
**MBA 4TH SEMESTER
COMPULSORY PAPERS**

mark
Entrepreneurship Development and Start-ups
MBAC-401

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of entrepreneurship development and start-ups.

Unit I- Introduction: Meaning, elements, determinants and importance of entrepreneurship and creative behavior; Entrepreneurship and creative response to the society' problems and at work; Dimensions of entrepreneurship: intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship.

Unit II- Entrepreneurship and Micro, Small and Medium Enterprises: Concept of business groups and role of business houses and family business in India; The contemporary role models in Indian business: their values, business philosophy and behavioural orientations; Conflict in family business and its resolution.

Unit III- Public and private system of stimulation: support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneurs' associations and self-help groups, The concept, role and functions of business incubators, angel investors, venture capital and private equity fund.

Unit IV- Sources of business ideas and tests of feasibility: Significance of writing the business plan/ project proposal; Contents of business plan/ project proposal; Designing business processes, location, layout, operation, planning & control; preparation of project report (various aspects of the project report such as size of investment, nature of product, market potential may be covered); Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

Unit V- Mobilising Resources: Mobilising resources for start-up. Accommodation and utilities; Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems, elements of government policy for start-ups.

Suggested Readings:

1. Kuratko and Rao. *Entrepreneurship: A South Asian Perspective*, Cengage Learning.
2. Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship*, McGraw-Hill Education
3. Desai, Vasant. *Dynamics of Entrepreneurial Development and Management*. Mumbai, Himalaya Publishing House.
4. Dollinger, Mare J. *Entrepreneurship: Strategies and Resources*. Illinois, Irwin.
5. Holt, David H., *Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Indian Ethos and Business Ethics
MBAC-402

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of Indian ethos and business ethics.

UNIT-I:

BUSINESS ETHICS: Meaning, Definition, significance, Features, Development, Guidelines of Ethical Behaviour, Relevance of Ethics in Business, Ground Rules, Myths, Characteristics of Managerial Ethics.

UNIT-II:

ETHICS MANAGEMENT: Ethical Decision Making, Code of conduct and ethics for Managers, Key roles and responsibilities, Benefits from Managing Ethics in Work Place, Organisational culture, Ethics-in Marketing, Finance, HRM, Information technology, Intellectual Property Rights.

UNIT-III:

CORPORATE GOVERNANCE: Meaning, Introduction, Objective, Importance and Principles of Corporate Governance Environment , True Spirit of Corporate Governance.

UNIT-IV:

CODE OF CORPORATE PRACTICES: Introduction, Code of Practice, Combined code of Practice, Need of CSR, Arguments for and Against CSR, Corporate Governance in India, Types and nature of social responsibilities, CSR principles and strategies, Best practices of CSR, CSR in Indian perspective,

UNIT-V:

ORGANISATION CITIZENSHIP BEHAVIOUR: Concept, Meaning, Definition, Components of Organisation Citizenship : Behaviour Altruism ,Courtesy, Civic Virtue Sportsmanship' and Implications of OCB in Organisations.

PUBLIC POLICIES:

Need for public policy in business, The role of public policies in governing business, Government and public policy, classification of public policy, areas of public policy,

Suggested Readings:

1. Bhatia, S.K. *Business Ethics and Corporate Governance*.
2. Vasishth, Neeru. *Corporate Governance Values and Ethics* .Taxmann's Publication
3. S S Khanka. *Business Ethics and Corporate Governance* S Chand Publication
4. Ghosh, B.N. (2012) *Business ethics and corporate governance*. New Delhi McGraw Hill.
5. Fernando, A.C (2012). *Corporate governance: Principle Policies Practices*. 2/e New Delhi Pearson
6. Laura P. Hartman. *Perspectives in Business Ethics*. McGraw Hill.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Answer Sheet
Supply Chain Management
MBAC-403

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of supply chain management.

UNIT I

Understanding of Supply Chain: Objectives of a supply chain, decision phases, stages of supply chain, supply chain process, cycle view of supply chain process, key issues in SCM, logistics & SCM, Supply chain drivers and obstacles/drivers of supply chain- inventory, transportation, facilities and information, supply chain strategies, strategic fit, Best practices in SCM.

UNIT II

Inventory Management: Functions of inventory, inventory costs, ABC analysis, Material Requirement Planning, JIT, Kanban, Vendor Managed Inventory . Transportation: Role, key role players, factors that influence transport decisions, transportation modes, containerization, cross docking.

UNIT III

Procurement: nature and concept, procurement and value chain, strategic procurement model, Bullwhip effect and reduction. Outsourcing: nature and concept, strategic decisions to outsourcing, third party logistics (3PL), and fourth party logistics (4PL).

Unit IV

Warehousing: concept and types, warehousing strategy, warehouse design. Performance measurement: dimension, tools of performance measurement, SCOR Model. Demand chain management. Green supply chain management, reverse logistics.

Unit V

Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM solution. Global Supply chain – challenges in establishing global supply chain, Factors that influences designing global chain network.

Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V. *Supply Chain Management: Strategy, Planning and Operation*. Pearson Education
2. Altekar, Rahul V. *Supply Chain Management: Concepts and Cases*. PHI Learning Reference Books
3. Ballou, Ronald H. *Supply Chain Management*. Pearson Education
4. Sahay, B.S. *Supply Chain Management*. Macmillan
5. Ballou, R.H. *Business Logistics Management*. Prentice-Hall Inc.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Specialization

Finance

Financial Derivatives
MBAFNE-411

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of financial derivatives.

- UNIT-I:** Financial Derivatives – An Introduction. Financial Future contracting: nature and types of Future Contracts, History of future financial markets, traders in future markets, uses of future contracts, growth of future markets.
- UNIT-II:** Future markets Trading: Trading Mechanism in future and forward markets, Pricing of Future Contracts, Spreads, the clearing house, regulation of future markets.
- UNIT-III:** Hedging Strategies Using Futures: Devising a hedging Strategy, short term interest rate futures, long term interest rate futures, Stock Index Futures.
- UNIT-IV:** Foreign Currency Futures: Introduction Foreign Currency markets, foreign exchange rates, forward foreign exchange markets, pricing of currency forwards and futures.
- UNIT-V:** Swap markets: types of Swaps, hedging with Swaps. Option Markets; Mechanics of Option Markets, Option pricing Models, currency option markets, trading with option, hedging with option.

Suggested Reading:

1. Bhalla, V. K. *Investment Management; Security Analysis and Portfolio Management*. New Delhi, S. Chand, 2001.
2. *Financial Derivatives*: Delhi, S. Chand, 2001. Author?
3. S.L Gupta. *Financial Derivatives* .Incomplete
4. Huang, Stanley S.C. and Randall, Maury R. *Investment analysis and Management*. London, Allyn and Bacon, 1987.
5. Hull, John C. *Options. Futures and Other Derivative Securities* .2nd ed., New Delhi, Prentice Hall of India, 1996.
6. Sharpe, William F. etc., *Investment*. New Delhi, Prentice Hall of India, 1997.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

**Insurance and Risk Management
MBAFNE-412**

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of insurance and risk management.

UNIT - I

Introduction and Scope of Insurance - Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' obligation towards Rural and Social Sectors. Price of a financial transaction, Statistics and probability from single risk to portfolios. Pooling risks: mutuality & solidarity Introduction to reinsurance, Principles of Life Insurance and Governance of Insurance Business.

UNIT - II

Life insurance technique: the basics- Demographical bases, life insurance products: Single premiums, single recurrent and periodic premium insurance, products, Mathematical provisions.

Life insurance technique: applications- Life insurance with benefits linked to investment performance, the valuation of the life insurance business, Portfolio Evaluation tools: Risks and Solvency. Pension Funds and Occupational Pension Schemes. Non life insurance technique: the basics- Actuarial Model for calculation of premium rates, risk classification Non-life technical provisions.

UNIT - III

Financial Aspects of Insurance Management- Insurance Companies and functions, Mutual Funds, Housing Finance. Important Life Insurance Products and General Insurance Products Determination of Premiums and Bonuses. Various Distribution Channels.

Unit - IV

Risk Management: Risk management objectives and tools, risk management and value creation, the risk management process, enterprise-wide risk management, Risk management in industrial companies. RAPM - Risk Adjusted Performance Measures, value at Risk and Underwriting, Role of Actuaries- Product framing, Underwriting guidelines. Preparation of Insurance Documents Policy Conditions

UNIT - V

Settlement of Claims, Insurance Laws and Regulations with respect to following Acts. Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Wealth Tax Act 1957, Married Women's Property Act 1874. Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies.

Suggested Readings:

1. Neelam Gulati-Principles of Risk Management& Insurance (Excel Books)
2. Kakkar & Srivastava – Insurance and Risk Management (Universities Press)
3. Vaughan & Vaughan - Fundamentals of risk & Insurance (John Wiley & Sons, New York)
4. Srivastava D.C., Srivastava Shashank - Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

International Finance
MBAFNE-414

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of international finance.

Unit I:

Evolution of the international monetary system, Exchange rate arrangements, Reform of international monetary system, Balance of payments accounting, Gains from financial globalization.

Unit II:

Functions and structure of foreign exchange market, Exchange rate: essential concepts and determination, Theories of exchange rate, International arbitrage and interest rate parity.

Unit III:

Forecasting exchange rates, Foreign exchange risk: types and measurement, Currency derivatives.

Unit IV:

Offshore financing – international equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions.

Unit V:

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk.

Suggested Readings:

1. Pilbeam, K., International Finance, Palgrave Macmillan. Latest Edition
2. Madura, J., International Financial Management, Cengage Learning. Latest Edition
3. Eun, C.S., and Resnic, B.G., International Financial Management, McGraw Hill. Latest Edition
4. Feenstra, R.C., and Taylor, A.M., International Macroeconomics, Worth Publishers. Latest Edition
5. Desai, M. A., International Finance: A Case Book, Wiley, Latest Edition.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Specialization Marketing

Brand Management
MBAME-421

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of brand management.

UNIT-I:

Brand-Definition, Evolution of Brands, Functions of Brand, Role of Brand. Branding- Importance of branding; Branding terminology; Brand awareness, Brand names, Brand protection, Brand personality, Brand image, Brand loyalty, Brand equity; Private versus national branding

UNIT-II:

Brand Value: Definition, Core Brand values. Value creation, Porter's value chain, Brand extension decisions,

UNIT-III:

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning - Meaning, Point of parity & Point of difference, positioning guidelines and re-launch

UNIT-IV:

Managing the brands over time- Functional brands, symbolic brands, experiential brands, concept management, forces affecting brands, brands revitalization and brand elimination Brand

UNIT-V:

Valuation- Meaning, approaches of brand valuation; cost based approach, market based approach, royalty approach, discounted cash flow approach, inter brand approach, Choosing the valuation method, branding in specific sectors: Customer, industrial, retail, service. Branding for international marketing Branding.

Suggested Readings:

1. Aaker, David, A.: Managing Brand Equity, New York, Free Press, 1991.
2. Harsh V Verma: Brand Management: text and cases, Excel Books, 2008.
3. .. A. Chunawalla: Compendium of Brand Management, Himalaya Publishing House 2004.
4. Cpwley, Don. : Understanding Brands, London, Kogan Page, 1991.
5. Czemiawskd, Richard D. & Michael W. Maloney: Creating Brand Loyalty, AMACOM, NY, 1999.
6. Kapferer, J N.: Strategic Brand Management, New York, Free Press, 1992.
7. Up shaw, Lyhh B.: Building Brand Identity: A Strategy for Success in a Hostile Market place, New York, John Wiley, 1995.
8. Keller, Kevin Lana: Strategic Brand Management, Prentice Hall, 1998.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

**Services Marketing
MBAME-422**

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of services marketing.

- UNIT I:** Introduction to Services Marketing: Meaning and Nature of Services. Growing Importance of Services Sector; Classification of Services and Marketing Implications; Services Marketing Management Process.
- UNIT II:** Understanding Consumer Behavior in Services; Consumer Decision Making in Services, Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction, SERVQUAL, House of Quality , GAPs Model; Service Recovery.
- UNIT III:** Services Marketing Mix: Service Positioning, Services Design and Development; Service Blueprinting; Service Process; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Physical Evidence and Servicescape; Managing Service Personnel; Employee and Customer Role in Service Delivery.
- UNIT IV:** Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.
- UNIT V:** Services in Global Perspective: International Marketing of Services, Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Suggested Readings

1. Zeithaml, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill, 4th Special Indian Edition.
2. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning, Indian Edition.
3. Lovelock, Christopher, Services Marketing, Pearson Education, 7th Edition.
4. Woodruff, H.E, Services marketing, Longman Group.
5. Payne, D, The Essence of Services Marketing, Prentice Hall of India.
6. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education.
7. Kotler, Philip and Gary Armstrong, Principles of Marketing, Prentice Hall of India.
8. Journal of Services Marketing, Emerald Publications

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

**International Marketing
MBAME-423**

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of international marketing.

UNIT 1

Introduction, Importance and Challenges – Nature, scope, Importance of International Marketing, Domestic marketing vs. International marketing, International marketing management process , EPRG (Ethnocentric, Polycentric, Regiocentric, Geocentric) framework an overview: influence of physical, economic, socio-cultural, political and legal environments on International marketing, Information, scanning and monitoring global marketing environment;

UNIT 2

International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system International market segmentation, International positioning strategies, International marketing strategies

International Market Entry Strategies: Introduction, Different Entry Modes and Market Entry Strategies, Joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.

UNIT 3

International Product Policy and Planning Introduction, Product Planning in International Markets, Packaging and Labelling, International Product Life Cycle, Branding decisions in international markets: standardization vs Adaptation . Protecting brand names.

UNIT 4

International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade, Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts relating to International Business.

UNIT 5

International Promotional Strategies: Introduction, Communications Process, Principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing International e-tailing: concept and types, benefits, segmentation; pricing and promotional strategies in retailing.

Suggested Readings:

1. Nargundkar- InternationalMarketing (Excel Books)
2. Czinkota - International Marketing (Thompson, 8th Ed.)
3. Kotabe helson- International Marketing(Wiley, 6th Ed.)
4. Cateora Graham - International Marketing (TMH, 10th Ed.)
5. Siddiqui- InternationalMarketing (Wiley Dreamtech)

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

**Integrated Marketing Communications
MBAME-424**

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of integrated marketing communications.

UNIT 1

Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process, Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix, Challenges in IMC.

UNIT 2

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, STP (Segmentation, Targeting, Positioning) Strategies for Advertising, Communication Model with reference to Advertising, AIDA. Advertising campaigns, Fundamentals of Advertising Campaigns, The Creative Brief, Big Idea, Getting Creative to find the Big Idea, Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies.

UNIT 3

Ad Budget, Ad Appropriation, Methods of Budgeting, Measuring Effectiveness of Advertisement, Legal and Ethical concepts and issues in Advertising, Advertising Research, Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration.

UNIT 4

International advertising and promotion: global vs local advertising, decision areas in international advertising, role of promotional mix elements in international marketing; Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, Media Strategy; Cross media concept; and media research.

UNIT 5

Emerging Concepts and Issues in Marketing Communications: Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion – Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods

Suggested Readings:

1. Kruti Shah & Alan D' Souza :Advertising & promotions an IMC perspective- Mc Graw Hill education
2. George E Belch & Michael A Blech : Advertising and promotion- An integrated Marketing Communication Perspective-Mc Graw Hill Education
3. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, cengage Learning
4. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
5. Borden & Marshall: Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois

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Specialization
Human Resource Management

**Human Resource Development : Strategies and Systems
MBAHRE-431**

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of human resource development: strategies and systems.

UNIT 1

Changing Environment of Organization: Changing Business Environment, Significance of Changes, Globalization & Liberalization and Forces for change.

UNIT 2

Strategic Responses of Organizations to Changing Business Environment: Brief Encounter on Mergers, Acquisitions, Takeovers, Demergers, Diversifications, Disinvestment, Joint-ventures.
Quality Strategies: Setting of Vision, Mission & Objectives, Technological Up-gradation, Delaying, Setting of Strategic Business Units.

UNIT 3

HRD Strategic Perspective: Human Resource Development for Competitive Advantage, Business Strategy and HRD (Human Resource Development), HRD and Organizational Performance.

UNIT 4

Strategic HRD – Systems, Practices & Facilitators: Compensation, Working Conditions, Training, Performance Appraisal, Job-Enrichment, Career Planning, Communication, Involvement & Empowerment, Concerns of Top Management, Trade Unions, Supervisions and Workers, Industrial Relations Scenario, Employment Externalization, Contingent Employment, Downsizing and Outsourcing of Services.

UNIT 5

Role of HRD in implementation of Strategic Responses viz, Mergers, Acquisitions, Takeovers, Quality Strategies, Disinvestments, Benchmarking, Joint-ventures, Downsizing, Outsourcing, Vision, Mission & Objectives Statements, Structure Related Response, Strategic Business Units etc.

Suggested Readings:

1. Agarwala, T. (2007). Strategic human resource management. Oxford University Press: New Delhi
2. Dayal, I. (1993). Designing HRD systems. New Delhi: Concept.
3. Dowling, P. J., & Welch, D. E. (2009). International human resource management: managing people in a multinational context (4th ed.). New Delhi: Cengage Learning.
4. Harvey, C. P., & Allard, M. J. (2009). Understanding and managing diversity: readings cases and exercises (4th ed.). New Delhi: Prentice Hall of India.
5. Maheshwari, B. L., & Sinha, D. P. (1991). Management of change through HRD. New Delhi: Tata McGraw Hill.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Industrial Relations and Labor Laws
MBAHRE-432

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of industrial relations and labor laws.

Unit-I

Industrial Relations: Concept, Impact of IR on Production, Govt. Role in managing IR, Functional requirements of Good IR program, Factors influencing Industrial Relations.

Unit-II

Industrial Disputes: Meaning, Causes, Types (Strikes, Lockouts, Demonstration, etc)
Industrial Disputes Act, 1947: Objectives, Definitions, Authorities, Notice of Change, Grievance Settlement Authorities, Reference of Disputes to Courts & Tribunals and Procedure Power and Duties of Authorities. Strikes &

Unit-III

Lockout Lay Off & Retrenchment:
Special Provisions Relating to Lay Off, Retrenchment and Closure, Unfair Labor Practices, Penalties.
Workers Participation in Management: Prerequisites of WPM, Levels and Forms of Participation.
Collective Bargaining: Meaning, Objectives, Process of collective Bargaining, Prerequisites of Successful Collective Bargaining.

Unit-IV

Trade Unionism: Concept, Development of Trade Unionism, Problems of Trade Union, Functions of Trade Unions, Registration and Recognition of Trade Unions .
Trade Union Act, 1926: Definition, Objectives, Provisions Regarding Registration of T.U., Their Rights & Duties, Constitution & Dissolution of T.U.

Unit-V

Grievance Handling: Concept meaning and objective, Process of Grievance Handling, Types of Grievance Handling Process.
Industrial Discipline: Misconduct, Punishments; Major, Minor, Suspension, Discharge, Dismissal.

Suggested Readings

Mamoria & Mamoria, Dynamics of IR, Himalayan Publications, 15th ed.
Chahbra T.N. (2005) IR concepts & Issues, Dhanpat Rai & Co.
Yoder & Staudher, Personnel Management & IR, Prentice Hall Inc., New Delhi
Ahuja K.K., Personnel Management, Kalyani Publications
Rao, Subba P, Essence of HRM & IR : Text Cases & Games, Konark Publications
Tripathi P.C., Personnel Management & IR, sultan chand & co., New Delhi

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**Compensation Management
MBAHRE-433**

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of compensation management.

UNIT 1

Compensation Management: Concept, Goals, and Foundations of Compensation Management.

UNIT 2

Compensation Strategy: Monetary & Non-Monetary Rewards. Internal and External Equity in Compensation System. Inter and Intra industry Wage Differentials. Fringe Benefits and Supplementary Compensation.

UNIT 3

Understanding Compensation Packages: Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Directors, Sales Executives. Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation,

UNIT 4

Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Approaches to deal with the Workforce Redundancy, Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Workmen's Compensation Act, 1923, Payment of Bonus Act, 1965.

UNIT 5

Institutions related to Reward System: Wage Boards, Pay commissions, Recommendations of 6th Pay Commission, Recommendations of 2nd National Commission on Labour relating to Compensation. International Compensation Practices: Problems, Objectives and Elements of Expatriate's Compensation Package.

Suggested Readings:

1. Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010
2. Henderson, Richard I. Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd, 2004
3. Milkovich & Newman Compensation: Tata McGraw Hill, New Delhi, Eighth Edition. 2005
4. Henderson I. Richard Compensation management in a knowledge based world, Pearson Education, New Delhi, 9th edition
5. Singh, B.D. Compensation and Reward Management. Excel Books, 2007

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Training and Development
MBAHRE-434

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts of training and development.

UNIT-I:

Training & Development: Concepts, Definition, Meaning, Need, Importance, Objectives, and Special Issues. Concepts of Education, Training & Development: An Overview. Types of Training.

UNIT-II:

The Training Context: Nature and Scope of Training, Training Challenges, Forces influencing Working and Learning, Learning: Theories and Process. Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis: TNA and Training Process Design, Output of TNA, Training Design, Delivery & Evaluation.

UNIT-III:

Understanding & Developing the objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers,

UNIT-IV:

Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with

UNIT-V:

Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids. Career & Career Management. Future of T & D.

Suggested Readings

1. Lynton, R. Pareek, U. Training for Development. Sage Publications, New Delhi, 2012.
2. Sahu RK Management Training for Development, Excel Publication.2009.
3. Janakiram, B Training and Development, Biztantra. 2009
4. Noe, Raymond Employee Training and Development, TMH, New Delhi.2011.
5. Blanchard and Thacker Effective Training Systems, Strategies and Practices, Pearson 2005.

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