



**DIRECTORATE OF DISTANCE EDUCATION**  
**KURUKSHETRA UNIVERSITY,**  
**KURUKSHETRA-136 119**

(Established by the State Legislature Act XII of 1956)  
("A" Grade, NAAC Accredited)

**M.B.A. SECOND YEAR**

**PROGRAMME SCHEME OF EXAMINATION**

**Session 2016-17**

**COMPULSORY PAPERS:**

Paper Code	Subject	Ext. Marks	Int. Marks	Time
MBAD-201	Business Policy and Strategic Management	80	20	3 Hrs
MBAD-202	Business Legislation	80	20	3 Hrs
MBAD-203	Training Report	100	-	
MBAD-204	Comprehensive Viva-Voce	100	-	

**OPTIONAL PAPERS:**

**SPECIALISATION AREA**

**FINANCE**

Paper Code	Subject	Ext. Marks	Int. Marks	Time
MBAFM-201	Security Analysis & Portfolio Management	80	20	3 Hrs
MBAFM-202	International Financial Management	80	20	3 Hrs
MBAFM-203	Management of Financial Services	80	20	3 Hrs
MBAFM-204	Financial Institutions & Markets	80	20	3 Hrs
MBAFM-205	Project Management	80	20	3 Hrs

## MARKETING

Paper Code	Subject	Ext. Marks	Int. Marks	Time
MBAMM-201	Consumer Behaviour	80	20	3 Hrs
MBAMM-202	Advertising & Sales Management	80	20	3 Hrs
MBAMM-203	International Marketing & Export Management	80	20	3 Hrs
MBAMM-204	Product & Brand Management	80	20	3 Hrs
MBAMM-205	Rural and Agricultural Marketing	80	20	3 Hrs

## HUMAN RESOURCE MANAGEMENT

Paper Code	Subject	Ext. Marks	Int. Marks	Time
MBAHR-201	Management of Industrial Relations	80	20	3 Hrs
MBAHR-202	Labour Legislation in India	80	20	3 Hrs
MBAHR-203	Managing Interpersonal Group Processes	80	20	3 Hrs
MBAHR-204	Compensation Management	80	20	3 Hrs
MBAHR-205	Human Resource Development	80	20	3 Hrs



## **MBA ( IInd Year ) DISTANCE EDUCATION**

### ***Compulsory Papers:-***

#### **MBAD 201: Business Policy and Strategic Management**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

#### **Course Objective:**

The objective of the course is to familiarize students with about the concept, scope, significance and process of strategic management in the changing business environment.

#### **Course Contents:**

**Unit-I:** An introduction to Business Policy and Strategic Management. Strategic Decision Making. Planning Systems- Corporate Planning, Strategic Planning and Long Range Planning. Current Trends and New Directions in Strategic Management. An Introduction to Strategy Formulation, Corporate Mission, Purpose and Objectives. Environmental Scanning and Analysis.

**Unit-II:** Environmental and Organizational Appraisal- Significance and Techniques. Strategic Alternatives- Stability Strategy, Growth Strategy, Retrenchment Strategy and Combination Strategy. Strategic Choice- A Detailed Discussion of Prominent Portfolio

Techniques like BCG Matrix, GE Matrix and Directional Policy Matrix etc.

**Unit-III:** Strategy implementation - Designing organizational structure and activating strategies; matching structure and activating strategy, Structural, Behavioral and Functional implementation, concept of synergy

**Unit-IV:** Strategy Evaluation - Strategic evaluation and Control, Strategic and Operational Control; techniques of evaluation and control. Role of organizational system in evaluation Current trends in Strategic management- trends in external environment of business, new directions in strategic thinking and new modes of leadership.

**References:**

1. Jauch & Glueck, Business Policy and Strategic Management, Tata McGraw Hill Publishing co., New Delhi.
2. Thompson LA. and Stickland A.J.: Strategic Management - Concept and cases. Tata McGraw Hill Publishing Co., New Delhi.
3. Michael Potter, Competitive Advantage of Nations.
4. Azhar Kazmi , Business Policy and Strategic Management, Tata McGraw Hill Publishing co., New Delhi.
5. Rao, V.S.P, Business Policy and Strategic Management, Excel Books, Delhi.
6. Melvin J. Stanford, Management Policy, Prentice Hall.
7. John A. Pearce Hand R.B. Robinson Strategic Management.



## **MBAD-202: Business Legislation**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course objective:**

The course is designed to assist the students in understanding the legislature related to business activities.

### **Course Contents:**

- Unit-I:** Business Legislation Meaning, Rational and Scope of Laws pertaining to Business in Country like India. The Indian Contract Act 1872 : Essentials of a valid contract, Void Agreement, Performance of Contract, Consequences of breach of contract and its remedies, Quasi-Contracts.
- Unit-II:** The Sale Of Goods Act 1930: Formation of contract, rights of an Un-paid seller The Negotiable Instrument Act 1881: As Amended by The Negotiable Instruments (Amendment and Miscellaneous Provisions) Act, 2002, nature and types, Holder-in-due course, Dishonor and discharge of a Negotiable Instrument.
- Unit-III:** The Companies Act 1956 : Formation of a company, Memorandum of Association, Article of Association, Prospectus- liability for mis-statement, Shares-statutory restrictions, kinds of share capital, Director's Powers, AGMs, Prevention of Oppression and Mis-management, winding up of a company.

**Unit-IV:** Consumer Protection Act: Rights of Consumer, Dispute Settlement Machinery. Partnership Act 1932-Overview, Competition Act, Cyber Laws.

**Suggested Readings**

1. Tulsian P.C., Business Legislation, Tata McGraw Hill Publications
2. Tuteja, S.K., Business Law for Manager, New Delhi, Sultan Chand
3. Satish S Mathur, Business Legislation Tata McGraw Hill Publications
4. Niraj kumar, Business Legislation Himalaya Publishing House.
5. Kapoor, N.D, Company Law, Sultan Chand and Sons.
6. Chawla, S.C, Mercantile Law, Kalyani Publishers.



### **MBAD-203: Training Report-100 Marks**

**Note:** During the second year of MBA, every student will be required to complete two months in company training in an established organization of good reputation .After completion of the training each candidate will submit a report giving detail profile of the organization and about the type of training undertaken by him/her .To choose the organization for the training an approval must be taken by the candidate from the course co-coordinator minimum 3 months before submission of training report.

### **MBAD-204: Comprehensive Viva-voce (Including Training Report-100 marks.**

## **FINANCE AREA:-**

### **MBAFM-201 : Security Analysis & Portfolio Management**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

#### **Course Objectives: -**

The basic aim of this course is to provide understanding of theory and practice of security analysis and investment decision making.

#### **Course Contents:**

- Unit-I :** Investment process, objectives of security analysis, types of securities, risks in holding securities, markets for securities. Operations of Indian stock market, new issue market, mechanics of investing. Market indices & returns. Bond Analysis; features, valuation, term structure interest rates, risk-immunization and Yield to maturity.
- Unit-II :** Common stock analysis; features, various approaches valuation, company analysis, industry analysis and economic analysis. Technical analysis features, assumptions, Dow theory, charts, Technical Trading Rules, Efficient market theory.
- Unit-III :** Introduction to portfolio management, risk and return analysis on a portfolio. Portfolio-markowitz Model. The mean-variance criterion (MVC): tracing the efficient frontier, Sharpe-Index Model:



Constructing optimum portfolio. Capital Market Theory : Capital Asset Pricing Model (CAPM), Arbitrage pricing theory (APT).

**Unit-IV :** Portfolio Revision Techniques, Performance evaluation of managed portfolios, Options and futures : types of options, valuation of option. Warrants, convertible securities, features and future contracts, spread on future, financial futures.

**References :**

1. Donald E. Fisher & Ronald J. Jardon, Security Analysis and Portfolio Management, Prentice Hall of India (P) Ltd., New Delhi.
2. Jack Clark Francis, Investments - Analysis and Management, McGraw Hill Book Company, New York.
3. Jack Clark Francis, Management of Investments, McGraw Hill Book Company, New York.
4. Sharpe William F., Alexander Gordon J., Investment, Prentice Hall of India (P), New Delhi - 1.
5. Chandra, Prasana: Security Analysis and Portfolio Management, TMH, New Delhi
6. Kevin. S, Portfolio Management, TMH, New Delhi.

## **MBAFM-202 : International Financial Management**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective:**

The main objective of this course is to provide basic understanding various aspects of Multinational Financial Management.

### **Course Contents:**

**Unit-I :** Multinational Financial Management :Nature and scope of multinational financial system, functions and emerging challenges. International financial environment : Concept of balance of payments, International monetary system. Foreign Exchange - transactions - quoting foreign exchange rates, determination of exchange rate, parity conditions.

**Unit-II :** The foreign exchange market; nature, features, participants and structure. Forward exchange market, currency future, currency option, Financial Swap and euro-currency market.

**Unit-III :** Nature, features, types measurement and management of foreign exchange exposures. Multinational working capital management : short term financing, financing foreign trade, current assets management, managing the multinational financial system.



**Unit-IV :** Long term investment decisions; multinational capital budgeting; cost of capital and capital structure of the MNC, International taxation, political risk management, International equity market, International Bond market.

**References :**

1. Apte, P.G., International Financial Management, Tata McGraw - Hill Publishing Co. Ltd., New Delhi.
2. Rita, M. Rodriguez & E.E. Carter, International Financial Management, Prentice Hall of India, New Delhi.
3. Shapiro C. Alan, Multinational Financial Management, Allyn and Bacon, Boston.
4. Levi D. Maurice, International Finance, McGraw - Hill Pub. Com., New Delhi.
5. Weston, J. Fred & Brat W. Sargo, International Financial Management, New York.
6. Manju Agarwal, International Finance, Indian Institute of Finance, New Delhi.
7. Devada, Bhoral and Sujit Sikiolar, International Financial Institutions and Monetary Management, Kalyani Publishers, New Delhi.

## **MBAFM-203 : Management of Financial Services**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objectives:**

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

### **Course Contents:**

- Unit-I** Financial Services: Meaning, Nature and Types. Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India.
- Unit-II** Hire Purchase Finance and Consumer Credit: Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit. Housing Finance: Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, and Housing Finance Schemes. Financial Inclusion and Micro Financing in India.
- Unit-III** Credit Rating: Meaning and Types; Benefits of Credit rating, Credit Rating Agencies; Objectives and Functions. Credit Cards: Concept and Significance,, Credit Card Business in India. 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. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India

**Unit-IV.** Depository system: concept, depository participants, functions of depository system; benefits of depository, Depository system in India. Venture Capital: Meaning, Eligibility, Modes of Financing. Merchant Banking: Role and Functions of, code and conduct, duties and liabilities of lead managers in India, SEBI Guidelines.

**References:**

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001.
2. Gordan, E and K. Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.
3. Meidan, Arthur Brennet, M. : Option Pricing: Theory & Applications, Toronto, Lexington Books, 1983.
4. Kim, Suk and Kim, Seung : Global Corporate Finance: Text and cases, 2<sup>nd</sup> ed., Miami Florida, Kotb, 1993.
5. Shashi.K.Gupta: Management of Financial Services.
6. J.C. Verma, Merchant Banking, Tata McGraw Hill Company Ltd., New Delhi.
7. B.S. Bhatia and G.S. Batra, "Management of Financial Service", Deep & Deep Publications, New Delhi.

## **MBAFM-204 : Financial Institutions & Markets**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objectives:**

The main objective of this course is to impart basic knowledge of Indian Financial System in context to its structure, organisation and working.

### **Course Contents :**

**Unit-I :** Financial system; Introduction, structure, components and process; Financial system and economic development, saving investment process in an economy.

An overview of Indian Financial system; historical background, features and present structure. Types of financial institution in India : Money market institutions and capital market institutions.

**Unit-II :** Commercial banks : Objectives, financial resources, lending policies, organisation, operations and recent developments in supply of credit of commercial banks, Development banks; Rationale of development banks, factors contributing to their emergence and growth in India. Objectives financial resources, organisation, lending policies and recent development of Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI). Industrial Credit



and Investment Corp. of India (ICICI), Industrial Reconstruction Bank of India (IRCI), State Financial Corporations (SFC), State Industrial Development Corporations of India (SIDC).

**Unit-III :** Investment Institutions and mutual funds : Introduction, Nature of Investment Trusts, types of investment trusts, types of mutual funds. Major mutual fund schemes, investment policies, major operations and appraisal. Important mutual funds in India. RBI: organization structure, functions and regulations.

Insurance companies in India: Introduction, nature, financial resources, mobilisation of saving, investment policies, operations and recent trends; Life Insurance Corporation of India, General Insurance Corporation, other non-banking financial intermediaries. IRDA.

**Unit-IV :** Capital Market : Nature, features, structure, functions and classifications. Functioning of Industrial securities market; New Issue market and stock market, recent developments in India.

Money market: Nature, features, components and recent developments - call money market, treasury bills market, commercial bills market, markets for commercial papers & certificates of deposits. The securities & Exchange Board of India - Introduction, major objectives, features and important provisions relating to securities market.

**References :**

1. M.Y. Khan: Indian Financial System, Tata McGraw Hills
2. Bhole, L.M., Financial Market and Institutions, Tata McGraw Hills, 2008
3. R.M. Srivastava and Divya Nigam, Management of Indian Financial Institutions, Himalaya publishing house.
4. R.M. Srivastava, Indian Financial System - The changing scenario.

5. V.A. Avadhani , Investments and securities market in India.
6. R.K. Tandon and S.L. Gupta, Globalisation of Indian Financial Markets.
7. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education, 2008.
8. Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India, 2008.



## **MBAFM-205 : Project Management**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective :**

The basic objective of this course is to acquaint the students with various aspects of project planning, operations and control.

### **Course Contents:**

**Unit-I :** Project management - an overview, introduction, significance. Defining the project and its setting in the context of planning. Project development cycle. Aspects of appraisal, identification of investment opportunities, accounting for project ideas. Project identification.

**Unit-II :** Feasibility Study : Market and demand appraisal; Information required for market and demand analysis; sources of information, market survey, demand forecasting and methods. Technical appraisal : Materials and inputs, production, technology, production mix, plant capacity, location, project charts and layouts.

**Unit-III :** Financial estimates and projections : Cost of project and means of financing, profitability, break-even-analysis, assessing the tax burden, financial projection. Project Financing, means of finance, institutional finance, incentives & subsidies.

**Unit-IV :** Financial and Economic appraisal : Costs and benefits from the financial angle, appraisal criteria, cost of capital, risk analysis of single project, social cost benefit analysis, multiple projects and constraints. Project Planning, scheduling and control of projects through PERT/CPM (both PERT Time and PERT Cost). Post completion audit. Project review and control.

**References :**

1. Prasana Chandra, Projects, Tata Mcgraw-Hill Publishing Company Ltd., New Delhi.
2. Chaudhary, S, Project Management, Tata McGraw-Hill Publishing Co. Ltd., Delhi.
3. Kerzner, Harold, ProjectManagement, CBSPublishers and Distributors, Delhi.
4. P. Gopals Krishan & V.E. Rama Moorthy : Project Management, Macmillan India Ltd., New Delhi.
5. Lock, D..Project Management, London Grover Press, London.



## **MARKETING AREA:-**

### **MBAMM- 201: Consumer Behavior**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

#### **Course Objective:**

This course primarily aims at sensitising towards behaviour that consumers display prior to, during and after purchase. The same is of utmost importance for the budding managers to understand as all the modern day corporate policies, directly or indirectly are framed keeping in mind the ultimate customers.

#### **Course Contents:**

- Unit-I:** Consumer Behaviour: Meaning, Nature, Scope and Significance of its Study. Consumer Research: Role and Process. Consumer Decision Making Process: A Detailed Study of Various Stages and their Marketing Implications.
- Unit-II:** Psychological Factors Influencing Consumer Behaviour- A Detailed Study of the Concepts, Theories and Principles of Perception, Learning, Motivation, Personality & Self Concept and Attitude and their Marketing Implications.
- Unit-III:** Group Influences on Consumer Behaviour- A Detailed Study of the Influences of Family and Reference Groups and their Marketing

Implications. Impact of Culture, Subculture and Social Class on Consumer Behaviour

**Unit-IV:** Communicating with Consumers- A Study of the Concepts of Opinion Leadership and Diffusion of Innovation along with their Marketing Implications. Industrial Buying Behaviour, Consumer Behaviour Audit.

**References:**

1. Schiffman, LG and LL Kanuk, Consumer Behaviour, Pearson Education
2. Blackwell, RD, PW Miniard and JF Angel, Consumer Behaviour, Cengage Learning India Pvt. Ltd.
3. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill.
4. Handerson, S, Consumer Behaviour in Theory and Action, John Wiley and Sons.
5. Assel, H., Consumer Behaviour- A Strategic Approach, Houghton Mifflin.
6. Loudon and A Della, Consumer Behaviour, Tata McGraw Hill.
7. Hawkins, DL, DL Mothersbaugh and Amit Mookerjee, Consumer Behaviour: Building Marketing Strategy, Tata McGraw Hill Education Pvt. Ltd., 11<sup>th</sup> Edition.
8. Solomon, Michael R, Consumer Behaviour, Prentice Hall, 10<sup>th</sup> Edition, 2012.



## **MBAMM-202: Advertising and Sales Management**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective: -**

The objective of this course is to acquaint the students with the role of communication and advertising in marketing effort. An effort shall also be made to make students understand theory and principles of sales management.

### **Course Contents:**

- Unit-I**      Meaning, Forms and Role. Social, Ethical, Economic and Legal Aspects of Advertising. Advertising in Comparison to Other Tools of Promotion Mix. Advertising and Consumer Behaviour. Advertising Agency- Structure and Functions. Advertising in Cross Cultural Environment.
- Unit-II**      Devising Advertising Campaign - Advertising Objectives and DAGMAR. Advertising Budget Determination. Message Designing and Layout. Copy Writing. Media Planning and Scheduling. Measuring Advertising Effectiveness.
- Unit-III**      Sales Management- An Introduction. Sales Organisation, Sales Functions and Policies. Tasks and Responsibilities of Field Sales Manager. Planning of Sales Efforts- Sales Planning and Budgeting.

Estimation of Market Potential and Sales Forecasting, Setting Sales Territories.

**Unit-IV** Fixation of Sales Quota, Sales and Cost Analysis. Managing Sales force- Selection, Training, Compensation, Motivation and Evaluation of Sales Performance.

#### References

1. Belch, George E and Michael Belch, Introduction to Advertising and Promotion, Irwin, 2002, Chicago.
2. Sandage and Fryberger, Advertising, AITBS Publishers, Delhi, 2000.
3. Aaker, David A, Rajeev Batra and John Meyers, Advertising Management, Prentice Hall of India, 2002.
4. Arens and Bovee, Contemporary Advertising, Irwin, Chicago.
5. Still, Richard R, Edward Cundiff and Norman Govoni, Sales Management- Decision, Strategies and Cases, Pearson Education/ Prentice Hall of India.
6. Dalrymple, Douglas J, William Cron and Thomas Decarlo, Sales Management, John Wiley and Sons Asia Pvt. Ltd.
7. Spiro, Stanton and Rich, Management of Sales Force, Tata McGraw Hill.



**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

**Course Objective :-**

The objective of the course is to acquaint the students with the concepts and problems of international marketing. An endeavor has also been made to apprise the students with various formalities and incentives relating to export business.

**Course Contents:**

**Unit I:** Framework of International Marketing: Nature, Scope, Domestic v/s International Marketing. Process of International Marketing. International Marketing Environment. International Marketing Research. An introduction to International Market Selection and Segmentation.

**Unit-II:** Global Marketing Mix- A Detailed Discussion of International Product Policy and Planning, International Pricing Policy and Strategy, International Advertising Strategy and International Distribution Management.

**Unit-III:** An Introduction to Export Management- Definition, Nature and scope. Recent Trends in India's exports of Goods and Services. Trade Barriers. Role of WTO in International Trade. Trade Blocks and

their impact on International Trade. Foreign Trade and EXIM Policies of India.

**Unit-IV:** Institutional Infrastructure for Export Promotion in India. Stages in export Procedure- Registration, Export Order, Shipping and Custom Formalities, Banking Procedure, Realisation of Export Proceeds. Export Documentation. Incentives to Indian Exporters.

**References:**

1. Terpestra, Vern and Ravi Sarthy:, International Marketing, Thomson South Western.
2. Keegan, Warren J and Mark Green, Global Marketing, Pearson Education. 2013.
3. Simon Majaro, International Marketing, Routledge Publishers, 7<sup>th</sup> Edition, 2013.
4. Sak Onkvisit and J Shaw, International Marketing- Analysis and Strategy, Prentice Hall of India.
5. Philip R Cateora, International Marketing, Tata McGraw Hill Education Pvt. Ltd., 2013
6. Varshney, RL and B. Bhattacharya, International Marketing Management, Sultan Chand and Sons.
7. Joshi, RM, International marketing, Oxford University Press.
8. Khurana, PK, Export Management, Galgotia Publications.
9. Balagopal, TAS, Export Management, Himalaya Publishing House.
10. Annual Report of the Department of Commerce, Ministry of Commerce and Industry, Government of India issued from time to time.
11. Economic Survey of India issued from time to time



## **MBAMM-204: Product and Brand Management**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective:**

The objective of this course is to acquaint the students with theory, principals and applications of product and brand management.

### **Course Contents:**

**Unit-I:** Product: concept, levels and classification. Meaning of Product Management and role of product manager in an organization. Product Mix Decisions, Product Life Cycle, and its marketing implications. The concept and process of New Product Development. Product Portfolio: concept and approaches.

**Unit-II:** Brand - Definition, evolution and functions of brand, Branding: meaning and importance, brand names, brand value and value creation.

**Unit-III:** Brand personality, brand image, brand loyalty, brand equity, brand extension.

**Unit-IV:** Brand identity: Meaning, need and dimensions of brand identity, brand identity prism and its relevance. Brand positioning. Brand valuation.

### References:

1. Lehmann, Donald R. and Winer, Russel S. : Product Management, Tata McGraw Hill, 3<sup>rd</sup> edition, 2002.
2. Keller, Kevin Lana: Strategic Brand Management, Prentice Hall, 1998.
3. Aaker, David, A.: Managing Brand Equity, New York, Free Press, 1991.
4. Harsh V Verma: Brand Management: text and cases, Excel books, 2008.
5. S. A. chunawalla: compendium of Brand Management Himalaya Publishing House, 2004.
6. Cpwley, Don.: Understanding brands, London, Kogan Page, 1991.
7. Kapferer, J N.: Strategic Brand Management, New York, Free Press, 1992.
8. Trott, Paul: Innovation Management and New Product Development, Pearson Education, 2003.
9. Baker, M and S Hart: Product Strategy and Management, Pearson Education, 2<sup>nd</sup> Edition, 2002.



## **MBAMM-205: Rural and Agricultural Marketing**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective:**

The objective of this course is to acquaint students with the complexities of Marketing in Rural Areas along with marketing of agricultural produce in Indian context.

### **Course Contents:**

- Unit-I:** Rural Marketing- Definition, Nature and Scope. Rural Markets- characteristics, importance and challenges & potential in rural markets. Rural Marketing environment. Understanding rural consumers- buying behavior models, factors affecting consumer behavior, buying process.
- Unit-II:** Rural Markets and STP(Segmenting, Targeting and Positioning). Rural Marketing Mix: Product strategy- product concepts and classification, new product development, product life cycle, packaging and branding in rural India.
- Unit-III:** Pricing in rural markets- objectives, factors affecting pricing, methods of pricing. Communication strategy- objectives, methods and challenges in rural communication. Rural Distribution strategy-

distribution channels and organizing personal selling in rural markets.

**Unit-IV:** Agricultural Marketing; concept, process and functions, types of agricultural markets, methods of sale, problems of agricultural marketing, Role of Central and State Governments Institutions and organizations in agricultural marketing. Agricultural Price Commission.

**References:**

1. Balram Dogra and Karminder Ghuman: Rural Marketing-Concepts & Practices, Tata McGraw-Hill Publishing Company Ltd.
2. Awadhesh Kumar Singh and Satyaprakash Pandey: Rural Marketing-Indian Perspective, New Age International (P) limited Publishers.
3. Pradeep Kashyap and Siddhartha Raut: The Rural Marketing, Biztantra
4. C.S.G Krishnamacharyulu and Lalitha Ramkrishnan: Rural Marketing-Text & Cases, Pearson Education Asia.
5. K.S.Habeeb-Ur-Rahman: Rural Marketing In India, Himalaya Publishing House.
6. Ramkishan. Y: New Perspectives In Rural and Agricultural Marketing, Jaico Publishing House.
7. T.P.Gopalaswamy: Rural Marketing, Vikas Publishing House Pvt. Ltd.



## **HUMAN RESOURCE:-**

### **MBAHR-201 MANAGEMENT OF INDUSTRIAL RELATIONS**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

#### **Course Objective:**

This course is aimed to appreciate the conceptual aspects of industrial relations at the macro and micro levels.

#### **Course Contents:**

**Unit-1** Industrial Relations: Meaning, Nature and Significance; Theoretical Approaches and Perspectives of IR. Old and New versions of Dunlop Model and its relevance for India; Actors in Industrial Relations and their Role .Key issues ,Critical Challenges & Recent Trends in IR. Characteristics of Sound Industrial Relations System. Employers Organisations - Origin, Growth & Role of Council of Indian Employers (CIE) in IR.

**Unit-II** Role of Govt. in IR: Perspectives, Types & Means of Govt. Interventions, Future Role of Govt. Indian Labour policy- Evolution and Key Concerns, Recommendations of 2<sup>nd</sup> National Labour

Commission. Impact of New Economic Policy on IR. Labour Administration : Machinery and Measures to Strengthen Labour Court Administration. Technological Change: Concept and its Impact on IR. International Labour Organisation(ILO): Its Standards, Recommendations and the Case of India.

**Unit-III** Trade Unions: Historical Evolution, Theories of trade Union movement. Legal Framework for Trade Unions in India. Issues regarding Trade Union Recognition. Role and Relevance of Trade Unions in India's Economic Development during post liberalization period. Emerging Trends , Leadership and Organisational Issues in Trade Unionism. Future directions & measures to Strengthen Trade Unions movement in India. Social Security: Concept, Constitutional Provisions and Legal Framework.

**Unit-IV** Industrial Conflicts: Nature of Conflict , Statutory Measures and Non Statutory Measures. Grievance Management: Nature and Causes of Grievance, Its Procedure . Managing Discipline. Collective Bargaining: Concept and Process. Workers participation in Management: Objectives and recent experiences. Various forms and Indian Schemes and Statutes of Worker Participation. Workers Education: Concept, Scheme and Rationale behind workers education scheme. Ethical Issues in industrial Relations.

#### References:

1. P.C. Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons, 2002
2. C.B. Mamoria, Satish Mamoria, S.V. Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, 2008
3. Jayashree Kulkarni, Hiremathi, Participative Management and Industrial Performance, Anmol Publications Pvt Ltd , 2007



4. S.C. Srivastava, Industrial Relations & Labour Laws- V-th ed., Vikas Publishing House Pvt. Ltd.
5. B.D. Singh , Industrial Relations, Excel Books, New Delhi, 2008
6. Arun Monappa & others, Industrial Relations & Labour Laws, TMH, New Delhi.
7. L. Mishra, Case Laws on Industrial Relations, Excel Books, New Delhi, 2008
8. Ratna Sen - 'Industrial Relations in India', Macmillan India Ltd., New Delhi, 2008.
9. P.Subba Rao- Industrial Relations , Himalaya Publishing House ,New Delhi
10. Venkatratnam.C.S., Industrial Relations, Oxford Publications.

## **MBAHR-202: LABOUR LEGISLATION IN INDIA**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective:**

The course aims to provide an understanding, application and interpretation of the various Labour laws and their implications for resolving Labour problems.

### **Course Contents:**

- Unit-I** Introduction to Labour Legislation: Genesis ,Growth, Objectives, Significance and types. Principles of Labour Legislation. Forces Influencing Labour legislations in India. Indian Constitution and Labour Legislation. Emerging ,Trends in Labour legislations. International standards of Labour by ILO and its Influence on Indian Labour Legislations. Conventions and Recommendations of ILO, Difficulties in Adoption of Conventions, Recommendations and Ratification by India.
- Unit-II** Regulative and Protective Legislations: The Industrial Disputes Act 1947, The Factories Act 1948, The Trade Union Act 1926; The Industrial Employment and Standing Orders Act 1946.
- Unit-III** Wage & Other Important Legislations: The Minimum Wages Act 1948; The Payment of Wage Act 1936; The Equal Remuneration Act 1976; The Payment of Bonus Act 1965; Contract Labour (Regulation and Abolition) Act 1986, The Apprentice Act 1961.



**Unit-IV** Social Security Legislations:Employee Provident Funds and Miscellaneous Provisions Act 1952; Employees State Insurance Act 1948; Workmen's Compensation Act 1923 Maternity Benefit Act 1961; Payment of Gratuity Act 1972.

**References:**

1. C.B. Mamoria, Satish Mamoria, S.V. Gankar, Dynamics of Industrial
2. Relations,Himalaya Publishing House,2008
3. B.D. Singh , Industrial Relations and Labour Laws, Excel Books, New Delhi,
4. 2008
5. B.D. Singh , Industrial Relations, Excel Books, New Delhi, 2008
6. B.D.Singh, Labour laws for manager, Excel Books, New Delhi, 2007
7. L. Mishra, Case Laws on Industrial Relations, Excel Books, New Delhi, 2008.
8. Sen - 'Industrial Relations in India', Macmillan India Ltd., New Delhi, 2008.
9. Industrial Jurisprudence by A M Sarma, Himalaya Publication House, New Delhi.
10. Venkataratnam, Industrial Relations, Oxford University Press.2009.
11. Padhi, P.K, Labor and Industrial Laws. Prentice Hall of India. 2010.
12. Malik.P.L., Handbook of Labour and Laws, Eastern Book company.

## **MBAHR-203: Managing Interpersonal Group Processes**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective :**

The purpose of this course is advance understanding regarding interpersonal and group process and help the students to examine and develop process facilitation skills mainly through laboratory and other experience based methods of learning.

### **Course Contents:**

**Unit-I :** Group Nature & Meaning; Group as a medium of learning, Types, Group Dynamics - Groups at work, Effective team performance. The Dynamics of individual performance in Groups : Social facilitation, social loafing. Social Interaction: Learning social behaviour, prosocial behaviour, organisational socialization.

**Unit-II :** Interpersonal influence process; conformity, obedience, compliance, group think, Group morale and performance, group cohesive and performance. Interpersonal Communication in Organisations : Communication, types of forms, influences on organisational



communication, organisational structure directing the flow of messages; communication networks; overcoming communication Barriers; building effective communication systems and processes.

**Unit-III :** Interpersonal awareness and feedback processes : Social perception, Person Perception, Impression formation, social information processing, factors affecting person perception, Attributions; Casual attributions; Kelley's Model of Attribution, Weiner's Model of Attribution. Feedback process; functions and sources of feedback; 360 degree feedback.

**Unit-IV :** Cooperation and Competition in Organisation : Consequences of intergroup competition, Reducing negative consequences of intergroup competition, cooperation, factors affecting cooperation: Conflict, intergroup conflicts in organization. Managing interpersonal and intergroup conflict. Effective conflict management techniques; bargaining; Third party intervention.

**References :**

1. Mainiero, L.A. & Tomely, C.L, Developing Managerial skills in Organisational.
2. Behaviour; Prentice Hall of India, 1995.
3. Greenberg & Baron, Behaviour in Organisation, Prentice Hall of India, 2011.
4. Baron R.A. & Byrne, O, Social Psychology, Prentice Hall of India.
5. Kreitner & Kinicki, Organizational Behaviour, McGraw Hill International Ed.
6. Moorhead & Griffi, Organizational Behaviour; Managing, People in Organization. AITBS, 1999.

7. Newstrom & Davis , Organizational Behaviour; Human at Work. TATA McGraw Hill, 1999.
8. Robbins.S.P, Judge.Timothy and Vohra Organizational Behaviour, Prentice Hall, 2000.
9. Vidya Bhushan and Introduction to Sociology, Kitab Mehal. Sachdeva
10. Forysch, Group Processes, Cenage Learning.
11. R.S Diwedi, Human Relations and Organisation Behaviour, MacMillan.
12. McShane Vanglow, O.B. , Tata Mcgraw Hill.



## **MBAHR-204 : Compensation Management**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course Objective :**

To familiarise the students with basic concepts, methods, techniques and principles of wage and salary administration in India.

### **Course Contents:**

**Unit-I:** Introduction: Conceptual Framework of Compensation Management: Concept and Components of Wages, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Residual claimant theory, Bargaining theory.

**Unit-II:** Wage determination: Principles of wage and salary administration, Job Evaluation: Concept, Scope, Methods and techniques, Performance based pay systems; Knowledge based pay system, market based pay system, Incentive based pay system, Types of incentive plans, Wage differentials, Internal and External Equity in Reward Management.

**Unit-III:** Compensation Packages: Different Components of Compensation Package, compensation design for specific type of Human Resources. Modern Techniques of Compensation: Incentive Schemes and Payment -By-Results (PBR), Tax Planning: Tax Implication of

Employee Compensation Package to the Employer, Tax Efficient Compensation Package, VRS: Approaches to deal with the Workforce Redundancy.

**Unit-IV:** Wage administration in India: Wage Policy in India, Methods of wage determination in India, The Pay Commission, Wage Boards: Structure, Scope and functions, Role of Collective bargaining in wage determination, Statutory provision related to compensation. Emerging trends of compensation management in multinational companies, Challenges of compensation management at international level.

**References:**

1. Compensation & Reward Management, BD Singh, Excel Books
2. Compensation, Milkovich & Newman, TMH
3. Strategic Compensation, Joseph J. Martocchio, 3rd Edition, Pearson Education
4. Compensation Management in a Knowledge based world, Henderson, 10<sup>th</sup> edition, Pearson Education.
5. Anderson, 10th edition, Pearson Education
6. Compensation Management, Er Soni Shyam Singh, Excel Books.
7. Compensation Management, Dr. Sakshi Vasudeva, Galgotia Publishing company.



## **MBAHR-205: Human Resource Development**

**Max. Marks: 100**

**External: 80**

**Internal: 20**

**Time: 3 Hrs**

**Note:** The paper setter is required to set nine questions in all. The first questions will be based on the entire syllabus and will be comprising of five short answer type questions of four marks each. The examiner would set eight questions by taking two questions from each unit. Question no 2 to 9 shall carry 15 marks each. For the students the first question will be compulsory and four questions will be attempted by taking one question from each unit.

### **Course objective:**

The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD.

### **Course Contents:**

- Unit-I:** HRD: concept, objectives, pre-requisites, outcomes and challenges of future HRD professionals; HRD as a total system; HRD climate-essential ingredients of HRD climate; Role of chief executives, line managers and HRD managers in developing human resources; Roles & competency requirements of HRD professionals; pre-requisites for HRD professionals.
- Unit-II:** Planning & organizing HRD system; Principles in designing HRD system; Developing HRD strategies; Framework of HR- strategic framework approach, integrated framework approach, human capital appraisal approach, HRD scorecard approach, D-CMM approach.
- Unit-III:** HRD subsystem- performance management, training & development, career planning, succession planning, feedback & performance

coaching, potential appraisal & promotion, employee welfare & quality of work-life; self-renewal & institution building.

**Unit-IV:** HRD for workers, HRD for other special groups, HRD approach for coping with organizational challenges; HRD intervention strategies; Future of HRD in India.

**References:**

1. T.V. Rao: Readings in HRD, MacMillan Publishing House , India.
2. T.V. Rao and D.F. Pereira : Recent Experiences in HRD, Oxford Publications.
3. T.V. Rao et al. : Alternative Approaches and Strategies of HRD.
4. Udai Pareek & J.V. Rao : Designing and Managing Human Resource System, Tata McGraw hill, New Delhi, 1992.
5. Edwin Flippo : Personnel Management, TMH
6. Udai Pareek & Rolf P. Lynton : Training for Development, Sage publications, 2011
7. Michael Jinks : Training.
8. Wendell L. French : Human Resource Management, TMH.
9. Uday Halder, HRD,Oxford Publications.
10. John.D. Wilson,HRD, Kogen Page
11. Shrinivasacharya.S.Kandala, Strategic Human Resource Development, PHI
12. Rohmetra. Neelu, HRD-Challenge and Opportunities, New Age Publications.