

**Paper Code : 101**

**Principles of Management and organizational Behavior**

**Evaluation**

<b>Continuous evaluation in the form of assignments, surprise quizzes, test and, case presentations</b>	}	<b>40%</b>
<b>End term</b>		<b>60%</b>
		<b>Total Marks – 100</b>

**Objective**

The objective of this course is to help students understand the conceptual framework of management and organizational behaviour and correlate them to manage 21<sup>st</sup> century organizations.

**Course Inputs:**

**Unit-I: 10 hrs**

**Concept, Nature and Evolution of Management Thought:** Early contributors, Scientific, process, human behaviour and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Social and Ethical issues in management, Challenges of managing 21<sup>st</sup> century corporations/organization

**Unit-II: 9 hrs**

**Managerial Functions:** Planning -concept, significance, types; Organizing -concept, principles, theories, types of organizations, authority, responsibility, power, delegation. Decentralization; Staffing; Directing; Coordinating; Control -nature, process, and techniques.

**Unit-III: 17 hrs**

**Organizational Behaviour:** Organisational behaviour -concept and significance; Relationship between management and organisational behaviour; organizational culture, Attitudes; Perception; Learning; Personality and values; emotions and moods.

**Motivation:** Process of motivation; Theories of motivation - need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

**Unit-IV: 16hrs**

**Leadership:** Concept; Leadership styles; Theories -trait theory, behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership, contemporary issues in leadership

**Group Dynamics and Team Development:** Group dynamics -definition and importance, types

of groups, group formation, group development, group composition, group performance factors; Principle-centred approach to team development.

**Unit-V:**

**10hrs**

**Organizational Conflict and Negotiations:** Dynamics and management; Sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organizational conflicts; Resolution of conflict.

**Organizational Development:** Concept; Need for change, resistance to change; Theories of planned change; organization change and stress management, Organizational diagnosis,

**References Books**

1. Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol T.Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
5. Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of Management, Tata McGraw-Hili, New Delhi. Luthans, Fred: Organizational Behaviour, McGraw-Hili, New York.
6. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hili, New Delhi.
7. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi. Robbins, Stephen P: Organizational Behavior" Prentice Hall, New Delhi.
8. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
9. Govindarajan & Natarajan: Principles of Management, Prentice Hall of India Private Limited, New Delhi.
10. Stoner, Freeman & Gilbert, Jr.: Management, Prentice Hall of India private Limited, New Delhi.
11. Tripathy & Reddy: Principles of Management, Tata McGraw-Hill Publications, New Delhi.
12. Fred Luthans: Organizational Behaviour, Tata McGraw-Hill Publications, New Delhi.
13. Udai Pareek: Understanding Organizational Behaviour, Oxford University Press, New Delhi.
14. S. Stephen P. Robbins: Organizational Behaviour, Prentice Hall of India Private Limited, New Delhi.

**Paper Code: 102- Managerial Economics**  
SEMESTER – MBA I

External - 60 Marks Internal - 40 Marks

**No. of Lectures (60) Credits: 04**

**Course Objective:**

The Objectives of this course is to acquaint the participants with concepts and techniques used in Micro-Economic Theory and to enable them to apply this knowledge in business decision-making. Emphasis is given to changes in the nature of business firms in the context of globalization.

**Unit 1:**

**10 Marks**

Nature and Scope of Managerial Economics - Objective of a firm; Economic theory and managerial theory - Managerial economist's role and responsibilities -Fundamental economic concepts –incremental, opportunity - cost, discounting, equi-marginal principle

**Unit 2:**

**15 Marks**

Demand Analysis: Individual and market demand function - Law of demand, determinants of demand - Elasticity of demand - its meaning and importance - Price elasticity, income elasticity and cross elasticity - Using elasticity in managerial decisions - Theory of Consumer Choice: Cardinal utility approach - indifference approach, revealed preference - Theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products - Demand forecasting techniques

**Unit 3:**

**15 Marks**

Production function - production with one and two variable inputs - Stages of production; Economies of scale - Estimation of production function; Cost theory and estimation - Economic value analysis; Short and long run cost functions – their nature, shape and inter-relationship - Law of variable proportions; Law of returns to scale

**Unit 4:**

**10 Marks**

Price Determination under Different Market Conditions - Characteristics of different market structures - Price determination and firm's equilibrium in short and long run under perfect competition, oligopoly and monopoly - Pricing Practices: Methods of price determination in practice - Pricing of multiple products; Price discrimination - International price discrimination and dumping; Transfer pricing.

**Unit 5:**

**10 Marks**

Business Cycles: Nature and phases of a business cycle - Theories of business cycles psychological, profit, monetary, - innovation, cobweb, Samuelson and Hicks theories - Inflation: Definition, characteristics and types - Inflation in terms of demand-pull and cost push factors; Effects of inflation - Economic Reforms: Liberalization; Privatisation and Globalization - Assessment of New Economic Reform

**Reference Books:**

1. Ahluwalia, I J:India's economic reforms and development, essays for ManmohanSingh : New Delhi: OUP, 2009.
2. Ahluwalia, Montek S. ed.:Macroeconomics and Monetary Policy: New Delhi: Oxford University Press, 2009.
3. Ahluwalia, Montek S.: Macroeconomics and Monetary Policy: Issues for an reforming economy: New Delhi: Oxford University Press, 2009.
4. Ahuja, H. L.:Advanced Economic Theory : Microeconomic Theory: Ed 13, New Delhi : S Chand & Co,2009.
5. Bhatia, H. L.: Public Finance: Ed 25<sup>th</sup>, New Delhi: Vikas Publishing House,2009.
6. Bilas, Richard A.:Microeconomics: Theory: 2nd. ed. McGraw-Hill, New York, 2009.
7. Chiang, Alpha C.: Fundamental Methods of Mathematical Economics: Ed 3<sup>rd</sup>, Auckland: McGraw-Hill Book Company, 2009.
8. Chiang, Alpha C. and Kevin Wainwright: Fundamental Methods of Mathematical Economics: Irwin Professional Pub, 2008.
9. Datt, Ruddar:Economic Reform in India: An Appraisal and Policy Directions for Second Generation Reforms: New Delhi: Bookwell, 2001(Preferably Latest edition).
10. Dowling, Edward T.:Introduction to Mathematical Economics: New York: Schaum's Outline Series, 2009.
11. Gupta, SurajB.:Monetary Economics: Institutions, Theory and Policy: New Delhi : S Chand, 2009.
12. Hirschey, Mark: Managerial Economics: Version 10E (2009)
13. Kapila, Raj and Kapila, Uma, Ed:A Decade of Economic Reforms in India : The Past, the Present and the Future: Delhi : Academic Foundation,2002(Preferably Latest edition).

<b>Credits</b> : 4	<b>Hours</b> : 60
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## Syllabus

### MBA I Semester

#### Paper- 103: ACCOUNTING FOR MANAGERS

#### Course Objective:

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

#### MODULE – I: Introduction to Accounting: (24 hours)

- a) Need and Importance - Accountancy, Accounting and Book-keeping, Users of Financial Statements (4)
- b) Branches of accounting – Basic accounting terms - Concepts and Conventions Accounting Policy and Accounting Standards (4)
- c) Double Entry System – Preparation of Journal, Ledger, Subsidiary Books, Bank Reconciliation Statement (7)
- d) Trial Balance – Preparation of Final Accounts –Trading, Profit and Loss Account (4)
- e) Balance Sheet with Adjustment Entries, Simple Problems Only (3)
- f) Capital and Revenue Expenditure and Receipts (2)

#### MODULE -II: Depreciation and Reserves: (10 hours)

- a) Meaning and Need for charging depreciation, Factors affecting depreciation; Causes (2)
- b) Methods of calculating depreciation; Straight Line Method and Diminishing Balance Method (4)
- c) Provisions and Reserves: Meaning, Importance, Difference between provisions and reserves (2)
- d) Types of reserves: Revenue reserve, Capital reserve, General reserve, Specific reserve and Secret reserve (2)

#### MODULE -III: Fund & Cash Flow Statements: (12 hours)

- a) Funds Flow Analysis; Funds From Operation, Sources and Uses of Funds (2)
- b) Preparation of Schedule of Changes In Working Capital and Funds Flow Statements (3)
- c) Cash Flow Analysis; Uses And Limitations; Cash From Operation – Preparation of Cash Flow Statement (4)
- d) Distinction between Funds Flow and Cash Flow; Only Simple Problems. (3)

**MODULE -IV: Ratio Analysis: (8 hours)**

- a) Meaning and objectives of Financial Statement Analysis; different techniques of Financial Statement Analysis (2)
- b) Ratio Analysis – Uses and Limitations- Classification of Ratios (2)
- c) Liquidity, Profitability, Financial and Turnover Ratios – Simple Problems Only. (4)

**MODULE -V: Cost Accounting: (6 hours)**

- a) Cost accounting, accountancy and costing; Advantages (2)
- b) Methods and Techniques of costing (2)
- c) Concepts and Classification of costs; cost sheet. (2)

**Reference Books:**

1. Jelsy Josheph Kuppapally, ACCOUNTING FOR MANAGERS, *PHI, delhi, 2010.*
2. Ashish K. Bhattacharya : Financial Accounting for Business Managers : Prentice-Hall of India Pvt. Ltd. : Year of Publication 2009
3. R. Narayanaswamy : Financial Accounting : A Managerial Perspective : Prentice-Hall of India Pvt. Ltd. : Year of Publication 2009
4. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant : Accounting Text & Cases : Tata McGraw Hill Publishing Co. Ltd. : Year of Publication 2009
5. Jawahar Lal, Accounting for Managers, Himalaya Publishers, (2010)
6. Horngren, Sundem, Elliott : Introduction to Financial Accounting : Pearson Education : Year of Publication 2009
7. S.P.Jain, K.L.Narang, SimmiAgrawal : Accounting for Managers : Kalyani Publishers : Year of Publication 2009
8. D.S.Rawat : Students' Guide to Accounting Standards : Taxmann : Year of Publication 2010
9. S.P.Jain, K.L.Narang : Financial Accounting and Analysis : Kalyani Publishers : Year of Publication 2009
10. T.P. Ghosh : Financial Accounting for Managers : Taxmann : Year of Publication 2010
11. S.N.Maheshwari, S.K.Maheshwari : An Introduction to Accountancy : Vikas Publishing House Pvt. Ltd. : Year of Publication 2009
12. Wsetgandt, Kieso, Kimmel : Financial Accounting : John Wiley & Sons, Inc. : Year of Publication 2009
13. Ashok Banerjee : Financial Accounting : A Managerial Emphasis : Excel Books: Year of Publication 2009
14. N. Ramachandran, Ram Kumar Kakani : Financial Accounting for Management: McGraw-Hill : Year of Publication 2009
15. R.P.Rustagi : Student's guide to Accounting Standards : Galgotia Publishing Company : Year of Publication 2009
16. P.C. Tulsian : Financial Accounting : Pearson Education : Year of Publication 2009
17. Robert N. Anthony, James S. Reece : Accounting Principles : AITBS Publishers & Distributors : Year of Publication 2009
18. R.L.Gupta, V.K.Gupta : Fundamentals of Accounting : Sultan Chand & Sons: Year of Publication 1999

## **BUSINESS ENVIRONMENT**

Objectives: To equip students with tools and techniques to analyse business environmental factors that facilitates in making informed business decisions.

### UNIT 1

Business Environment -Concepts and Precepts: An Overview- what is business environment; Characteristics of Business Environment; Micro and Macro Business Environment

### UNIT 2

Models, Tools and Techniques of Business Environment Analysis: Internal Business Environment; External Business Environment; PESTEL; Product-Market Analysis; Portfolio Analysis; Balance Score Card; Porter five force model etc.,

### UNIT 3

Economic Environment: The Indian Economic System, Nature of Economy, Development Strategy; Economic Policies; Fiscal Policy and Tax System; Monetary and Credit Policy; Money and Capital Market; Exchange Rate Policy, Public Vs Private sector; Institutions.

### UNIT 4

Political and Legal Environment: Political System, Political Culture; Governance; Bureaucracy; Political Stability; Legal System; Business Laws.

### UNIT 5

Socio-cultural and Demographic Environment: Society and Business- Social Class Structure, Social Mobility, Education, Life style, Religion, Institutions etc.; Cultural Milieu and Environment; Demographic Characteristics and Business Environment.

### UNIT 6

Technology and Business Environment: Determinants of Technology; Technology and Business Development; Technology and Business start-ups; Technology and sustainable development; Technology and Economic Growth.

### UNIT 7

Liberalisation, Privatisation, Globalisation (LPG) and Business Environment: what is LPG; New Economic Policies and reforms; Privatisation and Business Environment; Globalisation: MNCs, WTO, Trade blocks, FDI; International Financial System; Emerging Trends and Contemporary Challenges.

Reference Books:

1. 'Business Environment' by B.N.Ghosh, Oxford University Press, 2015 edition.

MANAGERIAL COMMUNICATION  
[3 Credits]

**Evaluation**

<b>Continuous evaluation in the form of assignments, surprise quizzes, and, case presentations</b>	}	<b>40%</b>
<b>End term</b>	-	<b>60%</b>

**Total Marks – 100**

**Objectives**

To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

**Unit - I:**(8 hours)

Role of Communication in Business – Objectives of Communication – The Process of Human Communication importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Media of Communication Written Communication – Oral Communication – Face of Face Communication – Visual Communication – Audio Visual Communication Skills – Understanding Cultural Effects of Communication- Barriers of Communication

**Unit - II:**(12hours)

Managing Organization Communication – Formal Communication – Informal Communication – Intra and Inter Personal Communication – Models for Inter Personal Communication – Exchange Theory, Joharl Window and Transactional Analysis. Managing Motivation to Influence Interpersonal Communication – Inter Personal Perception – Role of Emotion in Inter Personal Communication – Communication Styles Gateways to Effective Interpersonal Communication

**Unit - III:**(8 hours)

Business letters and reports - Introduction to business letters, Types of business letter, Layout of business letter, writing memos, purpose of a report, kinds and objectives of reports, writing reports;

Case method of learning - Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioural, decision, strategy), analysing the case, dos' and don'ts for case preparation

**Unit - IV:**(12hours)

Presentation skills - What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation. Group communication - Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

**Unit - V:**(5hours)



Employment communication - Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

**Suggested Readings (Latest Edition)**

1. Scot Ober, Contemporary Business Communication, Biztantra
2. Bovee, Thill & Schatzman, Business Communication Today, Pearson
3. Nageshwar Rao and Rajendra Das, Business skills, HPH
4. Mary Ellen Guffy, Business Communication, Thomson
5. M Ashraf Rizvi, Effective Technical Communication, TMH
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, Oxford
7. Micheal Osborn and Suzanne Osborn, Public Speaking, Biztantra
8. John Seely, Oxford Writing and Speaking, Oxford

## Quantitative Techniques

**Credits: 4**

**Objective:** *To make the students familiar with some basic mathematical and statistical techniques and their application in business and management.*

### **Unit I:**

Solving first degree equations in one variable, Solving second degree equations in one variable  
(3)

Characteristics of linear equations, graphical characteristics, Slope intercept form, determining the equation of straight line, (3)

Linear equations involving more than two variables, two-variable system of linear equation, Application of systems of linear equation (3)

### **Unit II**

Functions; types of functions, graphical representation of functions, (3)

Linear function, quadratic functions, exponential functions, logarithmic functions, application of functions (5)

Matrices, special types of matrices, matrix operations, the determinants, cofactors, Cramer's rule, inverse of a matrix, application of matrices and determinants (4)

Series and Progression: Arithmetic Progression- nth term, sum of n terms; Geometric progression- nth term, sum of n terms, sum of infinite series (4)

### **Unit III**

Meaning and definition of statistics, types of statistical method, importance and scope of statistics (1)

Classification of data, organising data, tabulation of data, Graphical presentation of data (2)

Measure of central tendency-arithmetic mean, combined and weighted arithmetic mean, Median, Mode-Advantages and limitation and application of AM, Median and Mode; Relationship and comparison between Mean, Median and Mode (6)

Measures of dispersion-Range, Mean Absolute Deviation, Variance and Standard Deviation, Coefficient of Variation (5)

### **Unit IV**

Concept of Correlation, types of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Coefficient of determination. (4)

Regression-determining regression coefficients, estimating regression using regression line & the method of least square, Standard error of estimate. (4)

Time Series Analysis-Components of a time series, Freehand & Smoothing method, (2)

Linear trend projection method, seasonal index, method of simple average, ratio to trend method, ratio to moving average method; Measurement of cyclical variation and irregular variation (3)

### **Unit V**

Concept and definition of probability, probability theory, approaches to probability, probability axioms, and probability under conditions of statistical independence, probability under conditions of dependence, Baye's theorem (5)

Probability distribution-Binomial distribution, Poisson's distribution, and Normal distribution (3)

### **Reference:**

1. Frank S. Budrick: Applied Mathematics for Business, Economics and Social Sciences, TMH.
2. J. K. Singh: Business Mathematics, Himalaya.
3. J. K. Sharma: Business Mathematics, Anne Books.
4. J. K. Sharma: Business Statistics, Vikas.
5. G. C. Beri: Business Statistics, TMH.
6. Levine: Statistics for Management, PHI.
7. S. C. Gupta & Indira Gupta: Business Statistics, Himalaya.

<b>Credits</b> : 2	<b>Hours</b> : 30
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### Syllabus

#### MC 1.6 SC - Computer Applications in Business

**Course Objective:** to provide knowledge to the student with the computer concepts and their applications in business and to familiarize them with practical knowledge

**Module I: Basic Concepts and Components of computer (5 hours)**

Introduction and definition of computer; Classification of computers; Functional components of a computer system-(Input unit, CPU, Memory and output unit); Hardware: Input devices, Output devices and Storage Devices; Software: Introduction; Types of software with examples; software needs, operating systems, application software.

**Module II: Computer Networks and Internet (5 hours)**

Overview and Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches etc.)

Internet: Overview of Internet, Architecture & Functioning of Internet; WWW Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

**Module IV: Word Processing: (8 hours)**

Introduction and working with MS word in MS Office; word basic commands; Formatting text and document; sorting and tables; working with graphics; introduction to mail-merger (Practical)

**Module III: Power point: (4 hours)**

Presentation with power point: power point basics, creating presentation the easy way; working with graphics in power point; show time, sound effects and animation effects.

**Module V: Spread Sheets: (8 hours)**

Working with EXCEL – formatting, function, chart, features; Working with graphics in excel; using worksheets as database in accounting, marketing, finance and personal areas. Introduction to Statistical Packages.

#### Suggested Readings

1. Cyganski - Information Technology: Inside and outside (Pearson, 1<sup>st</sup> Edition).
2. Basandra SK - Computers Today (Galgotia, 1<sup>st</sup> Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1<sup>st</sup> Edition).
4. Leon - Fundamentals of Information Technology, (Vikas)

5. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1<sup>st</sup> Edition).
6. Mansfield, Ron the compact Guide to Microsoft office, BPB Publication, Delhi.

**Paper Code : 204**  
**E-Business**

Evaluation

<b>Continuous evaluation in the form of assignments, surprise quizzes, and, case presentations</b>	}	<b>40%</b>
<b>End term</b>	-	<b>60%</b>

**Total Marks – 100**

**Objectives**

- Sensitising students about the process and practices of making business online.
- Motivate students to gain in-depth knowledge about e-Business and make them prefer online business career option.

**Unit-I**

Nature of e-Business – characteristics, roles – challenges – requirements – impact and inhibitors.  
Environmental Forces – external and internal – affecting planning and practice.  
Fundamental models of e-Business – B2B, B2C, C2C.

**Unit-II**

e-Business technological infrastructure – telecommunications – Internet software – online sellers and content providers.  
Developing e-Business models – brokerage e-Business models – advertising.  
e-Business model - subscription, pay per view and membership e-Business model - distribution channel member e-Business model – affiliation e-Business model - community e-Business model – portal e-Business model.  
Overview of strategic management – strategic planning and value chain – building an online presence for an existing business.

**Unit-III**

Implementing e-Business – e-Management activities and practices – e-Marketing – e-Financing services- e-HR- e-Operations management.  
Control of the e-Business plan – setting performance objectives and standards - measuring performance – taking corrective actions.

**Unit-IV**

e-Business integration – business process redesign – choosing type of integration – integration challenges.  
Security and reliability of e-Business - e-Business risks – application of security requirements – security mechanism for e-Business – infrastructure availability - network level security – digital certification  
Ethical, legal and social concerns – privacy and confidentiality issues.  
Future of e-Business – opportunities and growth – convergence of technologies - online communities – partnering online.

## **Unit -V**

E-Commerce and retailing: On-line retail industry dynamics, On-line mercantile models from customer perspective, Management challenges in on-line retailing. E-Commerce and on-line publishing. Emerging trends and technologies in E-Business: E-Business and MIS, E-Business and ERP, E-Business and CRM, E-Business and Supply chain management, Benefits of E-Commerce; Drawbacks and limitations of E -Commerce.

### **Books**

1. Michael P. Papazoglou, e-Business, Wiley India.
2. Brahm Canzer, e-Business and Commerce, Biztantra.
3. P.Allen, Realising e-Business with Components, Addison Wesley.
4. E-Commerce Strategy, Technologies and Applications, Whitley, David, Tata McGraw Hill.
5. Electronic Commerce. , Schneider Gary P. and Perry, James T ,Thomson Learning.
6. E-Commerce: The Cutting Edge of Business, Bajaj, Kamlesh K & Nag, Debjani , McGraw Hill
7. E-Commerce: Business, Technology, Society, Laudon and Traver, Pearson Education
8. Designing Systems for Internet Commerce, Treese G. Winfield & Stewart C. Lawrance, Addison Wesley.
9. E-Commerce Strategies, Trepper Charles , Prentice Hall of India.
10. Electronic Commerce Opportunity & Challenges, Rehman S.M. & Raisinghania, Idea Group Publishing, USA.
11. E-commerce Real Issues & Cases, Knapp C. Michel, Thomson Learning

**Syllabus**  
**MBA II Semester**  
**Paper - 203 CC : Financial Management**

<b>Credits</b> : 3	<b>Total no. of Hours</b> : 45
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**Course Objective: To impart knowledge on how finance is life blood of the firm and provide students ways and means of financial management to magnify the shareholders return.**

**Module-1 Introduction (5 Hours)**

Meaning, Scope of Finance	(1)
Objective of Financial management,	(1)
Financial Decisions in Firm,	(1)
Functions of Financial Management	(1)
Changing role of Financial Management	(1)

**Module-2 Time value of money (5 Hours)**

Meaning of time value of money	(1)
causes of time of value of money	(1)
Annuity and annuity due	(1)
different types of cash flow	(2)

**Module-3 Capital budgeting (8 Hours)**

Meaning of Capital Budgeting	(2)
Significance, Capital Budgeting process	(2)
Project Classification and Investment Criteria	(2)
Techniques of capital budgeting.	(2)

**Module-4 Capital Structure and Leverages (8 Hours)**

Meaning of Capital Structure	(1)
Optimum Capital Structure	(1)
Factors determining capital Structure	(2)
Theories of capital structure	(3)
Leverages, Operating Leverage, Financial Leverage and Combined Leverage	(1)

**Module-5 Cost of Capital (7 Hours)**

Meaning, Computation of Cost of Capital of Equity	(3)
Preference, Debentures, Retained earnings, Public Deposits	(2)
Weighted Average Cost of Capital	(2)

**Module-6 Dividend Decisions (6 Hours)**

Meaning, Types of Dividend policies	(1)
Factors influencing dividend policy	(1)
Forms of Dividends, Dividend theories	(4)

**Module-7 Working Capital Management (6 Hours)**

Meaning, Gross and Net Working Capital	(2)
Factors Influencing working capital Requirements	(2)



Simple Problems on working capital cycle and estimation on working capital (2)

**SKILL DEVELOPMENT ACTIVITIES:**

Collect and paste share application form of IPO. Collect EPS of atleast 5 companies for 3 years and draw EPS chart. Prepare a capital budget by applying different techniques for a new business to be started. Illustrate operating cycle for atleast two different companies of your choice. Draw Cash Management charts. Draw working capital policy charts.

**Recommended Books**

1. I.M.Pandey, Financial Management,
2. Prasanna Chandra, Financial Management & Practice. Tata McGraw Hill
3. MY Khan and PK Jain Financial Management & Practice. Tata McGraw Hill
4. Rajiv & Misra, Financial Management, Oxford publication

**BOOKS FOR REFEREN:**

1. Brigham & Houston – Fundamentals of Financial Mgmt., Thomson Cengage Learning, 1/e,
2. Fundamentals of Financial Management – Vanhorns & Bhandari-Pearson evaluation.
3. Contemporary Financial Management – Kothari & Dutta – Machanilan India Ltd.
4. Financial Markets & Institution – Guruswamy – Thomson / Cengage Learning.
5. Stephen A. Ross, Wester Field, Jordan – Fundamentals of Corporate Finance (MacGraw Hill), 6/e, 2003
6. Vanhorne & Wachowicz, Fundamentals of Financial Management – Pearson / PHI, 12/e, 2003.
7. Damodaran, Corporate Finance – John wiley & Co., 2/e, 2004
8. Financial Management – Shah– Wiley India (P) Ltd.
9. Gitman, Principles of Managerial Finance, Pearson Education / PHI, 10/e, 2004
10. Brealy and Myers, Principles of Corporate Finance – Theory & Practice TMH– 7/e, 2003

Paper Code: 202  
**Human Resource Management**  
SEMESTER – MBA II

External - 60 Marks Internal - 40 Marks

**No. of Lectures (60) Credits: 04**

**Course objectives:**

Human resource management is an essential function of any organizations and the subject will provide knowledge about management issues related to human factor w.r.t planning, recruitment, selection, training & development etc.

Unit 1: Human Resource Management –Introduction and Importance- Conceptual between Personnel Management and HRM – Strategic HRM- role of a HR Manager

Human Resources Planning – Objectives - HRP Process –Manpower, Estimation - Job analysis -job Description-Job Specification - Recruitment-Sources of Recruitment - Selection Process-Placement and Induction - Retention of Employees **16 hours**

Unit 2: Training and Development -Objectives and Needs - Training Process-Methods of Training-Tools and Aids - Evaluation of training Programs

Career Planning-Succession Planning **12 hours**

Unit 3: Performance Management System - Definition, Concept and Ethics -Different methods of Performance Appraisal - Rating Errors – Competency Management.

Compensation Management-Concepts and Components-Job Evaluation- Incentives and Benefits **12 hours**

Unit 4: Industrial relations - Grievance Procedure - collective Bargaining- Settlement of Disputes

Retirement/Separation - Superannuation - Voluntary Retirement Schemes-Resignation - Discharge-Dismissal -Suspension-Layoff **10 hours**

Unit 5: International Human Resource Management –Human Resource Audit

**10 hours**

**Books Recommended**

1. Human Resource Management – Gary Dessler
2. Personnel Management – C. B. Mamoria
3. Managing Human Resources – R. S. Dwivedi
4. Human Resource Management – V. P. Michael
5. Human Resource Management – Dr. P. C. Pardeshi
6. Human Resource Management – Mirza&Zaiyadin

7. Human Resource Management – L. M. Prasad
8. Human Resource Management – Ashwathappa
9. Managing Human Resources – ArunMonppa
10. Human Resource Management – VSP Rao

## Paper Code: 203: Marketing Management

### Evaluation

Continuous evaluation in the form of assignments, surprise quizzes, and,  
case presentations  
40%

}

End term  
60%

Total Marks – 100

Objective: The objective of this course is to develop an understanding of the concepts, strategies and issues involved in marketing.

**Unit-I:** **10 hrs**

**Introduction:** Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview.

Market Analysis and Selection: Marketing environment -macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organizational buyers; Consumer decision-making process.

**Unit-II:** **15hrs**

**Product Decisions:** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle -strategic implications; New product development and consumer adoption process.

**Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

**Unit-III:** **20hrs**

**Distribution Channels and Physical Distribution Decisions:** Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

**Promotion Decisions:** Communication process; Promotion mix -advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques. ,

**Unit-IV:** **8 hrs**

Marketing Organisation and Control: Organising and controlling marketing operations.

Sales management

**Unit-V:** **7hrs**

**Issues and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing -of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing, e-marketing.

Reference Books:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
2. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
3. Mc Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
4. Ramaswamy, V.S and Namakumari, S: Marketing Management, MacMillan India, New Delhi. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
5. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
6. Still, Richard R, Edward W, Cundiff and Norman A.P. Govoni: Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.
- 7.

## **MBA II Semester**

### **Business Research Methods**

Credits: 3

*Objective: To equip the students with basic understanding of research methodology and the application of various research tools and techniques in managerial decision making.*

#### **Unit I**

Research; Types of research; Business research-definition, nature, need; Business research process; Understanding the basics of research-concept, construct, variables, theory, models, and scientific method; Problem definition; research questions; Hypothesis-definition, types; Critically reviewing the literature (7)

#### **Unit II**

Research design-Classification; Exploratory research-qualitative techniques: ethnography, grounded theory, case study; secondary data analysis, advantages, disadvantages; experience survey, focus group, depth interview; Descriptive research-types; Causal research-experiments, experimental design (7)

#### **Unit III:**

Collecting Primary Data Using surveys-Advantages, errors; Observation-types, advantages, limitations; Questioning-Interview-types, advantages, limitations; Questionnaire design-types of question, wording, sequence, layout; Guidelines for constructing questionnaire; Measurement-Definition, measurement scales-nominal, ordinal, interval and ratio; Attitude measurement-selecting a measurement scale-category scale, comparative scales, non-comparative scales; Sources of error in measurement (10)

#### **Unit IV**

Sampling: why sample, steps in sampling design; Non probability sampling-convenience, judgement, quota and snowball sampling; Probability sampling-simple random, systematic, stratified and cluster sampling; Merits and limitations of each sampling technique, sample size (8)

#### **Unit V:**

Data preparation-editing, coding, data entry; Descriptive statistical techniques: Statistical significance-Type I & type II error; Hypothesis testing- one sample parametric test, nonparametric test-  $\chi^2$  test, two-independent sample tests, ANOVA; Multivariate data analysis (10)

**Report writing-**

**(3)**

**Reference:**

1. Donald R. Cooper, Pamela S Schindler, & J. K. Sharma-Business Research Methods-Mc Graw Hill.
2. William G Zikmend, Barry J. Babbin, John C Carr, AtanuAdhikari& Mitch Griffin-Business Research Methods-Centage.
3. NareshMalhotra-Marketing Research-Pearson.
4. G. C. Beri-Marketing Research- TMH
5. Kothari- Research Methodology

# Syllabus

<b>Credits</b> : 3	<b>Hours</b> : 45
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## MBA II Semester

### Paper - 302CC: OPERATIONS MANAGEMENT

#### Course Objective:

The course is designed to acquaint the students with decision making in planning, scheduling and control of production and operations functions in both manufacturing and services.

#### **MODULE-I: Introduction (8 hours)**

- a) Nature and scope of production and operations management (2)
- b) OM interaction with other functional areas of management - role of production and operations manager- Careers in OM (2)
- c) Types of manufacturing systems - difference between manufacturing and service operations (2)
- d) Operations Performance objectives - Operations strategy. (2)

#### **MODULE -II: Design (12 hours)**

- a) Process design and Product/Service design (2)
- b) Supply network design: Capacity (Facility) location (2)
- c) Layout, Types of layout and Design of the layout (3)
- d) Human resource strategies and working environment for job design (2)
- e) Work study: methods study and work measurement in job design, Recording Techniques (3)

#### **MODULE -III: Planning and Control - I (9 hours)**

- a) Long, medium and short-term planning and Control - Factors affecting, functions/ activities. (2)
- b) Capacity planning and control (2)
- c) Inventory planning and control-Inventory decisions - Economic Order Quantity (EOQ) and Inventory models (3)
- d) Inventory analysis and control systems: ABC analysis, Just In Time (JIT) (2)

#### **MODULE -IV: Planning and Control - II (8 hours)**

- a) Supply chain planning and control: SCM, Types of relationships in supply chains (2)
- b) Enterprise Resource Planning (ERP) and Materials Requirement Planning (MRP) (2)
- c) Maintenance Management (2)
- d) Lean synchronization and Project planning and control (2)

#### **MODULE -V: Quality control and operations Performance (8 hours)**

- a) Quality defined; Dimensions of quality; Quality costs - quality circles-



- Total quality management (TQM) (2)
- b) Statistical Quality Control (SQC) techniques: acceptance sampling and control charts - ISO 9000 (2)
- c) Operations improvement - Approaches to improvement (2)
- d) Operations and corporate social responsibility (CSR) (2)

**(Case studies)**

**Recommended Books and References (Latest Edition):**

1. Nigel Slack, Stuart Chambers and Robert Johnston - Operations management, Prentice Hall. Sixth edition
2. Panner Selvem - Production and operations management, Prentice Hall of India
3. Upendra Kachru - Operations management - Excel Publications.
4. Martin K. Starr: Production & Operations management, Wiley India, New Delhi.
5. Buffa, S. Elwood and Sarin, K. Rakesh - Modern Production/Operations Management, John Wiley & Sons.
6. Chunnawals - Production & operations management, Himalaya Publications.
7. Kanishka bedi-Production & operations management, Oxford University Press.
8. Adam EE & Ebert RJ - Production and operations management, 6th ed., Prentice hall of India.
9. Chary, S.N. - Production & Operations management, New Delhi, Tata McGraw Hill
10. Manoj Kumar Sarkar - Production & Operations Management, Jaico Publisher.
11. P. Rama Murthy - Production and Operations Management, new age international.
12. Gaither N. and Frazier, G., Operations Management, ed. ix, Thomson.
13. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, Pearson Education.
14. Krajewski, L.J., Ritzman, L.P. and Malhotra, M. K., Operations Management: Processes and Value Chains, ed.viii, First impression, Pearson Education.
15. Schroeder, R.G., Operations Management- Contemporary Concepts and Cases, McGraw-Hill.



## 301CC Strategic Management

**Objectives:** To expose students to strategic issues involved in attaining and sustaining core competence and competitive edge for the organization.

**Unit-I:** Meaning and Nature of Strategic Management, Its importance and relevance, Characteristics of Strategic Management, The Strategic Management Process – Relationship between a Company's Strategy and its Business Model.

**Unit-II:** Strategy formulation – Developing Strategic vision and Mission for a company – Setting Strategic Objectives – Balanced score card, Company Goals and Company Philosophy. The hierarchy of Strategic Intent – Merging the Strategic Vision, mission, Objectives into a Strategic Plan.

**Unit-III:** Analyzing a company's External Environment – The Strategically relevant components of a company's external environment – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's five force model – Industry driving forces – key driving forces – key success factors – concept and implementation.

**Unit-IV:** Analyzing a company's resources and competitive position – Analysis of the company's present strategies – SWOT Analysis – Value chain Analysis – Benchmarking.

**Unit-V:** Generic Competitive Strategies – Low cost, Differentiation, Best cost, Focused Strategies, Strategic alliances, Collaborative partnerships, Mergers and acquisition, Joint Venture Strategies – Outsourcing Strategies – International Business level Strategies.

**Unit-VI:** Formulating long term and Grand Strategies – Tailoring Strategy to fit specific Industry and company situation – long term objectives for Grand Strategies – Innovation, Integration and diversification – Conglomerate Diversification, Retrenchment, Restructuring and turnaround – GE nine cell planning grid, BCG Matrix etc.,.

**Unit-VII:** Strategy Implementation – Operational Strategy, Annual objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy, Structure, Leadership and Culture. Ethical process and corporate social responsibility.

**Unit-VIII:** Strategic review and audit – Strategic control guiding and evaluating strategies, Establishing Strategic controls, Operational Control Systems, Monitoring performance and evaluating deviations, challenges of strategy Implementation.

### **REFERENCE BOOKS** (Latest Edition)

1. Strategic Management Concepts and Cases by Fred R. David – Pearson Education / PHI.
2. Strategic Management Building and Sustaining Competitive Advantage by Robert A. Pitts, David Lei. – Thomson South –Western, 3/e, latest edition
3. Strategic Management – An Integrated Approach by Charles W. I. Hill, Gareth R. Jones – BIZTANTRA, 6/e, latest edition
4. U.Iachru, Strategic Management, Excel Books, latest edition

## **302CC: International Business**

**Objectives:** To expose students to international business environment and issues and process involved in multinational business and operations.

**Unit-I:** Elements of Business Environment: Nature and factors in business environment, elements of economic environment, Politico-legal environment, socio-cultural environment, Globalization and international environment of business; Features of Indian economy, contemporary economic reforms.

**Unit-II:** Dimensions of International Business: The field of international business; International Orientations, Internationalization stages, means of engaging in international business; international business theories.

**Unit-III:** Strategy and Structure of International Business: Strategy & firm, cost considerations & local responsiveness; Organisational design and structure; Centralisation/Decentralisation of decisions; Subsidiary-Headquarter relationship; Methods of entry, International HRM Approaches.

**Unit-IV:** International Operations and Marketing: Choice of industry and plant location; choice of technology; Procurement and sourcing strategies; Coordinating a global manufacturing system; Special Economic Zones; Product decisions; Pricing strategies; Promotion strategies and market development; Distribution system.

**Unit-V:** The Multinational Finance Function: The finance and treasury functions; Global debt markets; Equity securities & Global equity market; Internal sources of funds and Multilateral Netting; Foreign Exchange Risk Management; Transfer Pricing.

### **Suggested Readings (Latest Edition)**

1. Daniels John D., Radebaugh, L.H., & Sullivan, Daniel P.: International Business,, Pearson Education.
2. Hill, Charles W. L.: International Business, Tata McGraw-Hill.
3. Cherunilam, Francis: International Business, Prentice-Hall of India.
4. Sharan, Vyuptakesh: International Business, Pearson Education.
5. Aswathappa, K.: International Business, Tata McGraw-Hill.
6. Shaikh, Business Environment, Pearson Education, New Delhi,
7. Bedi, Suresh, Business Environment, Excel Books, New Delhi,
8. Misra , S.K and V.K. Puri, Indian Economy, 23<sup>rd</sup> edition, Himalaya Publishing House,
9. Justin, Paul, Business Environment: Text and cases, Tata McGraw Hill, New Delhi,
10. Mittal, Vivek, Business Environment, Excel Books, New Delhi,

## **FM3CE: Security Analysis & Portfolio Management**

**Objective:** Help students understand various issues in security analysis & portfolio management for risk management and wealth creation.

**Unit-I:** Investments: Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis; Concept of return and risk: Security return and risk analysis, measurement of return and risk. Financial Assets: Types and their characteristics, sources of financial information.

**Unit-II:** Security Markets: Primary and secondary market; Primary market-role, functions and methods of selling securities in primary market; allotment procedure; New financial instruments.

**Unit-III:** Primary & Secondary market: SEBI guidelines on public issue, size of issue, pricing of issue, promoters, contribution, appointment of merchant bankers, underwriters, broker, registrar, and managers, bankers and allotment of shares, Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository-role and need; Depositories Act 1996.

**Unit-IV:** Valuation of Securities: Valuation of Bonds, preference shares and equity shares, **Fundamental Analysis:** Economic analysis, industry analysis and company analysis. **Technical Analysis:** Tools and Techniques used in TA.

**Unit-V:** Portfolio Analysis & Performance Evaluation: Estimating rate of return and standard deviation of portfolio. Effect of combining the securities; Markowitz Risk-return optimization; Portfolio market risk and unique risk, simple sharpe's optimization solution. Measure of return, risk adjusted measures of return, market timing, evaluation criteria and procedures

**Unit-VI:** Capital Market Theories: Capital market line, security market line, risk free lending and borrowings; Factor models: arbitrage pricing theory, two factor and multi factor models; Principles of arbitrage, arbitrage portfolios. Random walk Theory, Efficient Market Hypothesis, Modern Portfolio Management Theory.

### **References(Latest edition):**

1. Amling: Fundamentals of investment Analysis, Prentice Hall, International Edition.
2. Bhalla: Investment Analysis, S.Chand& Co.Delhi.
3. ChandratreK.R: Capital Issue, SEBI& Listing, Bharat Publishing House, New Delhi.
4. Clark, James Fransis, Investment-Analysis and Management, McGraw Hill, International Edition.
5. Donal, E.Fisher and Ronald J.Jorden:Security Analysis & Portfolio Management, Prantice Hall, New Delhi

6. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition.
7. Gupta, L.C:Stock Exchange Trading in India: Society for Capital Market Research and Development, Delhi.
8. MachiRaju, H.R,Working of Stock Exchanges in India: Wiley Eastern Ltd, New Delhi.
9. Sharpe, William F, Gordon J Alexander and J.V.Bailly:Investments, Prentice Hall of India, New Delhi.
10. Shapre, William F: Portfolio Theory and Capital Markets: McGraw Hill, New York.
11. Francis J.Clark:Management of Investments:McGraw Hill, New York.

**Course Objectives:** To provide students with the insights into the process of marketing communications and its effective use for successful brand building.

### **Unit-I: Introduction to IMC**

The growth of advertising and promotion, Evolution of IMC, History of Indian Advertising Industry, The role of IMC in Marketing Process and brand building, The tools of IMC, IMC Planning Process, Organizing for Advertising and Promotion: Clients, Advertising agency and other marketing communication organizations, agency setup and compensation, Understanding consumer for effective communication

### **Unit-II: Analyzing the Communication Process**

The communications process: Basic Model of Communication, Analyzing the receiver, the response process, cognitive process of communications, Source, Message and Channel Factors.

### **Unit-III: Establishing Objectives and Budgeting for IMC**

The values of objectives, Approaches in setting advertising objectives, Sales vs Communication objectives, DAGMAR approaches in setting advertising objectives, Problems in setting objectives, Establishing and allocating IMC Budgeting, Models of advertising budgeting

### **Unit-IV: Developing the IMC Program**

Creative Strategy: Planning and Development, Communication appeals and execution: creative tactics and Media channels, Creative Strategy: Implementation and Evaluation, Recognizing the Creativity: Cannes, Goa and Ad Asia creative Fests, Media Planning and Creative Strategy: Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media, Direct Marketing, Sales Promotion, PR, Publicity and Corporate communications

**Unit-V:** Measuring the Effectiveness of IMC Program, Social, Ethical and Economic aspects of Advertising and promotion, Regulation of Advertising and promotion, Self Regulatory Bodies and Industry Associations of Indian Advertising Industry

### **Suggested Readings (latest editions)**

1. Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communications Perspective, 7/e, Mc-Graw Hill,
2. S. A. Chunawalla and K. S. Sethia, Foundations of Advertising: Theory and Practice, 7/e HPH
3. Cialdini, Robert B: Influence: The Psychology of Persuasion, .
4. Ogilvy, David: Confessions of an Advertising Man, Atheneum: New York, .
5. David A Aaker & John Myers: Advertising Management, PHI, .
6. John Wright: Advertising, Kogan Page
7. Gilligan & Crowther, Advertising Management, PHI
8. C.H. Sandage & Vernon Fryburger, Advertising Theory and Practice, McGraw Hill

## **MM3CE: Consumer Behaviour and CRM**

**Course Objectives:** To familiarize students with the different facets of consumer behavior and consumer decision making and use of CRM concept to build sustainable marketing relationship.

**Unit-I:** Consumer Behaviour and Motivation Theories: Meaning and scope of consumer behaviour; level of analysis in consumer behaviour; relationship between consumer behaviour and behavioral sciences; applications of consumer behaviour in different areas of marketing;

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

**Unit-II:** Models of Attitudes: Theories of personality and their application in consumer behaviour; self-concept and consumer research; attitudes and their characteristics; different models of attitudes; measurement of attitudes.

**Unit-III:** Consumer and Organisational Buying Behaviour: Consumer decision making views; consumer decision making process, Diffusion of Innovation, consumer adoption process, Meaning, scope and characteristics of organisational markets; industrial markets and its features; types of industrial buying decision process.

**Unit-IV:Emerging Trends and Issues in marketing-CRM:** Conceptual framework of CRM-Key CRM Principles, Evolution of CRM Practice, Relevance of CRM for today's business, Current Status of CRM in India business,

**Unit-V:Implementing CRM:** Organizing for CRM implementation, Implementation of CRM solution, measuring the effectiveness of the CRM solution, Relationship Management-Building Customer Loyalty-Loyalty programs, creating value through Relationship Management ERP, SCM, SRM and PRM. Analytical CRM, Managing and sharing customer data, customer information data base, ethics and legality of data use. Data ware housing and mining concepts. Data analysis-Market basket analysis (MBA), click stream analysis, personalization and collaborative filtering.

### **Suggested Readings(latest edition)**

1. Leon G. Schiffman and Keslie, L. Kam K.: Consumer Behaviour, PHI, New Delhi.
2. Batra&Kazmi: Consumer Behaviour, Excel Books, New Delhi.
3. Kotler, Keller, Koshy and Jha: Marketing Management, Pearson Education
4. Judith W.Kincaid-Customer Relationship Management: Getting It Right-Prentice Hall PTR 2002.
5. Federico Rajola-Customer Relationship Management: Organizational; and Technological Perspectives-Springer 2003.
6. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox-Customer Relationship Management: Perspectives from the market place-Elsevier 2002.
7. Mitch Schneider-Total Customer Relationship Management-Thomson Delmar Learning 2002.
8. Russ Lombardo-CRM for the Common Man-PEAK Sale Consulting 2003.
9. David Gilbert, Retail Marketing Management, Edition II, Pearson India



# HR3CE-Compensation Management

**Objectives:** Explain how perceptions of compensation differ among society, stockholders', managers and employees. Understand the concept of a compensation strategy, where it comes from, how it relates to the organization's situation, and why the concept has value.

**Unit-I:Introduction:** Compensation meaning, objectives, nature of compensation, types of compensations, compensation responsibilities, Compensation system design issues: Compensations Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.

**Unit-II:Managing Compensation:** Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure-Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy

**Unit-III:Variable Pay and Executive Compensation:** Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, executive compensation- elements of executive compensation and its management, International compensation Management.

**Unit-IV: Managing Employee Benefits:** Benefits- meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package

**Unit-V:** Wage Boards – Pay Commissions – Compensation Management in Multinational Organizations

## REFERENCE BOOKS:

1. Strategic Compensation, Joseph J. Martocchio, 3<sup>rd</sup> Edition, Pearson Education
2. CompensationManagement in a Knowledge based world, Richard I. Anderson, 10<sup>th</sup> edition, Pearson Education
3. Compensation Management, ErSoniShyam Singh, Excel Books.
4. Compensation Management, MousumiS.Bhattacharya and NilanjanSengupta, Excel Books.

## **HR3CE: Management of Industrial Relations & Labour Laws**

**Objectives:** Sensitise students to the need for good industrial relation for effectiveness of the organisation and exposures to important provisions of labour laws.

**Unit-I:** Introduction: Concept, scope and objectives of IR; Dunlop's Model of IR; Issues and problems of IR; Technological Changes and IR; Preventive measures- grievance procedure, code of discipline and standing orders; Settlement of measures- mediation, conciliation, arbitration and adjudication.

**Unit-II:** Trade Unions, Employer's Federations, Collective Bargaining and Collective Agreement: Concept, origin and growth of trade unions; Types and functions; Trade unionism in UK, USA, Germany and Japan; Trade unionism in India; Trade union legislation, amendments and provisions; Multiplicity and inter union rivalry; Employer's federations. Concept, significance and pre-requisites; features of collective bargaining, tactics and strategies; stamps, process and collective bargaining model; collective bargaining in U.K., USA, Germany and Japan, collective bargaining in India and its effectiveness- present scenario.

**Unit-III:** Worker's Participation in Management: Concept, forms, levels and models of participation; WPM in UK, USA, Japan, Germany, Yugoslavia and Poland, WPM in India; various schemes in participation - works, committees, joint management councils and work-director; Schemes introduced during emergency (1975); shop council; working and effectiveness of the schemes in India- present scenario; payment of bonus and profit sharing.

**Unit-IV:** Some Specific Provisions under Various Laws: Jurisdiction of Industrial Tribunal under the Standing Orders Act, 1946; A comparative study of Industrial Disputes (Relations) Act, 1947 and Bombay Industrial Relations Act, 1946; Strikes and lockouts; lay-offs; retrenchment and closure; A comparison between Industrial Disputes (Relations) Act, 1947 and essential services maintenance Act, 1982; Provisions relating to health, safety working conditions and welfare amenities under Factories Act, 1948.

**Unit-V:** Introduction/ Laws Related to Employment: Introduction to labour legislation; Need for studying labour legislation; Brief history of labour legislation in India; Major provision of Employment Exchange Act 1959 and the Apprentice Act 1961, Major provisions of inter-state Migrant Wages Act 1979; the contract Labour Act 1970; The Child Labour Act 1986; The Bonded System Act 1976, Major provisions of the Minimum Wages Act 1948; Major provisions of the Payment of Wages Act 1936; The Payment of Bonus Act 1965.

**Unit-VI:** Laws related to Specific Situations and Social Security: Major Provisions of the Mines Act 1932; The Motor Transport Workers Act 1961; The Sales Promotion Employee Act 1976, Social security, concept and constituents; Growth of social security in India with special reference to Adarkar Report; Laws relating to workmen's compensation; Employees' state insurance; Provident fund, gratuity, and maternity relief.

### **Suggested Readings(Latest Editions):**

1. C. Mamoria, S. Mamoria, S. Gankar: Dynamics of Industrial Relations, HPH, N. Delhi.
2. A.MSarma, Industrial Relations, Conceptual and Legal Framework, HPH, N. Delhi.

3. A. Monappa: Industrial Relations.TMH, N. Delhi.
4. PromodVerma, Management of Industrial Relations, TMH, N.Delhi.
5. Indian Labour Journal- Monthly Publications.
6. GhaiyeB.R: Law and Procedure of Department Enquiry in Private and Public Sector Eastern, Lucknow.
7. Employment and Rehabilitation Report of the National Commission on Labour India Ministry of Labour, New Delhi.
8. NM Tripathi, Indian Law Institute Labour law and Labour Relations: Cases and Material, Bombay.
9. Kothari,: GM A study of Industrial Law N M Tripathi, Bombay.
10. Malik P.L.: Industrial Law Eastern, Lucknow.
11. R.C. Saxena - Labour Problem and Social welfare
12. R. P. Tyagi - Labour Economics & Social welfare
13. PromodVerma - Management of Industrial Relations
14. A.M. Sharma - Industrial Relations concept & Legal Framework.
15. Verma& others - Trade Union in India

## **FM3CE: Financial Services**

**Objectives:** Expose students to national financial markets, financial institutes and financial services.

**Unit-I:** Introduction: Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of financial Services

**Unit-II:** Money and capital markets; Money market-meaning, constituents, functions of money markets; Money market instruments- call money, treasury bills, certificates of deposits, commercial bills, trade bills, trade bills etc; Recent trends in Indian money market; Capital market-primary and secondary markets; Merchant Banking, Depository system; government securities market; Role of SEBI – an overview; Recent developments.

**Unit-III:** Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalment sale. Securitisation, Introduction for mutual funds

**Unit-IV:** Types & classification of Mutual Fund schemes, Operations and Management of Mutual Funds in India, Venture Capital, Issues in Venture Capital Financing

**Unit-V:** Factoring, Bill Discounting, Forfeiting, Credit Rating, Consumer Finance, Credit Cards, Insurance

### **Suggested Readings**

1. G.S. Patel: Capital Market, Functioning and Trends, ICFAI, Publications,
2. J.N. Dhonkar: A Treatise on Merchant Banking, Skylark, Publishing House, Delhi,.
3. Bhole M: Financial Markets and Institutions, Tata McGraw Hill,.
4. RBI Publication
5. M.Y.Khan: New Issue Market, Allied Publishers.
6. SEBI Guidelines Issued from time to time.
7. Vinod Kothari: Leasing, Hire purchase and consumer credit, Madhva & Co.,
8. K.Sriram: Hand book of leasing Hire purchasing & Factoring ICFAI publications,.
9. Institute of Chartered Accountant of India: Financial Services, ICAI publications,.
10. Gladston: Venture capital investing, M.Y. Prentice Hall,.
11. E. Gordan and K. Natarajan: Emerging Scenario of financial services; HPH.
12. B.S. Bhatia: G.S. Bhatia (ed.): Management of Financial Services.
13. M.Y. Khan: Financial Services, Tata McGraw Hill
14. Peter S. Rose & Sylvia C. Hudgins: Bank Management & Financial Services, McGraw Hill International Edition



## Entrepreneurship Development and Small Business Management

### Evaluation

Continuous evaluation  
in the form of assignments,  
surprise quizzes, and, 40%  
case presentations

End term – 60%

**Total Marks – 75**

### Objectives:

It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

### COURSE INPUTS

#### Unit- I:

Introduction: The entrepreneur; Definition; Emergence of entrepreneurial class; Theories of entrepreneurship; Role, of socio-economic environment; Characteristics of entrepreneur; Leadership; Risk taking; Decision-making and business planning.

#### Unit-II:

Promotion of a Venture: Opportunities analysis; External environmental analysis economic, social, and technological; Competitive factors; Legal requirements for establishment of a new unit, and raising of funds; Venture capital sources and documentation required.

Entrepreneurial Behaviour: Innovation and entrepreneur; Entrepreneurial behavior and Psycho-Theories, Social responsibility. Entrepreneurial Development Programmes (EDP): EDP, their role, relevance, and achievements; Role of Government in organizing EDPs; Critical evaluation.

#### Unit-III:

Role Of Entrepreneur: Role of an entrepreneur in economic growth as an innovator, generation of employment opportunities, complimenting and supplementing economic growth, bringing about social stability and balanced regional development of industries; Role in export promotion and import substitution, forex earnings, and augmenting and meeting local demand.

#### Unit-IV:

Small Business in Indian Environment - Economic, Social, Political Cultural and Legal; Policies Governing Small Scale Units; Industrial Policies and Strategies relating to Small Scale Sector; Technological Know-how and Appropriate Technology; Quality Circles and Productivity and linkage between Small and Big Business. Organizational Structure and other Characteristics of

Small Firms; Special Problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel; Sickness in the Small Scale Sector; Modernisation of Small and Village Industries; Training Programmes and Consultancy Services; Institution Assisting Export Promotion of Small Business in India; Export Promotion Councils Global Perspective of Small Business in selected Countries.

### **Suggested Readings**

1. Tandon B.C: Environment and Entrepreneur; Chugh Publications, Allahabad.
2. Siner A David: Entrepreneurial Megabucks; John Wiley and Sons, New York.
3. Srivastava S. B: A Practical Guide to Industrial Entrepreneurs; Sultan Chand and Sons, New Delhi.
4. Prasanna Chandra: Project Preparation, Appraisal, Implementation; Tata McGraw Hill, New Delhi.
5. Pandey L.M: Venture Capital - The Indian Experience; Prentice Hall of India.
6. Holt: Entrepreneurship-New Venture Creation; Prentice Hall of India.
7. Papola, T S. Rural Industrialization Approaches and Potential. Bombay, Himalaya, 1982 (Preferably latest edition).
8. Pickle, Hal Band Abrahamson, Royce L. Small Business Management. 5th ed. New York, John Wiley, 2009.
9. Schumacher, E F. Small is Beautiful. New Delhi, Rupa, 2009.
10. Vepa, Ram N. How to Success in Small Industry. New Delhi, Vikas, 2009.

## **FM4CE: Risk Management and Financial Derivative**

**Objective:** This course introduces students to the application of various tools and techniques of risk management using derivatives.

### **Unit-I:**

Definitions of Risk. Sources of Risk: Credit vs market, default risk, foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.

**Unit-II:** Meaning and purpose of derivatives; Forward contracts, future contracts, options, swaps and other derivatives; Type of traders; Trading future contracts; Specification of the future contracts; Operation of margins; Settlement and regulations.

**Unit-III: Options and Futures:** Types of options; Option trading; Margins; Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options; Valuation of put options; Index options; Option markets- exchange traded options, over-the counter options, quotes, trading, margins, clearing, regulation and taxation; Warrants and convertibles, Hedgers and speculators: Future contracts; Future markets-clearing hours, margins, trading, future positions and taxation; Future prices and spot prices; Forward prices vs future prices; Futures vs. options.

**Unit-IV: SWAPS:** Mechanics of interest rate swaps, valuation of interest rate swaps; Currency swaps and its valuation; Credit risk and swaps.

**Unit-V: Managing Market Risk:** Hedging schemes- delta hedging, theta, gamma; Relationship in delta, theta and gamma; Vega and rho; Portfolio insurance.

### **Unit-VI: Derivatives Market in India:**

Present position in India, Regulation of derivatives trading activity.

### **References:**

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das Satyajit: Swap & Derivative Financing, Probus.
4. Prasanna Chandra: Financial Management, TATA MacGraw Hill, New Delhi
5. Khan and Jain: Financial Management, TATA MacGraw Hill, New Delhi
6. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.
7. Kolb, Robert W: Understanding Futures Markets, Prentices Hall Inc., New Delhi.
8. Kolb, Robert : Financial Derivaties, New York Institute of Finance, New York. Marshall, John F &V.K.Basal: Financial Engineering-A Complete Guide to Financial Innovation, Prentice Hall Inc., New Delhi.
9. Report of Prof. L.C.Gupta: Committee on Derivatives Trading.



## **FM4CE: International Financial Management**

**Objectives:** This course aims to acquaint the students with the basic process of international finance from the point of view of an organization.

### **Unit I: International Monetary and Financial System:**

Globalization and Multinational firm-International Monetary system The IMF system and post 1970 developments-European monetary system-Balance of Payments-Offshore financial markets and Euromarkets

### **Unit II: Exchange Rate:**

Calculation of direct and indirect exchange rates-Exchange rate determination theories-Exchange rate in practice-exchange rate quotations and calculation of various exchange rates.-Risks and exposures in foreign currency transactions-Implication of Volatility of exchange rates, exchange rate forecasting-Foreign exchange dealing system

### **Unit III: International Financial Markets and International Financial Institutions**

International capital markets-Government sector-International Money Market-International Equity market-International Bond market-Derivatives market-World Bank, IMF, IFC, ADB, IDA.

### **Unit IV: International Business Financing-Direct Instruments**

Trade Finance-International capital budgeting-International working capital management-International investment decisions, Global sources of finance.

### **References:**

1. P.G.Apte, “ International Financial Management”; Tata McGraw Hill.
2. V.Sharan, “International Financial Management”; PHI
3. Maurice Levi, “International Finance”; Tata McGraw Hill,
4. EUN/RESNICK, International Financial Management”; Tata McGraw Hill
5. A.V.Rajwade,” Foreign Exchange International Finance Risk Management”;Academy of Business Studies.
6. Alan C Shapiro: Multinational Financial Management, WSE WILEY, New Delhi
7. V.A.Avadhani, “ International Finance”; Himalaya Publishing House.
8. IAN H.GIDDY, Global Financial Markets”; A.I

## MM4CE: Marketing of Services

**Objectives:** To expose students to various issues and opportunities pertaining to Marketing of Services.

### **Unit I: Basics of Service Marketing**

Meaning and unique characteristics of services; Marketing Mix applicable to services; Nature of Demand for services; Frame work for service marketing, services product planning and development; costing and pricing of services; the customer experience, Positioning services; identifying customer groups and complaint management, Service guarantees.

### **Unit II: Customer Satisfaction and Quality in Services**

Measuring customer Satisfaction of service, Designing customer satisfying surveys, Analysing customer satisfaction surveys, Importance of Service quality and service components; Quality concepts in services: SERVQUAL Model, how to service quality and productivity, Quality Measurement, Relationship marketing: The service based business plan, the future of service marketing; Technological changes and the services.

### **Unit III: Determining financial a impact of service improvement**

Method of measuring the benefits of service improvements; the cost of quality; Return on quality.

### **Unit IV: Introduction to Services Organisation**

Introduction to Service Organisation Management, reasons for growth in service economy; need to study service organisations; marketing approaches to services, contribution of service sector in Indian economy, Trends in Management of Service Organisations, Consumer evaluation process in services; building a customer oriented organisation; advertising strategies for services firms.

### **Unit V: Understanding Specific Services**

Marketing banking service, tourism services, consulting service, IT, health care and insurance services.

**Unit IV: Physical evidence in services:** types of service scapes, Role of service scapes, framework for understanding service scapes and its effect on behaviour, guidance for physical evidence strategies.

### **Suggested Readings**

1. Donald Cowell, : Marketing of Service, Heinemann, London.
2. Lovelock, C.H.: Services Marketing, Prentice Hall, London.
3. JhaS.M.: Services Marketing, Himalaya Publishing House, New Delhi.
4. Akhtar J.: Management of Tourism in India, Ashish Publishing House, New Delhi.
5. Ziethaml VA and BitnerMJ, Service Marketing, 2007, TMH.
6. Hellen W, Service Marketing, Macmillan India Ltd, 2000, New Delhi.
7. Saspers, R.P., Management of Service Organisations, 1978, Allen & Bacon.
8. Donald Cowell, The Marketing of Service, 1985, Heinemann, London.

9. Lovelock C.H. and Lauren W, Principle of Services Marketing and Management, 1998, Prentice Hall of India, London.
10. [www.cbdt.org](http://www.cbdt.org)

## **HR4CE:GLOBAL HUMAN RESOURCE PRACTICES**

**Objectives:** To help to understand the global HR practices

**Unit-I: Introduction to International Human Resource Management (IHRM),** Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management

**Unit-II:Strategies for International Growth:** Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integrationBecoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localizationManaging alliances and joint ventures- meaning, need, different kinds of alliances, planning and negotiating alliances, implementing alliances, supporting alliance learning, the evolving role of alliances

**Unit-III:Recruitment, Selection and staffing in International context:** International Managers- parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods-using head-hunters, cross-national advertising, e-recruitment; Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues.

**Unit-IV: Performance Management:** A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRMAppraisal of expatriate, third and host country employees, issues and challenges in international performance management, country- specific performance management practices.

**Unit-V: Training and development in international context:** Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.

**Unit-VI: International Compensation:** Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to

international compensation, compensation practices across the countries, social security systems across the countries, global compensation: emerging issues.

**Unit-VII: International Labour Relations:** Key issues, response of labour unions to MNCs; **HRM practices in different countries-** Japan, USA, UK, Turkey, Middle East, India and China.

**RECOMMENDED BOOKS:**

1. The Global Challenge- framework for international human resource management, Evans, Pucik, Barsoux, Tata McGraw-Hill Irwin.
2. International Human Resource Management-Peter J Dowling, Denice E Welch, Cengage Learning
3. International Perspectives On Organizational Behavior And Human Resource Management, “Punnett Betty Jane”
4. Globalization And Business, “Daniels John D., Radebaugh Lee H., Sullivan Daniel P.”, ISBN :81-203-2223-1
5. International Business:Text & Cases, “Cherunilam Francis”, Prentice Hall India, 3rd Ed.
6. The HR Scorecard: Linking People, Strategy, and Performance (Hardcover), “Brian E. Becker,etal”,HBSPress.

**HR3CE: Management of Industrial Relations & Labour Laws**

**Objectives:** Sensitise students to the need for good industrial relation for effectiveness of the organisation and exposures to important provisions of labour laws.

**Unit-I:** Introduction: Concept, scope and objectives of IR; Dunlop's Model of IR; Issues and problems of IR; Technological Changes and IR; Preventive measures- grievance procedure, code of discipline and standing orders; Settlement of measures- mediation, conciliation, arbitration and adjudication.

**Unit-II:** Trade Unions, Employer's Federations, Collective Bargaining and Collective Agreement: Concept, origin and growth of trade unions; Types and functions; Trade unionism in UK, USA, Germany and Japan; Trade unionism in India; Trade union legislation, amendments and provisions; Multiplicity and inter union rivalry; Employer's federations. Concept, significance and pre-requisites; features of collective bargaining, tactics and strategies; stamps, process and collective bargaining model; collective bargaining in U.K., USA, Germany and Japan, collective bargaining in India and its effectiveness- present scenario.

**Unit-III:** Worker's Participation in Management: Concept, forms, levels and models of participation; WPM in UK, USA, Japan, Germany, Yugoslavia and Poland, WPM in India; various schemes in participation - works, committees, joint management councils and work-director; Schemes introduced during emergency (1975); shop council; working and effectiveness of the schemes in India- present scenario; payment of bonus and profit sharing.

**Unit-IV:** Some Specific Provisions under Various Laws: Jurisdiction of Industrial Tribunal under the Standing Orders Act, 1946; A comparative study of Industrial Disputes (Relations) Act, 1947 and Bombay Industrial Relations Act, 1946; Strikes and lockouts; lay-offs; retrenchment and closure; A comparison between Industrial Disputes (Relations) Act, 1947 and essential services maintenance Act, 1982; Provisions relating to health, safety working conditions and welfare amenities under Factories Act, 1948.

**Unit-V:** Introduction/ Laws Related to Employment: Introduction to labour legislation; Need for studying labour legislation; Brief history of labour legislation in India; Major provision of Employment Exchange Act 1959 and the Apprentice Act 1961, Major provisions of inter-state Migrant Wages Act 1979; the contract Labour Act 1970; The Child Labour Act 1986; The Bonded System Act 1976, Major provisions of the Minimum Wages Act 1948; Major provisions of the Payment of Wages Act 1936; The Payment of Bonus Act 1965.

**Unit-VI:** Laws related to Specific Situations and Social Security: Major Provisions of the Mines Act 1932; The Motor Transport Workers Act 1961; The Sales Promotion Employee Act 1976, Social security, concept and constituents; Growth of social security in India with special reference to Adarkar Report; Laws relating to workmen's compensation; Employees' state insurance; Provident fund, gratuity, and maternity relief.

### **Suggested Readings(Latest Editions):**

1. C. Mamoria, S. Mamoria, S. Gankar: Dynamics of Industrial Relations, HPH, N. Delhi.
2. A.MSarma, Industrial Relations, Conceptual and Legal Framework, HPH, N. Delhi.
3. A. Monappa: Industrial Relations. TMH, N. Delhi.
4. PromodVerma, Management of Industrial Relations, TMH, N. Delhi.

5. Indian Labour Journal- Monthly Publications.
6. GhaiyeB.R: Law and Procedure of Department Enquiry in Private and Public Sector Eastern, Lucknow.
7. Employment and Rehabilitation Report of the National Commission on Labour India Ministry of Labour, New Delhi.
8. NM Tripathi, Indian Law Institute Labour law and Labour Relations: Cases and Material, Bombay.
9. Kothari,: GM A study of Industrial Law N M Tripathi, Bombay.
10. Malik P.L.: Industrial Law Eastern, Lucknow.
11. R.C. Saxena - Labour Problem and Social welfare
12. R. P. Tyagi - Labour Economics & Social welfare
13. PromodVerma - Management of Industrial Relations
14. A.M. Sharma - Industrial Relations concept & Legal Framework.
15. Verma& others - Trade Union in India

