

University Centre for Distance Learning



Syllabi & Scheme of Examination
PGDBM/MBA-1st, 2nd, 3rd, & 4th Semester

Chaudhary Devi Lal University Sirsa (Haryana)

Website:- www.cdlu.ac.in



SCHEME OF EXAMINATION AND SYLLABI

(Distance Education Mode)

Paper Code	Course Nomenclature	Max. Marks	Min. Marks	Internal Marks
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MBA-1st SEMESTER

CP-101	Management Process and Organizational Behaviour	70	30	30
CP-102	Managerial Economics	70	30	30
CP-103	Business Environment	70	30	30
CP-104	Accounting for Managers	70	30	30
CP-105	Management Science	70	30	30
CP-106	E-Commerce	70	30	30

MBA-2nd SEMESTER

C201	Business Communication	70	30	30
C202	Research Methodology	70	30	30
C203	Statistics Analysis	70	30	30
C204	Financial Management	70	30	30
C205	Marketing Management	70	30	30
C206	Human Resource Management	70	30	30

MBA- 3rd SEMESTER

Compulsory Papers:

301	Strategic Management	70	30	30
302	Entrepreneurship Development	70	30	30

MBA- 4th SEMESTER

Compulsory papers

401	Business Legislations	70	30	30
402	Research Project	100		
403	Comprehensive Viva-Voce	100		

(Including research project and all the four papers of any one area of specialisation)

LIST OF OPTIONAL PAPERS

Specialization: Finance

MBA- 3rd SEMESTER

- F- 301 Management of Financial Institutions
- F- 302 Management of Financial Services
- F- 303 Security Analysis and Investment Management
- F- 304 Portfolio Management

MBA- 4th SEMESTER

- F- 401 Corporate Tax Planning
- F- 402 Project Planning Analysis and Management
- F- 403 Financial Derivatives
- F- 404 International Financial Management

Specialization: Marketing

MBA- 3rd SEMESTER

- M- 301 Advertisement Management
- M- 302 Consumer Behaviour
- M- 303 Marketing Research
- M- 304 Service Marketing

MBA- 4th SEMESTER

- M- 401 Sales Management
- M- 402 Rural Marketing
- M- 403 Brand Management
- M- 404 International Marketing

Specialization: Human Resource

MBA- 3rd SEMESTER

- H- 301 Manpower Development for Technological Change
- H- 302 Compensation Management
- H- 303 Human Resource Development Strategies and System
- H- 304 Organisational Change and Intervention Strategies

MBA- 4th SEMESTER

- HRM 401 Management Training and Development
- HRM 402 Managing Inter-personal and Group process
- HRM 403 Human Resource Planning and Development
- HRM 404 Global Human Resource Management

MANAGEMENT PROCESS AND ORGANIZATION BEHAVIOR

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Evolution of management thought systems and contingency approach for understanding organizations; Managerial process, functions, skills and roles in an organization; Social responsibility of Business.

Understanding and managing individual behaviour; personality; perception attitudes; learning; Decision making; Management by objectives.

Understanding and managing group processes - interpersonal and group dynamics; application of emotional intelligence in organization; Leadership and influence process; work motivation.

Understanding and managing organizational system-organizational design and structure, work stress, organizational change and development; conflict management; stress management.

Suggested Readings

- 1 Koontz, Hand Wechrich. H. Management. 10th ed. New York, McGraw Hill, 1995.
- 2 Luthans, F. Organizational Behavior. 7th Ed. New York, McGraw Hill, 1995.
- 3 Robbins, S.P. Management. 5th Ed: New Jersey, Englewood Cliffs, Prentice Hall Ins. 1996
- 4 Robbins, S.P. Organizational Behavior. 7th ed., New Delhi, Prentice Hall of India, 1996 .
- 5 Staw, B.M. Psychological Dimensions of Organization Behavior, 2nd ed., Englewood Cliffs. New Jersey, Prentice Hall inc, 1995.
- 6 Stoner, J etc. Management 6th ed., New Delhi, Prentice Hall of India, 1996.
- 7 Singh, Dalip Emotional Intelligence at work, response books, Sage Publication, Delhi-2001

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the student would be required to attempt five questions. All questions will carry equal marks.

MANAGERIAL ECONOMICS

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Nature and scope of Managerial Economics; importance of managerial decision making; marginal analysis; Objective of a firm;

Demand function, Elasticity of demand and its significance in managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price; income and substitution effects; Fundamentals of demand estimation and "forecasting;

Short-run and Long-run Production functions; Cost curves and economies of scale. Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; pricing strategies and tactics.

National income-alternative concepts and measurement of National Income.

Inflation type, measurement and control; Balance of payments; Monetary Fiscal Policies.

Suggested Readings:

- 1 Peterson, Lewis, Managerial economics, Prentice Hall of India, New, Delhi.
- 2 Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay.
- 3 E.F. Brigham and J.L. Pappas, Managerial Economics, Dryden Press, Illinois.
- 4 "Divide, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
- 5 Mehta, P.L. Managerial Economics, Sultan Chan, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the student would be required to attempt five questions. All Questions will carry equal marks.

BUSINESS ENVIRONMENT

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Nature, components and determinants of business environment; dynamic of business environment, key indicators; Risk in business environment, assessing business environment-country risk and political risk.

Current state of business environment in India; Economics reforms- Liberalization, privatization, globalization, industrial policy and industrialization trends, public enterprise reforms and disinvestment programmes; competitive environment; financial environment. India's current balance of payment position, globalization trend Trade reforms & trends, FDI policy & trends, India's share in world economy.

Trends in global trade & investment; Nature & operation of multilateral economic institution-World Bank, WTO & IMF and their impact on Indian business environment. Factors of global competitiveness.

Suggested Readings:

- 1 Daniel, John D and Radabaugh, Lee H International business. 5th ed., New York, Addison Wesley. 1989
- 2 Charles W Hill, International Business Fourth edition, Tata McGraw Hill; Publications Companies.
- 3 A.K. Sundaram/J. Stemart Block, the International Business Environment, PHI

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the student would be required to attempt five questions. All questions will carry equal marks.

CP-104

ACCOUNTING FOR MANAGERS

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Financial Accounting- Meaning, scope and importance; Accounting concepts and conventions; Formation and importance of accounting Standards; Accounting process.

Depreciation accounting and policy, Preparation of final accounts of non-corporate entities, Performance of Balance sheet of Joint-stock Companies.

Cost-accounting; nature and scope of costing; Cost concepts and Classification; Usefulness of Costing to managers; Preparation of Cost-Sheet.

Management Accounting: nature, scope and tools of Management Accounting; Management Accounting vs. Financial accounting; financial analysis: Ratio analysis, Funds Flow Statement, Cash Flow Statement.

Budgeting: Types of budgets and their preparation, Performance budgeting and Zero-base budgeting.

Marginal costing: Break-even analysis, Decision involving alternative choices. Standard Costing: An overview.

Suggested Readings

- 1 Anthony R.N. and Reece J.S. Accounting principles, 6th ed; Homewood, Illinois Richard D. Irwin, 1995.
- 2 Bhattacharya S.K. and Dearden J. accounting for Management. Text and cases, New Delhi, Vikas, 1996
- 3 Gupta, R.L. and Ramaswamy, Advanced Accountancy, Volume I & II, Sultan Chand & Sons.
- 4 Hingorani, N.L. and Ramanathan, A.R. Management Accounting, 5th ed. New Delhi, Sultan Chand, 1992.
- 5 Jawahar Lai, Cost Accounting, Vikas Publishing House, New Delhi.
- 6 Maheshwari, S.N. Advanced Accounting, Vikas Publishing House, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the student would be required to attempt five questions. All questions will carry equal marks.

CP-105
MANAGEMENT SCIENCE

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Management Science - Basic Concepts and its role in decision-making.

Linear programming meaning, scope and assumptions. Formulation of linear programming problem & solution by graphical & simplex methods. Some Special cases like degeneracy, unboundedness, infeasibility and multiple optimal solutions.

Sensitivity analysis, Integer programming, goal programming, dynamic programming and non linear programming.

Transportation and Assignment models including trans-shipment and routing problems; Some special cases like minimization, unbalanced problems, degeneracy in transportation models.

Queuing theory; Inventory management techniques; PERT/CPM; Decision theory and decision trees; Game theory; Simulation.

Suggested Reading

- 1 Budnik, Frank S. Dennis Meleavey, Richard Principal of Operation Research. 2nd ed., Richard Irwin, Illions-All India Traveller Bookseller, New Delhi, 1995.
- 2 Gould. F.J. etc. Introduction to Management Science. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1993.
- 3 Mathur, K and Solow, D. Management Science. Englewood New Jersey, Prentice Hall Inc. 1994.
- 4 Narang A.S. Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995
- 5 Sharma, J.K. Operations Research: Theory and Application. New Delhi, Macmillan India Ltd., 1997.
- 6 Taha, H.A. Operations Research-An Introduction, New York, Mc-Millan, 1989.
- 7 Theirouf, RJ and Klekamp. R.C. Decision Making through Operations Research. New York, John Wiley, 1989.
- 8 N.D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2001.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the student would be required to attempt five questions. All questions will carry equal marks.

CP - 106
COMMERCE

Time Allowed: Three Hours
Total Marks: 100
External: 70
Internal: 30

Course Content

Introduction to Electronic Commerce: Framework, applications: network infra-structure (including internet), internet commercialization.

Electronic payment system, inter-organizational commerce & intra-organizational commerce, EDI, Value-added network; digital library;

Security; advertisement & marketing on internet, introduction to e-CRM, consumer search & resource discovery, computer based education & training, digital copyrights.

Fundamentals of mobile computation and wireless computation, multimedia & digital video, software agents; characteristics & properties, technology, tele-script, agent language, applets & browsers.

Suggested Readings

- 1 Kienan, Managing Your E-Commerce Business, Prentice Hall of India, H.Delhi.
- 2 Kosiur, Understanding E-commerce, Prentice Hall of India, New Delhi.
- 3 Kalakota, Whihston, Frontiers of Electronic Commerce, Addison Wesley.
- 4 Schneider P. Grey, Perry T. James, E-Commerce, Thomson Learning, Bombay.
- 5 Shurety, E-business with Net Commerce (with CD); Addison Wesley.
- 6 Napier, Creating a winning E-business, Vikas Publishing House, New Delhi.
- 7 Didar Singh, E Commerce for Manager, Vikas Publishing House, New Delhi.
- 8 Whitely Dayid, Electronic Commerce, TMH, New Delhi
- 9 Efraim Turban, Jay Lee, David King & h. Michael Chang, Electronic Commerce; A Managerial Perspective, Pearson Education, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There would be one question in the form of case study. In all, the student would be required to attempt five questions. All questions will carry equal marks.

BUSINESS COMMUNICATION

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents:

Communication: Concept, Process, Need, Objectives and Importance of Communication: Mean/Media and Types of Communication: Barriers in Communication: Guidelines for Effective Communication:

Tips for Clear Writing: Listening as tool of Communication.

Communication within the Organization: Preparation of Memo, Notices, Circulars, Orders, Proposals, Agenda and Minutes of the meeting: Report Writing, Presentation and Speeches.

Communication outside the Organization: Meaning and importance of Business Correspondence:

Layout and Essential features of Business letter.

Employment Oriented Communication: Resumes: Applications: Interviews and Group Discussions. Business Negotiations: Importance of Business Negotiation: Negotiation Process: Negotiating within the groups and across cultures.

Contemporary Issues: Cross-cultural Dimensions of Business Communication: Business Communication and Technology: Business Etiquettes: Ethical and Legal Aspects of Business Communication.

Suggested Readings:-

1. Chaturvedi, P.D and Chaturvedi. Mukesh., Business Communication, Third Edition, Pearson Education, New Delhi, 2008.
2. Pal, Rajender and Korahalli, J.S., Essentials of Business Communication, Fourth Edition, Sultan Chand and Sons, New Delhi, 2007.
3. Kushal, Jin., Business Communication, Fourth Edition, V.K India Enterprises, New Delhi.
4. Sinha, K.K., Business Communication, Fourth Edition, Galgotia Publishing Company, New Delhi, 2006.
5. Bhatia, R.C., Business Communication, Second Edition, Anes Books India, New Delhi, 2008.
6. Mathew, M.J., Business Communication, Sixth Edition, RBSA Publishers, Jaipur, 2006.

Note: The examiner will set eight questions in all. Questions no. I, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

RESEARCH METHODOLOGY

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents:

Introduction: Meaning and Nature of Research, Scope of Research Methodology, Significance of Research in Decision-Making, Ethics in Business Research: Steps in Research Process.

Research Design: Types of Research Designs- Exploratory, Descriptive and Experimental.

Attitude Measurement and Scaling Techniques: Need of Measurement in Research, Measurement Scales, Tests of Sound Measurement, Techniques of developing Measurement Tools, and Characteristics of good measurement: Important Scaling Techniques.

Statistical Estimation: Point and Interval Estimation, Hypothesis Testing Procedure, Parametric tests: C-test. F-test, Z-test: on-parametric tests: Chi-square test, Wilcoxon test, Rank test, and Kruskal Wallis-test.

Advanced Techniques of Data Analysis: Analysis of Variance (ANOVA) and Factor Analysis; Use of Software Packages-Microsoft Excel and SPSS.

Writing a Research Report: Process and Components.

Suggested Readings:-

- 1 Donald, R. Cooper & Pamela, S. Schindler, Business Research Methods, Ninth Edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2007.
- 2 Kothari, C.R., Research Methodology- Methods and Techniques, Second Edition, New Age International Publishers, New Delhi, 2006.
- 3 Sharma, R.K., Research Methodology, National Publishing House, New Delhi.
- 4 Hooda, R.P., Statistics for Business and Economics, Macmillan India Ltd., New Delhi.
- 5 Gupta, S.P., Statistical Methods, Sultan Chand and Sons, New Delhi.
- 6 Sharma J.K., Business Statistics, Pearson Education Pvt. Ltd., Delhi.
- 7 Arya, P.P. and Yash Pal, Research Methodology in Management, Deep and Deep Publications Pvt., Ltd.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

STATISTICAL ANALYSIS

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents:

Univariate Analysis: An overview of Central Tendency, Dispersion and Skewness.
Correlation and Regression Analysis: Two variables only.

Data Collection and Sampling: Data Collection Methods- Interview, Observation, Questionnaire and schedule:

Sampling: Census and Sampling survey, Probability and Non-probability Sampling Methods, Sampling and Non-sampling Errors. Sample size determination.

Probability Theory: Classical, Relative and Subjective Probability: Addition and Multiplication Probability Models: Conditional Probability and Bayes' Theorem: Probability Distributions: Binomial, Poisson and Normal distributions- their characteristics and applications.

Index Numbers: Meaning and types of Index Numbers: Tests of Adequacy: Special problems- Shifting the base, splicing, Overlapping Index Series: Problems in the Construction of Index Numbers. Time Series Analysis: Meaning and Components, Measurement of Trend and Seasonal variations.

Statistical Quality Control: Cause of variations in quality characteristics, Quality Control Charts- purpose and logic: Constructing a Control Chart: Computing the Control Limits (X and R charts); Control Charts for Attributes- Fraction defectives and number of defects; Acceptance Sampling.

Suggested Readings:-

- 1 Hooda, R.P., Statistics for Business and Economics, Macmillan India Ltd., New Delhi.
- 2 Gupta, S.P., Statistical Methods, Sultan Chand and Sons, New Delhi.
- 3 Hein/Kohler, Statistics for Business & Economics, Harper Collins, New York.
- 4 Hein, L.W., Quantitative Approach to Managerial Decisions, Prentice Hall of India, New Delhi.
- 5 Lawrence B. Morse: Statistics for Business and Economics, Harper Collins, New York.
- 6 Levin, Richard I and David S Rubin. Statistics for Management, Prentice Hall, Delhi.

Note: The examiner will set eight questions in all. Questions no. J, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

CP-204
FINANCIAL MANAGEMENT

Time Allowed: Three Hours
Total Marks: 100
External: 70
Internal: 30

Course Contents

Introduction to financial management. Objectives of financial management; Time value of money: source of finance, Investment decisions: Importance, Difficulties determining cash flows. methods of capital budgeting, Risk :?J1alysis.

Cost of capital: concept and importance, Computations of cost of various sources of finance; Weighted average Cost of Capital.

Capital Structure Decisions: Theories of capital structure, factors determining capital structure. Optimum capital structure.

Management of working capital-Cash, Receivables and Inventory management. Internal Financing and Dividend Policy; Financial Modelling.

Suggested Readings

- 1 Hampton, John, Financial Decision Making. Englewood Cliffs. few Jerse/ Prentice Hall Inc., 1997.
- 2 Khan, M.Y. and 'Jain, P.K. Financial management, Mcgraw Hill. 200 I.
- 3 Prasanna Chandra, Financial management, McGraw 2002.
- 4 Pandey, I.M .. Financial management, Vikas Publication House, 2000.
- S Van home, James C, Financial Management and Policy. 10th ed.. New Delhi. Prentice Hall of India, 1997.
- 6 Winger. Bernard and Mohan. Nancy Principles of financial Management. New York, Macmillan Publishing Company, 1991.
- 7 Kishore, Ravi '1" Financial Management, Taxman Publishers. New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks

MARKETING MANAGEMENT

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Nature, scope and concept of marketing, corporate orientation towards the marketplace: The Marketing environment and Environment Scanning; Marketing Information System and Marketing Research.

Understanding Consumer and Industrial markets; Segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packing decisions: Pricing Methods and strategies.

Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling; Channel management-Type and function, Selection, Co-operation and conflict management, vertical marketing implementation and systems.

Marketing Logistics; Organizing and implementing marketing in the organization: Evaluation and control of marketing efforts; Ethics in Marketing; New issues in marketing-Globalisation, Consumerism, Green Marketing, Direct marketing, Network Marketing & Event Marketing.

Suggested Readings

1. Phillip Kotler: Marketing-Analysis, Planning, Implementation & Control Prentice Hall of India, 2002.
2. Villiam Stanton: Fundamentals of Marketing McGraw-Hill.
3. E. Jerome MC Carth-Basic Marketing, An Managerial Approach: Richard i) Irwin Inc. Ontario.
4. Eugene W. Kelley- Marketing Management: Richard D. Irwin Inc.-1 Lomewood.
5. William Kazar-Perspective and Viewpoints: Illinois.
6. Kdward W.; Cundiff Richard; R. Still Norman; A.P. Govoni-Fundamentals of Marketing: Printice Hall Inc., N. Jersey.
7. Rajan Saxena. Marketing Management, 2nd edition Tata McGraw Hill 2002.
8. Ramaswamy. V.S. and Namakumari, S. Marketing Management Planning Control New Delhi. Mac Milian .. 1990.

Note: The examiner will set eight questions in all. Questions no. I, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks

CP-226

HUMAN RESOURCE MANAGEMENT

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Contents

Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment.

Corporate Objectives and Human Resource Planning; Career and Succession Planning; Job Analysis; Method of manpower search; Attracting, Selecting and retaining human resource: induction and socialization.

Manpower training and development, performance appraisal and potential evaluation: Job evaluation and compensation: Employees welfare; Industrial relation and Trade Unions Dispute resolution and Grievance management; Employee empowerment.

Suggested Readings

1. Aswalhappa. K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997.
2. De Cenzo. D.A & Robbins S.P. Human Resource Management. 51' ed., New York, John Wiley, 1994.
3. Guy. V & Mattock J. The New International Manager. London. Kogan Page. 1993.
4. Holloway. J. ed Performance Measurement and Evaluation, New* Delhi Sage. 1995.
5. Monappa, A & Saiyadain M. Personnel Management. 2(U) ed. New Delhi. Tata McGraw Hill 1966.
6. Stone, Lioyed and Leslie W. Rue Human Resource and Personnel Management Richard D Irwin, Illinois. 1984.

Note: The examiner will set eight questions in all Questions no. I, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

STRATEGIC MANAGEMENT - (301)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: The course aims at imparting knowledge of formulation, implementation and evaluation of business strategies.

Course Contents:

Strategic Management Process: Concept, Strategic Decision Making, Process of Strategic Management; Strategic Intent: Vision, Mission, Objectives and Strategic Business Unit.

Strategy Formulation: Environmental Appraisal, Organizational Appraisal, Corporate Level Strategies, Business Level Strategies; Strategic Analysis and Choice: Process, BCG Matrix, GE Matrix, SWOT Analysis, SPACE Approach, QSP Matrix; Contingency Strategies and Strategic Plan.

Strategy Implementation: Activating Strategies, Structural Implementation, Behavioural Implementation, Functional Implementation.

Strategic Evaluation and Control: Nature, Importance, Barriers, Evaluation Criteria, Techniques of Strategic Evaluation and Control; Strategy and Technology Management.

Suggested Readings:

1. Rao and Krishma, "*Strategic Management-Text and Cases*", Excel Books, New Delhi, 2008.
2. Gupta, Gollakota and Srinivasan, "*Business Policy and Strategic Management – Concepts and Applications*", PHI, New Delhi, 2007.
3. Kazmi, Azhar, "*Strategic Management and Business Policy*", Tata McGraw Hill Publishing Company Ltd., New Delhi, 2008.
4. David, Fred R., "*Strategic Management –Concept and Cases*", Pearson Education, New Delhi.
5. Jauch and Glueck, "*Business Policy and Strategic Management*", Tata McGraw Hill, New Delhi.
6. Pearce II JA and Robinson Jr., R.B., "*Strategic Management-Strategy Formulation and Implementation*", AITBS Publishers, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

ENTREPRENEURSHIP DEVELOPMENT - (302)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

Introduction: Significance of Entrepreneur in Economic Development; Economic, Social and Psychological need for Entrepreneurship; Characteristics, Qualities and pre-requisites of Entrepreneur.

New Venture Development: Methods and Procedures to start and expand one's own business, Life Cycle, Environmental Factors affecting success of New Venture, Reasons for the Failure of New Business.

Feasibility Study: Selection of Factory Location; Demand Analysis; Market Potential Measurement; Capital Saving and Project Costing; Working Capital Requirements; Profit and Tax Planning; Economic, Technical, Financial and Managerial Feasibility of Project; Preparation of Feasibility Report.

Sources of Finance: Financial Institutions like SIDBI, NSIC, DIC, SSIB etc., Government support to New Enterprise, Role of Promotional Agencies in Entrepreneurship Development.

Entrepreneurship Development Programme: Phases, Relevance and Problems in Entrepreneurship Development Programme; Role of various Institutions in Developing Entrepreneurship in India (A brief description only).

Suggested Readings:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, "*Entrepreneurship*", Tata McGraw Hill, New Delhi.
2. Barringer, Brace R., and Duane, R., Ireland, "*Entrepreneurship*", Prentice Hall, New Jersey, USA.
3. Lall, Madhurima, and Shikha Sahai, "*Entrepreneurship*", Excel Books, New Delhi.
4. Charantimath, Poornima, "*Entrepreneurship Development and Small Business Enterprises*", Pearson Education, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

BUSINESS LEGISLATIONS - (401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: The course is designed to provide an understanding of legal process involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a business enterprise.

Course Contents:

The Indian Contract Act 1872: Essentials of a Valid Contract, Void Agreement, Performance of Contract, Breach of Contract and its remedies, Quasi-Contracts.

The Sale of Goods Act 1930: Contract of Sale of Goods, Conditions and Warranties, Transfer of Property, Rights of an Unpaid Seller.

The Negotiable Instruments Act 1881: Meaning and Types of Negotiable Instruments, Negotiation and Assignment, Holder and Holder in due course, Dishonour and Discharge of Negotiable Instruments; Arbitration.

The Companies Act 1956: Nature and Types of Companies, Formation of a Company, Memorandum and Articles of Association, Prospectus, Shares and Share Capital, Allotment of Shares, Company Management, Borrowing Powers, Meetings and Resolutions, Prevention of Oppression and Mismanagement, Winding up.

Consumer Protection Act, 1986 and Cyber Law

Suggested Readings:

1. Kuchhal, M. C. and Deepa , Prakash,, *"Business Legislation for Management"*, Vikas Publishing House Pvt. Ltd., New Delhi, 2007.
2. Shah, S. M., *"Business Law for Managers"*, Sultan Chand & Sons, New Delhi, 1998.
3. Tulsian P. C., *"Business Law"*, Tata McGraw Hill, New Delhi.
4. Gulshan, S. S., *"Business Law"*, Excel Books, New Delhi.
5. Gulshan, S. S. and Kapoor, G. K., *"Business Law including Company Law"*, New Age International, 2005.
6. Pathak, Akhileshwar, *"Legal Aspects of Business"*, Tata McGraw Hill, New Delhi, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MANAGEMENT OF FINANCIAL INSTITUTIONS (F- 301)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objectives

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents

The Role and Importance of Financial Institutions; Financial Management Models and their Applications in Financial Institutions; Application of the Wealth Maximization Model to Financial Decisions; Evaluation Risks and Returns of Assets and Liabilities of financial Institutions; Flow of Fund Analysis of the Borrowing and Lending Behaviour of financial Institutions; Interest Rate Analysis; Interest Rates in the Financial System; Yield Curve; Risk and Inflation; Financial Management of Commercial Banks; Banking Law and Regulation; Provisions of RBI's Operations; Credit and Monetary Planning; Insurance Companies; Thrift Institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and Capital Planning; strategy of Growth; Problems of Time and Cost Over runs; Financial Planning of Financial Institutions; Financial Goals and Performance Statements; Working and Organization of Different Financial Institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual Funds, International Aspects of Financial Institutions.

Suggested Readings

1. Bhalla, V K. India Financial System, Delhi, Anmol Pub., Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz. Capital Markets and Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980.
3. Hempel, George H and Yawitz, Jess B. Financial Management of Financial Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc. 1977.
4. Kane, Joseph A. Development Banking. Toronto, Lexington Books, 1984.
5. Rose, Peter S. and Fraser, Donald R. Financial Institutions. Ontario, Irwin Dorsey, 1985.
6. Vij, Madhu. Management of Financial Institutions in India. New Delhi, Anmol, 1991.
7. Yeager, Fred C. and Setiz, Nail E. Financial Institutions Management: Text and Cases. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MANAGEMENT OF FINANCIAL SERVICES (F- 302)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objectives: The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

Course Contents:

Financial Services: Meaning, Nature and Types, Challenges facing the Financial Service Sector.

Discounting, Factoring and Forfaiting: Meaning, Characteristics, Types of Factoring Arrangements, Factoring in India, Factoring Vs. Forfaiting; Forfaiting in India.

Hire Purchase Finance and Consumer Credit: Conceptual Framework, Legal Aspects; Taxation, Accounting and Reporting; Financial Evaluation of Hire Purchase Finance; Features of Consumer Credit.

Housing Finance: Introduction, NHBs Housing Finance Companies; Directions and Prudential Norms; Housing Finance Schemes.

Credit Rating: Meaning and types; Benefits of Credit Rating to Investors and Companies; Credit Rating Agencies; Objectives and functions; Future of Credit Rating in India.

Credit Cards: Concept and significance; Types of Credit Cards; Credit Card Business in India; RBI Guidelines on Credit Cards; Future Prospects.

Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.

Bought Out Deals: Meaning and nature; Mechanisms of Bought out deals; Advantages; The Present Scenario.

Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Conditions for Successful Securitization; Securitization in India; Future Prospects of Securitization.

Depository: Concept, Depository Participants, Functions of Depository System; Benefits of Depository; Depository System in India.

Mutual Funds: Meaning and classification of Funds; Operation of Fund; General Guidelines; Selection of Fund; Mutual Funds in India; Reasons for Slow Growth; Future of Mutual Funds Industry.

Merchant Bankers: Role and Functions; Qualities required for Merchant Bankers; Progress, Problems and Scope of Merchant Banking in India.

Suggested Readings:

1. Khan, M. Y., "Management of Financial Services", Tata McGraw Hill, New Delhi, 2001.
2. Gordan, E. and Natrajan, K., "Financial Markets and Services", Himalaya Publishing House, New Delhi, 2008.
3. Meidan, Arthur Brennet, M., "Option Pricing: Theory & Applications", Lexington Books, Toronto, 1983.
4. Kim, Suk and Kim, Seung, "Global Corporate Finance: Text & Cases", Miami, Florida. Kotb, 1993.
5. Gurusamy, S., "Indian Financial System", Vijay Nicole Imprints, Chennai, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT (F- 303)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The objective of this course is to impart the knowledge to the students regarding the theory and practice of security analysis.

Course Contents:

Introduction: Basic concepts, Investment Objectives and Investment Process.

Investment Opportunities: Fixed and Variable income securities, Non-negotiable Securities, Government Securities, Non-security forms of investment, Tax Sheltered Savings Schemes, Real Assets, Mutual Funds, International Investing and Guidelines for investing.

Risk and Return: Risk - Systematic and Unsystematic Risks, Risk Measurement, Minimizing Risk Exposures; Return - Average Return, Geometric Returns and Time Weighted Returns.

Valuation of Securities: Debt and Equity Instruments and their valuation; Fundamental and Technical Analysis.

Market Efficiency: Random Walk Theory; Weak, Semi-strong and Strong form of market efficiency; Market inefficiencies.

Suggested Readings:

1. Bhalla, V. K., *“Investment Management: Security Analysis and Portfolio Analysis”*, S. Chand, New Delhi, 2005.
2. Ranganatham, M. & Madhumathi, R., *“Investment Analysis and Portfolio Management”*, Pearson Education, New Delhi, 2008.
3. Pandian, Punithavathy, *“Security Analysis and Portfolio Management”*, Vikas Publishing House, New Delhi, 2007.
4. Sharpe, William, F., Alexander, Gordon, J. & Bailey, Jeffery V., *“Investments”*, Prentice Hall of India, New Delhi, 2007
5. Chandra, Prasanna, *“Investment Analysis and Portfolio Management”*, Tata McGraw Hill, New Delhi, 2008.
6. Bhat, Sudhindra, *“Security Analysis and Portfolio Management”*, Excel Books, New Delhi, 2008.
7. Hirschey, Mark & Nofsinger, John, *“Investments: Analysis and Behaviour”*, The McGraw Hill Companies, New York, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

PORTFOLIO MANAGEMENT (F- 304)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The objective of this course is to give the students an in depth knowledge of the theory and practice of Portfolio Management.

Course Contents:

Introduction: Meaning and need of Portfolio Management, Portfolio Investment Process; Risk and Return.

Portfolio Construction: Approaches in Portfolio Construction, Selection of Portfolio; Markowitz Model; Sharpe Index Model.

Capital Market Theory: Capital Asset Pricing Theory, Arbitrage Pricing Theory, and Fama and French Model.

Investment Styles: Contrarian and Momentum Investment Styles.

Portfolio Performance Evaluation: Portfolio performance and risk adjusted methods - Sharpe Performance Index, Treynor's Performance Index and Jensen's Performance Index; Components of Portfolio Performance: Market Timings, Stock selectivity, Diversification and Risk; Benchmark Portfolios for Performance Evaluation.

Portfolio Revision: Need for Portfolio Revision, Portfolio Revision Strategies, Constraints in Portfolio Revision; Formula Plans; Revision and the Cost.

Suggested Readings:

1. Bhalla, V. K., "Investment Management: Security Analysis and Portfolio Analysis", S. Chand, New Delhi, 2005.
2. Ranganatham, M. and Madhumathi, R., "Investment Analysis and Portfolio Management", Pearson Education, New Delhi, 2008.
3. Pandian, Punithavathy, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi, 2007.
4. Sharpe, William, F., Alexander, Gordon, J. and Bailey, Jeffery V., "Investments", Prentice Hall of India, New Delhi, 2007.
5. Chandra, Prasanna, "Investment Analysis and Portfolio Management", Tata McGraw Hill, New Delhi, 2008.
6. Bhat, Sudhindra, "Security Analysis and Portfolio Management", Excel Books, New Delhi, 2008.
7. Jr., James L. Farrell, "Portfolio Management: Theory and Applications", McGraw Hill Companies, INC., New York, 1997.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

CORPORATE TAX PLANNING (F- 401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The objective of this course is to acquaint the participants with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

Introduction: Basic concepts of Income Tax, Residential status of a company.

Computation of Income: Computation of income under the different heads of income; Set off and Carry forward of losses; Deductions and exemptions.

Tax Planning-I: Meaning and scope of tax planning; Tax planning regarding location of undertaking and dividend policy, inter corporate dividends and transfers.

Tax Planning-II: Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Replacements and Capital Budgeting Decisions and Managerial Remuneration etc.

Suggested Readings:

1. Ranina, H. P., "Corporate Taxation: A Handbook", Oriental Law House, New Delhi.
2. Singhanian, V. K., "Direct Taxes: Planning and Management", Taxman, New Delhi.
3. Srinivas, E. A., "Handbook of Corporate Tax Planning", Tata McGraw Hill, New Delhi.
4. Ahuja, G K & Gupta Ravi, "Systematic Approach to Income Tax", Bharat Law House Allahabad.
5. Iyengar, A C., Sampat, "Law of Income Tax", Bharat House, Allahabad.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

PROJECTS PLANNING, ANALYSIS AND MANAGEMENT (F- 402)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objectives

The basic purpose of this course is to understand the frame work for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk and Market Risk; Social and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environment Appraisal of Projects.

Suggested Readings

1. Ahuja, G K & Gupta Ravi. Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997.
2. Bhall, V K. Modern Working Capital Management. New Delhi, Anmol, 1997.
3. Bhalla V K. Financial Management and Policy. 2nd ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3rd ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

FINANCIAL DERIVATIVES (F- 403)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objectives: The objective of this course is to give an in depth knowledge of the functioning of derivative securities market.

Course Contents:

Financial Derivatives: Introduction, Types of Derivatives, Derivatives Markets in India, Traders in Derivatives Markets, Management of Derivatives Exposure, Accounting and Tax treatment of Derivatives Transactions.

Forward: Introduction, Pricing and Trading Mechanism, Foreign Currency Forwards.

Futures: Fundamentals of Financial Futures, Trading Mechanism of Future contracts, Future Pricing, Hedging Strategy using Futures, Stock Index Futures, Interest Rate Futures, Currency Futures.

Options: Introduction, Option Pricing Models, Option Trading Strategies, Option Hedging Strategies, Currency Options.

Swaps: Principles and valuation

Suggested Readings:

1. Bansal, Manish and Bansal, Navneet, "Derivatives and Financial Innovations", Tata McGraw Hill, New Delhi, 2008.
2. Gupta, S. L., "Financial Derivatives: Theory, Concepts and Problems", Prentice Hall of India, New Delhi, 2008.
3. Kumar, S. S. S., "Financial Derivatives", PHI, New Delhi, 2008.
4. Mishra, Bishnupriya and Debasish, Sathya Swaroop, "Financial Derivatives", Excel Books, New Delhi, 2007.
5. Hull, John C., "Options, Futures and Other Derivatives", Pearson Education, New Delhi, 2007

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

INTERNATIONAL FINANCIAL MANAGEMENT (F- 404)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: The aim of this paper to give students an overall view of the international financial system and how multinational operations operate.

Course Contents:

Introduction: Finance function of Multinational Firm; Institutional Structure of International Financial Markets; Cost and Availability of International Financial Flows; International Financial Instruments.

International Working Capital Management: Aspects of International Cash Management; Investment Criteria and Borrowing Decisions; Centralised vs. Decentralised Cash Management; International Receivables Management; Securitisation of Receivables.

International Investment: Factors and Benefits; Direct and Portfolio Management; International CAPM; Capital Budgeting for Foreign Direct Investment; Assessing and Managing Political Risk.

International Financing: International Aspects of Raising Capital; Determining Financial Structure of Foreign Subsidiaries of MNCs; Financial Choices of an MNC and Foreign Affiliates; Costs and Risks of Financing.

Suggested Readings:

1. Maurice, D. Levi, "International Finance", McGraw Hill, New York.
2. Buckley, A., "Multinational Finance", PHI, New Delhi.
3. Shaprow, A. C., "International Financial Management", PHI, New Delhi.
4. Apte, P. G., "International Financial Management", Tata McGraw Hills, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SPECIALISATION: MARKETING

ADVERTISING MANAGEMENT (M- 301)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objective: The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective advertising programme.

Course Contents:

Advertising: Concept, Types, Forms and Importance. Role of advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Theory of Cognitive Dissonance and Cues for Advertising Strategies; Concept of STP & advertising, Advertising and Consumer Behaviour; Advertising Planning and Objective Setting: DAGMAR Approach. Determination of Target Audience; Building of Advertising Programme - Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning, Role of Creativity in Advertising, Views of advertising authorities on copy-writing; Media Planning, Media Mix; Budgeting; Measurement of Advertising Effectiveness; Advertising Agency-types, functions, selection criteria, organizational structure, compensation and appraisal, Client-agency and media agency relationships; History and current scenario of advertising agencies in India.

Suggested Readings:

1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
2. Arens and Bovee, Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2002.
5. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.
6. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, John & Moriarty Sandra, PHI, 2002.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

CONSUMER BEHAVIOUR (M- 302)

Time Allowed: Three Hours

Total Marks:

External:

Internal: 30

Course Objective: The subject explores the mysterious world of the consumer's psyche and helps the students to understand what makes consumers to purchase a particular product or avail a particular service.

Course Contents:

Consumer behaviour and consumer research; Evolution of consumer behaviour; Methods of studying consumer behaviour; Customer centric organizations; Consumer decision process model, Types of decision process; Factors influencing the extent of problem solving; Pre-purchase processes; Need recognition; Internal and external search; Pre-purchase evaluation.

Different types of purchase situations; Retailing and the purchase process; Determinants of retail success or failure; Point of purchase materials; Consumer logistics; Location based retailing; Direct marketing, Consumption behaviours; Consumption experiences; Importance of customer satisfaction; Factors affecting satisfaction level; Demographics and consumer behaviour; Economic resources and consumer behaviour; Personality and consumer behaviour; Personal values; Lifestyle, Motivational conflict and need priorities; Motivational intensity; Motivating consumer.

Importance of consumer knowledge; Types of consumer knowledge; Sources of consumer knowledge; Benefits of understanding consumer knowledge; Consumer beliefs; Consumer feelings; Consumer attitudes; Consumer intentions; Culture and changing values and its effect on consumer behaviour and marketing; Social class and consumer behaviour; Importance of families and households on consumer behaviour, Role behaviour and its influence on the decision process; Family life cycles; Changing roles of women; Children and household consumer behaviour.

Suggested Readings:

1. Blackwell, Roger, Miniard, Paul & Engel, James; "*Consumer Behaviour*", Thomson Learning", New Delhi.
2. Loudon, David L. & Dellabitta, Albert, "*Consumer Behaviour*", Tata McGraw Hill; New Delhi.
3. Schiffman, Leon G., & Kanuk, Leslie Lazar, "*Consumer Behaviour*," Pearson Education", New Delhi.
4. Soloman, Michael R., "*Consumer Behaviour - Buying Having and Being*", Pearson Education; New Delhi.
5. Nair, Suja R., "*Consumer Behaviour in Indian Perspective*", Himalaya Publishing House, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MARKETING RESEARCH (M- 303)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To enable students to learn the process, tools and techniques of marketing research

Course Contents:

Marketing Research (MR): Introduction, Importance, Nature and scope, Marketing research, MR process, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies.

Problem Identification & Research Design: Development of Research Proposal, Types of Research Designs.

Data Collection: Primary and Secondary Data Resources, Online Data Sources, Primary Data Collection Methods- Questioning Techniques, Online surveys, Observation method, Preparation of questionnaire.

Aptitude Measurement and scaling Techniques: Elementary Introduction to measurement scales.

Sampling Plan: Universe, Sample frame and sampling unit, Sampling techniques, Sample size determination.

Data Collection: Organization of field work and survey errors-Sampling and non-sampling errors.

Research Report: Preparation and Presentation.

Market Research Application: Product Research, Advertising Research, Sales and Marketing Research, International Marketing Research.

Suggested Readings:

1. Beri, G.C., "Marketing Research", Tata McGraw Hill, New Delhi
2. Luck, D.J., "Marketing Research", Prentice Hall of India, New Delhi
3. Chisnall, Peter M, "The Essence of Marketing Research", Prentice Hall of India, New Delhi.
4. Churchill, Gilbert A., "Basic Marketing Research", Dryden press, Boston.
5. Tull, Donald and Hawkin, Del, "Marketing Research: Measurement and Methods", Prentice Hall of India, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SERVICE MARKETING (M- 304)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To understand the service product and key elements of services marketing mix; and how to deal with managing the service delivery process and the implementation of services marketing.

Course Contents:

Introduction to Service Marketing: Role of services marketing; Consumer behaviour in service encounters; Customer interaction, Purchase process, Needs and expectations of customers; Positioning services in competitive markets; Search for competitive advantages; Market segmentation, Positioning vis-à-vis competitors.

Creating the Service Product: Identifying and classifying supplementary services, Planning and branding service-products, New service development; Designing communication mix; Branding and communication; Effective pricing objectives and foundations for setting prices; Distributing services; Options for service delivery, Place and time decisions, Delivery in cyberspace, Role of intermediaries.

Designing and managing service processes; Service process redesign, Customer misbehaviour; Balancing demand and capacity: Fluctuations in demand, Capacity constraints, Planning the service environment; Consumer responses to and dimensions of service environment; Managing people for service advantage: Service leadership and culture.

Managing relationship and building loyalty; Customer-firm relationship; Analyzing and managing customer base; Customer management relationship system in services marketing; Customer feedback and service recovery; Customer complaining behaviour, Principles and responses to effective service recovery, Service quality and the gap model, Measuring and improving service quality, Defining, measuring and improving service productivity; Organizing for service leadership; Search for synergy in service management, Creating a leading service organization.

Suggested Readings:

1. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, "Services Marketing People, Technology, Strategy", Pearson Education, New Delhi.
2. Zeithaml, Valarie A. & Bitner, Mary Jo, "Services Marketing – Integrating Customer Focus Across the Firm", Tata McGraw Hill, New Delhi.
3. Rao, K., Rama Mohana, "Services marketing", Person Education, New Delhi.
4. Hoffman & Bateson, "Essentials of services marketing", Thomson Asia Pvt. Ltd. New Delhi.
5. Rampal, M.K. & Gupta, S.L., "Services Marketing", Galgotia Publications, New Delhi.
6. Shanker Ravi, "Services Marketing – The Indian Perspective", Excel Books, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

FOURTH SEMESTER

SALES MANAGEMENT (M- 401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To understand the critical functions of sales and distribution management for effective marketing of products.

Course Contents:

Nature of the basic selling function; Basic sale management and control process; Theories of selling; Customer prospecting; Setting personal selling objectives, Sales-related marketing policies; Sales organization and sales department relations.

Challenges of managing sales force; Recruiting selecting and training sales personnel; Sales force motivation; Compensation issues; Managing selling expenses.

Distribution in the marketing system; Distribution intermediaries and channels; Value addition through distribution; Channel decisions; Multi-channel marketing system; Legal and ethical issues in channel relations.

Building distributor loyalty; Efficiency in distribution: Compressing distribution costs; Integrating selling and distribution strategies; Use of IT in distribution process; Integrating distribution strategy with overall supply chain management.

Suggested Readings:

1. Cundiff, Edward, S.R. and G. Govoni Norman, *"Sales Management: Decisions Strategies and Cases"*, Prentice Hall of India, New Delhi.
2. Futrell, *"Sales Management"*, Thomson Learning, Bombay.
3. Rosenbloom, Bert, *"Marketing Channels: A Management View"*, Thomson Learning, Bombay.
4. Anderson, E.R., *"Professional Sales Management"*, Tata McGraw Hill, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

RURAL MARKETING (M- 402)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Objective: *The objective of the course is to explore the students to the rural market environment and the emerging challenges in the globalization of the economies.*

Course Contents:

Nature, characteristics and the potential of rural markets in India, Socio-cultural, economic & other environmental factors affecting rural marketing; Attitudes and behavior of the rural consumers and farmers; Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning; Media Planning; planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds, Farm input & Pesticides: Organisation and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perishability; Marketing structure and performance; processing facilities for different agricultural products. Role of warehousing; Determination of agricultural prices and marketing margins; Role of agricultural price commission. Role of central and state governments Institutions and organizations in agricultural marketing; unique features of commodity markets in India; Problems of agricultural marketing; Nature, scope and role of co-operative marketing in India.

Suggested Readings:

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

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

BRAND MANAGEMENT (M- 403)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course objective: To impart in depth knowledge to the students regarding the branding and brand management for developing and managing brand equity.

Course Contents:

Branding: Concept, challenges and opportunities, Brand equity, Strategic brand management, Brand positioning, Brand values, Brand personality, Brand image, Brand identity, Brand revitalization, Brand portfolio.

Building Brand Equity: Role of Integrated Marketing Communication, Brand Product Matrix, Brand Hierarchy, Brand Extension, Co-branding, Managing Brands over Geographical boundaries and market segments, Managing brands over time.

Brand Equity Measurement: Capturing changing customer mindset, Qualitative and Quantitative Research Techniques, Measuring outcomes of Brand Equity, Capturing Market Performance.

Suggested Readings:

1. Keller, Kevin Lane, "Strategic Brand Management", Pearson Education, New Delhi.
2. Sengupta, Subroto, "Brand Positioning: Strategies for Competitive Advantage", Tata McGraw Hil, New Delhi.
3. Kapoor, Jagdeep, "24 Brand Mantras", Safe Publications, New Delhi.
4. Kapferer, Jean Noel, "Strategic Brand Management", Kagan Page, New Delhi.
5. Cowley, Den, "Understanding Brand", Kegan Page, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

INTERNATIONAL MARKETING (M- 404)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To understand the growing importance of international marketing.

Course Contents:

Nature of international marketing process; Risks and benefits of international marketing Controllable and uncontrollable factors; International marketing environment; Assessing global marketing opportunities; Barriers facing international marketers; WTO provisions relevant to international marketing.

Understanding foreign consumers; Research and information system for international marketing; foreign market entry strategies; Product development for foreign markets; International market segmentation and product positioning; Branding and packaging decisions; International product life cycle.

Intermediaries in international distribution; Channel selection, Evaluation and strategies; International advertising and promotion; Challenging of international selling; Pricing decisions in international marketing.

Structure of international distribution logistics; Price quotations and terms of sale; Basic export procedure and documentation; Cargo insurance; Methods and instruments of trade financing.

Suggested Readings:

1. Walter, I. and T. Murray, "Handbook of International Business", John Wiley, New York.
2. Keegan, W. J., "Global Marketing Management", Prentice Hall of India, New Delhi.
3. Cateora, R.P. and L.J. Grahans, "International Marketing", Tata McGraw Hill. New Delhi.
4. Onkvisit, Oak and Shaw, "International Marketing", Prentice Hall of India, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

SPECIALISATION: HUMAN RESOURCE

MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE (H- 301)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Manpower Management in the 21st Century: Environmental context of human resource management. The emerging profile of human resources; Changing technology.

Concept and process of technological innovation; Organization implications of technological change.

Performance/Potential evaluation in the context of new technology; technology transfer with human face.

New issues in manpower training and career development.

Suggested Readings:

1. Clark, jpn, Managing innovation and Change, University of Sothampton, 1985.
2. Clark, Jon Human Resource Management and Technology Change, Sage London, 1983.
3. Gampbell, A and Warner, M.New Technology, Skills and Management Routiedgc, London, 1992.
4. Rastogi, P.N. Management of Technology and innovation, Sage, New Delhi, 1995.
5. Warren, M.New Technology and Manufacturing Management Wiley, London, 1990.
6. Womack, J.P. etc. the Machine that change the world, Maxwell Macmillan, New York, 1990.
7. Shittaker, D.H. Managing Innovation, Cambridge University Press, Cambridge, 1990.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

COMPENSATION MANAGEMENT (H- 302)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: This course is designed to promote understanding of the issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management systems, policies and strategies.

Course Contents:

Compensation: Concept, Importance, Components, Economic and Behavioural Theories, Determinants, Strategies for Managerial Compensation, Challenges in Compensation, Recent Trends in Managerial Compensation, Compensation Policies.

Managing Employee Compensation: Determination of Inter and Intra Industry Compensation differentials; Determining the worth of Jobs, Internal and External Equity in Compensation Package, Understanding various Components of Compensation Package like Fringe Benefits, Incentives and Retirement Plans, Pay for Performance Based Plans, VRS, Employee Stock Option Plan.

Compensation of Special Groups: CEOs, Directors, Senior Managers, R and D staff, Sales Compensation Plan, Compensation of Professionals and Knowledge Workers; International Compensation. Statutory Provisions governing different Components of Reward System; Working of different institutions related to Reward System like Wage Boards, Pay Commissions, Role of Trade Unions in Compensation Management; Tax Planning.

Suggested Readings:

1. Milkovich, George, T. and Newman, J.M., "*Compensation*", Tata McGraw Hill, New Delhi, 2005.
2. Noe, Hollenback, Gerhart, Wright, Patrich, "*Fundamentals of Human Resource Management*", Tata McGraw Hill, New Delhi, 2007
3. Bhatia, S. K., "*New Management in Changing Environment*", Deep and Deep Publications, New Delhi, 2008.
4. Aswathapa, K., "*Human Resource Management-Text and Cases*", Tata McGraw Hill, New Delhi, 2008.
5. Bernarden, John H., "*Human Resource Management- An Experiential Approach*", Tata McGraw Hill, New Delhi, 2003.
6. Goel, Dewakar, "*Performance Appraisal and Compensation Management*", Prentice Hall of India, New Delhi.
7. Henderson, R. O., "*Compensation Management*", Pearson Education, New Delhi.
8. Martocchio, J. J., "*Strategic Compensation*", Pearson Education, New Delhi.
9. Armstrong, M and Murlis H, "*Reward Management*", Kogan Page, UK.
10. Singh, B. D., "*Compensation Reward Management*", Excel Books, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

HUMAN RESOURCE DEVELOPMENT STRATEGIES AND SYSTEM (H- 303)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To develop in depth understanding of the strategic role performed by HR in business organization and to gain insight of the alignment between different HR systems and practices and organization outcomes.

Course Contents:

Strategic HRM: Concept, Need, Investment Perspective of SHRM; Strategic HR vs. Traditional HR; Approaches to SHRM; Barrier to Strategic HR, HR Strategic Role.

Strategic Fit Frameworks: Linking HRM Practices to Organizational Outcomes; Business Strategy and Human Resource Planning; Sustained Competitive Advantage through Inimitable HR Practices.

HR Systems: Staffing, Reward and Development Systems, Employee and Career Development Systems, Performance Management System.

Regarding Employee Surpluses: Downsizing and Layoffs, Termination Strategies; Domestic and International Labour Markets.

Suggested Readings:

1. Dessler, Gary, "*Human Resource Management*", Pearson Education, New Delhi.
2. Mello, Jeffrey A., "*Strategic Human Resource Management*", Thomson Learning Inc.
3. Agarwala, Tanuja, "*Strategic Human Resource Management*", Oxford University Press, New Delhi, 2007.
4. Dreher, George and Thomas Dougherty, "*Human Resource Strategy*", Tata McGraw Hill, New Delhi, 2007.
5. Greer, Charles, "*Strategic Human Resource Management*", Pearson Education, 2008.
6. Belcourt, Maonica and Kenneth Mc Bay, "*Strategic Human Resource Planning*", Thomson Learning Inc.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES (H- 304)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To make the students to learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioural science.

Course Contents:

Organizational Change: Concept, Nature, Types, Levels, Process of Managing Organizational Change, Resistance to Change, Approaches to Planned Change.

Organizational Development (OD): Concept, Nature, Process, Prerequisites, Evaluation.

OD Intervention: Team Building, Inter-group, Third Party Interventions, T-Group, Structural Interventions and the Applicability of OD, Coaching and Mentoring, Role Focused Interventions.

OD Consultants: Role, Essentials, Ethics of OD Professionals, Internal and External consultants.

Contemporary Issues: Organizational Designs and Work Culture, HRM Role and OD; Future Trends in OD.

Suggested Readings:

1. Cummings, Thomas G. and Christopher G. Worley, "*Organisation Development and Change*", Thomson Learning, New Delhi.
2. Ramnarayan S., Rao, T.V. and Kuldeep Singh, "*Organization Development Intervention and Strategies*", Response Books, New Delhi.
3. French, W. L. and. Bell, C.H. "*Organisation Development*", Prentice Hall of India, New Delhi, 1991.
4. Chowdhry, Subir, "*Organization 21C*", Pearson Education, New Delhi.
5. Bhatia, S.K., "*Management of Change and Organization Development*", Deep and Deep Publications, New Delhi, 2005.
6. Robbins, S.P., "*Organizational Behavior*", Pearson Education, New Delhi, 2004.
7. Rannarayan, S., Rao, T.V. and Singh, Kuldeep, "*Organization Development - Intervention and Strategies*", Response Books, New Delhi, 2008.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MANAGEMENT TRAINING AND DEVELOPMENT (H- 401)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To enable the students to manage training processes and system for developing human resource of the organization.

Course Contents:

Training: Concept, Rationale, Benefits, Types, Training Process; Organization and Management of Training Function; Training Need Assessment - Organizational Analysis, Task Analysis, Manpower Analysis, Performance Analysis; Competency Mapping.

Designing the Training Programme: Concept of Learning, Principles of Learning, Conditions for Learning, Learning Cycle, E-learning; Training Climate and Pedagogy; Developing Training Modules.

Training Methods and Techniques: Role Playing, Lecture, Group Discussion, Seminars, In-Basket Exercises, Demonstration, Case Study, Debate, Fish Bowl Exercise, Management Games, Simulations, T-group method, Problem Based Learning, Project Based Learning, Ice Breaker, Laboratory Training, Mind Mapping, Programmed instructions.

Effectiveness and Evaluation of Training: Monitoring Trainee's performance, Evaluation of Training, Models and Stages of Evaluation; Return on Investment in Training; Evaluation of Training Costs.

Emerging Trends in Training and Development: Cross Culture Training, Knowledge Management, Grid Training, SSL Technology.

Institutions Governing Training Programme: ILO, Government Agencies, Central Board of Workers Education.

Suggested Readings:

1. Rao, O. L., "*Enriching Human Capital through Training and Development*", Excel Books, New Delhi, 2008.
2. Agochia, Devendra, "*Every Trainer's Handbook*", Sage Publications, New Delhi.
3. De Simone, R. L. and Harris, D. M., "*Human Resource Management*", Thomson Learning, Bombay.
4. Sahu, R. K., "*Training for Development*", Excel Books, New Delhi.
5. Blanchard, P Nick, and James W. Thacker, "*Effective Training-Systems, Strategies and Practices*", Pearson Education, New Delhi.
6. Goldstein, "*Training in Organization*", Thomson learning, Bombay.
7. McGrath, "*Training for Life and Leadership in Industry*", Prentice Hall of India, New Delhi.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

MANAGING INTERPERSONAL AND GROUP PROCESSES (H- 402)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To create understanding regarding interpersonal and group processes and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

Course Contents:

Groups and Teams: Nature, Types, Stages, Characteristics, Structure, Groups vs. Teams; Group Synergy, Team Building, Group Decision-Making.

Influencing Processes: Interpersonal Communication; Power, Politics; Leadership in Organizations: Nature of leadership, Theories of Leadership, Leadership styles.

Group Conflicts and Negotiation: Inter-group Conflicts, Reasons of Conflicts, Consequences, Managing Inter-group Conflicts, Negotiation.

Suggested Readings:

1. Ivancovich, Konopaske, Matteson, “*Organizational Behaviour and Management*”, Tata McGraw Hill, New Delhi, 2006.
2. Luthans, Fred, “*Organizational Behaviour*”, Tata McGraw Hill, New Delhi, 2005.
3. Green Berg Jerald, Bason Robert, “*Behaviour in Organization*”, Prentice Hall of India, New Delhi, 2003.
4. Worley and Cummings, “*Organisational Development and Change*”, Thomson, New Delhi, 2007.
5. Robbins, S. P., “*Organizational Behaviour*”, Pearson Education, New Delhi, 2004.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

HUMAN RESOURCE PLANNING AND DEVELOPMENT (H- 403)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To develop a conceptual as well as a practical understanding of Human Resource Planning, Deployment and Development in Organizations.

Course Contents:

Human Resource Planning: Concept, Importance, Factors, Role, Process, Prerequisites, Barriers; Levels of Human Resource Planning: Macro Level and Organizational Level, Models and Techniques of Manpower, Demand and Supply Forecasting.

Behavioural Factors in Human Resource Planning: Wastage Analysis, Retention, Redeployment and Exit Strategies.

Career Management: Career Planning, Performance Planning, Potential Appraisal, Career Development, Succession Planning.

Human Resource Development: Concepts, Goals, Challenges, HRD Climate, Culture, HRD Strategies, HRD Approaches for coping Organizational Change.

Emerging Trends and Issues in HRPD: Balanced Scorecard, Six Sigma, Quality of work life, Human Resource Information System, HR Valuation, HR Audit, Multi-skilling, Total Quality Management.

Suggested Readings:

1. Bhattacharya, Kumar, Dipak, "*Human Resource Planning*", Excel Books, New Delhi, 2006
2. Patanayak, Biswajeet, "*Human Resource Management*", PHI, New Delhi, 2003.
3. Aswathapa, K., "*Human Resource Management-Text and Cases*", Tata McGraw Hill, New Delhi, 2008.
4. Thomson, R. and Mabey, C., "*Developing Human Resources*", Oxford, Butterworth, Heinemann, 1994.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.

GLOBAL HUMAN RESOURCE MANAGEMENT (H- 404)

Time Allowed: Three Hours

Total Marks: 100

External: 70

Internal: 30

Course Objective: To develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of International Organizations.

Course Contents:

International Human Resource Management: Concept, Nature, Difference between Domestic and GHRM, Challenges of GHRM, Strategic GHRM.

Cross Cultural Issues in GHRM: Cross Cultural Differences and Managerial Implications, Hofstede's Study, Cross Cultural Communication and Negotiation, Leadership across Cultures, Multiculturalism.

Managing and Supporting Global Assignments: International Recruitment and Selection, Training and Development for Global Assignments, International Compensation Management, International Performance Management, Repatriation, International Industrial Relations.

Global HRM Trends: Global Business Ethics, Social Responsibility, Women Expatriates, Future of GHRM.

Suggested Readings:

1. Bedi, Kishore, "*Global Human Resource Management*", Wisdom Publications, New Delhi, 2007.
2. Dowling, P. J., Welch, D.E., "*International Human Resource Management*", Thomson Learning, 2007.
3. Aswathappa, K., Dash, Sadhna, "*International Human Resource Management*", Tata McGraw Hill, New Delhi, 2008.
4. Dessler, Gary, "*Human Resource Management*", Pearson Education, New Delhi, 2003.
5. Edwards, T., Rees, C., "*International Human Resource Management*", Pearson Education, New Delhi, 2007.
6. Vance M.C., Paik, Y., "*Managing a Global Workforce*", Prentice Hall of India, New Delhi, 2007.

Note: The examiner will set eight questions in all. Questions no. 1, comprising of seven short answer type questions, shall be compulsory. There may be one question in the form of case study. The student would be required to attempt five questions in all. All questions will carry equal marks.