2015-2016 Admitted batch for MBA Course Structure

MBA Course Structure:

I Semester
1. Management Process
2. Quantitative Techniques for Managerial Decisions - (Revised)
3. Managerial Economics
4. Business Environment & Legislation
5. Managerial Skill Development - (Revised)
6. Accounting for Managers
7. Information Technology for Managers

II Semester
1. Entrepreneurship Development - (Revised)
2. Research Methodology & Business Analytics - (New Subject)
3. Organizational Behaviour
5. Financial Management
6. Marketing Management
7. Production & Operations Management

III Semester
1. Business Policy & Strategic Analysis
2. Decision Support Systems & MIS
3. Business Ethics & Corporate Governance - (Revised)

Elective Papers:

Finance Area:
1. International Financial Management
2. Security Analysis & Portfolio Management - (Revised)

Marketing Area:
1. Advertising & Brand Management
2. CRM & Relationship Marketing

HRM Area:
1. Management of Industrial Relations
2. Management Training & Development

IV Semester:
1. Corporate Evolution & Strategic Management
2. Knowledge Management - (Revised)
3. Global Business - (Revised)

Elective Papers:

Finance Area
1. Financial Derivatives
2. Management of Financial Services
3. Corporate Taxation - (New Subject)

Marketing Area
1. Global Marketing Management
2. Logistics & Supply Chain Management
3. Rural & Agricultural Marketing

HRM Area
1. International Human Resource Management
2. Performance & Compensation Management
3. HRD: Strategy & Systems - (Revised)
I Semester

BUS 1.1: Management Process


Unit – IV: **Staffing:** Nature and Importance of Staffing, Elements of Staffing ,Functions of Staffing ,Advantages of proper staffing, Factors in Selecting Lower, Middle and Upper Level Managers.

Unit – V:

**Directing:** Meaning, Douglas Mc Gregors Theory X and Theory Y, Edgar Shien and Elton Mayo -

**Motivation:** Significance, Process - Theories of Maslow, Herzberg, McClelland, Porter and Lawler; Leadership: Trait Approach to Leadership, Leadership Styles, Managerial Grid; Communication: Importance, Process, Media, Channels, Barriers, Principles of Effective Communication. **Controlling:** Basis Control Process, Pre-Requisites and Requirements of adequate Control - Techniques of Control - PERT and CPM.

**Suggested Books:**
7. Tripathi, Reddy, Principles of Management, SAGE
8. JS Chandran, Management: concepts and strategies, Vikas Publishing House Pvt Ltd

UNIT -II: THEORETICAL DISTRIBUTIONS: Binomial Distribution, Poisson Distribution and Normal Distribution- their Properties and Applications.

UNIT -III: TESTING OF HYPOTHESIS: Concept of Testing of Hypothesis, Types of Errors, Confidence intervals, Z- test for Means, Standard deviations and Proportions; T-test; F-test for two variances and Chi- Square test for goodness of fit and independent of Attributes and their Applications.

UNIT -IV: CORRELATION AND REGRESSION: Correlation and Types, Scatter Diagram Method, Karl Pearson’s Coefficient of Correlation and its properties, Spearman’s Rank Correlation Coefficient – Simple Regression, Properties of Regression Coefficients and their Applications and extension to Trivariate case (Multiple Correlation, Partial Correlation and Multiple Linear Regression.


Suggested Books:

3. Arora, P. N., S. Arora Comprehensive Statistical Methods, S. Chand.

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BUS 1.3: Managerial Economics


Unit-IV: Market Structures and characteristics – Pricing and output decisions of firm under different market structures – Perfect Competition, Pure Monopoly, Oligopoly, Monopolistic / Imperfect Competition under short and long runs. Discriminative Monopoly and its extensions in managerial decision – making; Regulation of Monopoly through Prices and Taxes; King Demand Curve and Price rigidity under Oligopoly – Non-Price Competition under Monopolistic Competition: Selling Costs and Products Differentiation – Evaluation of Market Structures from Social Perspective.


Suggested Books:
13. Ahuja, H.L., Managerial Economics, S.Chand.
BUS 1.4: Business Environment & Legislation


Unit–IV: **Cultural and Technological Environment**: Elements of Socio – Cultural Environment; Impact on Business – Social Audit - Technological Environment in India; Technology Transfer – Technology Policy.

Unit–V: **International and Recent Issues in Environment**: Multinational Corporations; Foreign Collaborations and Indian Business; International Economic Institutions: WTO, World Bank, IMF and their importance to India; Foreign Trade Policies.

**Suggested Books:**

UNIT – I: Managerial Skills: Importance of managerial skills in successful management – communication as one of the managerial skills. Communication: Meaning, definition, process, functions, objectives and importance of communication – essential elements of effective communication – communication barriers – overcoming communication barriers. Significance of communication to managers.


UNIT – III: Channels of Communication: Formal and informal – barriers to formal and informal communication – steps to improve the effectiveness of formal and informal communication – 7C’s of Communication.

UNIT – IV: Listening: importance, barriers and the principles of good listening – guidelines for effective listening – the art of listening. Presentation: Oral and written – steps in presentation – guidelines for successful presentation.


Suggested Books:

5) Business and professional Communication, Texas Aandm. Sage Publications
6) The Basics of Communication, Steve Duck, Sage Publications
7) Professional Speaking Skills, Aruna koneru, Oxford University Press
8) English Grammar, Rajeevan Karal, Oxford University Press
9) Spoken English, Sabina Pillai, Oxford University Press
BUS 1.6: Accounting for Managers


Unit – IV: Management Accounting: Marginal Costing – CVP analysis – Budgetary Control - Standard costing and Variance analysis.


Suggested Books:

1. Meigs & Meigs, Accounting the Basis for Business Decisions, Tata McGraw Hill.
5. Ashish K., Bhattacharya, Cost Accounting for Business Managers, Elsevier
7. MC Shukla, TS Grewal, Financial Accounting, S. Chand
13. Paresh Shah, Management Accounting, Oxford University Press
BUS 1.7: Information Technology for Managers

Unit I Introduction:

Unit II Computer Networks
Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet- E- Commerce; ERP Evaluation and Growth

Unit III MS Word & Excel

Unit IV Power Point:
Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons

Unit V Data Analysis with Statistical Tools:
MS Access: Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports.

Overview of SPSS: Uses, Data Analysis, Concepts of Main Menu and other features of SPSS Package.

References:
7. Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.
BUS 2.1.: ENTREPRENEURSHIP DEVELOPMENT  
(w.e.f. the batch of students admitted 2015-16 )

Unit I: Introduction: Entrepreneurship – Meaning, importance- Entrepreneur; Characteristics- women entrepreneurs; Classification of entrepreneurs-Myths about Entrepreneurship- Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship


Unit III: Project preparation and Financing Ventures: Meaning of and Preparation of Project- Importance of Report- Content; Guidelines for Report preparation- Network Analysis- PERT and CPM – Sources of Finance- Concept of working Capital; Seed Capital; Venture Capital

Unit IV: Institutions Supporting Small Business Enterprises: Introduction- Central Level Institutions- KVIC; SIDO; NSIC Ltd; National Productivity Council (NPC); EDII -State Level Institutions- DIC- SFC-SSIDC- Industry Associations- CII ; FICCI;ASSOCHAM


Recommended Books:

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009
5. Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi , 2011
UNIT – I: MEANING OF RESEARCH


UNIT – II: SOURCES AND COLLECTION OF DATA


UNIT – III: AUTOMATED DATA ANALYSIS:


UNIT – IV: MULTIVARIATE ANALYSIS


UNIT – V: BUSINESS ANALYTICS


Suggested Books:

II Semester

BUS 2.3. ORGANISATIONAL BEHAVIOUR


UNIT – III: Group Dynamics: Meaning and types of groups, Dynamics of group formation, framework of group behaviour. Developing inter-personal skills – Transactional Analysis.

UNIT – IV: Organisational change: Change dimensions, change process, pressures for change, resistance to change, overcoming resistance to change, change management. Organisational conflicts – Meaning, conflicts at individual, group and organisational level, sources of conflicts, functional and disfunctional aspects, stimulating productive conflict, strategies for conflict resolution.

UNIT- V: Organisational Culture: Definition and characteristics, creating and sustaining culture. Organisational Development: objectives and techniques of Organisational Development.

Suggested Books:

II Semester

BUS 2.4: HUMAN RESOURCE MANAGEMENT


Unit - III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.


Unit - V: Quality of Work Life (QWL) – Meaning, conditions, specific issues in QWL, strategies for improvement of QWL.

Suggested Books:

II Semester

BUS 2.5: FINANCIAL MANAGEMENT

Unit – I:

Unit – II:

Unit – III:


Unit – IV:

Unit – V:

SUGGESTED Books;
13. Alice C Lee, J C Lee, C F Lee 
II Semester

BUS 2.6: Marketing Management

Unit – I Importance and Scope of Marketing: Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value - Industrial Marketing, Services Marketing, Global Marketing.

Unit –II: Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Market Segmentation and Targeting.


Suggested Books

1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning,Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
9. Ramanuj Majumdar , Consumer Behaviour insights from Indian Market, PHI, 2010
II Semester

BUS 2.7: Production & Operations Management


References:
7. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
III Semester

BUS 3.1: BUSINESS POLICY AND STRATEGIC ANALYSIS


UNIT-III Strategy Formulation: Strategic tools for analysis and appraisal of External Environment – SWOT analysis; and Structure - Conduct – Performance (S-C-P) analysis; - Industry, competition and competitor analysis – Porter’s five forces model for analysing firm’s opportunities and threats – concept of Hyper Competition.

UNIT-IV Internal Organisational Analysis – Identification of strengths and weakness of a firm – Resource Based Theory of the firm – Concept of resources, capabilities and competencies, concept of core and distinctive competencies; strategic intent, stretch and leverage, competence – based competition; Porter’s Value Chain Analysis for appraisal of firm’s resource capabilities – Firm’s best Strategic fit.

UNIT-V Competitive advantage of firm – its Sources: Cost, Quality Innovation and customer responsiveness etc., - Michel Porter’s Business level (or Generic) strategies for competitive advantage: Cost leadership, Differentiation and Focus – Entry and Exit Barriers, Mobility Barriers – Economies of scale, Learning or Experience Curve benefits.

Reference Books:
III Semester

BUS 3.2: DECISION SUPPORT SYSTEMS AND MANAGEMENT INFORMATION SYSTEM


References:

16. Goyil D.P., Management Information Systems, MACMILLAN.
UNIT- I: Concept of Ethics: Meaning and definition of Ethics – Ethical Theories – Values – Need for Ethics and Values – Indian Value System – Various approaches to Ethics.

UNIT-II: Business Ethics: Concept, meaning and definition of Business Ethics – Ethical corporate behavior – Ethical decision making – Conflicts in decision making from the legal and moral points of view. Work Ethics: Nature and scope. Ethical dilemma. Ethics in functional areas such as finance, marketing, HR, IT, etc.


UNIT- IV: Corporate Governance: Meaning and definition of corporate governance – Corporate management structure for corporate governance – Boards of Directors – Responsibilities of Boards of Directors – Legal requirements for Boards of Directors with regard to Corporate Governance – Morale responsibilities of Boards of Directors.


Suggested Books:

13) Satheesh Kumar, Corporate Governance, Oxford University Press.
16) Fernando, Business Ethics an Indian Perspective, Pearson
18) Bob Tricker, Corporate Governance, Oxford University Press.
III Semester
Finance Specialization

BUS 3.4 F: INTERNATIONAL FINANCIAL MANAGEMENT


References:


UNIT-III: **Approaches to Security Analysis: Fundamental Analysis**: Economy, Industry and Company Analysis – **Technical Analysis**: Dow Theory - Elliot wave – Moving Average, Exponential Average, Oscillators, Rate of Change (ROC), Relative Strength Index (RSI), Moving Average Convergence Divergence (MACD) – Breadth of the Market – Momentum.


Unit-V: **Portfolio Evaluation & Revision**: Methods of Portfolio Evaluation – Sharpe’s, Treynor’s and Jensen’s measures of portfolio performance evaluation - Fama’s decomposition of portfolio return – Portfolio Revision: Need, Constraints, Strategies.

**Reference Books:**

III Semester
Marketing Specialization

BUS 3.4 M: ADVERTISING & BRAND MANAGEMENT

Unit 1: Introduction: Meaning, Scope and objectives of Advertising- 5 Ms of Advertising – Socio-Cultural and Ethical dimensions of Advertising – Recent trends in Advertising – Advertising Copy : Meaning, essentials of Good Advertising Copy; Message Strategy – Copy writing for various Media - Creativity in Advertising

Unit II: Advertising Media: Planning & Strategy – Types of Media – Electronic Media; Print Media; Outdoor Media – Media Scheduling Decisions – Media Mix Decisions – An Overview of Media Scenario in India

Unit III: Advertising Budgets & Agencies: Planning for Advertising Budgets – Methods of Determining Advertising Budgets – Advertising Agencies – Media Companies and Supporting Organizations – Advertising Effectiveness

Unit IV: Concept of Brand: Brand and Firm – Brands and Consumers – Brand Identity – Brand Image – Protecting Brand – Brand Perspectives – Brand Levels – Brand Evolution

Unit V: Brand Equity: Brand Loyalty – Brand Equity – Brand Personality – Building Brands – Brand Extension Strategies – Brand Positioning – 3Cs of Positioning – Competitive Positioning

Books Suggested:
2. Chunawala SA, & KC Sethiya, Fundamentals of Advertising – Theory & Practice, Himalaya
3. Lane, Advertising Procedures, Pearson
4. Rajesh C. Jampala and P. Adi Lakshi, Advertising and brand Management, Duvvuri
5. Harsh V.Varma, Brand Management, Text & Cases, Excel Books
7. Chunwala, Brand Management, Himalaya
8. Tapan K. Panda, Building Brands, Excel Books
III Semester
Marketing Specialization
BUS 3.5 M: CRM AND RELATIONSHIP MARKETING


UNIT-V: The Technological Revolution – Relationship Management – Changing Corporate Cultures.

Reference:
III Semester
HRM Specialization

BUS 3.4 H: MANAGEMENT OF INDUSTRIAL RELATIONS

Unit -I:
Industrial Relations: Concept, Objectives & Importance, Evolution and growth of Industrial Relations in India, Approaches to Industrial Relations, Factors influencing Industrial Relations, Recent trends in Industrial Relations.

Unit –II:
Trade Unionism: Concept & Importance, Functions of Trade unions, Role played by trade unions in promoting good Industrial Relations, Problems of Trade Unions, Recognition of Trade Unions, Recommendations of NCL for strengthening Trade Unions, Essentials for success of Trade Unions.

Unit –III:

Unit –IV:

Unit –V:
Industrial Disputes: Meaning, Nature and Scope of Industrial Dispute, Causes and Consequences of Industrial Disputes, Prevention and settlement of Industrial Disputes in India, Industrial Disputes act of 1947.

References:

☐ Venkata Ratnam, “Globalization and Labour Management Relations”, SAGE.
☐ Arun Monappa, Industrial Relations, Tata McGraw Hill.
☐ A.M. Sarma, Industrial Relations, Himalaya Publishing House
III Semester
HRM Specialization

BUS 3.5 H: MANAGEMENT TRAINING & DEVELOPMENT

Unit I


Unit II


Unit III:

Designing the Training Programme and Learning Process: Instructional Objectives and session Plan, Training process, key factors in Designing a Training Programme.


Unit IV

Methods of Training and Development & Training aids: On-the-job methods, Off-the-job methods of Training Training Material and aids- Non Projected aids, Projected aids and field work.

Unit V

Evaluation of Training: Ascertaining the reactions of the participants, Measuring training effectiveness and impact, Types of evaluation techniques, Costing training programmes.

References:

- Penny Hacket, “Introduction to Training”, University Press
- Ramprasada Rao, Singh. “Organisational Development”, SAGE.
IV Semester

BUS 4.1 CORPORATE EVOLUTION AND STRATEGIC MANAGEMENT

UNIT-I

Evolution of Corporate Strategic Management – Concept of Strategic Management and its importance – Strategic Management Model: Stages of Strategic Management – Strategy Formulation, Execution, Evaluation and Control; Top Management (CEO and Board of Directors) functions – Long term objectives, their setting and criteria; Corporate Social Responsibility (CSR) – Corporate Governance.

UNIT-II

Strategic option models for resource allocation – concept of Strategic Business Units (SBUs) – BCG Growth – Share Matrix; GE/ McKinsey Multi-factor Portfolio Planning Matrix; Bodnet Market Evolution Matrix.

UNIT-III


UNIT-IV


UNIT-V

Strategy Execution (or implementation): Strategy and Structure; Strategy and Leadership; Strategy and Culture; Organisational performance – 7s framework: strategy, structure, system, skills, styles and shared values; The concept of Balanced Score Card – Triple Bottom-Line approach Strategy Evaluation and Control – purpose of strategic control; strategic, budgetary and operational control; Strategic control process; Strategic Audit.

Reference Books:


UNIT-II: Information Technology & Knowledge Management: Role of Information Technology in Knowledge Management System – Knowledge management tools – creating effective knowledge management system through information technology – ERP – BPR – Data Warehousing and Data Mining.


UNIT-V: Implementation of Knowledge Management: Study of Road Blocks to the implementation of knowledge management – 10 step KM Road Map of Amrit Tiwana. Business intelligence and internet platforms – Web portals - Information architecture – Net banking in India. Study of a few Indian case studies with regard to implementation of Knowledge Management.

Suggested Books:

2) Donald Hislop, Knowledge Management in Organizations: A critical introduction, Oxford University Press, New Delhi.
3) Tapan K Panda, Knowledge Management, Excel Books.
4) Fernando, Knowledge Management, Pearson.


UNIT -III: Balance of payments: Disequilibrium; correcting methods- Foreign exchange market-structure; Exchange Rate mechanism; Types of transactions - FDI - Political Risk -Country Risk; their management.


UNIT-V: Global Business Operations- Global Manufacturing Management; Strategy, where to manufacture, Make or Buy Decisions- Global logistics management- Role of global logistic service providers; logistics practices- Global marketing management - Globalization of markets; market segmentation; Distribution strategy; Pricing strategy- Global HRM; staffing policy; performance appraisal; compensation.

Suggested Books:

UNIT-I Introduction: Financial Derivatives – Products and Participants in Derivative Markets - Forward

Contracts – Forward Contracts Vs. Future Contracts - Types of Futures - Other Financial Derivatives - Derivatives Trading in India.

UNIT – II Options Contracts: Call and Put Options - Determinants of Option Price – Stock and Index Option


UNIT-III Option Trading Strategies: Basic of Option Positions - Strategies involving Options – Covered

Call, Protective Put, Spread, Combinations and Other Strategies.

UNIT-IV Options Valuation: Binomial Options Pricing Model - The Black-Scholes Options Pricing Model


UNIT – V Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps

– Valuation of Financial Swaps - Credit Derivatives – Caps and Floors.

References:

IV Semester

Finance Specialization

BUS 4.5 F: MANAGEMENT OF FINANCIAL SERVICES


UNIT- V  Allied Financial Services- Venture Capital – Insurance Services- Factoring Forfaiting Discounting – Depository system- Custodian and Custodial Services – Credit Rating – Credit Cards

References:

2. Chinmaoy sahu, Management of Financial Services, Excel Books, New Delhi
BUS -4.6. (F): CORPORATE TAXATION
(w.e.f. the batch of students admitted 2015-16 )

Unit-1: Definitions of various terms used in Income Tax Act, 1961. – Residential status and incidence of tax of company Assessee -Incomes exempt under section 10

Unit -2: Computation of income of a company under Income from House Properties, Profits and Gains of Business or Profession, Capital Gains, and Income from Other Sources

Unit -3: Set-off and set-off and carry forward of losses, Deductions from Gross Total Income of a Company, Computation of Total Income of a Company Assessee.


Unit -5: Tax planning with reference to (a) Setting-up of new business (b) Financial decisions (c) Specific managerial decisions (own or lease, make or buy, shut down or continue) (d) Amalgamation, Merger or Business restructuring.

Reference Books:

IV Semester
Marketing Specialization
BUS 4.4 M: GLOBAL MARKETING MANAGEMENT

Unit-1: Introduction – The concept of global marketing – Importance, Growth and Benefits – Scope and Challenge of international marketing – The dynamic environment of international marketing.


Unit-5: Overseas marketing channel policy – Managing international distribution channels – Multinational retailers and Wholesalers – Global Logistics – Contemporary issues in International marketing – Future prospects in International marketing.

References:
5. R. Srinivasan, International Marketing, Prentice Hall India.
6. Francis Cherunilam, International Marketing, Himalaya
III Semester
Marketing Specialization

BUS 4.5 M: LOGISTICS & SUPPLY CHAIN MANAGEMENT


References:
IV Semester
Marketing Specialization
BUS 4.6 M: RURAL & AGRICULTURAL MARKETING

Unit-1: Overview of Rural Markets and Rural Marketing:
Rural economy — size and nature, Rural marketing — definition and scope, Characteristics of Rural markets – Changing patterns, Attractiveness of Rural markets, problems and constraints in rural marketing, Classification of Rural consumers, Rural consumer behavior — decision process, brand loyalty, Innovation Adoption, Factors influencing rural consumer behavior, consumer buying process — opinion leadership process — rural shopping habits, growing consumerism.

Unit-2: Marketing Information Systems

Unit-3: Strategies for Indian Rural Marketing
Product Strategy — Scope and significance, Product mix decisions, Product personality, Rural Branding, Product Life Cycle, Pricing in Rural Markets, Objectives, policies and Strategies, Rural Distribution—Type of Channels, Distribution Strategies, Promotion — Role of Media in rural market, Conventional Media, Rural communication mix, Media and Creative Strategies, Personal selling — Role and management of rural sales force.

Unit-4: Agricultural Marketing
Trends in Agricultural Marketing, Agricultural products, Agro processing sector in India — State and characteristics, Food processing sector — Size, scope and future prospects, Defects in Agricultural Marketing, Classification of markets,

Unit-5: Role of Government Agencies

References:
1. Krishnamacharyulu And Lalitha Ramakrishnan; Rural Marketing; Pearson Education India
2. Habeeb-Ur-Rahman KS, Rural Marketing in India, Himalaya 2010
3. Kashyap, Pradeep And Raut, Siddartha; Rural Marketing; Biztantra
4. U.C. Mathur, Rural Marketing, Excel Books
5. Velayudhan, Sanal Kumar; Rural Marketing; Sage
6. Ruchika Ramakrishnan; Rural Marketing; New Century
7. Ramkishen, Y, Rural & Agriculturtal marketing, Jaico Publishing house
IV Semester
HRM Specialization
BUS 4.4 H: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT-1

UNIT-2

UNIT-3
International Staffing: International Labour and market sources-PCN’s ,TCN’s, HCN’s , Approaches to staffing, Role of an expatriate and non-expatriate , Role of Corporate HR function – International Joint ventures and implications for the management of Joint ventures.

UNIT-4
Issues In International Industrial Industrial Relations-Trade Unions and International Industrial Relations Response of Trade Unions to MNCs , Regional Integration- NAFTA, EU, ASEAN, Social Dumping

Unit-5

Books for Reference:
UNIT-1
Introduction to Performance Management , Performance Analysis , PMS and Appraisal Practices In India, PMS in select organizations- Potential Appraisal.

UNIT-2
Introduction to Compensation Management-Foundation of Compensation Management, Need , Significance, Theories of Compensation Management, Job Analysis and Job evaluation , Compensation and Job evaluation.

UNIT-3

UNIT-4
Wages and Salary Administration at Macro(National Level), Industry’s Compensation Policy(Micro level) Voluntary Retirement Scheme , International Compensation Management.

UNIT-5
Compensation Administration, Executive Compensation –Nature of Executive Compensation, Managing executive compensation, Compensation management - Strategic perspective.

Books for Reference:
1. Tapomoy Deb-Compensation Management, Text and cases ,Excel Books
UNIT– I: HRD Overview: Concept, need, goals and importance of HRD at micro and macro levels. HRD Process: steps involved in HRD process - HRD mechanism. Role of HRD Manager - HRD in large, small, manufacturing and service Organizations.


UNIT-V: Contemporary Issues on HRD: HRD Outsourcing. BPO – ITES - Study of HRD Cases and practices in select important organizations in India.

Suggested Books:

3) T. V. Rao, HRD Audit, Response Books (A Division of SAGE Publications)
5) Kalyani Mohanti & Padmalita Routray, HRD & Organizational Effectiveness, Excel Books.
Admitted students are required to take Effective Communication and Quantitative Methods courses in August, before to enter the first semester of the program. The program curriculum has 3 main components: required (core) courses, concentration specific electives and general management electives.

1. Required courses. The MBA core consists of required foundation courses in the major functional areas of business and a comprehensive study of the economic, political, legal, and social contexts within which the business enterprise operates.