I semester
1. Management Process
2. Quantitative Methods
3. Managerial Economics
4. Business Environment & Legislation
5. Managerial Skill Development
6. Accounting for Managers
7. Information Technology for Managers

II semester
1. Entrepreneurship Development
2. Management Science
3. Organizational Behavior
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

Elective Papers:
Finance Area:
1. International Financial Management
2. Security Analysis & Investment Management
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
3. Global Business

Elective Papers
Finance Area:
1. Financial Derivatives
2. Management of Financial Services
3. Portfolio Management
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

Note: In III Semester the students shall opt any two specialization groups with 2+2 papers. In IV Semester the student shall continue the same groups of specialization with 3 + 2 papers.

N.B. Project work and viva-voce marks will be shown in the IV semester only.
MBA REVISED SYLLABUS
I Semester

BUS 1.1: MANAGEMENT PROCESS


Unit – III: **ORGANIZING**: Nature, Purpose, Process; Formal and Informal Organizations; Departmentation: Importance-Methods of Departmentation; Span of Control; V.A. Graicuna’s Theory; Factors Determining Span of Control; Delegation: Concept, Process, Advantages and Principles of Effective Delegation; Decentralization: Concept, When to Decentralize and How to Decentralize; Line and Staff: Concept-Reasons for Conflicts between Line and Staff and Measures to Overcome; Committees, Reasons for using Committees, Conditions for Successful Operations of Committees.

Unit – IV: **STAFFING**: Nature and Importance of Staffing, Factors in Selecting Lower, Middle and Upper Level Managers.


**CONTROLLING**: Basis Control Process, Pre-Requisites, Requirements of adequate Control.

Suggested Books:

7. Tripathi, Reddy, Principles of Management, SAGE
8. JS Chandran, Management: concepts and strategies, Vikas Publishing House PvtLtd
BUS 1.2: Quantitative Methods

Unit-I: Permutations, Combinations, and Binomial Theorem – Theory of Sets.

Unit-II: Concept of Probability, Addition and Multiplication theorems of probability- Bayers theorem of probability and their Applications

Unit III : Theoretical distributions; Binomial, procession and normal Distributions

Unit IV : Testing of Hypothesis; Z- test, t- test and chi- square test and their applications

Unit V: Correlation and Regression ; Simple Correlation and Rank Correlation – Simple Regression and their applications

Suggested Books:

3. Sancheti, Dc & VK Kapoor, Business Mathematics, Sultan Chand
4. Anand Sharma, Quantitative Techniques, Himalaya Publishing House Satyadevi, C, Quantitative Techniques, S. Chand
5. Arora, P. N., S. Arora Comprehensive Statistical Methods, S. Chand
6. Sharma, J.K., Quantitative Methods- Theory & Applications, MacMillan
BUS 1.3: Managerial Economics


Unit IV: Market Structures and their characteristics – Pricing and output decisions of firm under different market structures – Perfect Competitions, 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 Prices 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:

15. R.S.N. Pillai, Bagavathi, “*Legal Aspects of Business*”, S.Chand, New Delhi.
BUS 1.5: Managerial Skill Development


Unit – II: Media of Communication; Verbal and Non-Verbal – Oral Communication; forms, Advantages and Disadvantages – Written Communication; Forms, Advantages and Disadvantages – Non-Verbal Communication; Forms and their importance.

Unit – III: Channels of Communication; formal and Informal – Communication Brriers; Overcoming barriers, Guidelines for Effective Communication, 7Cs of Communication.

Unit – IV: Listening; Importance, Barriers, Guidelines for Effective Listening – Presentation; Oral and Written; Steps in presentation – Guidelines for successful presentation, Basic Skill- sets of Communicating Managers.

Unit – V: Reporting Writing; Procedure and Guidelines – Commercial Letters; Essential elements – Negotitation; Essential Elements for Effectiveness.

Suggested Books:

8. RK. Madhukar, “Business Communication”, SAGE.
BUS 1.6 ACCOUNTING FOR MANAGERS


Unit – II: **Preparation of Financial statements:** Income statement and Balance sheet – Bank Reconciliation Statement – Inventory valuation and Depreciation.


Unit – IV: **Management Accounting:** Marginal Costing – CVP analysis – Standard costing and Variance analysis.

Unit – V: **Contemporary Developments:** Responsibility Accounting – Accounting for changing Prices – Reporting to Management.

**Suggested Books:**
1. G. Prasad & V. Chandra Sekhara Rao, *Accounting for Managers*, Jai Bharat Publications,
6. Ashish k., Bhattacharya, Cost Accounting for Business managers, Elsevier
8. MC Shukla, TS Grewal, Cost Accounting, S. Chand
12. Rajsekharan, Financial Accounting, Pearson
18. B. Parvathiswara Rao, Accounting for Management, Duvvuri’s Publications
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.
II Semester

BUS 2.1: ENTREPRENEURSHIP DEVELOPMENT


Unit – III: **Managerial Aspects of Entrepreneurship:** Sources of Finance – Working Capital; Venture Capital; Seed Capital – Financing Agencies – Government grants; Subsidies; Investors; Private Offerings – Product Development – Marketing Management, HRM in SMES.


Unit – V: **Emerging Dimensions in ED:** Family Business – Importance; Types – Strategies for Growth – Women Entrepreneurship – Scope, governing factors; successful cases – Rural Entrepreneurship – Importance; Role of NGOs and Government – EDPS, Need, Objectives and Evaluation.

Suggested Books:

7. Lowe, Entrepreneurship, Elsevier
II Semester
BUS 2.2: Management Science

Unit I: Introduction of MS & Linear Programming – Basic Concepts of LP, Graphical Solutions

Unit II: Linear Programming- Simple Method & Big Method

Unit III: Linear Programming: Duality and Dual Simpler Method

Unit IV: Project Management – PERT and CPM

Unit V: Decision Theory and Decision Trees

**Suggested Books:**

2. Miller, Introduction to Operations Research, TMH
3. SC Chakravarthy, Theory and Problems in QT, MIS and data Processing, New Central Agency
4. Selvaraj, R, Quantitative Methods In Management, Excel
5. Panner Selvam, Operations research, PHI
6. Anand Sharma, QT For Decision making , Himalaya Publishing House
II Semester

BUS 2.3. ORGANISATIONAL BEHAVIOUR


UNIT – III: Group Dynamics: Meaning and types of groups, Dynamics of group formation, frame work 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:
14. Seijts, “*Cases in Organisational Behaviour*”, SAGE.
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;

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

UNIT – I

UNIT-II

UNIT –III

UNIT –IV

UNIT – V

References:
16. Goyil D.P., Management Information Systems, MACMILLAN.
III Semester

BUS 3.3: BUSINESS ETHICS & CORPORATE GOVERNANCE

Unit-I: Concept of Ethics: Sources – Values – Codes of Conduct – What is an Ethical Issues? – Ethical theory and its applications to Business / Morality and Ethical Theory – Ethical Management – love and reverence in work and life – strengthening personal and organizational integrity – the spiritual core of leadership.


Unit V: Corporate Governance – Global Scenario: Corporate Governance – Global Practices – Cadbury Report, OECD Committee Recommendations & SEBI Committee Recommendations – Corporate Governance Role & Responsibilities of Directors and Shareholders; Dilemmas facing directors – Defining Good Corporate Conduct – Increasing Expectation from Directors.

BOOKs:
1. Satheesh Kumar, Corporate Governance, Oxford University Press
2. Prabakaran S, Business Ethics and Corporate Governance, Excel
3. AB Rao, Business Ethics and Professional Values, Excel
4. Fernando, Business Ethics: an Indian Perspective, Pearson
5. Weiss, Business Ethics Concepts and Cases, Cengage
6. Murthy CSV, Business Ethics, Himalaya
7. Bob Tricker, Corporate Governance, Oxford


References:

III Semester
Finance Specialization

BUS 3.2 F: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT


References:

6. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi,
III Semester  
Marketing Specialization  

BUS 3.1 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  

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 3.2 M: CRM AND RELATIONSHIP MARKETING  


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

Reference:  
III Semester
HRM Specialization

BUS 3.1 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:

**Worker’s Participation in Management**: Concept, Importance, Forms of Worker’s Participation in Management in India, Evaluation of Worker’s Participation in Management, and Conditions for success of Worker’s Participation in Management.

Unit –IV:
**Grievances and Discipline**: Causes of Grievances, Grievance procedure, Machinery available for redressal of Grievances, Prerequisites of a Grievance procedure.

**Discipline**: Forms of Discipline, Causes of Indiscipline, Types of Punishments, Measures for dealing with indiscipline.

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.
- Sinha, “Industrial Relations”.
III Semester
HRM Specialization

BUS 3.2 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: Ascertain 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
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-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:

19. David Dranove and Sonic Marciano, Kellogg on Strategy ; Concepts, Tools and Frameworks for Practitioners, Wiley India.

Journals:

Harvard Business Review
California Management Review
Indian Management
IV Semester

BUS 4.2: KNOWLEDGE MANAGEMENT

Unit-I: The Knowledge Economy: Leveraging Knowledge, Data-Information-Knowledge-Wisdom relationship, Organizational Knowledge, Characteristics and Components of Organizational Knowledge-Building Knowledge Societies-Measures for meeting the challenges of implementing KM Programmes.

Unit-II: Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems, Knowledge Management Tools, Creative Effective Knowledge Management System through Information Technology, ERP and BPR, Data Warehousing and Data Mining.

Unit-III: Future of Knowledge Management and Industry Perspective: Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.


Unit-V: Implementation of Knowledge Management: Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet Platforms, Web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India – Role of Knowledge Management in Organizational Restructuring – The Mystique of a Learning Organization.

References:

2. Becerra Fernandez: Knowledge Management: An Evolutionary View, PHI, 2009
3. Fernando: Knowledge Management, Pearson, 2009
4. B.Rathan Reddy: Knowledge Management, Himalaya, 2009
5. Tapan K Panda: Knowledge Management, Excel, 2009
IV Semester

BUS 4.3: GLOBAL BUSINESS


UNIT –II: Country Evaluation and Selection: Modes of entry – Licensing, Joint Ventures and Export Management; Export Promotion and Import Substitution.


Suggested Books:

1. Francis Cherunilam, International Business, PHI.
IV Semester
Finance Specialization

BUS 4.1 F: FINANCIAL DERIVATIVES


References:
IV Semester  
Finance Specialization

BUS 4.2 F: MANAGEMENT OF FINANCIAL SERVICES

Unit – I: **Financial Services**: An Overview – Meaning and Concepts – Scope and Features – 
Classification – Growth and Problems of Financial Services Sector – Distinctiveness of Financial 
Services – Role of Financial Services in Economic Development.

SEBI Guidelines – Credit Rating: Objectives – Types – Rating Methodology – Credit Rating 
Agencies – SEBI Guidelines.

Unit –III: **Mutual Funds**: Concept – Significance – Classification – Merits and Problems – Performance 
Evaluation – SEBI Guidelines; Factoring: Meaning – Types – Functions, Factoring Vs. 
Forfeiting – Securitization.

Unit –IV: **Venture Capital**: Origin and Concept – Features – Scope – Significance – Venture Capital 
Institutions in India – SEBI Guidelines.

Unit – V: **Lease Financing**: Meaning – Features – Types – Merits and Demerits – Lease or Buy Decision 
Hire Purchasing (Problems & Case).

Suggested Books:

7. Rajesh Kothari, “Financial Services in India”, SAGE.
8. Ennew, Financial Services marketing, Elsevier
IV Semester
Finance Specialization

BUS 4.3 F: PORTFOLIO MANAGEMENT


UNIT – II  Portfolio Selection: Traditional Portfolio Selection - Markowitz Portfolio Model – Sharpe Single Index Model - Portfolio of Two and Three Securities.


UNIT-V  Portfolio Revision: Techniques of Portfolio Revision - Portfolio Revision Strategies - Formula Plans - Corporate Portfolio Management in India.

References:

IV Semester
Marketing Specialization

BUS 4.1 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 4.2 M: LOGISTICS & SUPPLY CHAIN MANAGEMENT


References:

IV Semester
Marketing Specialization

BUS 4.3 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
IV Semester
HRM Specialization

BUS 4.1 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 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:
IV Semester
HRM Specialization

BUS 4.2 H: PERFORMANCE & COMPENSATION MANAGEMENT

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
IV Semester
HRM Specialization

BUS 4.3 H: HRD: STRATEGY & SYSTEMS

UNIT-1
HRD Overview-Concept, need, Scope, Objectives/goals – importance, HRD at Micro and Micro Levels. Role of HRD manager, HRD process, A journey of HRM to HRD, HRD practices-HRD in changing scenario, Future of HRD.

UNIT-2
Framework for HRD – Assessing HRD needs, Designing Effective HRD programs, Implementing HRD programs-evaluating HRD programs.

UNIT-3
HRD Applications –Career concepts, Stages and models of career development –Balanced Scorecard, Quality of Work life, Quality Circles, Organisational Development and Change-HRD climate.

UNIT-4
Human Capital Development- Concer[tsand evolution-philosophy and principles, Human Capital Asset Life cycle Development , HRD and HR audit, HCD and HCD and IR HRD for workers.

UNIT-4
Contemporary Issues on HRD, HRD Outsourcing – BPO-ITES.

Books for Reference:
5. Uday Kumar Haldar-HRD – Oxford University Press.
All about MBA courses, program structure, fees, best course lists (ranking), syllabus, teaching techniques and other details. What's an MBA? How many years to complete an MBA? What is the average course duration? What subjects does the course list cover? What is the typical MBA course fee? Is it right for me? It's best that we start with the basics, right? If some of this sounds too trivial, feel free to jump to the section that you find the most relevant. We've covered all the details about the MBA on this site, from the very simple to the highly advanced MBA topics.