

M.B.A.(Human Resource Development)



**Full time M.B.A. (Human Resource Development) Course
Session 2020-22**

DEPARTMENT OF MANAGEMENT
KUSHABHAU THAKRE
PATRAKARITA AVAM JANSANCHAR VISHWAVIDYALAYA
RAIPUR (C.G.)

**TWO YEAR M.B.A. (Human Resource Development) PROGRAM
COURSE STRUCTURE**

FIRST SEMESTER

MARKS

	Subject/Paper	Theory	Internal	Total
101	Management Concepts and Process	75	25	100
102	Organizational Behavior	75	25	100
103	Managerial Communication	75	25	100
104	Information Technology For Managers	75	25	100
105	Human Resource Management	75	25	100
106	Managerial Economics	75	25	100
107	Accounting for Managers	75	25	100

SECOND SEMESTER

MARKS

	Subject/Paper	Theory	Internal	Total
	Core Subjects			
201	Human Resource Planning & Development	75	25	100
202	Industrial Relations & Labor Laws	75	25	100
203	Organization Development	75	25	100
204	Research Methodology	75	25	100
	Electives Subjects(Any Three)			
205	Marketing Management	75	25	100
206	Consumer Behavior	75	25	100
207	Global Business Environment	75	25	100
208	Introduction to Media Management	75	25	100
209	T.V Program Production	75	25	100

THIRD SEMESTER

MARKS

	Subject/Paper	Theory	Internal	Total
	Core Subjects			
301	Training & Performance Management	75	25	100
302	Emerging Issues in HRM	75	25	100
303	International HRM	75	25	100
304	Strategic HRM	75	25	100
	Electives Subjects(Any Three)			
305	Business ethics and management by Indian values	75	25	100
306	Event Management	75	25	100
307	Services Marketing	75	25	100
308	Radio Program Production	75	25	100
309	Sales & Advertising Management	75	25	100

FOURTH SEMESTER

MARKS

	Subject/Paper	External	Internal	Total
401	Entrepreneurship	75	25	100
402	Retail Management	75	25	100
403	Project work			300
				500

***Each subject will carry 4 credit points**

MBA (HUMAN RESOURCE DEVELOPMENT)

FIRST SEMESTER

MANAGEMENT CONCEPTS AND PROCESS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Concepts, nature, scope, significance, functions and principles of management, historical evolution of management thoughts .

Unit-2

Planning—concepts, components and steps involved in planning process, advantages and limitations of planning.

Unit-3

Organizing – principles and process of organizing, organization structures, line-staff relations, delegation and decentralization, Staffing .

Unit-4

Directing—principles of directing, motivation, theories of motivation
Coordination—nature , need , types and methods of coordination.

Unit-5

Control—concept and process of control, principles of controlling , types of controls.

Suggested Readings :

1. **Agrawal, R.D.Organization and Management- TMH, New Delhi**
2. Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
3. Koontz, O' Donnell Wechrich, **Principles of Management**, McGraw Hill, New York.
4. Peter F. Drucker, **The Practice of Management**, Allied Publishers.
5. Massie, **Essentials of Management**, AITBS, New Delhi.
6. Terry and Franklin,**Principles of Management**, AITBS, New Delhi.

ORGANISATIONAL BEHAVIOUR

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1 : Introduction :

Definition, concept, need and importance of OB. Nature and scope of OB. OB models.

Unit-2 :

Personality : determinants and attributes, Perception : factors influencing perception, process. Learning : concepts, theories of learning. Attitude: concepts and types, cognitive dissonance theory.

Unit-3:

Motivation: concept and theories: Maslows Hierarchy of needs, Gregors theory X and Y, two factor theory of Herzberg, Vrooms expectancy theory.

Unit-4:

Defining and classifying group. Group development, structure, process of group. Teams : types, creating effective teams.

Unit-5:

Conflicts : meaning, types, conflict process, conflict management techniques.

Suggested Readings :

1. Luthans Fred, Organizational Behaviour., New York, McGraw Hill.
2. Robbins S.P., Organizational Behaviour, New Delhi, PHI.
3. Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.
4. Davis Keith, Human Behaviour at Work, TMH, New Delhi
5. Pareek Udai, Organizational Behaviour, Oxford, IBH, Mumbai
6. Hersey Paul and Blanchard, Management of Organizational Behaviour, Prentice Hall of India, New Delhi.
7. Uma Shekharan, Organization Behaviour, TMH, New Delhi.
8. Dwivedi, R.S. Human Relations and Organizational Behaviour, Galgotia, New Delhi.

MANAGERIAL COMMUNICATION

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit 1

Business Communication: concept, nature, process, objectives, role and importance of communication, Barriers to communication.

Unit 2

Channels and types of communication, seven Cs of communication, Importance and essentials of business reports.

Unit 3

Meaning and purpose of agenda, business circulars, office memos, sales letter.

Unit 4

Speaking skills, making presentation: oral and power point, Group discussion, participation in conferences.

Unit 5

Meaning and importance of business Etiquette, Ethics and values of communication

Suggested Readings :

1. **Business Communication concepts and skills T. N Chhabra. Sun India**
2. Raman, Meenakshi and Prakash Singh. 2006. Business communication. New Delhi: Oxford University Press.
3. Ober Scot. 2004. Contemporary Business Communication, Fifth Edition, New Delhi: Biztantra
4. Bell A. H. and Dayle Smith 1999 Management Communication, Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
5. Bovee Courtland, L.2003. Business Communication Today, Seventh Edition. Delhi: Pearson Education.
6. Lesikar and Flatley. 2005. Basic Business Communication, Tenth Edition, New Delhi: Tata McGraw Hill.
7. Taylor, Shirley, Communication for Business: A Practical Approach, Addison-Wesley Longman Ltd, 1991
8. Rajendra Pal and J.S.Korlahalli- Essentials of Business Communication, Sultan Chand & Sons, New Delhi
9. R.C.Sharma & Krishna Mohan- Business Correspondence & Report Writing. TMH New Delhi.

INFORMATION TECHNOLOGY FOR MANAGERS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

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|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
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| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Introduction to Computers- Hardware, Software, System software, Application software and packages, Introduction to embedded software

Unit-2

Fundamentals of Operating System, MS-Windows, Unix/ Linux, Introduction to Emerging Communication Technologies

Unit-3

Commonly used software Packages like Microsoft Word, Microsoft Excel, Microsoft Power Point

Unit-4

Types of Network- LAN, WAN and MAN, Introduction to Electronic Commerce and Electronic Business

Unit-5

Introduction to World Wide Web- Internet Operations- Internet Browsers and Business Websites, Use of Search Engines and Google Applications

Suggested Readings

1. Burch, John and Grudnitski Gary. **Information Systems** : Theory and Practice, New York, John Wiley.
2. David, Van Over. **Foundations of Business Systems**. Fort Worth, Dryden.
3. Eliason, A.L. **On-Line Business Computer Applications**., Chicago, Science Research Association.
4. Estrada, Susan. **Connecting to the Internet**. Sebastopol, C A, O'Reilly.
5. John, Moss Jones, **Automating Managers : the implications of Information Technology for Managers**. London, Pinter.
6. Long, L. **Computers**, Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. **Computers Concepts and Uses**., Englewood Cliffs, New Jersey, Prentice- Hall Inc.

HUMAN RESOURCE MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Concepts and Perspectives on Human Resource Management; Evolution and Philosophy of Human Resource Management, HR challenges in changing environment

Unit-2

Human Resource Policy and Planning; Job Analysis. Methods of , Job Analysis, Description , Job specification.

Unit-3

Recruiting and Selecting Human Resources ,Placement and Induction.

Unit-4

Manpower Training and Development, Performance Appraisal and Potential Evaluation; Job Evaluation, Compensation management .

Unit-5

Employees' Welfare; Industrial Relations & Trade Unionism; Grievance Management.

Suggested Readings :

1. Aswathappa, K. **Human Resource and Personnel Management** Tata McGraw Hill, New Delhi.
2. Das, R.P. **Management of Industrial Relations**, Varanasi, MTC
3. Rao, N and Das R.P. **Cases in Human Resource Management**, Himalaya Publishing House, Mumbai.
4. De Cenzo, D.A. & Robbins S P. **Human Resource Management**, New York, John Wiley.
5. Guy, V & Mattock J. **The New International Manager**, London, Kogan Page.
6. Holloway, J. ed. **Performance Measurement and Evaluation**. New Delhi, Sage.
7. Monappa, A. & Saiyadain M. **Personnel Management**., New Delhi, Tata McGraw Hill.
8. Dwivedi, R.S. **HRM in Indian Organization**, New Delhi, Galgotia.
9. Pareek, Udai. **Designing & Managing Human Resource System**, New Delhi, Oxford Pub. Co.
10. Stone, Lloyd and Leslie W.Rue, **Human Resource and Personnel Management** Richard D. Irwin, Lllionis.

MANAGERIAL ECONOMICS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Nature and Scope of Managerial Economics, Fundamental Concepts in Managerial Economics, Role and Responsibilities of Managerial Economist.

Unit-2

Law & Nature of Demand, Demand Determinants, Demand Forecasting, Demand Function, Elasticity of Demand, Law of Returns.

Unit-3

Price-output decisions under different market conditions - Perfect and Imperfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Non-Price Competition, Price Discrimination.

Unit-4

Balance of Payment, Concept and measurement of National Income, Gross Domestic Savings.

Unit-5

Nature and Concept of Profit, Theories of Profit, Business Fluctuations and Trade Cycles, Impact of Trade Cycle on Society.

Suggested Readings :

- 1 Managerial Economics P.L Mehta Sultan Chand and sons
2. Adhikary, M. **Business Economics**, New Delhi, Excel Books.
3. Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall Inc.
- 4 Chopra, O.P., **Managerial Economics**, New Delhi, Tata McGraw Hill.
- 5 Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
- 6 Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.
- 7 Milgrom, P and Roberts J. **Economics, Organization and Management**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
- 8 Mehta P.L., Analysis, **Problems & Cases**, Sultan Chand & Sons, New Delhi.

ACCOUNTING FOR MANAGERS

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

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|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Introduction to Accounting: Meaning of Accounting, GAAP, Accounting concepts and conventions, Double Entry System of accounting, journalizing the transactions, posting entries in ledger accounts and preparation of trial balance.

Unit-2

Preparation of Final Accounts: Differentiation between capital and revenue expenditure and receipt, Trading Account, Profit and Loss account, Balance Sheet with adjustment entries.

Unit-3

Accounting in different fields: Concept of Inflation Accounting, Human resources accounting.

Unit-4

Introduction to Cost Accounting: Nature, Role, Scope, Concept of cost centers and cost units, Classification of cost by nature and behavior, Essentials while establishing a cost system.

Unit-5

Cost – Volume – Profit Analysis: Calculating BEP, Margin of Safety, Calculation and Interpretation of BEP under different situations. Graphical Method of Calculating BEP

Suggested Readings :

- R.L. Gupta, V.K. Gupta, “**Principles of Accountancy**”, Sultan Chand & Sons, 6th Edition, 1996.
- S.N. Maheshwari, “**Introduction to Accounting**”, Vikas Publishing House, New Delhi: III Edition, 2001.
- S N Maheshwari, “**Cost Accounting, Theory and Problems**”, Vikas Publications, New Delhi: III Edition 2000.

**MBA (HUMAN RESOURCE DEVELOPMENT)
SECOND SEMESTER**

HUMAN RESOURCES PLANNING & DEVELOPMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Human Resource Planning: Strategic planning, Basis for HRP , Meaning, Benefits, objectives ,methods and techniques .

Unit-2

HR Demand and Supply forecasting (. Job Analysis: Meaning, Purpose, Process, Methods of Collecting Data. Recruitment: Meaning, Modern Techniques of Recruitment; Sources- Internet Based, Placement Agencies.

Unit-3

Human Resource Development: Significance, Concept of HRD, features of HRD, Scope, Need , Framework, Techniques of HRD, Functions of HRD Manager.

Unit-4

Research in HRD ,HRD for workers, HRD overview in Govt. and Private systems, HRD for health, and HRD in service industries (Banking , Hospital , event etc)

Unit-5

Career planning- need, process. Career development steps, TQM concepts, HRD and TQM, Role of training in HRD.

REFERENCE BOOKS

- Recent Experiences in HRD, Rao, T.V., New Delhi. Oxford & IBH
- Human resource development & management 1ed, Ghosh Biswanath, Vikas Publication house pvt ltd
- Evaluation of HRD, Pareek, Udai, Jaipur, Rawat Publications
- S.S.Khanka, “Human Resource Management”. S. Chand & Company Ltd.

INDUSTRIAL RELATION & LABOUR LAWS

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

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|--|-----------|
| 1 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit 1

Industrial Relation- Introduction, Evolution of industrial relation in India, Evaluation stages of industrial relation, Essentials of modern industrial system, industrial relation in India, conditions of good industrial relation

Unit 2

Industrial relation strategy, Parties to industrial relation, Grievance- meaning, causes of grievance, procedure for settlement of grievance, grievance settlement mechanisms.

Unit 3

Industrial Disputes Act 1947.

Unit 4

Provident Fund Act 1952, Minimum wages Act 1948, Payment of wages Act 1936, Payment of Bonus Act, 1965.

Unit 5

Trade union Act 1926, Factories Act 1948, Workmen compensation Act 1923, payment of gratuity Act 1972.

References :-

- Labour and Industrial laws , P.K. Padhi , Second edition , PHI .
- Human Resource Management , K.Aswathappa , TMH.

ORGANIZATIONAL DEVELOPMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

The field of Organizational development, Definitions and Historical Overview of OD, Values , assumptions and beliefs in OD, characteristics of OD, Objectives of OD.

Unit-2

Foundations of OD, Managing the OD process, Action research and OD , Team Building ,Planning & Goal setting, OD interventions.

Unit-3

OD interventions, Need for interventions, Classifying OD interventions , Team interventions, Comprehensive OD interventions, Training experiences.

Unit-4

Organizational change: Basic Concept and definition; Nature of Organizational Change
Organizational conflicts: Causes, nature, measures to resolve organizational conflicts;
Transactional analysis .

Unit-5

Organizational Culture and Climate: Organizational learning, power and politics in the organization, Cross culture dynamics, Power , politics and OD, the future of OD.

TEXT BOOKS

- French and Bell, Organisational Development, Pearson Education
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education
- Carol P Harvey and M.June Allard, Understanding and managing diversity, PHI India
- F. Luthans , Organisational Behaviour TMH, New Delhi
- • S.P.Robbins, “Organisational Behaviour”, Pearson Education
- Prasad, Organisation Development for Excellence, McMillan, India.
- Madhukar Shukla, Understanding Organization : Organization Theory and Practices in India, PHI

RESEARCH METHODOLOGY

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

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|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Introduction: Concept, Types of Research, Characteristics of Good Research; Research Process; Problem Identification, Formulation of Business Research Objectives

Unit-2

Research Designs: Exploratory, Descriptive and Causal Research Designs.

Sampling Design: Fundamentals of Sampling Design, Non-probability and Probability Sampling.

Unit-3

Methods of Data Collection: Primary and Secondary sources of data. Survey and Observation methods, Questionnaire Design: Techniques and Precautions

Unit-4

Interpretation and Report Writing: Data Interpretation, Techniques of Interpretation, Steps in Writing Report, Generic layout of a Research Report

Unit-5

Summarizing the Data: Mean, Median and Mode. Application of Research in the Functional Areas of Management: Marketing, Production, HR and Finance .

REFERENCES

- C.R.Kothari: Research Methodology, New Age International Publishers
- Cooper and Schindler: Business Research Methods, TMH
- Gupta S. P. and Gupta, M. P., Business Statistics, Sultan Chand and Sons, New Delhi, 1997.
- Naresh Kumar Malhotra: Marketing Research

MARKETING MANAGEMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Marketing: Concept, Nature and scope. Marketing Environment ,elements of Marketing mix

Unit-2

Marketing Information & Research, Market Segmentation, Targeting and positioning

Unit-3

Buying Behaviour of consumer , Product Decisions- Types of Product, Product Life Cycle, New Product Development Stages, Branding.

Unit-4

Factors Influencing Pricing Decisions, Pricing Methods,

Promotion and Distribution decisions: Communication process; Promotion tools: Advertising, personal selling, publicity and sales promotion

Unit-5

Role of marketing channels, channel-management decisions

Marketing Control

Suggested Readings :

1. **Philip Kotler, Marketing Management Analysis, PHI, New Delhi.**
2. **R.S. Davar, Modern Marketing Management, Universal Book Sellers, New Delhi.**
3. **Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.**
4. **McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.**
5. **Ramaswamy, V.S. I, Marketing Management : Analysis, Planning: Implementation & Control, Macmillan, Chennai.**
6. **Philip Kotler & Armstrong Jr., Principles of Marketing : PHI, New Delhi.**
7. **Ramswamy V.S. & Nama Kumari, S, Marketing Management Planning, Implementation & Control, McMillan India Ltd.**

CONSUMER BEHAVIOUR

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Introduction to consumer Behaviour – Diversity of consumer behaviour, concept and need for studying consumer behaviour, consumer research- value and process.

Unit-2

Consumer Modeling: - The economic model – Learning model- Psychoanalytic model – The sociological model- The Howard Seth model of Buying behavior – The Nicosia model- The Engel –Kollat-Blackwell Model.

Unit-3

Consumer decision-making and its process, adoption process of innovations ,Organizational buying meaning and definition, stages of industrial buying process, factors influencing industrial buying behavior.

Unit-4

Individual Determinants of Consumer behaviour- Perception, Meaning of Perception- the perceptual process-Factor responsible for perceptual, Distortion, Learning - elements , process, Learning Theories and measures of consumer learning, Motivation- Consumer Motivation, Needs And goals, Characteristics , Types and system of needs, measurement of motives.

Unit-5

Influence of Social class –Definition, social stratification, Factors responsible for social stratification –characteristic features of social Classes, Social influence on consumer behavior. Definition and Meaning of Group- Reasons for formation of group –Types of Groups relevant to consumer behavior – Family life cycle- Friendship Group, Formal social clubs- Shopping, and Friends groups- Work group-Reference group.

Suggested Readings :

- 1 **Consumer Behavior in Indian Perspective – Suja R. Nair Himalaya Publishing House.**
- 2 Schiff man & Kanuk, “Consumer Behavior”, Pearson Education
2. Laudon & Bitta: Consumer Behaviour Tata McGraw Hill
- 3 M.R. Solomon, “Consumer Behavior”, Pearson Education

GLOBAL BUSINESS ENVIRONMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

International marketing, benefits of international marketing Basics of International trade, Balance of Payment Environment of international business; tariffs, quotas.

Unit-2

Institutional set-up for export promotion in India, salient features of the current EXIM policy, Multinationals (MNCs) in India: Role of Multinationals in the development of developing countries.

Unit-3

Problems and Prospects of Indian Businesses in abroad, Anti – Dumping Duties, regulatory framework of International Trade.

Unit-4

International Marketing: Marketing Research, Planning for Overseas Market-Product Strategy, International Product Life Cycle, Pricing Decisions, Distribution Channel Decisions and Promoting Products for Exports.

Unit-5

WTO: Origin of WTO, Main sections of WTO agreement; Implications of enforcement of WTO on Indian business, Foreign Investments in India: Foreign Direct Investment (FDI) and Foreign Institutional Investment (FII). Brief study of International Economic Institutions - World Bank, GATT, UNCTAD, IMF.

Suggested Readings :

1. **Francis Cherunilam, International Business**
2. Cherunilam, **Business Environment.**
3. Bhalla, V.K. and Shivramu **International Business Environment and business , New Delhi , Anmol.**
4. Eiteman, D.K. & Stopnehill, **Multinational business Finance , New York Wesley**
5. **International marketing R.Srinivasan. PHI Learning**

INTRODUCTION TO MEDIA MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Definition of Journalism, Nature, Scope and Purpose of Journalism, Duties and Responsibilities of Journalists, Journalism as a career.

Unit-2

History of Print and Broadcasting Media

Newspapers and Magazines in India

Introduction to major News Agencies: Reuters, AFP, AP,PTI, UNI, ANI, Hindustan samachar.

Unit-3

Origin and development of Radio in India

Development of public broadcasting in India

Radio: development of private radio

Introduction to major radio channels: 'Radio Mirchi', 'Radio City', Red.F.M. MY F.M.

Unit-4

Doordarshan : organizational structure

Three tier service system of DD (National, Regional and Local)

Role of DD in national development (SITE project and Educational TV) **Educational Media:** Gyan Darshan, EduSAT, DD news and news based programs.

Prasar Bharti: **All India Radio: structure** and functions

Unit-5

Television: growth and development of private channels in India

Introduction to major news channels: Zee News, Aaj Tak etc. Regional / Local channel of Chhattisgarh

Reference:

- Mass Communication in India by Kewal J. Kumar
- New communication Technologies by Michael Mirabeto
- Doordarshan Vikas Se Bazaar Tak by Sudheesh Pachauri
- Svayatta Aur Prasar Bharti by Ram Mohan Pathak
- Satellite Invasion by SC Bhatt, Gyan Pub. Delhi
- Internet and Web design by Pragya
- Web Design by John Mcloy

T.V PROGRAM PRODUCTION

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Introduction to Video Production

- Video production: definition and scope
- Video production process: pre production, production, post production
- Production personnel with their duties and responsibilities
- Types of video production
- Television studio and ENG production
- TV interview, Discussion

Unit-2

Introduction to Video Camera

- Working principle of video camera
- Components of video camera - lens, CCD and viewfinder
- Types of lenses
- Basic functions of video camera
- White balance and black balance
- Basic shots and their composition
- Concept of looking space, head room and walking space

Unit-3

Lighting and Audio for Television

- Importance of lighting in television
- Lighting equipment and control
- Lighting techniques and problems
- Types of microphone
- Selection and placement of microphone

Unit-4

Editing Concepts and Fundamentals

- Editing - meaning and significance
- Principles of editing – eye line, point of view and continuity type tempo, transition,
- Match cut, jump cut, juxtaposition
- Importance of cut away and cut in shots
- Editing problems and ethics

Unit-5

Editing Techniques

- Criteria for editing - picture, narration and music
- Editing equipment - recorder, player, vision mixer, audio mixer, monitor, speaker, special effect generator.
- Types of editing - assemble and insert editing, on line and off line editing, cut to cut and AB roll editing
- Non linear editing

Reference:

- *Video Editing- A post production primer by Steven E. Browne*
- *Video production by Gerald Millerson*
- *Video Production by Wurtzel*

MBA (HUMAN RESOURCE DEVELOPMENT)
THIRD SEMESTER
TRAINING AND PERFORMANCE MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Training and Development: definition, Scope, Nature and Importance, Motivation, Establishing Training Objectives, training process.

Unit-2

Implementing the Training Programs: Training design, Training Methods (off the job and on the job), Trainers and training styles , implementation of training program, Evaluation of training program .

Unit-3

Performance Management: Introduction to Performance Management, nature, scope, importance , Performance appraisal, meaning , need and purposes, methods of performance appraisal.

Unit-4

Performance Appraisal process, challenges of performance appraisal , Job evaluation, methods of job evaluation.

Unit-5

Appraisal Methods on the basis of approaches – Ranking –Check List–Graphic Rating Scale–BARS–MBO. - 360 degree Feedback– Definition & Uses of 360 degree feedback, Advantage and disadvantage of 360 degree feedback

REFERENCES

- Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000.
- . Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000.
- Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.
- Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books
- Hartle: Transforming Performance Management Process, Kogan page.
- Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
- Herman Aguinis: Performance Management, Pearson Education

EMERGING ISSUES IN HR MANAGEMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

International Industrial relations, International strategic human resource management, Changing Role of HRM, New practice in International Human Resource Management. International HRM.

Unit-2

Human Resource records, HR audit, process, benefits and scope in Globalization.

Unit-3

Recent techniques in HRM, work life quality and related issues , Total quality management and HRM , HR Accounting meaning and objectives.

Unit-4

Human Resource Information System-Need for HRIS, Advantages of HRIS, Uses of HRIS, designing of HRIS, Computerized HRIS, Limitations of HRIS, e-human resource management system.

Unit-5

Evaluation of Performance for Development: Competency Mapping, 360 Degree Concept, Six Sigma Practices, Flexi Work and Benefit to Organization, ethics in HRM , contemporary issues in HRM.

REFERENCES

- Luis R, Gomez Mejia, Managing Human Resource, Pearson Education
- Michel V P, Human Resource Management & Relation, Himalaya Publication
- Punnett, International Perspectives on Organizational Behavior and Human Resource Management, ISBN: 978-81-203-2615-6, PHI
- Rao T V, HRD Instruments, Response Books, New Delhi
- Subba Rao P, Essential of HRM and Industrial Relation, Himalaya Publication
- Wayne Mondy, Human Resource Management, Pearson Education
- Rao T V, HR Audit, Response Books, New Delhi
- Bhattacharya S K, Achieving Managerial Excellence, McMillan India, New Delhi
- Satish Pai Ed., "HRD Skills for Organizational Excellence", Bombay, Himalaya

INTERNATIONAL HRM

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit 1

International business an overview, Globalization, Drivers of globalization, Globalization and India.

Unit 2

Social and cultural context of IHRM- Culture and its factors, Multiculturalism, Cultural dimensions, Managing across cultures.

Unit 3

IHRM an overview, nature of IHRM, Functional positioning of IHRM, Organizational context of IHRM.

Unit 4

Organization structure and HRM, International human resource planning, Recruitment and selection.

Unit 5

Performance management, Training and development, International compensation management.

Suggested Readings

1. HRM:- Fisher, Schoenfeldt & Shaw
2. Managing HR -Luis Gomez-Mejia
3. Strategic HRM- R S Schuler, S E Jackson
4. Internationalization the peoples dimension -Stephen J Porter
5. Managing HR in the 21 Century - E E Kossek.

STRATEGIC HRM

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Evolution of strategic management and Business Policy, concept of strategy, strategic decision-making, Issues in strategic decision-making, strategic management and elements in strategic management process.

Unit-2

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives. Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP and SWOT.

Unit-3

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Strategic Analysis and choice—Corporate level analysis (GE Nine cell). Industry level analysis; Porters' five forces model.

Unit-4

Strategy implementation: Resource allocation, Projects and Procedural issues.

Unit-5

Strategic control and operational Control. Organizational systems and Techniques of strategic evaluation.

Suggested Readings :

1. **Azhar Kazmi, Business Policy & Strategic Management, TMH, New Delhi.**
2. Keen, Peter and Mark McDonald, **The e-Process Edge**, Delhi. Tata McGraw Hill.
3. P.K. Ghosh, **Business Policy-Strategic Planning and Mgmt.**, Sultan Chand and Sons, New Delhi.
4. V.P. Michael, **Business Policy and Environment**, Sultan Chand and Sons, New Delhi.
5. R.M. Srivastava, **Corporate Strategy and Planning**, Himalaya, Mumbai.
6. R. Nanjundaiah, **Strategic Planning and Business Policy**, Himalaya, Mumbai

BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Meaning and nature of business ethics, need for business ethics, Scope of business ethics, business values..

Unit-2

Corporate Social Responsibility : Meaning, need for CSR, benefits of CSR, Case Studies.

Unit-3

Environmental issues ; Social issues ; Labor and related issues, ethical and governance issues, Social responsibility of business stakeholders(owners, employees, consumers and community), response of Indian firms towards CSR.

Unit-4

Management lessons from Shri Ramcharitmanas, Shrimadbhagwadgita.

Unit-5

Teachings of various religions Hinduism, Buddhism, Islam, Christianity , Jainism and Sikhism .

Suggested Readings

- P B Deshmukh “consciousness Development and value education,2012 SSTC Publication.
- Peter Pratley,“ **The Essence of Business Ethics**”, New Delhi, Prentice Hall of India, 1997.
- S.K. Chakraborty, “**Ethics in Management-Vedantic Approach**”, New Delhi, Oxford India Ltd., 1999
- Swami Someswarananda, “**Business Management Redefined-the Gita Way**”, Mumbai, Jaico Publishing House, 2000
- Swami Jitatmananda, “**Indian Ethos for Management**”, Rajkot, Ramakrishna Ashrama, 1996
- S. K. Chakraborty, “**Managerial Transformation by Values**”, New Delhi, Sage Publication, 1990
- S. K. Chakraborty, “**Management by Values**”, New Delhi, Oxford University Press, 1992
- Ahmedabad Management Association (AMA), “**Ancient Indian Wisdom for Self-development**”, Ahmedabad, AMA, 1995

EVENT MANAGEMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Introduction to event management

Defining an event, Event as a marketing tool, Importance and scope of events. Diverse marketing needs addressed by events –brand building, focusing the target market, implementation of marketing plan.

Unit-2

Key elements of events, Event infrastructure, core concept, and core people, core talent, core structure. Concept of markets in events: revenue and Non-revenue generating customers, segmentation and targeting of the markets for events.

Unit-3

Concept of pricing in events, Concept of promotion in events: networking components- Print media, Radio, Television, The internet, Cable network, outdoor media, direct marketing, public relations.

Unit-4

Activities in Event Management : Pre-event, during event, post event, planning, organizing, staffing, leading and controlling, the qualities of a good event planner

Unit-5

Evaluating and measuring event performance, Writing event proposals, Event proposal format, Sample event proposal.

Suggested Readings :

1. **Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere**
2. Hospitality marketing & mgt- J.M. Mrthews I st ed.-2006-Avishkar Publisher
3. Media & Communication Marketing mgt. –Rapuda-Himalaya Publishing House
4. Best Practices in Modern Event Mgt.-Goldblatt-, John Wiley & Sons

SERVICES MARKETING

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Categorization of services, distinctive marketing challenges in services, expanded marketing mix of services, consumer decision making: The three stage model of service consumption.

Unit-2

Planning and creating services, planning and branding services, development of new services, distribution in services, challenges of distribution in large domestic market.

Unit-3

Pricing strategy in services, ethical concern in service pricing, role of marketing communication in services, marketing communication mix,

Unit-4

Market segmentation, service attributes and levels, Positioning of services, service process.

Unit-5

Service environment, dimension of service environment, HRM in services, service leadership and culture.

Suggested Readings :

1. Lovelock, Christopher H. **Service Marketing**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Gross, A.C. etc. **Business Marketing**, Boston, Houghton Mifflin
3. Lovelock, Christopher H. **Managing Services : Marketing Operations and Human Resources**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
4. Lovelock, Christopher H. **Service Marketing**. Englewood Cliffs, New Jersey, Prentice Hall Inc.

RADIO PROGRAM PRODUCTION

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Audio Technology

- Nature and types of microphones
- Selection and placement of micro phone
- Audio control and sound effect
- Stereo and mono sound

Unit-2

Format of Radio Program

- Generic element: content and format
- News, Spot light, talk, discussion, news reel Interactive program
- Special audience program
- Entertainment program,

Unit-3

Radio and Voice

- Role and responsibilities of a news reader
- Do's and don'ts for news reader
- Common errors in pronunciation
- Modulation and voice quality

Unit-4

Field based Program

- Radio interview definition and Importance of radio interview
- Preparation of interview questioning
- Types of interview and question

Unit-5

Studio Production

- Recording of programs, selection of sound effects, editing and mixing techniques,
- Process of planning, scheduling and transmission,
- Evaluation of programs and quality control.
- Codes and ethics in broadcasting,

Reference:

- *Awasthy G.C.: Broadcasting in India, Allied publishers, Mumbai, 1965.*
- *Chatterji, P.C.: Broadcasting in India, Sage, New Delhi, 1988.*
- *Masani, Mehra: Broadcasting and People, National Book Trust, New Delhi, 1997.*
- *Luthra, H.R. Indian Broadcasting, Publication Division, New Delhi, 19986.*

SALES AND ADVERTISING MANAGEMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Sales Management- Meaning, Significance, Functions of Sales Manager, Recruitment, Selection, Training and Motivation of Sales Personnel.

Unit-2

Sales Organization - Theory of Selling-AIDA, Allocation of Sales Territory, Sales Forecasting , Sales budgeting,

Unit-3

Definition of Advertising, Advertising objectives, Importance and benefits of advertising, Classification of advertisements .

Unit-4

Advertising appeals, advertisement copy for print, radio, TV and outdoor media, Advertising agencies: organization structure and working of advertising agency.

Unit-5

Advertising Media: Newspaper, Magazine, Television ,Radio & Online advertising, Social media advertising.

Suggested Readings :

1. **Advertising Planning and Implementation: Sangeeta Sharma, Raghuvir Singh**
2. **Sales and distribution Management P. K Agrawal, Manoj Kumar Pragati edition**
3. Charles Futrell, **ABC of Selling**, AITBS, New Delhi.
4. Ramaswamy, **Sales Management**, Sterling, New Delhi.
5. Bellur and Bekman, **Sales Management**, Himalaya, Mumbai.
5. Manendra Mohan, **Advertising Management**, TMH, New Delhi.
6. Aaker, Batra and Myers, **Advertising Management**, Prentice Hall of India, New Delhi.
7. Norris, **Advertising Management**, Prentice Hall of India, New Delhi.

MBA (HUMAN RESOURCE DEVELOPMENT)

FOURTH SEMESTER

ENTREPRENEURSHIP

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units) | |
| | (Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each | |
| | With internal choice of one question from each unit | |
| | (Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Entrepreneurship: evolution, concept , growth, role entrepreneurship in economic development, women entrepreneurship, rural entrepreneurship, Entrepreneurial decision process.

Unit-2

Entrepreneur: evolution of the concept, characteristics, decision process, functions, need for an entrepreneur, types of entrepreneurs.

Unit-3

Entrepreneurial environment: factors affecting entrepreneurship growth, entrepreneurial motivation.

Unit-4

Opportunity identification and selection, Formulation of business plans, Project appraisal.

Unit-5

Financing of enterprise, Institutional finance to entrepreneurs, Institutional support to entrepreneurs.

REFERENCES

- David H. Holt Entrepreneurship: New Venture Creation, PHI Mary Coulter Entrepreneurship in Action, PHI
- B.K. Mohanty Fundamentals of Entrepreneurship, PHI

RETAIL MANAGEMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

- | | | |
|---|---|-----------|
| 1 | 05 Short Answered questions (Covering 5 Units)
(Not more than 50 words) -5 Marks each =05×5 | =25 Marks |
| 2 | 05 long Answered questions of 10 Marks each
With internal choice of one question from each unit
(Not more than 500 words) -10 Marks each =05×10 | =50 Marks |

Unit-1

Retailing: Nature, Scope and opportunities, Types of retailers: merchandise retailers, non-store retail formats, service retailing; types of ownership, functions of retailers; FDI and retailing in India.

Unit-2

Retail Market Strategy: definitions, retail planning process, financial strategy, location strategy, human resource strategy, retail MIS.

Unit-3

Retail Mix Strategies: buying merchandise, pricing, retail communication mix, multi-channel retailing.

Unit-4

Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service.

Unit-5

Rural Retailing- Introduction, an overview of Indian rural market, role of rural retailing in India, Challenges in Indian rural market, rural retail players in India, Rural retail strategies, future of rural retailing.

Suggested Readings :

1. **Swapna Pradhan Tata McGraw Hill education**
2. Lamba A, 'Retail marketing', TMH
3. Barry Berman and Joel R Evans, 'Retail Management A strategic approach', Pearson Education
4. *Suja Nair* Himalaya Publishing House
5. U. C Mehta I .K International PublishingHouse

Project Work

The students will be required to undergo training in a reputed business organization and undertake a comprehensive study and submit a report at the end of the semester.