SYLLABUS

As per National Education Policy (NEP)

DEPARTMENT OF BUSINESS ADMINISTRATION

M.Com. (Previous) Business Administration 2023-24
M.Com. (Final) Business Administration 2024-25

JAI NARAIN VYAS UNIVERSITY

JODHPUR

MASTER OF COMMERCE (M.COM.) – BUSINESS ADMINISTRATION

As per National Education Policy (NEP)

ACADEMIC SESSION 2023 – 25

DEPARTMENT OF BUSINESS ADMINISTRATION
FACULTY OF COMMERCE & MANAGEMENT STUDIES,
JAI NARAIN VYAS UNIVERSITY, JODHPUR

The '**Department of Business Administration**' came into existence on 3rd February 1990 with the objective of imparting quality business education as well as to enable the student fraternity to broaden their base and sharpen their understanding with a view to mould them as future business leaders' administrators and executives. Initially the department commenced its activities within the 'Faculty of Commerce' but started functioning independently from February 1990. Since then the Department of Business Administration has grown both academically and professionally. We have had a long journey of two decades taking the department to greater heights over the years.

The Department of Business Administration focuses on integrated, interdisciplinary themes of fundamental importance to every aspect of decision making. The department and its expert faculty educate future business leaders. The department is dedicated to instilling the critical thinking necessary to succeed in business. A rich learning environment is enhanced by experiential learning opportunities.

VISION

To be recognized as knowledge hub of business education and research creating socially responsible citizens.

MISSION

To develop future business leaders and professionals from a cross-functional, cross-cultural perspective with the consciousness, knowledge, and practical skills to assume responsible positions in organizations, and develop them into well-rounded, globally minded managers to be successful in dynamic, ever changing business environment.

OBJECTIVES

- *To offer academic and research programmes in business and allied disciplines.*
- *To offer educational programmes at different levels in the field of business education.*
- *To provide opportunity to students to acquire skills for improving employability and entrepreneurial abilities.*
- *To undertake consultancy, research and extension activities with a focus on sustainable development.*

COURSES FOR STUDIES

The department offers following programmes of teaching:
- Bachelor of Commerce (B.Com.) – In combination with other department of the faculty.
- Bachelor of Commerce – B.Com. (Honours) Business Administration

- Bachelor of Business Administration (BBA) – In combination with other department of the faculty.
- Master of Commerce (M.Com.) – Business Administration
- Master of Human Resource Management (MHRM)
- Master of Marketing Management (MMM)
- Post Graduate Diploma in Human Resource Management (PGDHRM)
- Post Graduate Diploma in Marketing Management (PGDMM)
- Certificate Course in Entrepreneurship & Managerial Skill
- Certificate Course in Office Management Skills

RESEARCH PROGRAM

The department provides facilities for full time M.Phil / Ph.D. / D.Lit. programmes in Business Administration. The research programs in the department promote innovation; focus on activities that can make a difference to problems that matter to industry & society. These research program continue to attract researchers of excellent caliber.

TEACHING FACULTY

The Department of Business Administration is headed by Dr. Ramesh Kumar Chouhan with rich teaching experience. The department is supported by six Assistant Professors. Our teaching faculties are widely acknowledged as leaders in research in varied business streams. They actively contribute in professional organizations and serve on influential editorial boards. The faculty members have authored various books, produce academic papers, and written an array of articles for general business publications. The research and consultancy are translated into a classroom experience that is theoretically grounded, evidence-based, practical and forward looking. The teaching team comprises of:

1. Dr. Ramesh Kumar Chouhan, Assistant Professor and Head
   M.Com., M.T.A., Ph.D., PGDM&SM

2. Dr. U.R. Tater, Assistant Professor
   M.Com., Ph.D.

3. Dr. Asha Rathi, Assistant Professor
   M.Com., Ph.D., PGDM&SM

4. Dr. Ashish Mathur, Assistant Professor
   M.B.A., Ph.D.

5. Dr. Manish Vadera, Assistant Professor
   M.B.A., Ph.D., LL.M.

6. Dr. Ashok Kumar, Assistant Professor
   M.Com., M.Phil., Ph.D.

7. Dr. Vandana Yadav, Assistant Professor
   M.B.A., Ph.D.

NEW INITIATIVES AND FUTURE VISION

Department plans to organize Management Development Programmes, Quality improvement in Business Education, Faculty Development Programmes, Quality improvement in teaching, Student-industry Partnership activities.

At the department, changes are occurring in the form of revised course curriculum, increased industry interaction; focus on business research, leadership applications, student-alumni interaction and career building.

Apart from the other post-graduate and research courses M.Com is the most exalted two year full time post-graduate programme in business administration. The course provides an extreme and rigorous base for teaching, research and allied business administration. The programme is well received in the industry and for years had been serving the needs of managerial cadre in Indian Inc. The course serves the needs of academics and prepares students for research and teaching. The Alumni of this course are well placed in business, academics and administration in the country as well as abroad.

In the year 2016, this course has been changed from annualized to Choice Based Credit System (CBCS) dividing the whole course into 4 semesters. During the semesterization of the course, the overall structure has been improved to provide an insight of research in business administration and interdisciplinary areas. Further from 2023, the course has been revised as per the National Education Policy (NEP).

As per the new structure, in the first year, there are 3 Discipline Centric Core (DCC) Papers in Semester I & II, where as there are 2 Discipline Specific Elective (DSE) Papers to choose for students from Group I & II in both the semesters. In the second year, there are 2 Discipline Centric Core (DCC) Papers in Semester III & IV, where as there are 3 Discipline Specific Elective (DSE) Papers to choose for students from Group I & II in both the semesters. Student also gets an option to choose Discipline Specific Elective – Special Type (DSE*) in each semester in lieu of one DSE paper. As per the area of interest, the students are required to choose one optional group in the beginning of 1st year. The structure for the groups has been designed with intent to provide advanced level specialization in the respective field.

Medium of Instruction:
The language medium of instructions and examination in each course shall be English and Hindi.
Name of the Program: Master of Commerce (M.Com.) in Business Administration

Agency conducting the course: Department of Business Administration, Faculty of Commerce and Management Studies, Jai Narain Vyas University, Jodhpur

Program Structure:

The M.Com. Program is divided into two parts as under. Each Part will consist of two semesters.

		Semester	*Semester*
Part – I	First Year	Semester I	Semester II
Part – II	Second Year	Semester III	Semester IV

- There will be 4 lecture periods of 60 minutes each of teaching per week for each paper.
- Duration of End of Semester Exams (EoSE) of each paper shall be 3 hours.
- Each paper will be of 100 marks out of which 70 marks shall be allocated for End of Semester Exams (EoSE) and 30 marks for Continuous Assessment (CA).

The Schedule of courses of semester with level, course type, course code, workload, credits and maximum marks shall be as follows:

Level (NHEQF)	Semester	Course Type	Course Code	Course Title	Teaching Hours Per Week			H/W	Total Hours	Total Credits	CA Marks	EoSE Marks	Total Marks
					L	T	P						
9 (6.5)	I	DCC	BAD9001T	Representative Management Thinkers	4	-	-	4	60	12	30	70	100
			BAD9002T	Business Environment	4	-	-	4	60		30	70	100
			BAD9003T	Organization Behaviour	4	-	-	4	60		30	70	100
		DSE	BAD9101T	(GROUP I) Consumer Behaviour	4	-	-	4	60	8	30	70	100
			BAD9102T	(GROUP I) Marketing Research	4	-	-	4	60		30	70	100
			BAD9103T	(GROUP I) Product and Brand Management	4	-	-	4	60		30	70	100
			BAD9104T	(GROUP II) Organization Development & Change Management	4	-	-	4	60		30	70	100
			BAD9105T	(GROUP II) Managerial Leadership	4	-	-	4	60		30	70	100
			BAD9106T	(GROUP II) Human Resource Development	4	-	-	4	60		30	70	100
		DSE*	DPR9211S	Field Study	-	-	-	-	120	4	30	70	100
			DPR9212S	Project Work	-	-	-	-	120	4	30	70	100
			SEM9211S	Seminar	-	-	-	-	60	2	30	70	100
TOTAL CREDITS TO BE EARNED										20			

(1) **Student to choose one of the groups for DSEs: (Group I: Marketing) (Group II: Human Resource Management). Choose any two DSEs from the chosen group**

(2) **If student choose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any one DSE from the chosen group and one of the DPR. Student can choose either DPR9211S or DPR9212S course because of time constraints.**

(3) **For DPR and Seminar, One Credit = 30 hours.**

| 9 (6.5) | II | DCC | BAD9004T | Fundamentals of Management | 4 | - | - | 4 | 60 | 8 | 30 | 70 | 100 |

				L	T	P	C	Hrs	Credits	Int	Ext	Total
			Research									
		BAD9005T	Strategic Management	4	-	-	4	60		30	70	100
	DSE	BAD9107T	**(GROUP I)** Advertising Management	4	-	-	4	60		30	70	100
		BAD9108T	**(GROUP I)** Logistics and Supply Chain Management	4	-	-	4	60		30	70	100
		BAD9109T	**(GROUP I)** Sales Management	4	-	-	4	60		30	70	100
		BAD9110T	**(GROUP I)** Retail Marketing	4	-	-	4	60		30	70	100
		BAD9111T	**(GROUP II)** Labour-Management Relations	4	-	-	4	60	12	30	70	100
		BAD9112T	**(GROUP II)** Compensation Management	4	-	-	4	60		30	70	100
		BAD9113T	**(GROUP II)** Labour Welfare and Social Security	4	-	-	4	60		30	70	100
		BAD9114T	**(GROUP II)** Organizational Psychology and Employees Counselling	4	-	-	4	60		30	70	100
	DSE*	IOJ9211S	Internship	-	-	-	-	180	4	30	70	100
		IOJ9212S	On-Job Experience	-	-	-	-	180	4	30	70	100
		CEE9211S	Community Engagement Experience	-	-	-	-	180	4	30	70	100
		RCC9211S	Research Credit	-	-	-	-	180	4	30	70	100

Semester		Category	Course Code	Course	L	T	P	Credits	Hours	Credits	Internal	External	Total
				Course									
			SEM9212S	Seminar	-	-	-	-	60	2	30	70	100

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TOTAL CREDITS TO BE EARNED — **20**

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(1) **Student to choose one of the groups for DSEs: (Group I: Marketing) (Group II: Human Resource Management). Choose any three DSEs from the chosen group. Student should choose the same Group as chosen in Semester I.**

(2) **If student choose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any two DSE from the chosen group and one of the IOJ. Student can choose only one of the IOJ type DSE* course because of time constraints.**

(3) **For IOJ, CEE and RCC, One Credit = 45 hours. For Seminar one credit = 30 hours.**

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Exit with PG Diploma in Business Administration and
Entry with PG Diploma in Business Administration for M.Com. Degree in Business Administration

Semester		Category	Course Code	Course	L	T	P	Credits	Hours	Credits	Internal	External	Total
9 (6.5)	III	DCC	BAD9006T	Labour and Industrial Laws	4	-	-	4	60	12	30	70	100
			BAD9007T	Information Technology for Business	4	-	-	4	60		30	70	100
			BAD9008T	International Business	4	-	-	4	60		30	70	100
		DSE	BAD9115T	**(GROUP I)** Customer Relationship Management	4	-	-	4	60	8	30	70	100
			BAD9116T	**(GROUP I)** Marketing of Services	4	-	-	4	60		30	70	100
			BAD9117T	**(GROUP I)** Rural Marketing	4	-	-	4	60		30	70	100
			BAD9118T	**(GROUP II)** Human Resource Information System	4	-	-	4	60		30	70	100
			BAD9119T	**(GROUP II)** HR Analytics	4	-	-	4	60		30	70	100
			BAD9120T	**(GROUP II)**	4	-	-	4	60		30	70	100

Sem		Category	Code	Title						Credits			
				Performance Management									
		DSE*	DPR9213S	Dissertation	-	-	-	-	120	4	30	70	100
			DPR9214S	Project Work	-	-	-	-	120	4	30	70	100
			DPR9215S	Field Study	-	-	-	-	120	4	30	70	100
			SEM9213S	Seminar	-	-	-	-	60	2	30	70	100
TOTAL CREDITS TO BE EARNED										**20**			

(1) **Student to choose one of the groups for DSEs: (Group I: Marketing) (Group II: Human Resource Management). Choose any two DSEs from the chosen group. Student should choose the same Group as chosen in Semester I & II.**

(2) **If student choose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any one DSE from the chosen group and one of the DPR. Student can choose either DPR9213S or DPR9214S or DPR9215S course because of time constraints.**

(3) **For DPR and Seminar, One Credit = 30 hours.**

Sem		Category	Code	Title						Credits			
9 (6.5)	IV	DCC	BAD9009T	Corporate Governance, Ethics and Social Responsibility	4	-	-	4	60	8	30	70	100
			BAD9010T	Talent and Knowledge Management	4	-	-	4	60		30	70	100
		DSE	BAD9121T	**(GROUP I)** Cross-Cultural Business Management	4	-	-	4	60	12	30	70	100
			BAD9122T	**(GROUP I)** Industrial Marketing	4	-	-	4	60		30	70	100
			BAD9123T	**(GROUP I)** Direct Marketing	4	-	-	4	60		30	70	100
			BAD9124T	**(GROUP I)** Digital Marketing	4	-	-	4	60		30	70	100
			BAD9125T	**(GROUP II)** Global Human Resource	4	-	-	4	60		30	70	100

Course Code	Course Name	L	T	P		Hours		CA	EoSE	Total
	Management									
BAD9126T	(GROUP II) Strategic Human Resource Management	4	-	-	4	60		30	70	100
BAD9127T	(GROUP II) Labour Economics	4	-	-	4	60		30	70	100
BAD9128T	(GROUP II) Cross Cultural and Diversity Management	4	-	-	4	60		30	70	100
IOJ9213S	Internship	-	-	-	-	180	4	30	70	100
IOJ9214S	On-Job Experience	-	-	-	-	180	4	30	70	100
CEE9212S	Community Engagement Experience	-	-	-	-	180	4	30	70	100
SEM9214S	Seminar	-	-	-	-	60	2	30	70	100

(The DSE* grouping applies to the IOJ9213S, IOJ9214S, CEE9212S, and SEM9214S rows.)

TOTAL CREDITS TO BE EARNED — **20**

(1) **Student to choose one of the groups for DSEs: (Group I: Marketing) (Group II: Human Resource Management). Choose any three DSEs from the chosen group. Student should choose the same Group as chosen in Semester I, II & III.**

(2) **If student choose DSE*(Discipline Specific Elective – Special Type) then he/she can choose any two DSE from the chosen group and one of the IOJ. Student can choose only one of the IOJ type DSE* course because of time constraints.**

(3) **For IOJ, CEE and RCC, One Credit = 45 hours. For Seminar one credit = 30 hours.**

Exit with M.Com. Degree in Business Administration

Abbreviations:

NHEQF: National Higher Education Qualification Framework Level	**DCC:** Discipline Centric Core Course	**DSE:** Discipline Specific Elective Course
L: Lecture	**T:** Tutorial	**P:** Practical
H/W: Hours per week	**EoSE:** End of Semester Exams	**CA:** Continuous Assessment

Note:

- For Discipline Specific Electives (DSEs), student can choose papers from either Group I (Marketing Area) or Group II (Human Area). The student needs to choose one Group and same group papers will be studied by student in all four semesters under Discipline Specific Electives (DSEs).
- Once a group has been selected, no change in selected group will be allowed later.

LIST OF OPTIONAL GROUPS:
GROUP I (MARKETING AREA)
- **Semester I**
  - Consumer Behaviour
  - Marketing Research
  - Product and Brand Management
- **Semester II**
  - Advertising Management
  - Logistics and Supply Chain Management
  - Sales Management
  - Retail Marketing
- **Semester III**
  - Customer Relationship Management
  - Marketing of Services
  - Rural Marketing
- **Semester IV**
  - Cross-Cultural Business Management
  - Industrial Marketing
  - Direct Marketing
  - Digital Marketing

GROUP II (HUMAN AREA)
- **Semester I**
  - Organization Development & Change Management
  - Managerial Leadership
  - Human Resource Development
- **Semester II**
  - Labour-Management Relations
  - Compensation Management
  - Labour Welfare and Social Security
  - Organizational Psychology and Employees Counselling
- **Semester III**
  - Human Resource Information System
  - HR Analytics
  - Performance Management
- **Semester IV**
  - Global Human Resource Management

- o   Strategic Human Resource Management
- o   Labour Economics
- o   Cross Cultural and Diversity Management

Teaching Methods:

A combination of different teaching methods such as Lectures; Case Discussions; Seminars; Presentations, Individual and Group Exercises and Assignments etc will be used.

Teaching Faculties:

Faculty will be drawn from within the Jai Narain Vyas University of Jodhpur and outside subject to availability considering nature of the subject and availability of resources as the case may be. In addition, an attempt will be made to draw Professionals from Business, Industry to share their experience with Participants.

NOTE:

Jai Narain Vyas University NEP Ordinance and PG Guidelines issued by the university will be guiding for admission, examination and DSE* (Discipline Specific Elective – Special Type) courses.

SEMESTER I (PAVAS SEMESTER)
JULY – DECEMBER, 2023

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	H/W	Total Hours	CA Marks	EoSE Marks	Total Marks
9 (6.5)	DCC	BAD9001T	Representative Management Thinkers	4	4	60	30	70	100
		BAD9002T	Business Environment	4	4	60	30	70	100
		BAD9003T	Organization Behaviour	4	4	60	30	70	100
	DSE	BAD9101T	**(GROUP I)** Consumer Behaviour	4	4	60	30	70	100
		BAD9102T	**(GROUP I)** Marketing Research	4	4	60	30	70	100
		BAD9103T	**(GROUP I)** Product and Brand Management	4	4	60	30	70	100
		BAD9104T	**(GROUP II)** Organization Development & Change Management	4	4	60	30	70	100
		BAD9105T	**(GROUP II)** Managerial Leadership	4	4	60	30	70	100
		BAD9106T	**(GROUP II)** Human Resource Development	4	4	60	30	70	100
	DSE*	DPR9211S	Field Study	4	-	120	30	70	100
		DPR9212S	Project Work	4	-	120	30	70	100
		SEM9211S	Seminar	2	-	60	30	70	100

Course Code	:	BAD9001T
Name of Course	:	Representative Management Thinkers
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to familiarize the students with influential management thinkers and their key theories, enabling them to gain insights into various management approaches, develop critical thinking skills and apply these concepts in contemporary business contexts, enhancing their strategic decision-making and leadership skills in organizational contexts.

Course Outcome: On successful completion of the course, the students will be able to:
- Analyze and understand the contributions of early thinkers in the field of management and how their ideas still influence modern-day management practices.
- Critically evaluate the behavioral theories of motivation and their relevance in contemporary management practices.
- Assess and compare various leadership styles and their effectiveness in different organizational contexts.
- Discuss the contributions of modern thinkers in the field of management and their impact on current business practices.
- Understand the principles of management as outlined in Indian epics and the relevance of these principles in modern-day management practices.

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UNIT 1: Early Thinkers: Charles Babbage, Robert Owen, Fredrick W Taylor, Henry Fayol, Elton Mayo, Chestard I Barnard, Mary P Follet.

UNIT 2: Behavioral Thinkers: Abraham H Maslow, Fredrick Herzberg, Douglas McGregor, Victor H Vroom, David McClelland, James S Adams.

UNIT 3: Leadership Theorists: Rensis Likert, Robert R Blake & Jane S Mouton, Robert Tannenbaun, Fred Feidler, Paul Hersey & Kenneth H. Blanchard.

UNIT 4: Modern Thinkers: Peter F Drucker, Michael Porter, Garry Hamel, Tom Peters, Coimbatore K Prahalad.

UNIT 5: Indian Epics and Management: Bhagwad Gita, Ramayana, Swami Vivekananda, Chanakaya, Mahatama Gandhi.

SUGGESTED READINGS

- Mathur Navin: Management Gurus – Ideas and Insights, National Publishing House, Jaipur.
- Singh RN: Management Thoughts and Thinkers, Sultan Chand and Sons, New Delhi.
- George CS: The History of Management Thought, Prentice Hall, New Delhi.
- Drucker, Peter F: Management: Tasks, Responsibilities and Practices, Harper and Row, New York.
- Khanna S: Vedic Management, Taxman Publications (P) Ltd.
- Saneev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt. Ltd.
- Bhagwad Gita as viewed by Swami Vivekananda: Vedanta Press & Bookshop.
- Rajgopalachari, C.: Ramayan, Bhartiya Vidya Bhawan.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9002T
Name of Course	:	Business Environment
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of the internal and external factors that influence business operations, enabling them to make informed decisions and adapt to the dynamic business environments effectively.

Course Outcome: On successful completion of the course, the students will be able to:
- Have a comprehensive understanding of the different aspects of the business environment and will be equipped with skills to evaluate and adapt to various environmental factors affecting businesses at the local, national, and global levels.
- Evaluate the nature and characteristics of Indian economy and analyze the impact of liberalization, privatization, and globalization on it.
- Analyse and understand the political, legal, technological and socio-cultural environment of business.
- Understand the international environment of business

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UNIT 1: Business Environment: Concept, Significance and Nature. Elements of Business Environment: Internal and External Environment. Changing dimensions of business environment. Environmental Analysis and Forecasting, Management of Change

UNIT 2: Economic Environment of Business: Significance and elements of economic environment, Economic Systems and business environment; economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; public sector and economic development, development banks and relevance to Indian business, Economic Reforms: Impact of Liberalization and Privatization and Globalization on Indian economy

UNIT 3: Political and Legal Environment of Business: Critical elements of political environment, government and business, changing dimensions of legal environment in India, MRTP Act, FEMA and licensing policy, Consumer Protection Act.

UNIT 4: Socio-Cultural Environment: Critical elements of socio-cultural environment; Social institutions and systems, Social values and attitudes; social groups; middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India, Indian business system, Social responsibility of business, Consumerism in India.

UNIT 5: International and Technological Environment: Multinational Corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economics institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Technological environment in India, Policy on research and development; Patent laws, Technology transfer.

SUGGESTED READINGS
- Francis Cherunilam, Business Environment, Himalaya Publishing House
- Aswathappa K.: Essentials of Business Environment, Himalaya Publishing House.
- George A., Stenier and John F. Steiner: Business Government and Society,

McGraw - Hill.
- Shaikh Saleem: Business Environment, Pearson Education
- Justin Paul, Business Environment, Tata McGraw Hill Education
- Raj Agarwal, Business Environment, Excel Books
- Namita Gopal, Business Environment, Tata McGraw-Hill
- Chidambaram K. & Alagappan V., Business Environment, Vikas Publishing
- Vivek Mittal, Business Environment, Excel Books

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9003T
Name of Course	:	Organization Behaviour
Semester	:	I

Course Credits	**No. of Hours Per Week**	**Total No. of Teaching Hours**
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a deeper understanding of human behaviour within organizations, enabling them to analyse and influence factors that impact organizational dynamics, decision-making processes, enhance teamwork, foster positive work culture and overall organizational effectiveness.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the key elements and evolution of organizational behaviour (OB), including the influence of environmental forces on managerial roles and skills.
- Analyze the individual dimensions of OB, such as motives, personality, perception, learning, and theories of motivation, to comprehend their impact on behaviour in organizations.
- Evaluate the importance of groups and leadership in organizations, including the classification of groups, group dynamics, group structure, and the different theories and styles of leadership.
- Explore the concepts of power, politics, and conflict within organizations, including the sources and bases of power, the influence of power on behaviour, and strategies for conflict prevention and resolution.
- Examine the significance of organizational culture, including its elements, functions, and the role it plays in managing ethics and facilitating organizational change. Understand the forces for change, resistance to change, and approaches to managing organizational change.

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UNIT 1: Manager and Organizational Behaviour: Managerial Roles and Skills, Environmental Forces: Meaning, Characteristics, key elements and Evolution of Organizational Behaviour (OB); Research on Organizational Behaviour; Biological Foundations of Behaviour; Biological foundation Inherited and Learned Characteristics of Behaviour.

UNIT 2: Individual Dimension of OB: Motives and Behaviour; Personality and Behaviour: Perception and Behaviour; Learning and Behaviour; Theories of Motivation; Expectancy Theory; Equity Theory; Reinforcement Theory; Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.

UNIT 3: : Groups and Leadership: Meaning and Classification of Group; Reasons for group formation; Conditions imposed on the Group; Group Member Resource; Group Structure; Group Cohesiveness, Committees: Nature and functions; Advantage and Disadvantage;

Guidelines for effectivity. Leadership: Meaning and Roles in Organization; Major approaches; Leadership styles; Distinction between Manager and leader; Theories: Ohio and Michigan studies; Fiedler's Contingency Model; Hersey and Blanchard's model; Path- Goal Theory.

UNIT 4: Power, Politics and Conflict: Power; Meaning, Sources and Bases; How Power influences Behaviour; Impression management; Defensive Behaviour; Rational versus Political Behaviour; Acquiring and exercising Political Power, Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict.

UNIT 5: Organizational Culture: Introduction; Elements of Culture; Identifying Organizational Culture; Functions of Organizational Culture; Diagnosing Organizational Culture; Approaches to Describing Organizational Culture; Managing Organizational Culture; Organizational Culture and Ethics. Organizational Change: Forces for Change; Planned Change; Resistance to Change; Approaches to Managing Organizational Change; Creating a Culture for Change; Organizational Change in Indian Businesses.

SUGGESTED READINGS

- Agarwal, P.K. & Mathur Ashish: Organizational Behaviour, Pragati Prakashan, Meerut.
- Luthans, Fred: Organizational Behaviour.
- Davis Keith: Human Behaviour at Work.
- Stogdill, R.M.: Hand Book at Leadership.
- Hersey, Paul and Blanchard, K.H.: Management of Organizational Behaviour.
- Korman, Abraham, K: Organizational Behaviour.
- Bennis and Thomas(ed): Management of Change and Conflicts.
- Drucker, Peter, P: The Effective Executive.
- Dr. M.L. Dashora: Sangathan Sidhant and Vyavhar (Hindi).
- Dr. P.C. Jain: Sangathanatmak Vyavhar (Hindi).
- K. Aswathappa : Organization Behaviour.
- K. Aswathappa and G. Sudarsana Reddy: Management and Organization Behaviour.
- G.S. Sudha: Management concept and Organization Behaviour.

Note: Latest edition of textbooks and reference books may be used.

GROUP I (MARKETING AREA)

Course Code	:	BAD9101T
Name of Course	:	Consumer Behaviour
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of factors influencing consumer decision-making process, enabling them to analyse & predict consumer behaviour in various marketing contexts.

Course Outcome: On successful completion of the course, the students will be able to:
- Analyze the different types of consumer behaviour models and understand their marketing

implications.

- Evaluate the impact of environmental, cultural, and social influences on consumer behaviour and their marketing implications.
- Understand the individual consumer and buying behaviour and its marketing implications including their perceptions, attitudes, and motivations.
- Develop market segmentation strategies and positioning strategies for existing and new products using perceptual mapping techniques.
- Explore the borderless consumer market and buying behaviour, and the issues of privacy and ethics associated with direct marketing approaches. Students will also gain an understanding of consumer rights and marketers' responsibilities in the global marketplace.

SYLLABUS

UNIT 1: Consumer Behaviour and Marketing Action: An overview - Consumer involvement, decision making processes and purchase behaviour and marketing implications -Consumer Behaviour Models

UNIT 2: Environmental influences on consumer behaviour, Cultural influences - Social class, reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

UNIT 3: The individual consumer and buying behaviour and marketing implications - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and Lifestyles. Industrial consumers, difference between ultimate and industrial consumers.

UNIT 4: Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications Source, message and media effects. Store choice and shopping behaviour - In-Store, store image and loyalty - Consumerism - Consumer rights and Marketers' responsibilities.

UNIT 5: The Borderless Consumer Market and buying behaviour - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

SUGGESTED READINGS

- London and Della Bitta: Consumer Behaviour: Concepts and Applications, Tata McGraw Hill.
- Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co.
- Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio.
- Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co.
- Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi.
- Block and Roering: Essentials of Consumer Behavior, Dryden Press, Chicago.
- Hawkins, Best and Coney: Consumer Behavior, Tata McGraw Hill, New Delhi.
- Howard JA, Sheth JN: The Theory of Buyer Behavior, John Wiley, New York.
- Laudon, D.L.: Consumer Behavior, Tata McGraw Hill, New Delhi.
- Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9102T
Name of Course	:	Marketing Research
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills necessary to conduct comprehensive market research, enabling them to make data-driven decisions and develop effective marketing strategies.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand marketing research and its role in decision-making within an organization.
- Develop a comprehensive understanding of the marketing information system and its connection to marketing research.
- Acquire knowledge of the marketing research process.
- Gain familiarity with various data collection methods.
- Develop an understanding of data analysis techniques and learn how to prepare and present research reports.

SYLLABUS

UNIT 1: Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.

UNIT 2: Problem Identification and Research Design: Problem identification and definition; Developing a research proposal; Determining research type - exploratory, descriptive and conclusive research; Experimental designs.

UNIT 3: Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online - surveys, observation method; Questionnaire preparation.

UNIT 4: Aptitude measurement and scaling techniques -elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organization of field work and survey errors - sampling and non sampling errors. Data Analysis**:** Univariate, bivariate and multivariate data analysis; Report preparation and presentation.

UNIT 5: Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

SUGGESTED READINGS

- Beri, G.C: Marketing Research, Tata McGraw Hill, New Delhi.
- Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi
- Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston
- Davis, J.J: Advertising Research, Prentice Hall, New Delhi.
- Green, Paul E., Donald S.Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi
- Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi
- Luck, D.J: Marketing Research, Prentice Hall, New Delhi

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9103T
Name of Course	:	Product and Brand Management
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills needed to successfully develop, position & manage products and brands in dynamic market environment.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the key concepts and principles of product management.
- Analyze the factors that influence the design of a product and identify the changes that can impact product management in a dynamic market environment.
- Develop effective product strategies.
- Evaluate the role of brands in the marketplace, differentiate between commodities and brands, and comprehend the concept of brand equity and its significance.
- Apply the knowledge of brand positioning & brand building and learn about brand measurement techniques.

SYLLABUS

UNIT 1: Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

UNIT 2: Developing Product Strategy: Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, new product development.

UNIT 3: Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models– Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image.

UNIT 4: Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.

UNIT 5: Measuring and Managing Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis.

SUGGESTED READINGS

- Aaker, David A.: Managing Brand Equity, Free Press, New York.
- Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
- Kapferer. J.N: Strategic Brand Management, Kogan Page, New York.
- Kuller, K.L: Strategic Brand Management, Prentice Hall, New Delhi.
- Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
- Moise,S: Successful Product Management, Kogan Page, New York.
- Moore, W.I: Product Planning Management, McGraw Hill, Boston.
- Moorthi, Y.L.R.: Brand Management, Vikas Publication House, New Delhi.
- Quelch,J.A: Cases in Product Management, Irwin ,London.
- Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi.

- Urban, Glen L., John R. Hanser and Nikilesh Dholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York.
- Batra, R., John G. Myers and David A. Aaker . Advertising Management, 5 th Edition, Pearson Education.
- Wells W., Burnet J. and Moriarty S. Advertising: Principles & Practice, Pearson Education.
- Keller K. L., Strategic Brand Management, 2nd Edition, Pearson Education.
- Aaker, David , Managing Brand Equity, Prentice Hall of India.
- Belch, G. E. & Belch, M. A.. Advertising and Promotion, Tata McGraw Hill.

Note: Latest edition of textbooks and reference books may be used.

GROUP II (HUMAN AREA)

Course Code	:	BAD9104T
Name of Course	:	Organization Development and Change Management
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to enable students to comprehend principles and practices of Organizational Development, develop diagnostic skills for assessing organizations, and gain knowledge of effective interventions and change management strategies.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of Organizational Development (OD).
- Develop skills in conducting organizational diagnosis at various using appropriate diagnostic methods and data collection processes.
- Gain knowledge of effective OD interventions and their design.
- Analyze different types of change and their implications.
- Acquire practical insights into implementing change management and integrating change into the organizational culture.

SYLLABUS

UNIT 1: Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.

UNIT 2: The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, the Intervention Process. Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; Role Playing, Employee Empowerment

UNIT 3: Techno Structural Strategic Interventions: Restructuring Organizations, Job

Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self Designing Organizations, Learning Organizations. Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development.

UNIT 4: Organizational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, techno structural, human resource and strategic interventions. Understanding Change: nature of change, forces of change, perspective on change: contingency perspective population ecology perspective – institutional perspective resource-dependence perspective.

UNIT 5: Types of Change: continuous change discontinuous change participative change directive change. Implementing change: assemble a change management team, establish a new direction for change. Prepare the organization for change, setup change teams to implement change, align structure, systems and resources to support change, identify and to remove road blocks to change, absorb change into the culture of the organization.

SUGGESTED READINGS

- French, W.L. Bell, Jr., C.H. and Zawacki, R.A.: Organisation Development, Universal Book Stall, New Delhi.
- Huse, E.F. and Cummings, T.G.: Organization Development and Change, West Publishing Co., Minnesota.
- Cummings, T.G. and Worley, C.G.: Organization Development and Change, USA; South Western College Publishing.
- Beer, M. and Nitin, N: Breaking the Code of Change, USA: Harvard Business School Press.
- Pettigrew. A. and Whipp, R.: Change Management for Competitive Success, New Delhi: Infinity Books.
- Schein, E.H. and Beckard, R: Addison Wesley Series on Organization Development, USA: Addison Wesley Publishing Co.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9105T
Name of Course	:	Managerial Leadership
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to develop students' skills in strategic decision-making and effective leadership to effectively lead teams and organizations.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the different approaches to leadership.
- Explore various contemporary leadership theories.
- Recognize the importance of cultural and global perspectives in leadership.
- Analyze the dynamics of power in leadership.
- Develop essential leadership skills and styles.

SYLLABUS

UNIT 1: Leaders and Leadership; Leaders and Managers; Trait approach, skills approach,

style approach and situational approach; Women as leaders.

UNIT 2: Charismatic Leadership; Transformational Leadership, Authentic Leadership, Trust and Leadership, Ethics and Leadership, Contemporary Leadership Roles.

UNIT 3: Substitutes for Leadership, Leadership across cultures, Leadership in the new environment, Project GLOBE and the future of International Leadership Studies.

UNIT 4: Leadership and Power; The Distinction among power, authority and influence; The classifications of power, Contingency approaches to power, political implications of power, Global implications of power.

UNIT 5: Important Perspectives in Leadership: Negotiation and Networking, Developing Leadership Skill , Leadership Styles of Indian Manager , Women & leadership

SUGGESTED READINGS

- Fred Luthans: Organizational Behaviour.
- Stephen P. Robbins, Timothy A. Judge, and Seema Sanghi: Organizational Behaviour, Person Prentice Hall.
- Sampat P. Singh: Leading Lessions from Literature, Response Books,.
- Peter G. Northhouse: Leadership: Theory and Practice, Response Books.
- Fred Luthans and Bruce Avolio: The High Impact Leader, Mc Graw- Hill.
- Paul Hersey and Kenneth H. Blenchard: Management of Organizational Behaviour: Utilizing Human Resource, Pearson Prentice Hall
- Yukal, G.A.: Leadership in Organizations, Pearson Prentice Hall.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9106T
Name of Course	:	Human Resource Development
Semester	:	I

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills necessary to effectively manage and develop human capital within organizations.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the conceptual framework of HRD.
- Differentiate between HRD and HRM, and comprehend the nature and assumptions of HRD.
- Identify the sub-systems and mechanisms of HRD, design HRD systems, and understand the qualities required for an HRD manager.
- Analyze HRD activities and comprehend training & development
- Understand the concept of organization development and its interventions. Develop insights into emerging issues in HRD.

SYLLABUS

UNIT 1: Conceptual Framework of HRD, Meaning, Characteristics, Objectives, Scope, Need and Importance of HRD. Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.

UNIT 2: Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department, Qualities required for HRD manager.

HRD Activities: Organisation of HRD Activities Communication of HRD efforts. Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives. HRD Culture, Appraisal of HRD efforts.

UNIT 3: Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of Training Programme.
Organization Development (OD): Objectives, various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.

UNIT 4: Career Planning, Succession Planning, Employee Counselling, Feedback, HRD in India.

HRD Experiences: HRD in Manufacturing and Service industry, HRD in Government and Public Systems, HRD in Education, Health and other sectors. Comparative HRD - International Experiences.

UNIT 5: Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilisation of HRD efforts. Emerging trends and perspectives, Future of HRD.

SUGGESTED READINGS

- Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 1993
- Kohil. Uddesh & Sinha, Dharmi P.: HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD,1995
- Maheshwari, B.L. & Sinha , Dhami P.: Management of Change Through HRD New Delhi, Tata McGraw Hill, 1991.
- Pareek. U.etc.: Managing Transitions : The HRD Response, New Delhi, Tata McGraw Hill, 1992
- Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.
- Silvera, D.N.: HRD: The Indian Experience, New Delhi, India, 1991.

Note: Latest edition of textbooks and reference books may be used.

SEMESTER II (BASANT SEMESTER)
JANUARY – MAY, 2024

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	H/W	Total Hours	CA Marks	EoSE Marks	Total Marks
9 (6.5)	DCC	BAD9004T	Fundamentals of Management Research	4	4	60	30	70	100
		BAD9005T	Strategic Management	4	4	60	30	70	100
	DSE	BAD9107T	**(GROUP I)** Advertising Management	4	4	60	30	70	100
		BAD9108T	**(GROUP I)** Logistics and Supply Chain Management	4	4	60	30	70	100
		BAD9109T	**(GROUP I)** Sales Management	4	4	60	30	70	100
		BAD9110T	**(GROUP I)** Retail Marketing	4	4	60	30	70	100
		BAD9111T	**(GROUP II)** Labour-Management Relations	4	4	60	30	70	100
		BAD9112T	**(GROUP II)** Compensation Management	4	4	60	30	70	100
		BAD9113T	**(GROUP II)** Labour Welfare and Social Security	4	4	60	30	70	100
		BAD9114T	**(GROUP II)** Organizational Psychology and Employees Counselling	4	4	60	30	70	100
	DSE*	IOJ9211S	Internship	4	-	180	30	70	100
		IOJ9212S	On-Job Experience	4	-	180	30	70	100
		CEE9211S	Community Engagement Experience	4	-	180	30	70	100
		RCC9211S	Research Credit Course	4	-	180	30	70	100
		SEM9212S	Seminar	2	-	60	30	70	100

Course Code	:	BAD9004T
Name of Course	:	Fundamentals of Management Research
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the essential skills and knowledge in conducting research within the field of management, enabling them to apply research methodologies effectively for evidence-based decision-making.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the meaning and types of research, and the role of research in the managerial process and social sciences.
- Identify and select research problems, formulate hypotheses, and design research studies using appropriate methodologies.
- Collect and analyze various types of data using observation, interview, and questionnaire methods, and apply the scientific method to social research.
- Choose appropriate sampling techniques, determine sample sizes, and apply case study methodology to investigate real-world situations.
- Write effective research reports using general principles and practices, and utilize computer tools for research purposes.

SYLLABUS

UNIT 1: Research: Meaning, Types, Research and the Managerial Process, Management Research and the Social Science, Fundamental/ Applied Approaches: Historical / Experimental / Exploratory Methodology.

UNIT 2: Research Problem: Selection and Identification. Hypotheses: Meaning and Formulation. Research Design: Meaning, Types, Essentials.

UNIT 3: Data: Types, Methods of Collection, Observation Method, Interview Method, Schedule / Questionnaire. Scientific Method: Meaning, Characteristics, Steps of Scientific Method, Problem of use of Scientific Method in Social Research.

UNIT 4: Sampling: Different Types, Determination of Sample Size, Selection of Sample. Case Study: Meaning, assumptions procedure, merits and limitation.

UNIT 5: Research Report: General Principles and Practice. Layout of Research Report, Types of Reports, Mechanics of writing Research Report. Computer and Research.

SUGGESTED READINGS

- Rogert Bennett : Management Research, ILO Publication
- Rummel, J.F. and Ballaine, W.C. : Research Methodology in Business, Harper and Row, New York
- Kerlinger. F.N. : Foundations of Behavioural Research
- Hughes, J. : The Philosophy of Social Research, Longman, London
- Blalock, H.M.: An Introduction to Social Research, Prentice Hall, New Jersey
- Bailey, K.D. : Methods of Social Research, Free Press, New York
- Kothari, C.R. : Research Methodology : Methods and Techniques Wiley Eastern Ltd., New Delhi.
- Trivedi, R.N. and Shukla, D.P. : Research Methodology (Hindi Edition) College Book Depot, Jaipur
- Satpal Runela : Sarvekeshan Anusandhan Aur Sankhiki, Vikas Publishing, New Delhi

- Campbell : Form and Style in Thesis Writing (William Gileo)
- Sharma C.L.: Samajik Anushandhan Evam Surveykshan, Rajasthan Hindi Granth Acadamy, Jaipur
- Nahar and Khanna: Samajik Anushandhan Evam Surveykshan, Jain Book Depot, Jodhpur

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9005T
Name of Course	:	Strategic Management
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to develop students' analytical and decision-making skills, equipping them with the knowledge and tools to formulate and implement successful business strategies that drive organizational growth and competitive advantage.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the evolution of strategic management, and the different levels of strategy and schools of thought that have contributed to the field.
- Develop strategic intent by creating a clear vision, mission, and objectives that are aligned with the organization's values and goals.
- Formulate effective corporate and business level strategies by analyzing and appraising the internal and external environment.
- Analyze and choose among different strategic options, taking into account subjective factors and contingency strategies.
- Implement functional and operational plans that support the overall strategic direction of the organization, and evaluate and control the effectiveness of those strategies through various techniques.

SYLLABUS

UNIT 1: Strategic Management: Evolution, Understanding Strategy, Levels of strategy, strategic decision making, issues in strategic decision making, various schools of thoughts on formation of strategy, introduction to strategic management, strategic management process.

UNIT 2: Establishing Strategic Intent: Understanding strategic intent, concept of stretch, leverage and fit, vision, mission, business definition, goals and objectives, role of objectives, characteristics of objectives, issues in objective setting, formulation of objective.

UNIT 3: Strategy Formulation: Concept of environment, environmental sectors, scanning of the environment, environmental appraisal, organizational appraisal, corporate level & business level strategies.

UNIT 4: Strategic Analysis & Choice: Process of strategic choice, strategic analysis, subjective factors in strategic choice, contingency strategies. Strategy Implementation: Nature of strategy implementation, barrier to strategy implementation, interrelationship of formulation and implementation, project implementation, procedural implementation, and behavioral implementation

UNIT 5: Functional and Operational Implementation: Financial, Marketing, Operations /

Production, Personnel plans and policies, information, integration of functional plans and policies. Strategic evaluation and control; Techniques of strategic evaluation and control.

SUGGESTED READINGS

- Azar Kazmi: Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
- Jain PC: Strategic Management (Hindi).
- Bhattacharry, SK and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
- Budhiraja, S.B. and Athreya, M.B.: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
- Coulter, Mary K.: Strategic Management in Action, Pearson Education, Delhi.
- David, Fred R.: Strategies Management, Pearson Education, Delhi.
- Glueck, William F. and Lawrence R. Jaunch: Business Policy and Strategic Management, McGraw Hill, International Edition.
- H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
- Michael, E. Portor: Implanting Strategic Management, Prentice Hall, New Delhi.
- Mintzberg, Henry and James, Brian Quinn: The Strategy Process, Pearson Education, Delhi.
- Newman, William H. and James, P. Logan: Strategy, Policy and Central Management, South Western Publishing Co., Cincinnati, Ohio.
- Sharma, R.A.: Strategic Management in Indian Companies, Deep and Deep Publications, New Delhi.
- Peters, T.J. and R.H. Waterman, Jr. in Search of Excellence, Harper and Row, New York.
- Ramaswamy, V.S. and S. Namakumari, Strategic Planning: Formulation of Corporate Strategy, Text and Cases. The Indian Context, Macmillian India, Delhi.

Note: Latest edition of textbooks and reference books may be used.

GROUP I (MARKETING AREA)

Course Code	:	BAD9107T
Name of Course	:	Advertising Management
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with skills and knowledge necessary to develop and implement successful advertising campaigns, enabling them to effectively achieve marketing objectives.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the nature and importance of advertising, communication process and model, and types of advertising.
- Analyze mission and market objectives, determine target audience, and understand segmentation and positioning for integrated advertising programs.
- Develop and test advertising message and copy, including headlines, visualization and layout, appeals, testimonials, celebrity endorsements, body copy, logo, and illustration.
- Plan media selection and scheduling for print, broadcasting, and non-media advertising, and understand media testing.

- Understand the role of advertising agencies and learn how to evaluate advertising effectiveness using pre and post-tests.

SYLLABUS

UNIT 1: Introduction to Advertising: Advertising - its nature and importance; Communication process and model; Advertising and communication; Types of advertising; Advertising management process - an overview.

UNIT 2: Integrated Advertising Program Analysis of Mission & Market Objective Setting & Determining Target Audience, Understanding Segmentation, Positioning.
Advertising Objectives and Budget: Determining advertising objectives; Methods of determining advertising budget.

UNIT 3: Understanding Message Strategy: Message & Copy in Advertising, Copy Development and Testing: Determining advertising message and copy - Headlines in Print & TV Advertising, Visualization & Layout, AD Appeals, Testimonials & Celebrity Endorsement, body copy, logo, illustration; Creative styles and advertising appeals; Copy testing

UNIT 4: Media Planning: Print media, broadcasting media; Non-media advertising; Media. Planning-media selection and scheduling; Media testing.

UNIT 5: Advertising Stake Holders – Advertising Organization, Evolution & History of advertising Agency, The working of AD agencies, Organization Structure of Advertising Department, Interface with other Departments, Functions of Advertising Agency
Role of advertising agencies; Advertising agency and client relationship; Evaluating advertising effectiveness- pre and post-tests.

SUGGESTED READINGS

- Aaker, David, et. al.: Advertising Management, Prentice Hall, New Delhi.
- Batra, Rajeev, John G. Myers and David A. Aaker: Advertising Management, Prentice Hall, New Delhi.
- Davis, J.J: Advertising Research, Prentice Hall, New Delhi
- Gunter, Barrie: Media Research Methods, Sage publications, London.
- Norris,James S.: Advertising, Prentice Hall, New Delhi.
- Sandage C.H. and Fry Burger: Advertising Theory and Practice, Richard D Irwin, Illinois.
- Sengupta, Subroto: Brand Positioning, Tata McGraw Hill Co., New Delhi.
- Sissors, Jack,z and Lincoln Bimba: Advertising Media Planning, NTC Business Books, Illinois, USA.
- Sontaki, C.N.: Advertising and Sales Management, Kalyani Publishers

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9108T
Name of Course	:	Logistics and Supply Chain Management
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with knowledge and skills necessary to effectively plan, manage and optimize the movement of goods, streamline supply chain

processes, and enhance operational efficiency in the field of logistics and supply chain management.

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the concept of supply chain management (SCM) and trade logistics.
- Analyze and evaluate logistic activities at both macro and micro levels, and recognize the contribution of logistics to the overall supply chain.
- Apply supply chain metrics (KPIs) for performance measurement and continuous improvement, and comprehend the strategic role of purchasing in the supply chain.
- Demonstrate knowledge of relationship marketing in SCM.
- Understand the importance of effective transportation systems, characteristics of different service choices, international shipping and trade, and warehousing and inventory management principles and techniques.

SYLLABUS

UNIT 1: Introduction: Concept of supply chain management (SCM) and trade logistics; Scope of logistics; Logistic activities – an Overview; Contribution of logistics at macro and micro levels; Process of integrated SCM.

UNIT 2: Supply chain metrics (KPIs), performance measurement and continuous improvement; Product development Process and SCM; Strategic role of purchasing in the supply chain.

UNIT 3: Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships.

UNIT 4: Focus Areas of Logistics and Supply Chain management: Transportation-Importance of effective transportation system; Service choices and their characteristics; inter-modal services, World sea borne trade; International shipping- characteristics and structure; Development in sea transportation-Unitization, containerisation, inter and multimodal transport. Carriage of Goods by sea -Role and types of cargo intermediaries; Air transport: Set up for air transport and freight rates.

UNIT 5: Warehousing and inventory management: Reasons for warehousing; Warehousing location strategies; Inventory management principles and approaches; Inventory categories -EOQ, LT, ICC; Material management systems and techniques – JIT purchasing, manufacturing and in-bound logistics; Packing and marking.

SUGGESTED READINGS

- Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
- Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
- Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.
- Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
- Coughlan, A.,Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.
- Handfield and Nicholas, Jr., Introduction to Supply Chain Management, Prentice Hall.
- Jhon J Coyle, C. Jhonand Langley,Brian J Gibs, Logistics approach to Supply Chain Management, Cengage Learning.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9109T
Name of Course	:	Sales Management
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with knowledge and skills necessary to effectively lead and manage sales team, enhancing their ability to drive sales growth, optimize sales processes, and drive business growth.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept, objectives, and functions of sales management, and explain the buyer-seller dyads.
- Gain knowledge of the fundamentals of selling, the selling process, and salesmanship, including customer and product knowledge.
- Analyze the importance and types of sales planning.
- Develop an understanding of setting up a sales organization.
- Apply sales force management principles and learn about ethical issues & relational selling.

SYLLABUS

UNIT 1: Selling: Concept, objectives and functions of sales management; Buyer-seller dyads; Fundamentals of selling; Selling process; Salesmanship; Product and customer knowledge.

UNIT 2: Sales Planning: Importance and types of sales planning; Sales planning process; Sales forecasting; Territory allocation; Sales quotas; Sales budget.

UNIT 3: Sales Organization: Setting up a sales organization; planning process; Principles of determining sales organization factors affecting size of Sales organization.

UNIT 4: Sales Force Management: Estimating manpower requirements for sales department; Planning for manpower - recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meetings and contests.

UNIT 5: Control Process: Analysis of sales volume, costs, and profitability; managing expenses of sales personnel; evaluating sales force performance.

Ethical issues and relational selling: Basic Fundamentals and Concepts.

SUGGESTED READINGS

- Allen,R.Y: Selling Dynamics, Tata McGraw Hill, New Delhi.
- Anderson, Hair, Bush: Professional Sales Management, McGraw Hill, Singapore.
- Churchill, Walker: Management of sales force, McGraw Hill, Singapore
- Gupta, Vaswar Das: Sales Management -the Indian Perspective, Prentice Hall, Delhi
- Krik C.A.: Salesmanship, Tarapore wala, Bombay .
- Lancaster G: Selling and Sales Management, Macmillan, New Delhi.
- Stanton, W.J and R Spiro: Management of Sales Force, McGraw Hill, Singapore.
- Still, Richard R., Edward W. Cundiff, and Norman AP. Govoni: Sales Management, Prentice Hall, New Delhi.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9110T
Name of Course	:	Retail Marketing
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of marketing strategies and tactics specific to retail industry.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of retailing both in India and from international perspectives.
- Analyze the consumer buying decision process and the various factors that influence consumer shopping behaviour.
- Develop knowledge of retail planning as well as the retail marketing mix and strategies for brand management, merchandise management, and inventory.
- Gain insights into retail location decisions.
- Explore the role of promotion in retailing. Understand human resource issues, customer service management, and the impact of information technology in retailing.

SYLLABUS

UNIT 1: Retailing - Definition, Functions, Importance, Types of Retailing, Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.

UNIT 2: Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory; Purchase Negotiation, Supply Channel and Relationship, SCM Principles and Retail Logistics.

UNIT 3: Retail Location Decisions – Trading Area Analysis, Types of Locations; Site Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors.

UNIT 4: Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management.

UNIT 5:: Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing - Role of Web, Online Retailing, Factors to be considered in having a Online Store, Limitations of Web and Future Trends, Consumerism and Ethics in Retailing, Social and Green issues. Retail Audit.

SUGGESTED READINGS

- Michael Levy, Barton Weitz : Retail Management, McGraw Hill
- Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava : Retail Management, Oxford Publishing
- Tapan K. Panda, Sunil Sahadev : Sales and Distribution Management, Oxford Publishing
- Suja Nair : Retail Management, Himalaya Publishing House
- Swapna Pradhan : Retailing Management, Tata McGraw Hill
- S.L. Gupta : Retail Management, Wisdom Publications
- Philip Kotler : Marketing Management, Prentice Hall

- Cox, Roger and Paul Brittain : Retail Management, Prentice Hall

Note: Latest edition of textbooks and reference books may be used.

GROUP II (HUMAN AREA)

Course Code	:	BAD9111T
Name of Course	:	Labour-Management Relations
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with comprehensive understanding of the principles and practices of effective labour-management relations.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of industrial relations, the parties involved and the changing pattern of industrial settlement, and the role of state action in regulating labor relations.
- Identify the problems faced by trade unions in India and analyze recent trends in the trade union movement.
- Comprehend the concept and process of collective bargaining and assess its progress in India.
- Understand the concept and objectives of worker participation in management and its forms, progress, barriers, and remedial measures in the Indian context.
- Understand the objectives, principles, functions, and organization of the International Labour Organization and its impact on Indian labour.

SYLLABUS

UNIT 1: Industrial Relations: concept and Parties, Rise and Growth, Industrial Relations and Human Relations, Changing pattern of Industrial settlement, State action

UNIT 2: Trade Unions: Problems and remedies, Recent Trends in Trade Union Movement in India, Employers, Organizations and their role

UNIT 3: Collective Bargaining: Concept, Need, Process-Collective Bargaining in India: Progress, Prerequisites for success, Wage Boards

UNIT 4: Worker's Participation in Management Concept, Need, Objectives of Participation- Indian Scene : Forms, Progress, Barriers, Remedial Measures

UNIT 5: International Labour Organization: Objectives, Principles, Functions, Organization, impact of ILO on Indian Labour, Labour Productivity: Concept, Causes of low Productivity. Measures for improving productivity

SUGGESTED READINGS

- Myres, C.A. : Industrial Relations in India
- Pigors and Myres : Reading in Personnel Administration
- Agrwal, R.D. : Dynamics of Labour Relations
- Punekar, S. : Industrial Peace in India
- Vaid, K.N. : Labour Management Relation in India
- Shrivastava G.L. : Collective Bargaining and Labour Management Relations in India

- Agnihotri, V. : Industrial Relations
- Sharma,Surana and Srivastava: Prabandh evam Audhyogic Sambandh, Hindi
- Tanic Zivan : Participation in Management

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9112T
Name of Course	:	Compensation Management
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of compensation principles & strategies and equip them with knowledge & skills to design and implement effective compensation strategies.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the various types of compensation and the conceptual framework of compensation management.
- Analyze the theories of wages and criteria for wage fixation, considering institutional and cultural factors influencing compensation practices.
- Develop a strategic compensation plan by designing a total compensation strategy, conducting job evaluations, and establishing a compensation structure.
- Evaluate variable pay systems, including incentive plans and performance measurement issues, and their application in a global context.
- Gain insights into managing employee benefits.

SYLLABUS
UNIT 1: Compensation, types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches
UNIT 2: Strategic Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.
UNIT 3: Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – group incentive plans – team compensation, ESOPs – Performance measurement issues, incentive application and globalization Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time–off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.
UNIT 4: Executive compensation – elements of executive compensation and its management – Executive compensation in an international context Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage

administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions.

UNIT 5: International Compensation - global convergence of compensation practices - Pay for performance of global employees - practices in different industries - Employee benefits around the world - CEO pay in a global context - Beyond compensation.

SUGGESTED READINGS

- Milkovich, Newman & Gerhart, Compensation, TMH
- Luis R. Gomez-Mejia & Steve Werner, Global compensation - Foundations and perspectives Routledge
- Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,
- B D Singh, Compensation And Reward Management, Excel Books
- Tapomoy Deb, Compensation Management, Text and Cases, Excel Books.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9113T
Name of Course	:	Labour Welfare and Social Security
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of labour welfare policies and social security systems.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept and principles of labour welfare and social welfare, and their significance in the Indian context.
- Analyze the historical development of labour welfare in India.
- Examine the impact of the Indian Labour Organization (ILO) on labour welfare in India and understand the roles and functions of various agencies involved in labour welfare.
- Comprehend the concept and scope of social security and explore the development of social security measures for industrial employees in India.
- Gain insights into the evolution of machinery for labour administration.

SYLLABUS

UNIT 1: Social Welfare; Labour Welfare: Concept, Scope; Philosophy and Principles of Labour Welfare; Indian Constitution and Labour Welfare; Labour Welfare Policy, Historical Development of Labour Welfare in India; Social Security frame work in India.
UNIT 2: Impact of Indian Labour Organization (ILO) on Labour Welfare in India; Agencies of Labour Welfare and their Roles, Labour Welfare Programmes: Statutory and Non-statutory, Extra Mural and Intra Mural. Welfare Centers; Welfare Officer: Role, Status and Functions.
UNIT 3: : Social Security: Concept and Scope; Social Assistance and Social Insurance, Development of Social Security in India; Social Security Measures for Industrial Employees
UNIT 4: Evolution of Machinery for Labour Administration; Central Labour Administrative

Machinery in India, Labour Administration in India.

UNIT 5: Director General of Employment and Training; Director General of Factory Advice Service; Provident Fund Organization; ESI Schemes; Central Board for Workers' Education.

SUGGESTED READINGS

- Moorthy, M.V., Principles of Labour Welfare, Oxford & IBH Publishing Co., New Delhi.
- Vaid, K.N., Labour Welfare in India, Sree Ram Centre for Industrial Relations and Human Resources, New Delhi.
- Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing, House, Mumbai.
- Ram Chandra P. Singh, Labour Welfare Administration in India, Deep & Deep Pub., New Delhi.
- Punekar, S.D. Deodhar S.B., Sankaran, Saraswathi, Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, Mumbai.
- Pant, S.C., Indian Labour Problems, Chaitanya Publishing House, Allahabad.
- Saxena, R.C., Labour Problems and Social Welfare, K. Nath & Co., Meerut.
- Bhogiliwala, T.N., Economics of Labour and Industrial Relations, Sahitya Bhavan Publishing Agra.
- Mamoria, C.B. Dynamics of Industrial Relations in India, Himalaya Publishing House, Mumbai.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9114T
Name of Course	:	Organizational Psychology and Employees Counselling
Semester	:	II

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with an understanding of psychological principles within organizations, enabling them to effectively support and counsel employees, promote mental well-being, and enhance organizational performance.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the fundamentals of counselling.
- Develop effective counselling skills.
- Apply counselling techniques to special groups.
- Analyze career development theories.
- Explore organizational psychology and learning.

SYLLABUS

UNIT 1: Counselling Define, Types of Counselling, Theories of counselling, Initiating Counselling Process, Trust and Empathy Building, Communication Techniques for Counselling Work, Carkhuff Model, Neuro-linguistic Programming. Counselling with special groups at work like handicapped, aged and women.

UNIT 2: Psychodynamic Theory, Train and Factor Theory, Holland's Theory of Careers, Social Learning Theory. Life Span and Life Space Approach, Sociological Perspectives on

Work, Career Development Theory.

UNIT 3: Application: Career Counselling, Career Choice, Career Decision Making, Career Development, Performance Counselling , Monitoring, Issue related Counselling, Boss-Subordinate conflicts and Grievances, Justice and Equity Issues, Alcoholism, Indebtedness, Absenteeism, Stress, Family Counselling.

UNIT 4: Organisational Psychology and Learning: History and development in the field of work psychology, major problems of organizational psychology. Learning: Learning process, Learning curve

UNIT 5: Principles of learning, Classical and Instrumental Conditioning, Motivational factors in learning, Individual and Situational differences in behaviour.

SUGGESTED READINGS

- Carkhuff. Helping Relations Vol. - I and II Cantor A. (1945), Employee counseling Mc. Graw Hill, New York.
- Dawna Markova, (1991), The Art of the possible Conari Press.
- Dickson W.J. Roethlisberger (1961): Counselling in organization, Graduate School of Business Administration.
- Duance Brown, (1990): Linda Brooks it all Career Choice and Development Jossey - Bass Publishers, Oxford.
- Joseph O' Connar and John Seymour (1990): Introductory Neuro- linguistic Programming, Mendala.
- B.Stefflove and W.H. Grant (Ed.) Theories of Counseling Mc. Graw Hill, New York.
- Jucius J. Michael : Personnel Management Richard D Irwin Inc: Hlinots
- Ghisellt. Edwin E. and Brown C.W.: Personnel and Instruct Psychology, McGraw Hill Book Co. Inc. New York.

Note: Latest edition of textbooks and reference books may be used.

SEMESTER III (PAVAS SEMESTER)
JULY – DECEMBER, 2024

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	H/W	Total Hours	CA Marks	EoSE Marks	Total Marks
9 (6.5)	DCC	BAD9006T	Labour and Industrial Laws	4	4	60	30	70	100
		BAD9007T	Information Technology for Business	4	4	60	30	70	100
		BAD9008T	International Business	4	4	60	30	70	100
		BAD9115T	**(GROUP I)** Customer Relationship Management	4	4	60	30	70	100
		BAD9116T	**(GROUP I)** Marketing of Services	4	4	60	30	70	100
		BAD9117T	**(GROUP I)** Rural Marketing	4	4	60	30	70	100
		BAD9118T	**(GROUP II)** Human Resource Information System	4	4	60	30	70	100
		BAD9119T	**(GROUP II)** HR Analytics	4	4	60	30	70	100
		BAD9120T	**(GROUP II)** Performance Management	4	4	60	30	70	100
	DSE*	DPR9213S	Dissertation	4	-	120	30	70	100
		DPR9214S	Project Work	4	-	120	30	70	100
		DPR9215S	Field Study	4	-	120	30	70	100
		SEM9213S	Seminar	2	-	60	30	70	100

Course Code	:	BAD9006T
Name of Course	:	Labour and Industrial Laws
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding and legal framework governing labour and industrial relations.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the emergence and objectives of labour laws and their socio-economic environment, and evaluate labour legislations in India
- Comprehend the provisions of the Factories Act, 1948, and the Industrial Disputes Act, 1947.
- Familiarize themselves with key labour laws related to wages, minimum wages, and trade unions.
- Gain knowledge of important labour laws concerning compensation, insurance, and social security
- Understand the regulations governing contract labour, maternity benefits, and gratuity

SYLLABUS

UNIT 1: Emergence and objectives of labour laws and their socio-economic environment. Evaluation of labour legislations in India. Need and principles of labour legislation.

UNIT 2: Factories Act 1948: Provisions regarding health, welfare and security. Industrial Disputes Act, 1947: Provisions regarding Strikes, Lockouts, Retrenchment and Layoff.

UNIT 3: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Trade Union Act, 1926

UNIT 4: Workers Compensation Act, 1923, Employee's State Insurance Act, 1948, Employees Provident Fund and miscellaneous provisions Act, 1952.

UNIT 5: Contract Labour Act (Abolition & Regulation Act), 1970, Maternity Benefit Act, 1961, Payment of Gratuity Act 1972.

SUGGESTED READINGS

- Misra, S.N.: Labour and Industrial Laws, Central Law Publications, Allahabad.
- Malik, P.N.: Industrial Law (Volume 1 and 2), Eastern Book Depot, New Delhi.
- Garg, A: Labour Laws: One Should Know, New Delhi, NABHI Publications.
- Raza, M.A. and Anderson, A.J.: Labour Relations and the Law, Prentice Hall Inc., London.
- Saini, D.S.: Cases on Labour Law: Minimum Conditions of Employment, Oxford, New Delhi.
- Srivastava, S.C.: Industrial Relations and Labour Laws, New Delhi, Vikas Publishing House.
- Monga, M.I.: Industrial Relations and Labour Laws in India, Deep and Deep Publications Pvt. Ltd., Delhi.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9007T
Name of Course	:	Information Technology for Business
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with essential knowledge and skills to leverage technology for efficient and strategic decision-making in business context, enabling them to adapt and thrive in the digital age.

Course Outcome: On successful completion of the course, the students will be able to:

- Have a comprehensive understanding of concept and evolution of e-commerce, its associated technologies, security measures, legal framework and electronic data interchange.
- Gain knowledge and skills necessary to navigate the e-commerce landscape, address privacy and security concerns, and comply with relevant laws and regulations.
- Get familiar with e-commerce business models and revenue models.
- Gain knowledge of hardware and software for e-business.

SYLLABUS

UNIT 1: E-Commerce – Definition, History of Ecommerce, Transition to E-Commerce in India, E-Commerce v/s Traditional Commerce, E - Commerce v/s E - Business. Strengths, Weakness, Opportunities and Challenges of E-Commerce, Components of E-Business, E-Commerce Business models – B2C, B2B, C2B, C2C, B2G, C2G. Ecommerce Business Revenue Models & Types, Impact of E-Commerce on business, Successful Business Models in India.

UNIT 2: Hardware and Software for E-Business: Web Servers – Browsers – Server Software – Web Authoring Tools - Database System - World Wide Web – Domain Name – Hardware requirements, Brief on Shopping Cart, Point of Sale, Wireless Payment Device, Strategies for Web Auction, Virtual Communities, Web Portal. Electronic Retailing and Malls. Electronic Shopping - Process, Electronic Catalogues, Interactive Advertising and Marketing.

UNIT 3: Privacy & Technology: Introduction to Internet Security – Secure Transactions – Computer Monitoring – Privacy Issues – Privacy on the Internet – Cyber Crimes & Types, Recent Cyber Attacks, Major types of Security Problems/Common Threats – E-Commerce and Security – Security for Internet Trading – Electronic Security Challenges. Introduction to Encryption: Elements & Methods of Encryption, Secret key, Private & Public key, Digital Signature, Digital Certificates. Modern Cryptography: Types, Tools & Applications, VPNs, SSL Protocol, Firewalls.

UNIT 4: IT Act of 2000 (Amendment in 2008 & 2018): Introduction to Cyber Laws, Evolution & Need of Cyber Laws, Internet Frauds, Features, Objectives, Applicability & Non-applicability, Sections of IT Act ((Amendment) Act, 2018.), Section 43(A) (SPDI – Sensitive Personal Data), ISO 27001 guidelines, How to prevent Cyber Crimes?, Some Pioneering Indian Case Studies, ETransition Challenges for Indian Companies.

UNIT 5: EDI: Electronic Data Interchange (EDI): Meaning & Definition, History & Evolution, Uses, EDI Standards, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet, EDI services.

SUGGESTED READINGS

- Raydu – E Commerce, Himalaya Publishing House
- Suman. M – E Commerc & Accounting, Himalaya Publishing House
- Kalakota Ravi and A. B. Whinston : Frontiers of Electronic Commerce, Addison Wesley
- Watson R T : Electronic Commerce – the strategic perspective. The Dryden press
- Amrutha Gowry & Soundrajana, E – Business & Accounting, SHBP.
- C.S.V Murthy- E Commerce, Himalaya Publishing House
- Agarwala K.N and Deeksha Ararwala: Business on the Net – Whats and Hows of ECommerce
- P. Diwan / S. Sharma – E – Commerce
- Srivatsava: E.R.P, I.K. International Publishers
- Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, Tata McGraw-Hill Publications.
- Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw-Hill Publications.
- Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley.
- E- Commerce Strategies, Technology and applications (David) Tata McGraw-Hill
- Introduction to E-commerce (Jeffrey) Tata- McGraw-Hill
- E-Business and Commerce- Strategic Thinking and Practice (Brahm) Biztantra.
- Deepak Bharihoke- "Fundamentals of Information Technology".

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9008T
Name of Course	:	International Business
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with knowledge and skills necessary to understand and navigate the complexities of global business environments.

Course Outcome: On successful completion of the course, the students will be able to:
- Develop a comprehensive understanding of international business concepts, the global business environment, trade policies, international organizations, and the dynamics of foreign exchange and investment.
- Analyze the international business environment.
- Comprehend international trade theories and patterns.
- Evaluate the role of international organizations.
- Equipped with analytical skills to evaluate and make informed decisions in the context of international business operations.

SYLLABUS

UNIT 1: Introduction: International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business

UNIT 2: International Business Environment: Political, Legal, Economic, and Cultural

environment and associated risks; Framework for analyzing international business environment.

International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention.

UNIT 3: Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

UNIT 4: Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD, International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets.

UNIT 5: Movements in foreign exchange and interest rates. Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI.

SUGGESTED READINGS

- Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
- Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall.
- Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
- Cherunilam, F., International Business Text and Cases, PHI.
- Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.
- Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, McGraw Hill Co.

Note: Latest edition of textbooks and reference books may be used.

GROUP I (MARKETING AREA)

Course Code   :   BAD9115T

Name of Course   :   Customer Relationship Management

Semester   :   III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills to effectively manage and nurture customer relationships, enhancing customer satisfaction, retention, and overall business success.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the fundamental concepts of Customer Relationship Management (CRM) and its importance.
- Understand the levels of Service/Sales Profiling and the key elements of Service Level Agreements (SLAs).
- Gain insights into the role of CRM in marketing and customer service.
- Understand the application of CRM in various business contexts and the integration of CRM with Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), and Partner Relationship Management (PRM).
- Understand the concept of Analytical CRM and its role in managing and sharing customer data.
- Gain insights into the implementation of CRM and understand the challenges and strategies associated with selling CRM.

SYLLABUS

UNIT 1: CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

UNIT 2: CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behavior Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

UNIT 3: Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation.
CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Supplier Relationship Management (SRM), Partner relationship Management (PRM).

UNIT 4: Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

UNIT 5: CRM Implementation: Defining success factors, preparing a business plan - requirements, justification, processes. Choosing CRM tools: Defining functionalities, Homegrown versus out-sourced approaches. Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

SUGGESTED READINGS

- Stanley A.Brown: Customer Relationship Management, Jhon Wiley & sons, Canada, Ltd.
- Paul Greenberg: CRM at the speed of Light: Capturing and keeping customer in Internet real time.
- Jill Dyche: THE CRM HANDBOOK: A Business Guide to Customer Relationship Management, Addison Wesley Information technology Series.
- Patrica Ramaswamy, et al: Harward Business Review on Customer Relationship Management.
- Gosney, John W. and Thomas P. Boehm: Customer Relationship Management Essentials,

Prentice Hall, New Delhi.
- Seth, Jagdish N.et. Al.: Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
- Stone, Merlin and Neil Woodrock: Relationship Marketing, Kogan Page, London.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9116T
Name of Course	:	Marketing of Services
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with the knowledge and skills necessary to develop and implement effective marketing strategies specifically tailored for service-based businesses.

Course Outcome: On successful completion of the course, the students will be able to:
- Develop a comprehensive understanding of service marketing principles, strategies, and applications.
- Apply strategic marketing management principles to services.
- Comprehend the marketing mix in service marketing.
- Analyze & address service-quality gaps and gain insights into marketing various service sectors.
- Gain knowledge and skills necessary to analyze, plan, and implement effective marketing approaches in the service industry.

SYLLABUS
UNIT 1: Marketing of Services – Introduction, Growth of the Service Sector -The Concept of Service Characteristics of Services-Classification of Services - Designing the Service Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.
UNIT 2: Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service External versus Internal Orientation of Service Strategy.
UNIT 3: Marketing Mix in Service Marketing- THE SEVEN Ps - Product Decisions, Pricing Strategies and Tactics, Promotion of Services and Placing or Distribution Methods for Services Additional Dimensions in Services Marketing - People, Physical Evidence and Process
UNIT 4: Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap Gaps in Service - Quality Standards, Factors and Solutions - The Service Performance Gap Key Factors and Strategies for Closing the Gap _ External Communication to the Customer: the Promise versus Delivery Gap - Developing Appropriate and Effective Communication about Service Quality
UNIT 5: Marketing of Services with Special Reference to: (a) Financial Services.

(b) Health Services.
(c) Hospitality Services including Travel, Hotels and Tourism.
(d) Professional Services.
(e) Public Utility Services.
(f) Communication Services.
(g) Educational Services.

SUGGESTED READINGS

- Valerie Zeithaml & Mary Jo Bitner: Service Marketing, McGraw Hill.
- Christopher H. Lovelock: Service Marketing: People, Technology, Strategy, Pearson Education Asia
- Zcithaml, Parasuraman & Berry: Delivering Quality Service: The Free Press, Macmillan.
- Audrey Gilmore: Services marketing and Management. Response Books, Sage Publications.
- Christopher H. Lovelock: Service Marketing, Prentice Hall, New Jersey.
- Payne, Adrian: The Essence of Services Marketing, Prentice Hall, New Delhi.
- Shankar Ravi: Service Marketing – The Indian Experice, South Asia Publication, New Delhi.
- Zeithami, V.A. and M.J. Bitner: Services Marketing, McGraw Hil, Inc., New York.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9117T
Name of Course	:	Rural Marketing
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills necessary to understand the unique characteristics and challenges of rural markets, enabling them to develop effective marketing strategies for rural consumers.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of rural marketing, and understand the differences between rural and urban markets.
- Identify and analyze the problems faced by rural consumers and assess the challenges and future of rural marketing.
- Understand the role of government schemes.
- Gain insights into the role of banks in rural marketing and evaluate the importance of cooperatives and self-help groups in agricultural marketing.
- Understand recent trends in rural marketing and the role of information technology in agricultural marketing.

SYLLABUS

UNIT 1: Rural Marketing: Concept, Scope, Nature and Evolution of Rural Marketing, Rural Marketing Strategies-4P's, Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics.
Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Scope and Importance of Transportation Networking in rural markets.

UNIT 2: Problems of Rural Consumer: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing

Consumer Behaviour: Characteristics of Buying Behaviour Awareness, Understanding, Consumer Purchase Decision, Importance of Rural Marketing Communication, Salesmen Influence.

UNIT 3: Government Schemes: Rural Development Programmes and Schemes of Government, Entrepreneurship Development Programme, Role of Food Corporation of India (FCI), Role of Khadi and Village Industries Commission (KVIC).

Role of Banks in Rural Marketing: Role of Agricultural Cooperative Banks, Commercial Banking for Rural Marketing

UNIT 4: Agricultural Marketing- Importance, Prospects and Issues, Role of Cooperatives and Self Help Groups (SHG) in Rural Marketing

Commodity Boards: Role and Contribution of Commodity Boards in generating revenue to government and employment in rural India.

Agricultural Exports: Composition and Contribution of Agricultural Exports in generating revenue for India- Food Grains, Organic products, Marine Products, Role of Agricultural & Processed Food Products Export Development Authority (APEDA)

UNIT 5: Recent Trends in Rural Marketing: E- Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing.

Information Technology: Impact of IT in Agricultural Marketing, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.

Online Marketers: Role of Online Marketers, Growth and Challenges

SUGGESTED READINGS

- Badi R.V. Badi N.V. Rural Marketing Himalaya Publishing House
- Acharya S.S. Agarwal N.L. Agriculture Marketing in India Oxford & IBH Publishing Company Pvt. Ltd.
- Understanding Rural Buyer Behaviour, Jham, IIM – B Management Review Vol. 15 No. 3 2003
- Dantwala M.L Indian Agriculture Since Independence Oxford & IBH Publishing Co.Pvt.Ltd.
- Habeeb U.R., Rahman K.S. Rural Marketing in India Himalaya Publishing House
- Gopalaswamy Rural Marketing, Vikas Publishing House
- Kashyap Pradeep, Raut Siddhartha The Rural Marketing, Biztantra

Note: Latest edition of textbooks and reference books may be used.

GROUP II (HUMAN AREA)

Course Code	:	BAD9118T
Name of Course	:	Human Resource Information System
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of HRIS technologies and their application in managing and optimizing HR processes.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the importance of data and information for HR managers, including the sources of data and the role of IT in HRM.
- Familiarize with the concept, structure, and mechanisms of HRIS (Human Resource Information System).
- Gain knowledge about data management for HRIS and the relevance of decision-making concepts for information system design.
- Understand the modules and processes involved in HR management and how information systems support planning and control.
- Gain insights into the role of HR and other managers in decision-making and information processing.

SYLLABUS

UNIT 1: Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.

UNIT 2: Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

UNIT 3: HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

UNIT 4: HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power – Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

UNIT 5: Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries – Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

Course Code	:	BAD9119T
Name of Course	:	HR Analytics
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the skills and knowledge to utilize data-driven insights and techniques to make informed HR decisions.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the importance of measurement in HRM.
- Familiarize with HR metrics and analytics and common problems associated with metrics.
- Gain knowledge of statistical tools for HR analytics.
- Gain ability to apply various HR measures.
- Develop skills in measuring development aspects of HRM and gain awareness of current issues and the future of HR analytics.

SYLLABUS

UNIT 1: Fundamentals of measurement- Advantages of measurement in HRM- Consequences of not measuring HRM- Introduction to HR metrics and Analytics-Framework for HR measurement -Common problems with metrics- Traditional vs Contemporary HR Measures.

UNIT 2: Statistical tools for HR analytics-Predictive analytics-Multivariate analysis - Introduction to SPSS-Exploring data-Data analysis using SPSS (hands on training)- Introduction to Factor Analysis and SEM analysis.

UNIT 3: Various HR measures-Staffing Measures -Measures related to Quality of Hire/recruitment, Cost of hiring, Absenteeism- Separation measures-HR planning metrices-HR forecasting tools- Compensation measures-Connecting revenues and expenses, calculating various wage/salary related measures. Variable pay systems, cost benefit analysis, and comparators-Calculation of incentives.

UNIT 4: Development Measures -Training ROI, measures for employee satisfaction and attitudes, Training evaluation models-Productivity measures- Performance metrics- 6 sigma, customer focused metrics, BSC, HR Scorecard.

UNIT 5: Trends in Quantitative HRM- Development of HR dashboard, HR index, internal improvement Monitors and smoke detectors in HR research- problems, HR Audit research, and Organization Health survey-Assessing Employee attitudes and satisfaction- Social Media analysis- Current issues and future of HR Analytics.

SUGGESTED READINGS
• Lee, Gregory John . HR Metrics: Practical Measurement Tools for People Management. Knowres Publishing.
• Sullivan, John . R Metrics, the World-class Way: How to Enhance Your Status and Build the Business Case for HR. Kennedy Information.
• Cascio, W. & Boudreau, J.. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition. Upper Saddle River, NJ: FT Press.
• Field, A., , Discovering Statistics Using SPSS, 4th Edition, Los Angeles, CA: Sage.
• Jac Fitz-Enz. The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments (American Management Association).
Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9120T
Name of Course	:	Performance Management
Semester	:	III

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the skills and knowledge necessary to effectively manage and evaluate employee performance.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the philosophy and conceptual framework of Performance Management and its significance in a fast-changing environment.
- Identify and analyze different approaches to Performance Management.
- Develop the skills to design and implement effective Performance Management systems, overcoming challenges and obstacles, and fostering a performance-oriented culture.
- Apply various tools and approaches for measuring performance.
- Evaluate and benchmark best practices in Performance Management systems.

SYLLABUS

UNIT 1: Performance Management: Philosophy, Conceptual framework, Different approaches to Performance Management, Significance of Performance Management in the fast changing environment.

UNIT 2: Performance Management System and its linkages with other systems: Reward driven integration, development driven integration, goal setting and monitoring.

UNIT 3: Designing Performance Management Systems: Challenges and obstacles to Performance Management, building performance oriented culture, designing, implementing a performance management strategy; factors influencing the use of performance management (external and internal)

UNIT 4: Tools and approaches to Performance Measures: Measures of performance by behaviour, by result and by process, 360 feedbacks, balanced scorecard – concept and application, challenges in implementation.

UNIT 5: Performance Management Initiatives: Causes on Performance Management System; benchmarking best practices.

SUGGESTED READINGS

- Andrew E. Schwartz (1999): Performance Management, Barron's Educational Series.
- Bacal, R. (1999): Performance Management, McGraw Hill Inc.
- Chadha, P (2003): Performance Management, Macmillan India Ltd.
- Daniel A.C. (2003): Performance Management: Changing Behaviour that drives organization effectiveness, Atlanta Performance Management Publications.
- Holpp, Lawrence (1999): Managing Teams, Mc Graw Hill Companies Inc.
- Joseph H. Boycott and Henry P.C. (1997): Maximum Performance Management, Vanity Book International, New Delhi.
- Kaplan, R.S. and Norton D.P. (1996): Balanced Score Card: Translating strategy into action, Harvard Business School Press, Boston.
- Kermally S. (1997): Managing Performance, Butterworth – Heinemann, Oxford.
- Ossey Bass / Pfeiffer, A. Wiley Company, Zigon J. (1999): Performance Management Series, Zigon Performance Group.

Note: Latest edition of textbooks and reference books may be used.

SEMESTER IV (BASANT SEMESTER)
JANUARY – MAY, 2025

Level (NHEQF)	Course Type	Course Code	Course Title	Total Credits	H/W	Total Hours	CA Marks	EoSE Marks	Total Marks
9 (6.5)	DCC	BAD9009T	Corporate Governance, Ethics and Social Responsibility	4	4	60	30	70	100
		BAD9010T	Talent and Knowledge Management	4	4	60	30	70	100
	DSE	BAD9121T	**(GROUP I)** Cross-Cultural Business Management	4	4	60	30	70	100
		BAD9122T	**(GROUP I)** Industrial Marketing	4	4	60	30	70	100
		BAD9123T	**(GROUP I)** Direct Marketing	4	4	60	30	70	100
		BAD9124T	**(GROUP I)** Digital Marketing	4	4	60	30	70	100
		BAD9125T	**(GROUP II)** Global Human Resource Management	4	4	60	30	70	100
		BAD9126T	**(GROUP II)** Strategic Human Resource Management	4	4	60	30	70	100
		BAD9127T	**(GROUP II)** Labour Economics	4	4	60	30	70	100
		BAD9128T	**(GROUP II)** Cross Cultural and Diversity Management	4	4	60	30	70	100
	DSE*	IOJ9213S	Internship	4	-	180	30	70	100
		IOJ9214S	On-Job Experience	4	-	180	30	70	100

		Community Engagement Experience	4	-	180	30	70	100
	CEE9212S		4	-	180	30	70	100
	SEM9214S	Seminar	2	-	60	30	70	100

Course Code	:	BAD9009T
Name of Course	:	Corporate Governance, Ethics and Social Responsibility
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of corporate governance principles, ethical decision-making frameworks, and the importance of social responsibility in business, enabling them to contribute to sustainable and responsible business practices.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of business ethics and its importance in the corporate world.
- Gain knowledge about the various approaches and theories of business ethics.
- Comprehend the regulatory framework and legislative aspects of corporate governance in India and internationally.
- Analyze major corporate failures and identify common governance problems leading to such failures.
- Develop an understanding of whistle-blowing as a concept and its significance in corporate governance, as well as the concept of corporate social responsibility (CSR) and its relationship with business ethics and corporate governance.

SYLLABUS

UNIT 1: Business Ethics: The concept of ethics; 'ethics' and related connotations; business values and ethics; concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility–an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.

UNIT 2: Conceptual Framework of Corporate Governance: Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders' activism; corporate governance in PSUs and banks; legislative framework of corporate governance –an international perspective (United Kingdom, USA, Australia, China, Russia, South Africa).

UNIT 3: Major Corporate Failures – Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK), Enron (USA), World.com (USA), Andersen worldwide (USA), Vivendi (France), News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures; policy actions including major codes and standards.

UNIT 4: Whistle blowing and Corporate Governance – The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India.
UNIT 5: Corporate Social Responsibility (CSR) – Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

SUGGESTED READINGS

- Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility - AEuropean Perspective*, Edward Elgar.
- Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
- Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9010T
Name of Course	:	Talent and Knowledge Management
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the skills and strategies to attract, develop, and retain top talent within organizations, while effectively managing and leveraging knowledge to drive organizational success.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of Talent Management and its key processes, and the role of leaders in managing talent effectively.
- Develop effective job analysis methods and job descriptions to facilitate talent acquisition.
- Design and implement talent management strategies and programs to attract, develop, and retain talented employees.
- Develop comprehensive approaches to retain employees and manage voluntary turnover, including strategies for managing job withdrawal and designing effective compensation plans.
- Understand the importance of Knowledge Management in HRM, its various types, and the strategies for managing knowledge to enhance organizational effectiveness. They will also gain knowledge on intellectual property rights and their role in talent management.

SYLLABUS

UNIT 1: Talent Management: Introduction, Meaning & Objectives, Role of Talent Management, Key Processes of Talent Management, Talent vs. knowledge people, Source of Talent, Role of leaders in TM, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

UNIT 2: Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Strategic Trends in Talent Acquisition, Talent acquisition management solutions.
UNIT 3: Elements of Talent Management: The resourcing strategy- Attraction and retention policies and programs, Talent Audit, Talent Relationship Management, Talent Management Strategy Building the talent pipeline; Employee engagement strategies; Talent management to drive culture of excellence.
UNIT 4: Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Sustainable Talent Management and Reward Model Contemporary Talent Management Issues and challenges.
UNIT 5: Knowledge Management:- Concept and Characteristics, Advantages of KM to HRM, Types of Knowledge, Knowledge Audit, KM Strategies, Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).
SUGGESTED READINGS
• Hasan, M., Singh, A. K., Dhamija, Talent Management in India: Challenges and Opportunities, Atlantic Publication • Lance A Berger, Dorothy R Berger, Talent Management Handbook, Mc.Graw Hill • Frances Horibe, Managing Knowledge Workers, John Wiley & Sons • Ganesh Natarajan and Sandhya Shekhar, Knowledge Management - Enabling Business Growth, Tata McGrawHill, New Delhi • Fernandez & Leidner, Knowledge Management, PHI Learning, New Delhi • Mruthyunjaya, Knowledge Management, PHI Learning, New Delhi **Note: Latest edition of textbooks and reference books may be used.**

GROUP I (MARKETING AREA)

Course Code : BAD9121T

Name of Course : Cross-Cultural Business Management

Semester : IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to develop students understanding of cultural diversity in business environments, equipping them with the skills and knowledge necessary to navigate and lead multicultural teams.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of culture in a business context and its dimensions.
- Understand the role of culture in global management.
- Gain insights into the implications of culture on team building and the creation of high-performance winning teams in different cultural contexts.
- Acquire knowledge and skills related to cross-cultural negotiation and decision-making.
- Gain insights into global human resources management and fostering the values and

behaviours necessary for building high-performance organizations.

SYLLABUS

UNIT 1: Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] - An Analytical frame work.

UNIT 2: Culture and Global Management: Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for an Indian MNC and Foreign MNC [with 3 illustrations on each drawing from different geo economic and social contexts] & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT 3: Cross Culture - Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base - Over view with two illustrations from multi-cultural contexts [India - Europe/ India - US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT 4: Global Human Resources Management-. Staffing and Training for Global Operations. Developing a Global Management Cadre .. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included].

UNIT 5: Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

SUGGESTED READINGS

- International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India
- The Secret Of A Winning Culture: Building High-Performance Teams, "Esenn Drlarry, Rchildress John," Prentice Hall India

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9122T
Name of Course	:	Industrial Marketing
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills necessary to develop and implement effective marketing strategies specifically tailored for the industrial sector.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the concept of industrial marketing and its importance in comparison to consumer marketing.

- Identify and classify industrial goods and analyze the demand for industrial products.
- Evaluate the buying power and motives of industrial buyers, and apply market segmentation techniques in vendor analysis and selection.
- Develop an effective industrial marketing mix strategy while considering service and quality considerations.
- Understand the industrial marketing research process, and identify & address common problems encountered in industrial marketing research.

SYLLABUS

UNIT 1: Introduction: Concept of industrial marketing and its importance; Comparison of industrial marketing with consumer marketing; Definition of industrial product/service; Characteristics of industrial marketing.

UNIT 2: Industrial Goods: Characteristics and classification; Capital and other goods; Firm market, institutional market, and government market.
Demand: Demand and product characteristics; User and their classification (standard industrial classification systems); regional concentration; Vertical and horizontal markets.

UNIT 3: Buying power of industrial users; Buying motives of industrial buyers; Industrial market segmentation; Vendor analysis and selection; Buying stages; Buying patterns and length of negotiations; Frequency of purchase and size of order; Direct purchases; Reciprocity arrangements; Leasing vs. buying; Service and quality considerations.

UNIT 4: Industrial Marketing Mix Strategy: Product planning and development; Pricing decisions; Promoting of industrial products; Role of personal selling; Channels of distribution for industrial products; Channel strategy and logistics.

UNIT 5: Industrial Marketing Research: Need for industrial marketing research; Process; Problems in industrial marketing.

SUGGESTED READINGS

- Reader,Robert R., Edward G. Brierty and Betty H. Reeder: Industrial Marketing: Analysis, Planning and Control, Prentice Hall, New Delhi
- Richard, M. Hill: Industrial Marketing, Tarapore wala, Bombay
- Hill, R.M ., R.S Alexander and J.S Cross: Industrial Marketing, AITBS, New Delhi.
- Dodge Robert H: Industrial Marketing, McGraw Hill, New York
- Corey, Raymend: Industrial Marketing, McGraw Hill, New York

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9123T
Name of Course	:	Direct Marketing
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills to create and implement targeted marketing strategies, using direct communication channels to engage customers directly for enhanced business results.
Course Outcome: On successful completion of the course, the students will be able to:

- Understand the scope and importance of direct marketing.
- Develop effective direct marketing programmes by planning, developing new business as well as understanding the marketing mix for direct marketing.
- Evaluate the different types of institutional direct marketing and develop appropriate strategies for each.
- Plan and execute direct marketing campaigns.
- Utilize tools and techniques and apply them to direct marketing also be able to understand specific applications of direct marketing.

SYLLABUS

UNIT 1: Direct Marketing: Definition, scope and importance of direct marketing; Changing face of direct marketing; Public response to direct marketing; Consumer attitude and response to direct advertising.

UNIT 2: Elements of Direct Marketing: Planning a direct marketing programme; Direct Marketing and developing new business; Guidelines for effective direct marketing - likely pitfalls, rules for success, etc. Marketing Mix for Direct Marketing: Product, price, place and promotion strategies.

UNIT 3: Institutional Direct Marketing: Industrial Direct Marketing; Retail direct marketing; Dealer- identified direct marketing.

UNIT 4: Direct Marketing Operations: Planning direct marketing campaign; Communication for direct marketing; Media planning; Fulfillment and customer service-receiving and processing orders, inventory and warehousing decisions, and customer service.

UNIT 5: Tools and Techniques & Applications of Direct Marketing: Role of information technology in direct marketing; Developing customer databases; Cost analysis and cost control of direct marketing; Evaluating effectiveness of direct marketing. Financial services marketing; Fund raising; Catalog marketing; Customer loyalty programmes.

SUGGESTED READINGS

- Edward, Nash: The Direct Marketing Handbook, Tata McGraw Hill, New Delhi.
- Gupta, Das: Marketing Mantra: The Real Story of Direct Marketing, Prentice Hall, New Delhi.
- Roberts, M.L and P.D Berger: Direct Marketing Management, Prentice Hall, New Jersey.
- Stone, Merlin, Derek Davies and Alison Bond: Direct Hit, Macmillan, New Delhi.
- Reader RR, Brierty EG, Reeder BH: Industrial Marketing: Analysis, Planning and Control; Prentice Hall, New Jersey.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9124T
Name of Course	:	Digital Marketing
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills to create and implement effective digital marketing strategies**.**

Course Outcome: On successful completion of the course, the students will be able to:

- Understand the concept of digital marketing and differentiate it from traditional marketing.
- Analyze the challenges and opportunities faced by digital marketers and gain knowledge of the digital marketing landscape in the Indian market.
- Apply digital marketing techniques to effectively reach and engage with digital consumers.
- Comprehend the role of the internet in marketing, explore various online marketing domains, and apply the P.O.E.S.M. framework for strategic marketing.
- Develop an understanding of ethical and legal issues in digital marketing.

SYLLABUS

UNIT 1: Concept, Scope and Importance of Digital Marketing, Traditional Marketing vs Digital Marketing, Digital Marketing Techniques. Challenges and opportunities for Digital Marketers, Digital Marketing landscape: an overview of Indian Markets

UNIT 2: Digital marketing-mix, Segmentation, Targeting, Differentiation and Positioning: Concept, Levels, and strategies in digital environment, Digital Technology and Customer Relationship Management, Digital Consumers and their Buying Decision process.

UNIT 3: Concept and role of Internet in Marketing, Online marketing Domains, The P.O.E.S.M. Framework, Website design and domain name branding, Search Engine Optimization stages, Types of traffic, Online Advertising: Types, formats, requisites of a good online advertisement, Email marketing: types and strategies

UNIT 4: Interactive Marketing: Concept and options, Social media marketing: concept and tools, Online Communities and Social networks, Blogging: types and role, Video marketing: tools and techniques, Mobile marketing tools, PPC marketing, Payment options and Gateways

UNIT 5: Ethical Issues and Legal Challenges in digital marketing, Regulatory framework for digital marketing in India. The Digital Divide

SUGGESTED READINGS

- Chaffey, D., Chadwick, F.E., Johnson, K., & Mayer, R. Internet Marketing: Strategy, Implementation and Practice. New Jersey: Pearson Hall.
- Charlesworth, A. Digital Marketing: A Practical Approach. Abingdon: Routledge.
- Frost, R. D., Fox, A., & Strauss, J. E-Marketing. Abingdon: Routledge.
- Gay, R., Charlesworth, A., & Esen, R. Online Marketing: A Customer Led Approach.
- Gupta, S. Digital Marketing. Delhi: Tata McGraw Hill Education
- Kapoor, N. Concept Building Approach to Digital Marketing. Delhi: Cengage Learning India Pvt. Ltd.
- Kotler, P., Kartajaya, H., & Setiawan, I. Digital Marketing: 4.0 Moving from Traditional to Digital. New Jersey: John Wiley & Sons.
- Maity M. Digital Marketing. Oxford University Press.
- Ryan, D., & Calvin, J. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation. London: Kogan Page. Oxford University Press.
- Tasner, M. Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First. London: Person.

Note: Latest edition of textbooks and reference books may be used.

GROUP II (HUMAN AREA)

Course Code	:	BAD9125T
Name of Course	:	Global Human Resource Management
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the skills and knowledge to effectively manage and optimize human resources in a global business context.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the core concepts and theories of globally managing human resources, including the implications of global economic integration for HR managers.
- Gain knowledge of global staffing practices.
- Analyze the factors influencing organization design in multinational corporations (MNCs) and evaluate different types of organization structures that can be adopted globally.
- Develop an understanding of training and development practices for international staff.
- Examine performance management criteria for expatriates and MNC employees.

SYLLABUS

UNIT 1: Core Concepts in Globally Managing Human Resources; The growth of international business and global corporate evolution; Consequences of global economic integration and its implications for Global Managers generally and HR Managers specifically; Theories, Models and Strategic issues in Globally Managing HR.

UNIT 2: Global Staffing and Staff Flow Practices : Recruitment for overseas assignments; Global staffing practices in the selected countries like Japan, US UK and china; International Transfer; Expatriation and Repatriation issues.

UNIT 3: Global Organization Design: Factors affecting organization design of MNCs; Types of Organization structure that can be adopted by MNCs; Strategies for global organization structure.

UNIT 4: Training and Development of International Staff: Preparatory training for foreign assignments; Design of training for overseas assignment, Training in cultural diversity; Benchmarking Training and Development Practices.

UNIT 5: Performance Management in MNCs: Criteria for Performance Management of expatriates; Performance Management of MNC employees, Global Compensation and Benefits : Key Components and Approaches; compensation for expatriates. International Practices in Industrial Relations: MNCS and Industrial Relations Trends.

SUGGESTED READINGS

- Bartlett, CA, & Ghoshal, S.: Managing Across Borders; The Transnational Solution. Boston : Havard Business School Press. Black.
- J.S., Gregersen, H., & Mendenhall, M.: Global Assignment ; Successfully Expatriating and Repatriating Global Manager. San Francisco: Jossey-Bass Publishers.
- Mendenhall, M.E., & McNett, J.: The Handbook of Global Management: A guide to

Managing Complexity. Oxford: Blackwell Publishing.

- Macharzina, K. & Stasehle, W.H. (Eds.): European Approaches to International Management. Berlin: Walter de Gruyter.
- Mendenhall, M. & Oddou, G.: Reading and Cases in International Human Resource Management, Boston: PWS-Kent.
- Ronen, S.: Comparative and Multinational Management, New York, Wiley.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9126T
Name of Course	:	Strategic Human Resource Management
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills to understand the concepts, theories and practices of SHRM.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the strategic role of HRM.
- Align HR systems with business strategy.
- Audit HR practices and department.
- Develop HR strategies for workforce utilization.
- Evaluate HR function.

SYLLABUS

UNIT 1: Understanding Strategic HRM: Traditional v/s Strategic HR, Typology of HR activities, "best fit" approach v/s "best practice" approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources.

UNIT 2: Aligning HR systems with business strategy: Sustained competitive advantage how HR adds value to the firm, HR as scarce resource, non-substitutable resource, linking HRM practices to organizational outcomes, assessing and reducing costs, behavioral impact of HR practices, marginal utility models.

UNIT 3: Auditing HR practices and department, linking strategy to HRM practices, corporate HR philosophy and companywide HR standards, HRM leading strategy formulation, alternative HR systems, universalistic contingency, configurational, congruence and integrated HR systems.

UNIT 4: HR strategy in workforce utilization: Efficient utilization of human resource, cross training and flexible work assignment, work teams, non-unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: typology of performance types, marginal performers, under achievers, stars, solid citizens, managing employee, ability recruitment and selection strategy, typology, incentive alignment, psychological contracting.

UNIT 5: Evaluating HR Function: Overview of evaluation, scope, strategic impact, level of analysis, criteria level of constituents, ethical dimensions, approaches to evaluation, audit approach, analytical approach, quantitative and qualitative measures, outcome and process

criteria, balanced scorecard perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM, approaches to HRM performances, employee wastage and turnover rates, cost of absenteeism, measuring human resource cost.

SUGGESTED READINGS

- Boxall. P. and Purcell. J. (2003): Strategy and Human Resource Management, Great Britain: Palgrave Macmillan.
- Sparrow, P. and Marchington, M. (1998): Human Resource Management, The new Agenda Great Britain: Ptman Publishing.
- Mello., A. (2002): Strategic Human Resource Management, USA: South Western.
- Walker, J.W. (1997): Human Resource Strategy, Intel Edn., USA, McGraw Hill.
- Porter, M. (1985): Competitive Advantage, Free Press.
- Thompsonm A.A., Stickland, A.J. (1999): Strategic Management: Concepts and Cases, 11th edn., Irwin.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9127T
Name of Course	:	Labour Economics
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of the economic principles and theories that govern the labour market.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the unique features and processes of the labour market.
- Comprehend the theory of labour and leisure choice.
- Analyze the patterns of employment and the demand for labour and the impact of technology on the labour market.
- Examine wage determination in competitive markets and understand the concepts of the segmented labour market and internal labour market.
- Evaluate the role of labour market institutions.

SYLLABUS

UNIT 1: The Labour Market : Labour as a factor of production; Unique features of the labour market; Labour Market Process; Labour Market outcomes. The Theory of Labour and Leisure Choice; Concept and Application of Backward Bending Supply Curve.

UNIT 2: Labour Force Participation Demand for Labour: The pattern of Employment; The Marginal Productivity Theory; The Elasticity of Demand for Labour; Capital Labour Substitution; Technology and its impact on Labour Market.

UNIT 3: Productivity and Demand for Labour, Wage Determination: Wages in Competitive Markets; The Segmented Labour Market; Internal Labour Market. The Theory of Human Capital: Concept of Human Capital and its measurement; Human Capital Earning Functions; Role of Human Capital in Huge Differences.

UNIT 4: Labour Market Institutions: Role of Unions; Rigidity and Flexibility in Labour

Market; Role of Labour Legislation. Globalisation and Labour : International Division of Labour

UNIT 5: Outsourcing Model and its impact on Labour Market; International Labour Standards. Organised and Unorganised Labour Markets: Introduction to various features of different segments of Labour Markets in India including Agriculture Labour Market.

SUGGESTED READINGS

- Abraham, K.G. and R.B. Mckersie (eds): New Developments in Lazbour Market: Toward a New Institutional Paradigm. MIT Press, Cambridge, Massachusetts.
- Bagchi, A.K., (ed): New Technology and the Workers' Response. Sage Publications, New Delhi.
- Card David and Alan Krueger: Myth and Measurement: The New Economics of the Minimum Wage. Princeton N.J. Princeton University Press.
- Debdas Banerjee: 'Globalisation, Industrial Restructuring and Labour Standards : Where India Meets the Global Sage Publications, New Delhi.
- Roy. J.Admas (eds): Comparative Industrial Relations, Harper Collins Academic, London.

Note: Latest edition of textbooks and reference books may be used.

Course Code	:	BAD9128T
Name of Course	:	Cross Cultural and Diversity Management
Semester	:	IV

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours

Course Objective: The objective of this course is to develop students' understanding and skills in effectively managing cultural diversity in workplace.

Course Outcome: On successful completion of the course, the students will be able to:
- Understand the significance of human and cultural variables in global organizations, and apply cross-cultural research methodologies to analyze and address managerial implications.
- Comprehend the core concepts of workforce diversity to effectively manage diversity within organizations.
- Analyze the global context for diversity management.
- Recognize the benefits of a diverse workforce and develop strategies to promote diversity, including transitioning from a non-diverse to a diverse workforce.
- Apply principles and approaches to manage diversity at different levels and overcome barriers to effectively manage diversity within organizations.

SYLLABUS

UNIT 1: Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study: Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation.

UNIT 2: Core Concepts in Workforce Diversity: External environmental factors contributing to a diverse workforce; Definition, Dimensions and Models of Diversity Management; Strategic approaches to understand diversity management; Characteristics and limitations

of Diversity Management.
UNIT 3: The Global Context for Diversity Management: Diversity legislation in a global perspective; Equality and Fairness in Employment; The International Bill of Human Rights and Employment Rights; Diversity Related Employment Legislations.
UNIT 4: Strategies for Boosting Workforce Diversity: Benefits of diversity; achieving diversity through moving from a non-diverse to a diverse workforce.
UNIT 5: Strategies for Managing Diversity: Principles implied in "managing diversity" Approaches to manage diversity; Different phases in the overall process of managing diversity; Barriers to managing diversity; Managing diversity at different levels such as at the individual, interpersonal and Institutional levels.
SUGGESTED READINGS
- Adler, N.J.: International Dimensions of Organizational Behaviour, Boston, Kent Publishing.   - Barlett, C. and Ghoshal, S.: Translational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin.   - Dowling, P.J. etc.: International Dimensions of Human Resource Management, 2nd ed., California, Wadsworth.   - Mead, R.: International Management: Cross Cultural Dimensions. Blackwell, Camb, Mass.   - Carold Harvey: Understanding and Managing Diversity, Prentice Hall. Elsie Y. Cross: Managing Diversity, Sage publications.   - Gill Kirton, Anne-Marie Greene: The Dynamics of Managing Diversity: A Critical Approach, Sage Publications.   - Norms Carr-Ruffino: Diversity Success Strategies, Sage publications. Wilson, T.: Diversity at Work, John Wiley & Sons, Etobicoke.   **Note: Latest edition of textbooks and reference books may be used.**