



## HUMAN RESOURCE MANAGEMENT

Course Code: MBA-CC-201

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

**OBJECTIVES:** *To help the students to acquire and develop decision making skills in relation to managing people in organizations and to create an understanding of the various policies and practices of human resource management.*

**UNIT –I** Nature, Objectives, Significance and evolution of HRM; personnel management and HRM, Challenges facing HRM; Functions of HRM- Managerial and Operative functions. Changing role of HRM, human resources information systems (HRIS), HR accounting and audit.

**UNIT –II** Nature, role, need and process of Human Resource Planning, Succession planning, Job Analysis, Job description and Job Specification. Steps in Job Analysis. **Technique of Job analysis data.** Work-flow analysis, business process re-engineering, job enlargement and job enrichment. Sources and methods of Recruitment, Selection Process and errors in selection process.

**UNIT –III** Training and Development –Concept and objectives; Need for Training. Methods of training. Performance Appraisal System-Concept and Needs. Performance Appraisal Methods. Sources of Employee Appraisal System. Psychometric Errors in Employee Performance Ratings. Employee satisfaction, loyalty and commitment. Employee stress, turnover and burnout intentions.

**UNIT –IV** Nature and Methods of job evaluation, Industrial Relations, Role of Trade Union. Collective Bargaining. Industrial disputes and grievance mechanisms Management-concept and procedure. Termination of employment- retirement, resignation, and termination of contract: Quality of work life (QWL) and work life balance (WLB), employee participation, talent management and employee branding.

### **Suggested Readings:**

1. E. Schuster Human Resource Management, Concept ,Cases And Readings ,Phl
2. Gary Dessler, Human Resource Management, Pearson Education,13th Edition.
3. Udai Pareek, Training Instruments In HRD and OD ,Tata Mac Graw Hill 2nd Edition
4. M.S. Saiyadian , Human Resource Management,Tata Mac Graw Hill3rd Edition
5. Shell/Bohlander, Human Resource Mangement, Cengage Learning 2007.
6. Journal (HRM Review, South Asian Journal of HRM, The International Journal of HRM).

**Note:** *The schedule for case discussion shall be announced by the concerned faculty in the class.*



## FINANCIAL MANAGEMENT

Course Code: MBA-CC-202

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

**OBJECTIVES:** *To integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of enterprise, critical from the point of view of the top executives.*

**UNIT –I** Concept, Scope and Functions. Objectives of Financial Management: Sales, Market, Profit and Wealth Maximization. Measuring Shareholders Value Creation, Shareholder value Analysis: EVA and MVA. Time Value of Money: Techniques: Compounding and Discounting (Discrete & Continuous).

**UNIT –II** Cash Flows for Investment Analysis. Methods of Capital Budgeting; Traditional Techniques – PBP, PI and ARR Discounted; Cash Flow Techniques – DPB, NPV and IRR, Reinvestment Assumption and modified IRR. Risk analysis in Capital Budgeting

**UNIT –III** The Cost of Capital: Concept and Significance; Determining Cost of Capital: Component and WACC. Capital Structure: Concept and significance. Determinants of Capital Structure NI and Traditional Views; NOI and MM Hypothesis Approaches; The trade-off Theory and Pecking Order Theory. Dividend theory and Policy: Concept and forms of dividend. Dividend relevance: Walter and Gordon Models; Dividend and Uncertainty: The Bird-in-the-hand Argument; Dividend Irrelevance: MM Hypothesis; Dividends and market imperfections. Practical Considerations in Dividend policy.

**UNIT –IV** Long-term Finance: Shares, Debenture and term loans; Asset -based Financing: Lease, HP, and Project Financing; Venture Capital Financing, Recent developments. Short-term Finance: Working Capital Finance: Trade Credit, Bank Finance, Commercial paper, factoring. Working capital Management: Concept and Significance. Types and Components of Working capital, Determinants and estimation of working capital needs, Management of Working Capital – Cash, Receivables and inventory.

### **Suggested Readings:**

1. Chandra, Prasanna, Financial Management, Tata Mc Graw Hill, New Delhi.
2. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
3. Khan M Y, Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
4. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad
5. Van Horne, J.C. and J.M. Wachowicz Jr. Fundamentals of Financial Management, Prentice Hall, New Delhi.
6. Block, Stanley B, Geoffery A Hilt, Foundations of Financial Management, Richard D., Irwin, Homewood.
7. Journals (Finance India; Indian Journal of Finance and Research; The Review of Financial Studies; Journal of Banking and Finance).

**Note:** *The schedule for case discussion shall be announced by the concerned faculty in the class.*



## MARKETING MANAGEMENT

Course Code: MBA-CC-203

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

**OBJECTIVES:** *To develop understanding of the Concepts, Strategies and Issues involved in the marketing of products and services.*

**UNIT –I** Nature , scope and tasks of Marketing; Emerging trends in marketing; Marketing in the Internet Age Company Orientations towards the market place; Strategic Marketing Planning; Marketing Environment; Marketing Information System and Marketing Research. Online marketing and emergence of e-commerce and social commerce.

**UNIT –II** Consumer and business buying behavior; Market Segmentation, Targeting and positioning; consumer involvement and co-creation, Product Decisions – Individual product, product line, Product Mix; Product life cycle, New Product development; Branding and packaging decisions.

**UNIT –III** Pricing: Factors affecting pricing Decisions, Pricing approaches, pricing strategies; Channel Management – Channel types, functions and levels, Channel behavior and organization, channel design decisions, channel Management decisions; Retailing and wholesaling.

**UNIT –IV** Integrated marketing Communication- Advertising, Sales Promotion, Personal selling and Direct marketing; Marketing Relations with other Departments; Strategies for building a Companywide Marketing Orientation, Social responsibility and Marketing Ethics.

### **Suggested Readings:**

1. Kotler, Phillip & Armstrong, G. “Principles of Marketing”, New Delhi, Prentice Hall of India
2. Kotler, Phillip, “Marketing Management: Analysis, Planning, Implementation & Control”. New Delhi, Prentice Hall of India
3. Ramaswamy, V.S & Namakumari, S. “Marketing Management Planning, Control”, New Delhi, MacMillan- India
4. Stanton, William, J., “Fundamentals of Marketing”, New York, McGraw Hill.
5. Neelamegham, S., “Marketing in India: Cases and Readings”, New Delhi, Vikas Publishing House, New Delhi.
6. Journals (Journal of Marketing; Harvard Business Review; Journal of Marketing Management; Journal of International Marketing).

**Note:** *The schedule for case discussion shall be announced by the concerned faculty in the class.*



## PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MBA-CC-204

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

**OBJECTIVES:** *To give an understanding of underlying concepts of production function so that the students get well versed with the production side of the organization also.*

**UNIT –I** Nature, Evolution and scope of Production/ Operations Management; Operations as a competitive strategy; Product and service design: Factors and issues, Value Engineering Concepts, Facility location: Factors affecting plant location, Models of plant location; Layout of facilities: principles of good layout, layout factors, basic types of manufacturing & service layouts-Product, Process, cellular & service facility.

**UNIT –II** Production Planning Controls – Aggregate Planning: –Scheduling: Flow shop and job shop-Master Production Schedule – Materials Requirements Planning – Bill of Materials – MRP–II; Elements and objectives of Supply Chain Management; Capacity Requirements Planning.

**UNIT –III** Statistical Quality Control: Introduction, Construction of various types of control charts. Just in Time & Lean Operations, Bottlenecks in implementing JIT in Indian industries, Kanban System, Six sigma approach, Concept and Framework of a TQM System:- ISO 9000 and ISO 14000 Quality Systems. Basic inventory models-ABC Analysis, Economic Order Quantity, Economic Batch Quantity- Reorder point- Safety stock; Classification and codification of stock.

**UNIT –IV** Method Analysis and work measurement: Methods study procedures - The purpose of time study - stop watch time study - performance rating- work sampling technique. Purchasing function- Selection of materials and vendors. Maintenance Planning & Management: Corrective, Preventive & Predictive maintenance; Total Productive Maintenance (TPM), Principles of material handling- various materials handling equipment.

### **Suggested Readings:**

1. Jay Heizer & Barry Render, *Operations Management*, Pearson Publication, 10<sup>th</sup> Ed.
2. William J Stevenson, *Operations Management*, Tata McGraw Hill, 9th Ed.
3. Krajewski & Ritzman, *Operations Management*, Pearson Education, 7th Ed.
4. Bozarth, C. C., & Handfield, R. B. *Introduction to operation and supply chain management* (2nd ed.). New Delhi: Pearson Education.
5. Journals (Production and Operations Management, Wiley-Blackwell; Management Science, Institute for Operations Research and the Management Sciences; Journal of Operations Management, Elsevier BV.)

**Note:** *The schedule for case discussion shall be announced by the concerned faculty in the class.*



## ORGANISATIONAL BEHAVIOUR

Course Code: MBA-FC-205

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

**OBJECTIVES:** *The objective of this course is to familiarize the students with the conceptual framework of understanding, analyzing and predicting behavior.*

**UNIT –I** Nature, Characteristics, Conceptual Foundations, determinants and Importance of OB, Contribution of behavioral sciences to OB and its relationship with other fields, Different models of OB - autocratic, custodial, supportive, collegial and SOBC. Theories of motivation and leadership.

**UNIT –II** Personality: Concept, nature, types and theories of personality shaping. Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Values: Importance, types, values across culture. Interpersonal behaviour, Transactional analysis, JOHARI window. Learning in Management: Concept and theories of learning.

**UNIT –III** Analysis of Interpersonal Relationship, Group Dynamic: Definition and Stages of Group Development, Formal and Informal Groups, Punctuated Equilibrium Model, Group Structure Group Decision Making. Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict– Types of conflict – Intrapersonal and Organizational. Constructive and Destructive conflict. Conflict management.

**UNIT –IV** Organizational Change: Concept, Nature, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change. Organizational Culture: Concept, and types, Organizational Power and Politics: Concept and Sources of Power, Distinction between Power, Authority and Influence, Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress, Organizational Development- Concept and OD interventions.

### **Suggested Readings:**

1. Robbins, S.P., Sanghi, S. & Judge, T. A. Organizational Behavior. New Delhi: Pearson Education. Sakaran, U., Organizational Behavior, TMH, N. Delhi.
2. Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed. v. ,New Delhi: Tata McGraw.
3. Luthans, F. Organizational Behaviour. New Delhi: Tata McGraw-Hill. L.M. Prasad: Organization Theory and Behavior, HPH, New Delhi.
4. Aswathappa, K. Organizational Behaviour. New Delhi: Himalaya Publishing House.
5. Steven, Von & Sharma., Organizational Behaviour. New Delhi: Tata McGraw- Hill
6. Pareek Udai, Behavioral Process in Organizations, Oxford and IBH, New Delhi, 1981.
7. Journals (HBR; Human Values)

**Note:** *The schedule for case discussion shall be announced by the concerned faculty in the class.*



## RESEARCH METHODOLOGY

Course Code: MBA-FC-206

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

**OBJECTIVES:** *To equip the students with the basic understanding of the research Design and methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.*

**UNIT –I** Research; basic concepts, objectives and types of research. Research process. Research problem; selection and defining the research problem. Research design; features of a good research design, different research designs.

**UNIT –II** Sampling design; basic concepts and steps in sampling design, sampling procedure, types of sample designs, Measurement and scaling techniques and tools, Data collection; primary and secondary data, primary data collection techniques; questionnaire, schedules, interview and observation methods.

**UNIT –III** Measures of central tendency-mean, median and mode. Measures of dispersion- standard deviation, variance. Descriptive statistics and inferential statistics. Coding, screening and refining data, validity and reliability tests, correlation and regression, t and z-test, chi-square ANOVA, factor analysis and regression analysis using SPSS.

**UNIT –IV** Report writing- techniques of interpretation, significance of report writing, steps in writing report, layout of the research report, types of reports, research proposals and oral presentations.

### **Suggested Readings:**

1. Research Methodology Methods and Techniques. C. R Kothari (2nded),New Age Int. Publishers.
2. Social Indicators of Well Being. Andrews, F.M. and S.B.Withey. Plenum Press, NY.
3. Management Research. Bennet, Roger ILO, 1983
4. Survey Methods. Fowler, Floyd J. Sage Publications. 2<sup>nd</sup>ed.
5. Statistical Methods. S.P.Gupta, Sultan Chand Publications, 30th Ed.
6. Marketing Research: An Applied Orientation 6th Edition (English, Paperback, Satyabhushan Dash, Naresh K. Malhotra).
7. Marketing Research (Fifth Edition). G.C. Beri. Published by Tata McGraw-Hill Education Pvt. Ltd.

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## TOURISM MANAGEMENT

Course Code: MBA-CC-207

Max Marks: 100 (Mid-Term=50; End-Term=50)

Credits: 4 (L =3, T=1, P=0)

**OBJECTIVES:** *To understand the basic concepts of Tourism, Travel motivation, components of tourism and dynamics of tourism.*

**UNIT –I** Meaning, nature and scope tourism, Tourist, travelers, visitor, transit visitor and excursionist - definition and differentiation, Components and elements of tourism: Intermediaries and suppliers Types of tourism.

**UNIT –II** Travel and tourism through the Ages: Early Travels, 'Renaissance' and 'Age of Grand Tours'; Emergence of modern tourism, concept of "Paid holiday" Factors affecting growth and development of international and national Tourism.

**UNIT –III** Tourism Infrastructure - Types, Forms and Significance, Accommodation: Forms and types, Transport Sectors: Modes and relative significance, other support Infrastructures required for tourism. Impact of Tourism-Analysis- Revenue Generation, Employment generation, Multiplier Effect, Foreign exchange earnings, Leakage, cost analysis

**UNIT –IV** Economic impacts of tourism: income and employment, multipliers of tourism, balance of payments, foreign exchange etc. Socio-cultural impacts of tourism: cultural exchange among nations and international understanding. Impacts of tourism on ecology and environment, code of environment ethics, impact on land, water, air, flora and fauna. Carrying capacity, Mass tourism, Tourism-a tool for conservation.

### **Suggested Readings:**

1. Mill Robert C.Morrison, Tourism System, Prentice Hall,NewJersy.
2. SeithPrannath, Successful Tourism Planning and Management.
3. Koul R N, Dynamics of Tourism.
4. Anand M M, Tourism and Hotel Industry in India.
5. Acharaya Ram; Tourism and Cultural Heritage of India.
1. Burhat and Medlik, Tourism; Past , Present and Future

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