienn etc. "Business Communications: Principles and Applications" 2nd ed. 1988 john Wiley, New York
7. Treece, Maria, "Successful Business Communications" 3rd ed. 1987. Allyn and Bacon Boston.

ACCOUNTING FOR MANAGERS

CP – 106

COURSE CONTENTS:

Financial Accounting – Meaning, scope and importance; Accounting concepts and conventions; Formation and importance of accounting Standards; Accounting process; Depreciation accounting and policy, Preparation of final accounts of non-corporate entities, Performance of Balance sheet of Joint-Stock Companies Cost-accounting; nature and scope of costing; Cost concepts and Classifications; Usefulness of Costing to Managers; Preparation of Cost-Sheet. Management Accounting: nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting; financial analysis: Ratio analysis, Funds Flow Statement, Cash Flow Statement. Budgeting: Types of budgets and their preparation, Performance budgeting and Zero-base budgeting. Marginal costing: Break-even analysis, Decision involving alternative choices. Standard Costing: An Overview.

Suggested Readings

1. Anthony R.N and Reece J.S Accounting Principles, 6th ed; Homewood.
2. Jawharlal Lal, Cost Accounting, Vikas Publishing House, New Delhi
3. Maheshwari, S.N, Advances Accounting, Vikas Publishing, New Delhi
4. Gupta, R.L and Ramaswamy, Advanced Accountancy, Sultan Chand sons.

COMPUTER APPLICATIONS IN MANAGEMENT

CP – 107

COURSE CONTENTS

Computers: An introduction; Computers in business; Elements of computer system set-up; Indian computing environment; Components of a computer system; Computer languages; Number system; PC – Software Packages – An Introduction – Disk Operating System and Windows; Introduction to Word Processor. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, Data Base Functions in spreadsheet; Graphics on Spreadsheet; Data Files-Types / Organization; Master and Transaction File; Relevance of Data Base Management Systems and Integration of Applications; Basics of Data Processing; Data Hierarchy & Data File Structures. Network Fundamentals, Analog and Digital Signals, Bandwidth, Network Topology, Network Applications.

Suggested Readings:

1. Gill, N.S. Computer Network, Krishna Publishing House, New Delhi
2. V. Raja Raman, Fundamental of Computers, PHI, New Delhi
3. White, Data Communications and Computer Network, Thomson Learning , Bombay
4. B.Ram, Computer Fundamentals, New Age Int.
5. Leon & Leon, Introduction to Computers, Vikas Publishing House, New Delhi
6. Douglas, E. Comer, Computer Network and Internet, Pearson Education, New Delhi

Seminar

CP – 108

The seminar will be presented by each student on any topic related to Indian Ethos and Values and current Socio-Economic context.

Department of Management Studies

KITM, KURUKSHETRA

Syllabus for MBA 2nd SEM

MANAGEMENT SCIENCE

CP – 201

COURSE CONTENTS

Management Science – Basic concepts and its role in decision-making: Linear programming: meaning scope and assumptions. Formulation of linear programming problem & solution by graphical & simplex methods. Some special cases like degeneracy, unboundedness, infeasibility and multiple optimal solutions. Sensitivity analysis. Integer programming, goal programming, dynamic programming and non linear programming. Transportation and Assignment models including trans-shipment and routing problems. Some special cases like minimization, unbalanced problems, degeneracy in transportation models; Queuing theory; Inventory management techniques; PERT/CPM; Decision theory and decision trees; Game theory; Simulation

MARKETING MANAGEMENT

CP – 202

COURSE CONTENTS

Nature, scope and concept of marketing, Corporate orientations towards the marketplace; The Marketing environment and Environment scanning; Marketing information system and Marketing research; Understanding consumer and Industrial markets; Market segmentation, Targeting and positioning; Product decisions – product mix, product life cycle, new product development, branding and packaging decisions; Pricing methods and strategies; Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling; Channel management – Types and functions, Selection, Co-operation and conflict management, vertical, marketing implementation and systems, Marketing Logistics; Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts; Ethics in Marketing; New issues in marketing – Globalisation, Consumerism, Green marketing, Direct Marketing, Network Marketing, Event Marketing.

HUMAN RESOURCE MANAGEMENT

CP – 203

COURSE CONTENTS

Concepts and Perspectives on Human Resource Management; Human Resources Management in a changing environment; Corporate objectives and Human Resource Planning; Career and succession planning; Job analysis; Methods of manpower search; Attracting, Selecting and retaining human resources; Induction and socialization; Manpower training and development; Performance appraisal and potential evaluation; Job evaluation and compensation; Employee welfare; Industrial relations and trade unions; Dispute resolution and grievance management; Employee empowerment.

FINANCIAL MANAGEMENT

CP – 204

COURSE CONTENTS

Introduction to financial management, Objectives of financial management; Time value of money; sources of finance, Investment decisions: Importance, Difficulties determining cash flows, methods of capital budgeting, Risk analysis; Cost of capital: Concept and importance, Computations of cost of various sources of finance; Weighted Average cost of Capital; Capital Structure decisions: Theories of capital structure, Factors determining capital structure. Optimum capital structure; Management of working capital – Cash, Receivables and Inventory Management, Internal Financing and Dividend Policy; Financial Modeling.

BUSINESS RESEARCH METHODOLOGY

CP – 205

COURSE CONTENTS

Nature and Scope of Research Methodology; Problem Formulation and Statement of Research Objectives; Value and Cost of Information; Bayesian Decision Theory; Research Process; Research Designs – Exploratory, Descriptive and Experimental; Methods of Data Collection – Observational and Survey Methods; Questionnaire and Interviews. Attitude Measurement Techniques; Administration of Surveys; Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data; Analysis of Data; Use of SPSS and other Statistical Software Packages; Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis and Clustering Methods.

PRODUCTIONS AND OPERATIONS MANAGEMENT

CP – 206

COURSE CONTENTS

Nature and scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & layouts; Layout Planning and Analysis; Material Handling: Principles & Equipments; Line Balancing; Production Planning and Control in Mass Production, in Batch and Job Order manufacturing; Capacity Planning; Product Planning & Selection, Process Planning, Aggregate Planning and Master Production Scheduling; maintenance Management, Work Study: Method Study and Work Measurement, Material Management: An Overview of Material Management, Material Requirement Planning and Inventory Control; JIT; Purchase management; Stores Management; Quality Assurance: Acceptance Sampling, Statistical Quality Control, Total Quality Management; ISO-9000.

E-COMMERCE

CP – 207

COURSE CONTENTS

Introduction to Electronic Commerce: Framework, applications: network infrastructure (including internet), internet commercialization. Electronic payment system, inter-organizational commerce & intraorganizational commerce. EDI, value-added network; digital library; Security; advertising & marketing on the internet, introduction to e CRM, consumer search and resource discovery, computer based education & training, digital copyrights. Fundamental of mobile computation and wireless computation, multimedia & digital video, software agents; characteristics & properties, technology, tele-script, agent language, applets and browsers.

COMPREHENSIVE VIVA-VOCE

CP – 208

Department of Management Studies
KITM, KURUKSHETRA

MBA 3rd SEM

BUSINESS POLICY AND STRATEGIC MANAGEMENT

CP – 301

COURSE CONTENTS

An introduction to business policy – Nature, Objective and importance of business policy; An overview of strategic management; Strategic decision making; Process of strategic decision making. Types of planning systems – corporate planning, strategic planning and long range planning; Strategy Formulation, Company's mission, purpose and objectives; Corporate strategy – concept, significance and objectives; types of strategies; Environmental and organizational appraisal (internal and external), techniques of business environment analysis; Strategic alternatives and choice; Business ethics and corporate strategy, concept of value chain and competitive advantage. Strategy implementation – Designing organizational structure and activating strategies: Matching structure and corporate strategy, Structural, Behavioural, and Functional implementation; concept of synergy. Strategy Evaluation – Strategy evaluation and Control, Strategic and Operational Control; techniques of evaluation and control, Role of organizational system in evaluation.

Suggested Readings:

1. Jauch & Glueck, Business Policy and Strategic Management
2. Thompson A.A. and Stickland A.J., Strategic Management- Concepts and cases
3. Michael Porter, Competitive Advantage of Nations
4. Azhar Kazmi, Business Policy and Strategic Management
5. Kenneth, A. Andrews, Concepts of Corporate Strategy
6. John A. Pearce II and R. B. Robinson, Strategic Management – Strategy Formulation and Implementation

BUSINESS LEGISLATION

CP – 302

COURSE CONTENTS

The Indian Contract Act, 1872: Essentials of a Valid Contract, Void Agreements, Performance of Contracts, Breach of Contract and its Remedies, Quasi-Contracts, The Sale of Goods Act, 1930: Formation of a Contract, Rights of an Unpaid Seller; The Negotiable Instruments Act, 1881: Nature and Types, Negotiation and Assignment, Holder-in-Due Course, Dishonour and Discharge of a Negotiable Instrument, Arbitration; The Companies Act, 1956: Nature and types of Companies, Formation, Memorandum and Articles of Association, Prospectus Allotment of Shares, Share and Share Capital, Membership, Borrowing Powers, Management and Meetings, Accounts and Audit, Prevention of Oppression and Mismanagement, Winding Up.; An Overview of Consumer Protection Act and Cyber Laws.

SUMMER TRAINING REPORT

CP – 303

At the end of second semester, all students will have to undergo summer training of 6-8 weeks with an industrial, business or service organization.

List of optional papers of various specializations

FINANCE

FOREIGN EXCHANGE MANAGEMENT

FM-302

COURSE CONTENTS

Type of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread Official and free market Rates, Cross Currency Future; Forward Rates, Quoting Forward Rates; organization of the foreign exchange markets; Currency futures; Currency Options; Currency Swaps; corporate exposure management foreign exchange Risk, Alternative strategy for exposure management, exposure management techniques, organization of the exposure management function, parameter and constraints on exposure management: forecasting exchange rates: economic fundamentals, financial and socio-Political Factors, Technical analysis, Tax treatment of foreign exchange Gains and Losses.

Suggested Readings:

1. Sharan, International Financial Management, PHI
2. Shapiro, Multinational Financial Management, PHI
3. Paul Einzip, Text book on Foreign exchange
4. Maurice D Levi, International Finance, Mc Graw Hill
5. Paul Roth, Mastering foreign exchange & money market, pitman, London

WORKING CAPITAL MANAGEMENT

FM-305

COURSE CONTENTS

Concept of working capital management, importance of working capital,, kinds of working capital, factors determining capital market, estimating working capital requirements, management of cash-motive for holding cash & marketable securities; cash systems, managing the cash flows, types of collections systems, cash concentrations strategies, dispersement tools, investment in marketable securities; forecasting cash flows; managing corporate liquidity & financial flexibility; measures of liquidity, determining the optimum of cash balances-Baumon model, Beranek model, Miller-Orr model, Stone model; receivable management-determining the appropriate receivable policy, marginal analysis, credit analysis & decision, heuristic approach, discriminant analysis, sequential analysis; inventory management-kinds of inventories, benefits & costs of holding inventories, inventory management evaluation, inventory control models; short-term financing; programming working capital management; integrating working capital & capital investment process.

MANAGEMENT OF FINANCIAL INSTITUTIONS

FM-306

COURSE CONTENTS

The nature and role of financial system; Evaluating Risks and Returns of Assets and Liabilities of financial institutions; Interest Rate Analysis; Interest in the Financial system; Yield Curve; Risk and Inflation Provision of RBI's operation; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Capital Adequacy and capital Planning; Strategy of Growth; Problems of times and cost over runs, Financial Planning of financial Institutions; Financial Goals and Performance Statements; Development Banks; Role of Development Banking in Industrial Financing in India; Objectives and Functions of different Financial Institutes in India like IFCI, ICIC, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

Suggested Readings:

1. Rose, Peter S and Fraser, Donald R. Financial Institutions. Ontario, Irwin Dorsey. 1985
2. Vij, Madhu. Management of Financial Institutions in India. New Delhi, Anmol. 1991
3. Yeager, Fred C and Seitz, Nail E Financial Institution Management: Text and Cases
4. Bhole L.M, Management of Financial Institutions, Tata Mcgraw Hill, 2001
5. Khan M Y , Indian Financial System, Tata Mcgraw Hill, 2000

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

FM-307

COURSE CONTENTS

Investment- return and risk; Operations of Indian Stock Market: New Issue Market Listing of securities, OTCEI. Cost of Investing in securities; mechanics of investing markets and brokers; investment companies; market indices and return. Objectives of security analysis; investment alternatives; valuation theories of fixed and variable income securities; government securities; non-securities forms of investment; real estate investment; investment instruments of the money market; Investment; investment instruments of the money market; Fundamental and technical approach, efficient market theory; recent development in the Indian stock Market

Suggested Readings:

1. Pandian, Security Analysis and Portfolio Mgt., Vikas Publishing House, New Delhi
2. Raman, Investment: Principles and Techniques, Vikas Publishing House, New Delhi
3. Fisher, Donald E and Jordan, Ronald J. Security analysis and portfolio management, new Prinice Hall, New Delhi
4. Sharpe, William F etc. Investment. New Delhi, Printice Hall of India, 1997
5. Machiraju, H.R Indian Fiancial System, Vikas Publishing House, N. Delhi

MARKETING

ADVERTISING MANAGEMENT

MM- 301

COURSE CONTENTS

Advertising: Concepts, Types, Forms and importance, Role of advertising in marketing process, Legal, Ethical & Social aspects of advertising, Process of communication: Wilbur Schramm's model, two step flow of communication, Theory of cognitive Dissonance & clues for advertising strategists, stimulation of primary & Selective demand, advertising planning and objectives setting, Dagmar approach, determination of target audience, building of advertising programs: Message, Headline, copy, logo, illustration, appeal, layout, campaign planning, media planning, budgeting, evaluation – rationale of testing opinion & aptitude test, Measurement of advertising effectiveness, advertising organization, selection, compensation and appraisal of an agency. Electronic media buying, Advertising and Consumer behaviour, Role of creativity in advertising.

Suggested Reading:

1. Belch, George E & Belch, Michal Bech : Introduction to Advertising & Promotion, Chicago Erwin.
2. Batra, Rajeev, Myers and Aaker, David A, Advertising Management, 4th ed., New Delhi, Prentice Hall of India.
3. Kleppner, Otto, Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986
4. Wells, Williams, Burnett, Advertising Management.

SALES MANAGEMENT

MM-302

COURSE CONTENTS

Nature Scope and Objectives of sales Management Theories of selling, Functions of sales Manager; Selling Operations; Personal Selling, Salesmanship; Sale Forecasting; Determination of size of sales force; Sales Organization; Requirement and conducting sales training Programmes; Designing and Administrating Compensation Plan; Motivating and supervising sales personnel; Sales Meeting and contests; Designing Territories and allocating sales efforts; Sales Quota, Sales Evaluation Programme, Sales Budgeting and control; International Sales Management.

Suggested Readings:

1. Anderson, R & Hair Professional Sales Management Tata Mcgraw Hill ; New Delhi 2000
2. Manning & Reece, Selling Today ,Pearson Education Asia, 8TH edition
3. Dalrymple, D J Sales Management: Concepts and Cases New York, John Wiley 1989
4. Still, R & Govoni Sales Management, Prentice Hall Inc, 1988
5. Lancaster & Jobber, Selling and Sales management Macmillan India 3rd edition
6. Calvin; Sales Management; Tata Mcgraw Hill New Delhi.
7. Futrell, Charles; Sales Management; Thomson Learning; Mumbai.
8. S.L. Gupta, Sales & Distribution Management

PRODUCT AND BRAND MANAGEMENT

MM-303

COURSE CONTENTS:

Product Planning and Management: Product concepts and levels; Product line and Mix decisions; Product life cycle and marketing strategy implications.

New Product Development Process: Developing Product strategy; Financial Analysis of Product Management. Branding Strategies: Importance of Branding; Branding terminology; Basic branding concepts-brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity; Product versus corporate branding.

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private versus national branding, Handling brand name changes Brand Positioning and Re-launch: Brand building and Communication. Branding in Specific Sectors: Customer, Industrial, Retail, Service brands, E-branding, Branding for International marketing. Brand Equity-Sources & Benefits, Designing Marketing Programme to built Brand Equity, Measurement of Brand Equity.

Suggested Readings:

1. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3rd edition, 2002
2. Aaker, David, A. Managing Brand Equity. New York, Free press, 1991
3. Verma, Harshvardhan, Brand Management
4. Keller, Kevin Lana. Strategic Brand Management, Prentice Hill, 1998.
5. Kapferer, J.N. Strategic Brand Management. New York, free press, 1992
6. Kotler, Philip, Marketing Management, latest edition
7. Verma, Ranjeet, Brand Management, 1st edition, Laxmi publications pvt ltd, New Delhi

CONSUMER BEHAVIOUR

MM – 304

COURSE CONTENTS

INTRODUCTION to CB, CB & marketing strategy, consumer involvement in decision making, information search process, evaluative criterion & decision rule, consumer motivation, information processing & consumer perception, consumer attitude & attitude change, influence of personality & self concept on buying behavior, psychographics & lifestyles, influence of culture, sub culture & social class, reference group influence, diffusion of innovation & opinion leadership, family decision making, industrial buying behaviour, models of consumer behavior, consumer behavior audit.

Suggested Reading:

1. Assel, H, consumer behavior & marketing action, Asian books pvt.
2. Engle J F consumer behavior, Dryden press
3. Hawkins D I consumer behavior implication for marketing strategy, TMH
4. Schiffman and Kanuk, consumer behavior, PHI
5. Loudon & Loudon, consumer behavior, TMH
6. Solomon, consumer behavior, PHI

INTERNATIONAL BUSINESS

EXPORT-IMPORT PROCEDURES AND DOCUMENTATION

IB-303

COURSE CONTENTS

Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System(ADS); official machinery for trade procedures and documentation; ITC(HS) classification System; Role of ICC; INCOTERMS; nature of export/trading houses. Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure. Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realization of export proceeds-provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India Major export promotion schemes in India-EPCG, duty exemption scheme; DPEB scheme; SIL facility for deemed exports; Export promoting institution's role of export promotion councils, commodity boards and ITPO.

Suggested Readings:

1. M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi
2. Pervin Wadia, Export Markets and Foreign Trade Management, Manishka Publications, New Delhi
3. Paras Ram Export: What, Where and How. Delhi, Anupam, Pub, 1995
4. Government of India Handbook of Import-Export Procedures.
5. Nabhi's Exporters Manual and Documentation

INDIA'S FOREIGN TRADE AND POLICY

IB- 304

COURSE CONTENTS

India's foreign trade in global context, Structure and Equilibrium of India's Balance of Payment, Recent Trends in India's foreign trade, Directional pattern: major export commodities – thrust area commodities – their trend, problems and prospects; Major Import commodity groups, Trade Regulation in India, foreign Trade (Development & Regulations) Act, Foreign Exchange Management, Present Export Import Policy, Export Promotion Policies, EPCG, DEPB, Duty Draw back Scheme, Export Incentives: Financial & Fiscal; the role of EXIM Bank of India, ECGC; Infrastructure support for Export Promotion, Export Promotion Councils, Commodity Board/ Product Export Development Authorities, Specific Service Institutions, Role of State Trading Organizations, Export Processing Zones, Special Economic Zones, Agricultural Export Zones, Clusters, Export Oriented Units and Export Oriented Units & Export Trading House Schemes, Impact of WTO on India's Trade Policy.

Suggested Readings:

1. Bhalla V.K, International business environment & management, Delhi
2. Jain S.K Export performance & export marketing strategies, commonwealth publication
3. Export Import policy Naleh Publication
4. Paras Ram Exports: What, Where & How
5. Bhattacharya, International Marketing Management, Subhash Chand & Sons

HUMAN RESOURCE MANAGEMENT

MANAGEMENT OF INDUSTRIAL RELATIONS

HRM-301

COURSE CONTENTS

Industrial relations Perspectives; Industrial Relations & the emerging socio-economic scenario; Industrial Relations & the State; Legal Framework of Industrial Relations; Role of Trade Unions; Trade union & the employees; Trade union & the management; discipline & grievance management; Negotiation & collective settlements; Participative management & co-ownership; Productive bargaining; Employee empowerment & quality management; Industrial Relations & technological change; ILO & Industrial Relations.

COMPENSATION MANAGEMENT

HRM- 304

COURSE CONTENTS

Understanding of economic theory related to reward management; Competitive imperatives: productivity, quality, service, speed, learning; Planning for improved competitiveness; Determination of inter and intra-industry compensation differentials; Internal and External equity in compensation systems; Understanding and compensation packages of chief executives, senior managers, R & D Staff, etc; Understanding different components of compensation packages; compensation practices of multinational corporations and strategic compensation systems; Statutory provisions governing different components of reward systems; Working of different institutions related to reward system like wage boards, pay commissions.

Suggested Readings

1. Armstrong, Michel and Murlis, Helen, Reward Management: A Handbook of salary Administration London, Kegan Paul 1988.
2. Bergreaa, Lenard R. Wage and Salary Administration. London, Charles E- Merril, 1984.
3. Capeman, George, Employees Shares Ownership. New York, Kogan Page, 1991.
4. Hart, Robert A. Economics of Non-Wage Labour costs. London, George Aller and Unwin, 1984.
5. Hendorson, Richard I. Compensation Management: Rewording Performance. 6th ed. Englewood Cliffs. Prentice Hall Inc; 1994.
6. Micton, Rock. Handbook of Wage and Salary Administration. 1984

MANAGING INTERPERSONAL AND GROUP PROCESSES

HRM-305

COURSE CONTENTS

Group As A Medium Of Learning; Developing And Change; Group Cohesiveness; Influence Processes; Interpersonal Awareness And Feedback Process; Interpersonal Trust; Group Decision Making; Group Synergy; Team Building; Fundamental Interpersonal Relations Orientation (FIRO-B); Carrier Roles And Identity; Competition And Cooperation.

Suggested Readings:

1. Benis W G Essay in interpersonal dynamics, Dorsey Press
2. Kolb, Organisation Behaviour: an experiential approach, PHI
3. Kolb, Organisation Behaviour, Practical reading for management, PHI
4. Mainiero L A & Tromlay, Developing managerial skills in OB, PHI
5. Moore, M D, Inside organization: understanding the human dimensions, London

HUMAN RESOURCE PLANNING AND DEVELOPMENT

HRM-306

COURSE CONTENTS

Micro Level Manpower Planning And Labour Market Analysis; Organizational Human Resource Planning; Work Force Flow Mapping; Age And Grade Distribution Mapping; Models And Techniques Of Manpower Demand And Supply Forecasting; Behavioural Factors In Human Resource Planning – Wastage Analysis; Retention; Redeployment And Exit Strategies; Career Management And Career Planning; Performance Planning; Potentials Appraisal And Career Development; HRD Climate; Culture; QWL; HRD Strategies; HRD In STRATEGIC ORGANISATIONS; Human Resource Information System; Human Resource Valuation And Accounting

Department of Management Studies
KITM, KURUKSHETRA
Syllabus for MBA 4th SEM

ENTREPRENEURSHIP DEVELOPMENT

CP-401

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Significance Of Entrepreneur in economic development; Economic, social and psychological need for entrepreneurship; Characteristics, Qualities and pre-requisites of entrepreneur; The function of the entrepreneur in economic development of a country; Methods and procedures to start and expand one's own business; Life cycle of a new business and relationship with large enterprises; Achievement motivation. Environmental factors affecting success of a new business; Reasons for the failure and visible problem for business Feasibility Study-----Preparation of feasibility reports: Selection of factory location, Demand analysis, Market potential measurement, capital saving and project costing, working capital requirements, profit and tax planning; economic, technical, financial and managerial feasibility of project Govt. support to new enterprise; Incentive; Source of finance; Role of govt. and promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes; Role of various institutions in developing entrepreneurship in India (A brief description only)

Suggested Readings:

1. Clifton, Davis S and Fyfe, David E: "Project feasibility analysis" 1977 John Wiley, New York.
2. Desai, AN: "Entrepreneur & Environment" 1990. Ashish New Delhi.
3. Drucker Peter: "Innovation and Entrepreneurship", 1985 Heinemann, London.
4. Jain Rajiv: "Planning a small scale industry" 1984, S.S. Books Delhi.
5. Kumar, SA: "Entrepreneurship in a small industry" 1990, Discovery New Delhi
6. McClelland, DC and Winter, WG: "Motivating Economic Achievement" 1969 Free Press, New York.

CP—402 RESEARCH PROJECT

The final project will be evaluated at the end of the fourth semester by the external examiner. This would be equivalent to the marks of one paper.

CP—403 COMPREHENSIVE VIVA-VOCE

It includes viva-voce on research project also.

KITM Kurukshetra

B. List of optional papers of various specializations

FINANCE

PRINCIPLES OF INSURANCE AND BANKING

FM-401

Max. Marks: 100 External: 70 Internal: 30

Time: 3 Hours

Note: - The examiner will set eight questions in all. Question No.1, comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks. '

Objectives

The objective, of this course is to apprise the students with the banking law and practices and develop an understanding of various laws affecting banks.

COURSE CONTENTS

Introduction to insurance; various types of insurance; principles of insurance; important insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India; privatization of insurance industry in India; insurance business operations; recent trends in insurance around the globe, Concept and implications of bank assurance and universal banking in India. "Insurance Environment: Internal, External, Legal and Commercial. Comparative Environment of insurance Business, Insurance procedure - Settlement of Claims :under life and non life insurance. Contemporary issues in insurance, 'Evolution of Banking Law; Main provisions of Banking Regulation Act, 1949; and RBI Act, 1934 and Negotiable Instruments Act, 1881. I Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these Securities.Guarantees : Contract of Guarantee and contract of indemnity, Guarantee as Banker's Security. Writing Reports on Bank visits; Prevailing practices m Banking - Case Studies. Banker Customer Relationship; Contemporary Issues in Banking : NP A and Capital Adequacy in Indian Banks.

Suggested Readings:

1. Gu1shan. S.S. : Law and Practices of Banking in India.
2. Davar, SR : Law and Practice ofBanlcing.
3. Tandon, H.L. : Banking Law & Practice in India.
4. Varshney, P.N. : Banking Law and Practice. .
5. Cox., David: Elements of Banking; John Murray, London.

6. Bodla, B.S. Garg, Mahesh and Karan Pal : Insurance Fundamentals, Procedures and Environment
7. Mtilta, RRS. :. Fundamental of Banking; Himalaya Publishing House Co., New Delhi
8. Nigam. B.M.L. : Banking Law and Practice, Konark Publishers, Delhi.

MANAGEMENT OF FINANCIAL SERVICES

FM-405

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Financial services: meaning nature and types
Leasing: concept, classification, accounting, legal and tax aspects of leasing, financial evaluation of leasing
Factoring : meaning, characteristics and types of factoring arrangements; factoring in india; factoring Vs forfeiting
Hire purchase finance and consumer credit: conceptual framework; legal aspects; taxation; accounting and reporting; financial evaluation of hire purchase finance; features of consumer credit
Housing finance : introduction; NHB's housing finance companies directions; prudential norms, housing finance schemes
Credit rating: meaning and types; benefits of credit rating to investors and companies; credit rating agencies; objectives and functions.
Credit cards: concept and significance; types of credit cards; credit card business in India
Book building: concept and mechanism of Book building; and benefits of Book building;
Bought out deals: meaning and nature; mechanism of Bought out deals; advantages; the present scenario.
Securitisation: concept, mode, mechanism and beneficiaries of securitisation
securitisation in india
Depository: cooncept; Depository participants, functions of Depository system, benefits of Depository, Depository system in india
Venture capital: meaning , modes of financing
Role and fuctions of merchant bankers.

Suggested Readings:

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

PROJECT MANAGEMENT FM-406

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note ;- The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Generation and Screening of Project idea, Capital Expenditure, Importance and Difficulties, Market Demand and Situtational Analysis, Technical Analysis, Financial Analysis, Analysis of Project risk, Firm risk and Market risk, Social cost and Benefit analysis, Multiple Projects and Constraints, Network Techniques for Project Management, Project review and Administrative aspects; Project Financing in india, Problem of Time and Cost overrun in Public Sector enterprise in India, Assessment of tax burden, Environment Appraisal of Projects.

Suggested Readings :

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

PORTFOLIO MANAGEMENT

FM- 407

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note ;- The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Introduction-Meaning, need, risk& return, determination of portfolio, Markowitz portfolio theory, Sharpe Single Index Model and APT, Optimum Portfolio, selection and problems, Efficient Frontier: Meaning & construction, Investors Utility, Efficient Frontier (i) risk free & (ii) risk lending and borrowing, leveraged portfolio, market portfolio, Capital Market Line, CAPM, Security Market Line, Characteristic Line, Portfolio Revision: Meaning, Need and constraints, formula plan, constant dollar value plan, constant ratio plan, variable ratio plan, Bond Portfolio Management strategies, Portfolio Performance evaluation, Risk Adjusted Performance Measures

Suggested Readings:

1. Alexander, Gordon J and Sharpe, William F. : Fundamentals of Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Kevin : Portfolio Management, Prentice Hall of India, New Delhi
3. Strong : Portfolio Management, Thomson Learning, Bombay.
4. Sharpe : Investments, Prentice Hall of India, New Delhi
5. Elton, Edwin J. and Gruber, Martin J. : Modern Portfolio Theory and Investment Analysis, New York, John-Wiley
6. Reilly, Frank K. : Investment Analysis and Portfolio Management, Dryden Press
7. Fisher Donald E. and Jordan, Renold J. : Security Analysis and Portfolio Management

MARKETING

INTERNATIONAL MARKETING

MM-401

International Marketing: Definitions, Nature, Scope and Benefits; Reasons and Motivations underlying International Trade and International Business; Basic Mode for Entry; Process of International Marketing ; Domestic Marketing versus International Marketing. International Marketing Environment, WTO Framework and International Marketing; Factor Influencing International Market selection strategies. International Marketing Planning and Control. International Marketing Mix: International Product Policy and planning International Product mix, Branding Labeling, Packing and organization of product warranties and services, International Pricing Policies strategies, the process of price setting, pricing decisions, information for pricing decisions. International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

INDUSTRIAL MARKETING

MM - 402

Max.Marks : 100

External :70

Internal : 30

Time : 3 hrs

Note : The examiner will set eight questions in all. Question No.1 comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

COURSE CONTENTS

Nature and Scope of Industrial marketing, Difference between Industrial Marketing and Consumer Marketing , Understanding Industrial markets, Organisational customers, Classifying industrial Products , Nature of Demand in Industrial markets, Industrial Buyer Behaviour, Industrial Purchasing System , Industrial Marketing research, Industrial Marketing strategy, Strategic Planning, Assessing Marketing opportunities , Segmentation of Industrial Markets, Product Positioning, Product designs and Strategies Industrial services , Industrial pricing: Price determinants, pricing policies and pricing decisions , Formulating Channel Strategy: Logistic management, Industrial Marketing Communication : Sales force Management, Advertising and Sales Promotion

Suggested Readings :

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

SERVICE MARKETING

MM - 403

Max. Marks : 100

External : 70

Internal: 30

Time: 3 Hours

Note ;- The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

The Emergence of service economy; Nature of services, Different in goods and service marketing; Marketing Challenges in service business; Marketing Framework for service business; The service classification; Service product Development; The service consumer Behaviour; Service management trinity; Service vision and service strategy; Quality issues and quality models; Managing productivity and differentiation in service organisation; Demand-Supply management, Advertising; Branding and packaging of service; Recovery Management; Relationship Marketing; Employee empowerment, customer Involvement in services

Suggested Readings:

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

DIRECT MARKETING

MM-404

Max. Marks : 100

External : 70

Internal: 30

Time: 3 Hours

Note ;- The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Direct Marketing: Definition, Scope & Importance of Direct Marketing; Direct Marketing modes: Tele Marketing, Catalogue Marketing, Network Marketing, Data- base Marketing, Changing face of Direct Marketing.Element of Direct Marketing: Planning a direct marketing programme, Direct marketing and developing new business; guidelines for effective direct marketing- likely pitfall, rules for success.Institutional Direct Marketing: Industrial Direct Marketing; retail direct marketing; dealer- identified direct marketing.Segmentation and Target Marketing; marketing mix for Direct Marketing: Product, Price, Place and Promotion strategies. Direct Marketing Operations: Planning direct marketing campaign, Communication for direct marketing, Media planning; fulfillment and customer service- receiving and processing orders, inventory and warehousing decisions, and customer service.Tools & Techniques: Role of information technology in direct marketing; developing customer databases; Cost analysis and cost control of direct marketing, evaluating effectiveness of direct marketing.Applications of direct marketing: financial services marketing, fund raising; customer loyalty program.

Suggested Readings:

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

RURAL AND AGRICULTURAL MARKETING

MM - 405

Max.Marks : 100

External :70

Internal : 30

Time : 3 hrs

Note : The examiner will set eight questions in all. Question No.1 comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All questions will carry equal marks.

COURSE CONTENTS

Nature , Characteristics and the potential of rural markets in India. Socio- Cultural , economic & other environmental factors affecting rural marketing, Attitudes and behaviour of the rural consumers and farmers, Marketing of consumer durables and non durable goods and services in the rural markets with special reference to : Product Planning, Media planning, Planning of distribution channels and organizing personal selling in rural markets in India, Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors, Organisation and functions of agricultural marketing in India, Classification of agricultural products with particular references to seasonability and perishability, Marketing structure and performance processing facilities for different agricultural products, Role of Warehousing: Determination of agricultural prices and marketing margins, Institutions and organizations in agricultural marketing. Unique features of commodity markets in India, Role of agricultural price commission. Role of central and state Govts, Problems of agricultural marketing, Nature, Scope and role of Co-operative marketing in India.

Suggested Readings :

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

INTERNATIONAL BUSINESS

INTERNATIONAL STRATEGIC MANAGEMENT IB-404

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note; - The examiner will set eight questions in all. Question No.1, comprising of, seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Identifying strategic alternative: nature and dimensions of international strategic management. Domestic versus International Strategic Management, Functions of International Strategic Planning. Prerequisites and complexities of International Strategy. Strategies for foreign market entry and penetration, growth strategy, international business integration, strategy for risk and stability, revival strategies, restructuring and divestment. Approach to strategic formulation: the traditional approach, modern approaches-gap analysis, capital investment theory, ANSOFF, Adaptive search approach, portfolio approaches-boston's model, GE-McKinsey Model, Hofer's Model and Shell's Directional policy model, Comparative strategy vis-à-vis domestic firms. Strategy implementation: Role and responsibility of the corporate leader, impact of competition, corporate cultures and personal values, organisational structure for strategy formulation, factors of successful implementation of multinational strategy.

Suggested Readings:

1. Dunning J. H (1988); Explaining International Production, Harper Collins, London;
2. Garpand, J & Farmer, R.N; International Permissions of Business Policy & Strategy,
Kent Publishing Company, Boston , Massachusetts
3. Ansoff, H.I; Corporate Strategy, Mc Graw Hill, London
4. Porter, M.E; Competitive Strategy, Free Press, NY.

**CROSS CULTURAL AND GLOBAL MANAGEMENT
IB-405**

COURSE CONTENTS

Human and cultural variables in global organisation; Cross cultural differences and Managerial implications; Cross cultural research methodologies and Hofstede's study; Structural evolution of global organizations; Cross cultural leadership and decision-making; Cross cultural communication and negotiation; Human resource management in global organizations; Ethics in International Business; Western and eastern management thoughts in the Indian context

HUMAN RESOURCE MANAGEMENT

COUNSELLING SKILLS FOR MANAGERS HRM-401

COURSE CONTENTS

Emergence & growth of Counselling Services; Approaches to counselling; Counselling Process-beginning, developing & terminating a counselling relationship & follow up; Counsellor's Attitude & Skills of Counselling; Coping with organizational stress in the organizations; Assessing client's problems; Selection of Counselling Strategies & Interventions-changing behaviour through Counselling; Special problems in Counselling; Application of Counselling to Organisational Situations with a focus on performance counselling.

LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS HRM-402

Max. Marks : 100
External : 70
Internal : 30
Time : 3 Hours

Note: The examiner will set 8 questions in all. Q. No. 1 comprising of 7 short answer type questions, shall be compulsory. In all, the students would be required to attempt 5 questions. All questions carry equal marks

COURSE CONTENTS

Emergence and objectives of labour laws and their socio-economic environment ; Laws relating to industrial disputes, trade unions; Social security laws-laws relating to workmen's compensation, Employees' state insurance, wages and bonus laws-the law of minimum wages, payment of wages, laws relating to working conditions-the laws relating to factories, interpretations of labour laws, their working, and implications for management, union workmen; The economy and the industry.

Suggested Readings:

- 1) Ghaiye, B.R. : Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.
- 2) Malhotra, O P : The Law of Industrial Disputes, Vol. 1 and 2, N.M. Tripathi, Bombay, 1985.
- 3) Malik, P.L. : Handbook of Industrial Law, Eastern Book, Lucknow, 1995.
- 4) Saini, Debi S : Labour Judiciary, Adjudication and Industrial Justice, Oxford, University Press, New Delhi, 1995.
- 5) Saini, Debi S : Redressal of Labour Grievances : Claims and Disputes, Oxford & IBM, New Delhi, 1994
- 6) Seth, D.D. : Industrial Dispute Act, 1947, Vol. I and II. N.M. Tripathi, Bombay, 1995.
- 7) Srivastava, S.C. : Industrial Relations and Labour Law, Vikas, New Delhi, 1994.
- 8) Kapoor, N.D. : Mercantile Law, Sultan Chand and Sons, New Delhi, 2001.

MANAGEMENT TRAINING AND DEVELOPMENT

HRM-403

Max. Marks : 100

External : 70

Internal: 30

Time: 3 Hours

Note ; - The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Training process-an overview,role responsibilities and challenges to training manager,organization and management of training function,training need assessmentand action research,instructional objectives and lesson planning,lesson planning,learning process,traininf climate and pedagogy,training methods and techniques,training aids,training communication,training evalation,training and development in India.

Suggested Readings

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

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

HRM-405

Max. Marks : 100

External : 70

Internal: 30

Time: 3 Hours

Note ;- The examiner will set eight questions in all. Question No.1, comprising of , seven short answer type questions, shall be compulsory. In all, the students -would be required to attempt five questions. All Questions will carry equal marks.

COURSE CONTENTS

Field of HRD- concepts,goals,challenges,HRD climate and practices in india; Staffing HRD function; Developing HR Strategies; HRD system design principles; design and administration of select HRD systems; HRD for workers; HRD interventions; HRD approaches for coping with organisational changes.

Suggested Readings:

1. Dayal, Ishwar; Successful applications of HRD, new concepts, New delhi 1996.
2. Dayal, Ishwar; Designing hRD systems, concepts, New Delhi – 1993
3. Kohli, Udesb and Sinha, Dharani P.: HRD – Global Challenges and strategies in 2000
AD, ISTD, New Delhi 1995
4. Maheshwari, B.L. and Sinha, Dharani,. Management of Change through HRD, TMH,
New Delhi 1991.
5. Parikh, U etc.; Managing transitions: the HRD response, TMH, New Delhi 1992.