

**Programme Project Report (PPR)  
of  
Master of Business Administration (MBA)**



**ICDEOL, H.P. University, Shimla-5**

## **PROGRAMME PROJECT REPORT OF MBA**

### **i) Programme Mission and Objectives**

ICDEOL HPU, since its inception has been striving hard to serve the students who are otherwise deprived of higher education. It has become a lighthouse of learning for persons of all ages and genders, particularly to such persons who, for different reasons, cannot avail the higher course of studies as regular full time students. It aims to promote the holistic development through academic excellence, employability, acquisition of analytical skills and higher research. Keeping this mission and objective in mind ICDEOL has introduced MBA program under open and distance learning mode of education with a view to provide greater opportunities of access to higher education. The motive is to develop managerial skills among the rural as well as urban people. This course has been designed for all willing, qualified and working people who could not pursue the education in regular mode.

### **ii) Relevance of the Program with HEI's Mission and Goals**

The relevance of this program under ODL mode of education is to develop entrepreneurship skills in the hard situation of the present days. The ICDEOL, Himachal Pradesh University has developed an innovative programme of Masters of Business Administration (MBA). The university has introduced this programme under open and distance learning (ODL) mode of education with a view to provide greater opportunities of access to higher education. MBA is a management programme with a special focus on the role and importance of management in modern businesses. Students learn the inside out of the modern business world, and are groomed to become highly creative and focused management professionals.

### **iii) Nature of Prospective Target group of Learners**

This MBA program aims for aspirant professional and economically backward students including students of rural background who could not study in regular mode. Students who are graduates but could not find an opportunity to go for postgraduate studies in regular mode of education due to the limitation of seats; we offer them the best of opportunity by offering this MBA program at postgraduate level. In addition, students who have already started working after graduation can opt for this MBA program in order to increase their qualification, thereby improving their job prospects.

### **iv) Appropriateness of Programme to be conducted in Open and Distance Learning and /or online mode to acquire specific skills and competence**

- 1) Develop manpower with specialized knowledge to cater the demand of business in manufacturing and service sectors.
- 2) To cater to the demand of local industries and organizations in the different specialized areas.
- 3) To develop skilled manpower for economic progress.

**v) Instructional Design**

**(a) Curriculum Design: Master of Business Administration (M.B.A)**

The Master of Business Administration (MBA) is two-year programme divided into 4 Semesters. The list of courses offered during these Semesters is as follows:

Course Code	Title of the Course	Course Type	End Term Exam	Internal Assessment	Total Marks
<b>1<sup>st</sup> Semester</b>					
101	Management Process & Organizational Behaviour	Core Course	60	40	100
102	Management Science-I	Core Course	60	40	100
103	Managerial Economics	Core Course	60	40	100
104	Business Environment	Core Course	60	40	100
105	Indian Ethos & Values	Core Course	60	40	100
106	Accounting for Managers	Core Course	60	40	100
<b>2<sup>nd</sup> Semester</b>					
201	Organizational Effectiveness, Change and Organizational Development	Core Course	60	40	100
202	Management Science-II	Core Course	60	40	100
203	Human Resource Management	Core Course	60	40	100
204	Financial Management	Core Course	60	40	100
205	Marketing Management	Core Course	60	40	100
206	Operations Management	Core Course	60	40	100
207	Research Methodology	Core Course	60	40	100
208	Viva-Voce based on 1 <sup>st</sup> & 2 <sup>nd</sup> Semester	Core Course			100
<b>3<sup>rd</sup> Semester</b>					
301	Strategic Analysis	Core Course	60	40	100
302	Management Information System	Core Course	60	40	100
303	On-The-Job-Training Report	Core Course			100
FM-01	Indian Financial System	Elective	60	40	100
FM--07	Advanced Financial Management	Elective	60	40	100
MM-01	Marketing Research	Elective	60	40	100
MM-03	Strategic Marketing	Elective	60	40	100
HRM-01	Industrial Relations	Elective	60	40	100
HRM-06	Labour Legislation: An Overview	Elective	60	40	100
<b>4<sup>th</sup> Semester</b>					
401	Strategic Management	Core Course	60	40	100
FM-02	Security Analysis & investment Management	Elective	60	40	100
FM-10	Project Planning, Analysis & management	Elective	60	40	100
MM-02	Advertising Management	Elective	60	40	100
MM-04	Rural marketing	Elective	60	40	100
HRM-02	Advanced Industrial Psychology	Elective	60	40	100
HRM-05	Human Resource Development	Elective	60	40	100
404	Project Report	Core Course			100
405	Viva-Voce	Core Course			100

**(b) Detailed Syllabus:**

**MBA 1<sup>st</sup> SEMESTER**

**101: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**

**OBJECTIVES**

The purpose of this course is help the students to understand management functions, to familiarize themselves with the practice of management, to develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

**UNIT-I**

Meaning, Nature and Scope of Management; Emergence of Management Thought – Classical, Neo-Classical and Modern Theories; Roles, Skills and Responsibilities of Managers; Universality of Management Principles; Functions of Management; Comparative Management – Japanese, American and Indian.

**UNIT-II**

Planning and Decision Making – Process, Premises, Types of Plans; Decision – Making – Process, Types of Decisions, Creativity in Decision Making, Techniques; Control – Process and Techniques.

**UNIT-III**

Organizations – Meaning, Principles, Types of Organizations; Organizational Behaviour – Meaning and Scope; Models of OB; Contributing Disciplines to OB: Emerging Challenges for OB: Organizations as Social Systems.

**UNIT-IV**

Foundations of Individual Behaviour; Individual Differences; Basic understanding of Attitudes, perception, Personality, and Learning; Work Motivation – Theories and Applications; communication – Process, Forms, Barriers and Effectiveness.

**UNIT-V**

Group Dynamics – Overview of Groups, Types, Stages, Group Decision – making; Interpersonal Relationship; Inter – group Dynamics – Interactions, Influencing Factors; Leadership Concept, Theories, and Effectiveness.

**Recommended Books**

1. Robbins, Stephen P., Judge, T., Vohra, N., Organizational Behaviour; Pearson Publication.
2. Koontz, H. and Welrich, H; Essentials of Management, Mc Graw Hill
3. Luthans, F. Organizational Behaviour, McGraw Hill.
4. Robbins, Stephen P, Management, Englewood Cliffs, Prentice Hall Inc.
5. Gregory Moorhead and Ricky W Griffin; Organizational Behaviour – Managing People and Organizations, Jaico Pub. Ouse, Bombay
6. Stoner, J. et. Al. Management, New Delhi, Prentice Hall of India.
7. Prasad, LM; Organizational Behaviour; Sultan Chand & Sons, New Delhi.

**102: Management Science – I**

**Objectives:** The objective of the course is to make the students familiar with some basic statistical techniques. The main focus however is in the application of these tools and techniques in business decision.

**UNIT I**

Introduction, Definition of Statistics, Process of Statistical Investigation, Frequency Distribution and their Analysis – Measures of Central Tendency, Measures of Dispersion.

**UNIT II**

**Correlation Analysis,** Introduction to Multiple and Partial Correlation, Regression Analysis: Estimation using Regression Lines. Probability theory and Probability Distributions – Binomial, Poisson and Normal Distributions.

**UNIT III**

**Estimation** – Point Estimation and Interval estimation.

**Hypothesis Testing** – One sample test, Two Sample Test, T-Test, F-Test, And Analysis of Variance.

#### **UNIT IV**

**Non-Parametric Tests**, Advantages of Non-Parametric Test, Chi-Square Test, The Sign Test, Rank Sum Test, The Kruskal-Wallis Test, Spearman's Rank Correlation Test.

#### **UNIT V**

**Time Series** – Variations in Time Series Trend Analysis, Methods of Measuring Trend Cyclical Variations, Seasonal Variations.

#### **Recommended Books:**

1. M P Gupta & S P Gupta, "Business Statistics". Sultan Chand & Sons.
2. Richard I Levin & David S. Rubin, "Statistics for Management". Pearson.
3. S P Gupta, "Statistical Methods". Sultan Chand & Sons.

### **103 MANAGERIAL ECONOMICS**

#### **OBJECTIVE OF THE COURSE:**

The objective of this course is to make the students conversant with such basic concepts and tools of economic analysis, which have an important bearing on managerial decision-making, which would enable the students to understand the economic forces governing industry and business.

#### **UNIT-I**

#### **ECONOMIC BACKGROUND TO MANAGEMENT**

Economics as discipline, the economic problem, the circular flow of economic activities, functions of an economic system. The business firm and its objectives.

#### **UNIT-II**

#### **MANAGERIAL ECONOMICS:**

Nature & Scope of Managerial Economics, Five Fundamental Concepts in decision making: Incrementalism, Marginalism, The Equimarginal Principle, The Time Perspective, The Discounting Principle, The Opportunity Cost.

#### **UNIT-III**

#### **DEMAND ANALYSIS**

Types & Determinants of Demand, Law of Demand, The Elasticity of Demand, Types of Elasticity of Demand, Demand Forecasting; Approaches to Forecasting, Forecasting Methods.

#### **UNIT-IV**

#### **PRODUCTION & COST ANALYSIS:**

Cost concept, nature, types and managerial uses of cost, Determinants of Costs, Production function, Break-even analysis.

#### **UNIT-V**

#### **PRICE ANALYSIS:**

Pricing, Methods & Strategies of Pricing, Price Discrimination, Psychological Aspects of Pricing. Price determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly.

#### **Recommended Books: -**

1. D.C. Hauge: Managerial Economics, Analysis for Business Decisions.
2. H. Craig Petersen & W. Cris Lewis: Managerial Economics.
3. M. Adhikari : Managerial Economics.
4. L. Robbins:- An Essay on the Nature and Significance of economic Science.
5. Christopher:- Savage and John R. Small: Introduction to Managerial Economics.
6. Leftwich Price System and Resources Allocation.
7. W.W. Haynes` V. L. Mote and S. Paul: Managerial Economics, Analysis and Cases.

### **104 BUSINESS ENVIRONMENT.**

#### **OBJECTIVE OF THE COURSE:**

To develop an understanding among students about the different aspects of environment in which business operates.

#### **UNIT-I**

System Approach to Management, Open Systems Approach, Strategic Planning, Need for Environmental Scanning, Different Aspects of Business Environment.

History of Indian Business, Medieval and Modern Era, Contemporary Business Scene in India.

#### **UNIT-II**

State and Markets, Changing Government – Business Relationship, Liberalization and Globalization.

Changes in Company, Anti-Trust Foreign Investment and Labour Laws.

#### **UNIT-III**

Economic Policy, Industrial, Fiscal and Monetary Policies, Business Support Systems and Financial Structure of Indian Economy.

Social Change in India, Urbanization, Middle Class Revolution, Caste and Communal Tensions, Indian Psyche Gender and Social Inequalities, Indian Cultural Ethos and Global Culture, Westernization and Sanskritisation.

#### **UNIT-IV**

Business and Politics in India, Centre-State Relationships and other Constitutional Problems related to Business, Fundamental Rights and Directive Principles.

Technological Environment, Patenting Laws-National and International R. & D. Scene, Technology Transfer from Lab. To Industry and Internationally. Information Technology Environment.

#### **UNIT-V**

Multinational Corporations, Public Sector and Privatization, Attracting Foreign Investment, MNC's and Nation States, WTO. Future outlook for society, Polity and Economy Business in 21<sup>st</sup> Century, ecology and Sustainable Development.

#### **Recommended Books: -**

1. Francis Cherunilam "Business Environment" by, Himalaya Publishing.
2. Prof. Pramod Sharma "Business Environment" Ravitanaya Publications, New Delhi
3. Paliwan "Business Environment" PHI Learning Pvt. Ltd.
4. K Awasthapa "Essential of Business Environment", Himalaya Publication.

#### **105 INDIAN ETHOS AND VALUES**

#### **OBJECTIVE OF THE COURSE**

The purpose of this course is to familiarize the students with the Indian work ethos, values and styles of management. Further the students will be helped to develop their inner and outer capability to face the challenges with equanimity.

#### **UNIT-I**

Concept of Ethics, Relation between Ethics and Business Management, Importance of Ethics in Business, Ethics in Management.

#### **UNIT-II**

Concept of Values; Types of Values; Values for Managers; Human Values in Management; Relevance of Values in Modern Management; Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values.

#### **UNIT-III**

Indian Insights into TQM; Work Ethos; Indian Culture and Spirituality –Lessons for Management.

#### **UNIT-IV**

Techniques for improving inner capacity –Meditation, Yoga, Silent Sitting and Singing. Spirituality and work.

#### **UNIT-V**

Dominant Indian Values and Organizational Effectiveness; Need for Values in Global Change. Indian Perspective: Teaching Ethics in Management Schools.

#### **Recommended Books:**

1. Chakraborty, S. K. Foundations of Managerial Work –Contributions from Indian Thought, Himalayan Publishing House, New Delhi.

2. Chakraborty, S. K. Managerial Effectiveness and Quality of Work Life – Indian Insights, Tata Mc Graw Hill Publishing Company, New Delhi.
3. Chakraborty, S. K. Management by Values –Towards Cultural Congruence, Oxford University Press, New Delhi.
4. Ananta K. Giri values, Ethics and Business; Rawat Publications, Jaipur.
5. Education in Values –A Source Book; NCERT, New Delhi.
6. Sri Aurobindo: The Messages of the Gita.
7. Kaushal S.L. –Business Ethics, Deep and Deep Publications, New Delhi.

## **106 ACCOUNTING FOR MANAGERS**

### **OBJECTIVE OF THE COURSE**

To develop knowledge and understanding of the underlying principles and concepts relating to financial accounting and Management accounting, so as to prepare financial statements of the organizations and using these statements for managerial decision making.

#### **UNIT-I**

Accounting and its functions, Concepts and Conventions in Accounting, Accounting Cycle, Rules of Double Entry System, Journal, Ledger and Trial balance, Subsidiary Books – Meaning, Purpose and Types. Types of Cash Books (Single, Double, Three Column and Petty Cash Book).

#### **UNIT-II**

Preparation of Final Accounts (including manufacturing account) relating to Sole Proprietor with adjustments. Elementary Introduction of Final Accounts of a company.

#### **UNIT-III**

Depreciation - Concepts, Methods of Recording Depreciation in Account Books, Methods of Calculating Depreciation. For Numerical - Straight Line Method and Written Down Value Method.

#### **UNIT-IV**

Fund Flow Statement – Need, Meaning, Significance, Limitation, Preparation of Fund Flow Statement.

#### **UNIT-V**

Marginal Costing – Meaning, Application of Marginal Costing in Decision Making. Ratio Analysis – Liquidity ratios, Solvency ratios, Profitability Ratios and Turnover Ratios.

### **Recommended Books**

1. Financial Accounting for Management (An Analytical Perspective) by Ambrish Gupta, Pearson.
2. Business accounting for Managers (Text & Cases) by Mohd. Arif Pasha, Vrinda Publications.
3. Accounting for Management by M.N. Arora, Himalaya Publishing House.
4. Financial Accounting for Managers by T. P. Ghosh, Taxmann.
5. Accounting for Management by Dhanesh Kumar Khatri, Mc Graw Hill Education.

## **MBA 2<sup>nd</sup> SEMESTER**

### **201 -ORGANISATIONAL EFFECTIVENESS, CHANGE AND ORGANISATIONAL DEVELOPMENT**

#### **OBJECTIVE OF THE COURSE**

The objective of this course is to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness.

#### **UNIT – I**

Management of Change:- Organization culture, socialization process, dimension of change, change process, change agent-skills and relationship with client, implementation of organizational change-strategies for change.

#### **UNIT – II**

Organizational effectiveness, concepts, approaches and its determinants, organizational diagnosis – Methods, collection of data and identification of problems.

#### **UNIT – III**

Organizational development: - Definition, objectives, characteristics, models of OD, action research, stages of programmer, underlying assumptions and values.

#### UNIT – IV

OD Interventions – I: - Meaning, types of interventions; sensitivity training, life and career planning, role analysis technique, organizational mirroring, transactional analysis, third party peacemaking, counseling, learning styles and development.

#### UNIT – V

OD Interventions – II: MBO, managerial grid, team building, likert systems – four, confrontation meeting, process consultation, survey feedback, Institutional building.

#### Recommended Books

1. Beckhard R. Organization in Development : Strategies and Models, Addison-Wesley: Reading
2. Bennis, W.G. Organization Development: Its nature, Origins and Prospects, Addison Wesley: Reading.
3. Dalton, G. Lawrence, P. & Griener, Organization Change and Development. Irwin Dorsey: Homewood.
4. Shein, E., Bennis W., Beckhard, R. (eds.) Organization Development, Wesley : Reading
5. Kuriloff, A.H. Organization Development for Survival, American Management Association Inc.: New York.
6. French, Wendell L. & Cecil H. Bell, Organization Development, Prentice Hall of India: New Delhi.
7. Singh, J.P. Organization Development: Concepts and Strategies. Indian Institute of Management: Ahmedabad.
8. Somnath Chattopadhyay and Udai Pareek, Managing Organizational Change, Oxford & IBH, New Delhi.

#### 202 Management Science – II

**Objectives:** The objectives of this Course are to introduce the participants of MBA programme to the Quantitative School of management. This is a general course not a specialized one. The important tools, techniques and methods of Quantitative will be discussed with their business application. The mathematical rigor of the course will be comparatively low.

#### UNIT I

Executive problems, Scope for Quantification. Translating Business Problems into Mathematics, Concept of Limits, Graphical and tabular representation – Concept of a Function, Role of Functional Analysis in Business, Inequalities and their representation on Graphs. Concept of Interrelation – Continuous functions.

#### UNIT II

History, Development of Operations research. Characteristics of Operation Research, Systems thinking and O.R. Methods of operation Research Model Formulation and Types of Model. Prototype Problems of operation Research.

#### UNIT III

Linear Programming – Concept, Importance, assumptions and application, Problem Formulation, Graphical Method, Simplex Methods (Solving maximization problem with less than equal to constraints). Concept of Primal and Dual in Linear Programming

#### UNIT IV

Transportation problem-Importance, Assumptions and its practical applications, NWCM, LCM, VAM, Optimum solution for Transportation- MODI, Assignment problem- managerial applications, Solving maximization and minimization problem

#### UNIT V

Competitive Strategies – Theory of Games, Application, Assumption and limitation of game theory, Duopoly Two Person Zero Sum game, Pure and Mixed Strategies, Criteria of Choosing strategies and simple numerical problems based on these.

#### Recommended Books:

1. Quantitative Techniques in Management by N. D. Vohra, Tata McGraw-Hill Education.
2. Operations Research by S.D. Sharma, Kedar Nath Ram Nath & Co.



3. Operations Research by Vasant Lakshman Mote, T. Madhavan, Wiley.

## **203 HUMAN RESOURCE MANAGEMENT**

### **OBJECTIVE OF THE COURSE**

The objective of this course is to make the students conversant with Human Resource Management practices and role of Human Resource Management in the changing environment. To understand the essence of roles and functions that Human Resource Manager performs in an organization. To comprehend that in present business scenario human resource management has acquired a strategic role in the functioning of any business organization at national and international level.

### **UNIT - I HUMAN RESOURCE MANAGEMENT**

Human Resource Management- Introduction & Importance, Functions of HRM, Genesis and Growth of HRM Challenges & Environmental Influences on HRM. Various approaches to HRM, Human Resource Planning- Definition, Importance, HRP Process, Approaches to HRP

### **UNIT-II EMPLOYMENT & DEVELOPMENT**

Job Analysis, Recruitment- Concept and Sources, Selection- Process and Methods, Interview- Types and Importance , Induction- Concept & Approaches, Training, Methods of Training, Evaluating Training Effectiveness, Executive Development, Performance Appraisal – Concept , Importance and Methods

### **UNIT-III COMPENSATION MANAGEMENT**

Job Evaluation, Wages & Salary Administration, Wage Determination Process, Factors Affecting Wage & Salary, Wage Differentials, Incentive Plans, and Fringe Benefits. Executive Compensation

### **UNIT-IV MAINTENANCE AND DISCIPLINING THE EMPLOYEES**

Quality of Work Life, Health & Safety Measures, Social Security & Welfare Practices in India. Grievance Handling and Grievance Procedure, Managing Discipline, Disciplinary Action, Employee Separation & Retention Techniques.

### **UNIT-V INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

International Human Resource Management – Concept & Importance, Expatriate- Definition & Roles, Domestic Vs. International Human Resource Management, Selection Approaches in IHRM, Repatriation- Concept, Importance and Process

### **Recommended Books**

1. Dessler, Garry, “Human Resource Management”. Pearson Publication.
2. Robert, Mathis & Jackson, Jack, “Human Resource Management”. Cengage Publication.
3. Beardwell & Thompson, “Human Resource Management: A Contemporary Approach” 8/E. Pearson Publication.
4. Davis, K, “Human Relations at Work”. McGraw-Hill.
5. Subba Rao, P, “Human Resource Management”. Himalayan Publishing House.
6. Aswathappa, K, “Human Resource Management”. Tata McGraw-Hill Education
4. Operations Research - An Introduction by Hamdy A. Taha, Pearson.

## **204 FINANCIAL MANAGEMENT**

### **OBJECTIVE OF THE COURSE**

In today's dynamic world financial decisions play an important role in managerial decision making. So managers need to understand, analyse and interpret financial data and financial issues. This course will help students in understanding the concepts and principles of finance so that they can make quick and informed financial decisions.

### **UNIT – I**

Introduction, meaning and definition of financial management, functions of financial manager, objective of the firm.

### **UNIT – II**

Capital Budgeting - Definition and concept of capital budgeting, importance of capital budgeting methods of appraisal – Pay back, average rate of return, IRR and NPW methods, Comparison of IRR and NPV.

Cost of capital - importance, definition and concept, measurement of cost of capital of a specific source and overall cost of capital.

### **UNIT – III**

Operating and financial leverage, EBIT – IPS analysis, combined leverage.

Capital structure theories - NI and NOI approach, M.M. Approach, Traditional Approach, capital structure designing, stability in dividends, factors influencing capital structure.

### **UNIT – IV**

Dividend decisions - Relevance and irrelevance of dividend decision, Walter model, Gordon models.

Dividend Policy in Practice - Dividend payout ratio, stability in dividends, legal contractual and internal constraints: Owners consideration and capital market considerations, types of dividends. Stock dividends.

### **UNIT – V**

Working Capital Management – Meaning and scope of working capital management, Factors effecting requirements of working capital.

#### **Recommended Books:**

1. Financial Management by Rajiv Srivastava and Anil Misra, Oxford University Press.
2. Financial Management by I.M. Pandey, Vikas Publishing.
3. Fundamentals of Financial Management by James C. Van Horne, Prentice Hall.
4. Financial Management: Theory and Practice by Eugene F. Brigham, AbeBooks.
5. Financial Management: Theory and Practice by Prasanna Chandra, Tata Mc Graw Hill.

### **205 MARKETING MANAGEMENT**

#### **OBJECTIVE OF THE COURSE**

The objective of this course is to help the participants to understand the conceptual framework of marketing management. It also intends to expose the participants to the various decisions the marketing managers in India are required to take under various environmental conditions.

#### **COURSE CONTENTS: -**

##### **UNIT – I**

Nature and scope of marketing. Corporate orientations towards the marketplace. The marketing environment and environment scanning. Marketing Information System and Marketing Research.

##### **UNIT – II**

Understanding Consumer and Industrial Markets, Market Segmentation, Targeting and Positioning.

##### **UNIT – III**

Product decisions – product mix, product life cycle, and new product development, branding and packaging decisions. Pricing methods and strategies.

##### **UNIT – IV**

Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling. Channel management – selection, cooperation and conflict management, vertical marketing – implementation and systems.

##### **UNIT – V**

Organizing and implementing marketing in the organization. Evaluation and control of marketing efforts. New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.

#### **Recommended Books:-**

1. Enis, B.M. Marketing Classics: A Selection of Influential Articles. New York, McGraw Hill.
2. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, Prentice Hall of India.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi, Prentice Hall of India.
4. Ramaswamy, V S and Namakumari, S. Marketing Management: Planning, Control. New Delhi, Prentice Hall of India.

5. Ramaswamy, V.S. and Namakumari, S. Marketing Management: Planning, Control. New Delhi, MacMillan.
6. Stanton, William, J. Fundamentals of Marketing,. New York, McGraw Hill.
7. Neelamegham, S. Marketing In India : Cases and Readings. New Delhi, Vikas.

## **206 OPERATIONS MANAGEMENT**

### **OBJECTIVE OF THE COURSE**

This Course is oriented towards the exposition to the various operational problems in the area of Production. The Stress in the Course is on various techniques available for discharging the responsibilities as operations manager.

#### **UNIT – I**

The Operations Management System, Responsibilities of operations personnel, Basic Manufacturing Process – Continuous Intermittent and Repetitive flows of processing. The Production Control System for intermittent and continuous floor processes.

#### **UNIT – II**

Inventory Control – Costs associated with inventory control systems, Economic Order Quantity. Purchasing function, Source selection, Vendor rating, Value analysis.

#### **UNIT – III**

Work Study, Method study and motivation study. Plant Layout concepts. Developing the process layout and the product layout. Facility location planning.

#### **UNIT – IV**

Project Scheduling PERT / CPM Method – Network analysis, earliest and latest time analysis. Gantt Charts.

#### **UNIT – V**

Acceptance Sampling by Attributes – Single Sample, double sample and multiple sample plans with sated risk. Control Charts for variables – averages and ranges. Control charts for defectives – fraction defective and numbers defective.

### **Recommended Books**

1. Operations Management by Jay Heizer, Barry Render, Jagadeesh Rajashekhar, Pearson.
2. Modern Production/Operations Management by Elwood S. Buffa and Rakesh K. Sarin, John Wiley and Sons.
3. Operations Management by William J. Stevenson, McGraw Hill Education.
4. Production and Operations Management by S.N. Chary, Tata McGrawHill.

## **207 RESEARCH METHODOLOGY**

### **OBJECTIVE OF THE COURSE**

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

#### **Unit I**

Introduction: Meaning of research; Objectives of Research, Types of Research; Research process. Business Research Definition, Meaning of Research Methodology, Scientific Methods. Problem Formulation.

#### **Unit II**

Research Design: Features of Good Research Design. Different Research Design, Experimental, Exploratory and Descriptive. Sampling Design: Steps in Sampling Design. Types of Sample Designs – Profitability and Non-Profitability Sampling, Sampling Bias and Errors.

#### **Unit III**

Data Collection: Primary vs Secondary data. Questionnaire Design, Guidelines for Constructing Questionnaire. Case Study Method. Attitude Measurement and Scaling Techniques.

#### **Unit IV**

Analysis of Data: Use of Computer Software in Data Analysis – ANOVA, Regression Analysis, Factor Analysis, Discriminant Analysis.

#### **Unit V**

Report Writing and Presentation: Graphs, Charts, Diagrams of Presentations. Layout of Research Report, Types of Reports, Precautions for writing Report.

#### **Recommended Books:**

1. Zikmund William, "Business research Methodology," Thomson.
2. Paneer Selvam R, "Research Methodology," PHI.
3. Copper & Schinder, "Business Research Methodology," THM.
4. Murthy S. N & Bhojanna. U, "Business Research Methodology," Excel Books.
5. Bhattacharya Deepak Kumar, "Research Methodology," Excel Books.
6. Kothari CR, "Research Methodology," Vishwa Prakshan.

### **MBA 3<sup>rd</sup> SEMESTER**

#### **301 STRATEGIC ANALYSIS**

##### **OBJECTIVE OF THE COURSE**

This course is designed to provide an insight into the modern analytical and descriptive tools and techniques to analyze the environmental situation from the business to design effective strategies.

<b>UNIT -I</b>	<b>STRATEGY FRAMEWORK:</b> Introduction to strategy, Strategic Planning Process, Strategic decision making, Business definition, Goal setting, Policy formulation, Mission and Objectives.
<b>UNIT - II</b>	<b>ANALYSING RESOURCES, CAPABILITIES AND COMPETENCIES:</b> Strategy and Structure, Value chain analysis, Benchmarking, Balanced Score Card, Competitive Advantage and Core Competence.
<b>UNIT -III</b>	<b>EXTERNAL ANALYSIS:</b> Environmental Analysis, Environmental Forecasting, Industry and Competitor Analysis.
<b>UNIT -IV</b>	<b>STRATEGIC ALTERNATIVE:</b> Grand Strategies, Diversification and Integration, Merger, Turnaround, Divestment, Liquidation and Combination Strategies.
<b>UNIT -V</b>	<b>STRATEGIC CHOICE:</b> Process, Corporate Portfolio Analysis, Product Market Matrix, Competitive Strategies, SWOT Analysis, TOWS Matrix.

#### **Recommended Books: -**

1. Hamel E. Prahalad C.K. , Competing for the future, Harward Business Schol Press: Boston, MA.
2. H. Igor Ansoff , Corporate Strategy, Tata McGraw Hill,
3. Simul C. Carto & J. Paul Peter , Strategic Management- A Focus on Process, McGraw Hill International Edition.
4. C. Appa Rao, B. Parvathiswara Rao and K. Srivaramakrishna, Strategic Management and Business Policy, Excel Books, Delhi.
5. George Luffman, Edward Lea, Staurt Sanderson ad Brian Kenny , Strategic Management, Black Well, USA.
6. Thomas L. Wheetan, J. David Hunger and Krish Rangarajan, Strategic Management & Business Policy, Pearson Education, Delhi.
7. Ahzar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
8. Lawrence R. Jauch, Gupta Rajeev, William F.Glueck, Business Policy & Strategic Management, Frank Bros. & Co., Delhi.

#### **302 MANAGEMENT INFORMATION SYSTEM**

**Objective:** - This course is aimed at to acquaint the students with applications of Information Systems in business world, development life cycle of MIS, its development tools and decision-making.

#### UNIT – I

**Introduction to MIS:** Emergence of MIS; What is MIS, MIS Sub-Systems; Role of Computers in MIS; Computer and Management Functions; Computer-based system (e.g. Financial Accounting, Inventory Control Personnel and marketing).

#### UNIT – II

**Decision Making & MIS:** Decision making; Types of Decisions; Decision-Making Process; Decision Support System(DSS); Components & Functions of DSS; Types of DSS; Group Decision Support Systems(GDSS), Management opportunities, challenges and solutions.

**E Commerce:** Definition, History of E-commerce, Types of E-commerce, Advantages & Disadvantages.

#### UNIT – III

**Development of MIS system:** System Definition, Characteristics and elements of system, Role of system analyst, Need for MIS Planning: objectives, process and techniques of MIS Planning.

**Approaches of System development:** Top down, bottom up approach, System Development Life Cycle (SDLC), Prototyping, Rapid Application Development, End User Development; Implementation and post Implementation issues for MIS.

#### UNIT – IV

**Enterprise Systems:** Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation. **Enterprise application and business process integration:** Enterprise systems, Supply chain Management systems, customer relationship management system, enterprise integration trends. **Databases and Data Warehouses:** Traditional vs. Database approach; Database Management System, Types of DBMS, Advantages and disadvantages of DBMS, Overview of Data Warehousing.

#### UNIT – V

**Cloud Computing:** Introduction and its use. **Socio-legal aspects of computerization:** Social dimension of Computerization; Computer Viruses; Computer Crimes; Legal Dimensions of Computerization, Ethical responsibilities of Business Professionals.

#### **Recommended Books: -**

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
2. Management Information Systems, Jawadekar, Tata McGraw Hill
3. Management Information Systems, Davis and Olson, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia
6. Alexis, Leon (2nd Edition, 2011). Enterprise Resource Planning, Tata McGraw Hill.
7. LuvaiMotiwalla (2009). Enterprise Systems for Management, First edition, Pearson Education.

#### **FM-01 INDIAN FINANCIAL SYSTEM**

**Objective:** The objective of this course is to provide in indepth insight to the students to the Structure. Organizations and working of the financial system in India.

#### UNIT – I

Structure of Financial system in India. Role of Financial System in Capital formulation and Economic Growth.

#### UNIT – II

#### **Regulatory bodies in the Financial System.**

**Reserve Bank of India:** - Organizations, Management and objectives of RBI, General Functions, Credit creation and Credit Control Functions. Monetary and Fiscal Policy. **Securities and Exchange Board of India:** - Management of SEBI, Powers and Functions of SEBI. Regulation, Guidelines and Schemes issued by SEBI. Regulation of Security market. **Insurance Regulatory and Development Authority:** - Mission statement of IRDA. Duties, Powers and Functions of IRDA. Operations of IRDA.

### UNIT – III

#### **Financial Markets.**

**Money Market:** - Structure of Indian Money market, Functions of Money Market, Instruments of Money Market. **Capital Market:** - Structure of Indian Capital market, Functions of Capital market, Types of Capital market, Reforms in Capital market. **Foreign Exchange Market:** - Introduction, Evolution of Foreign Exchange Market in India. Structure of Foreign Exchange Market, Exchange Rate Management, Foreign Exchange Management Act. 1999.

### UNIT – IV

**Financial Services:** - Concept, natures and scope of Financial Services. **Stock Exchange Operations:** - Players in the Stock market, Trading in Stock Exchanges, Regulation on Trading, E-Trading and DEMAT Services, Benefits of Scripless Trading and Statement. **Mutual Funds:-** Introduction, Evaluation of Mutual Funds, Types of Mutual Funds, Advantages of Investing in Mutual Funds, Regulation and Supervision of Mutual Funds. Debt Securitization, Venture Capital and Credit Rating.

### UNIT – V

#### **Financial Institutions**

**Commercial Banks:** - Meaning, Functions Management and Investment Policies of Commercial Banks, Recent trends in the Activities of Commercial Banks, Reforms in Banking Sector.

**Development Banks:** - Meaning, Concept and Role of Development banking in Industrial Financing in India. **Insurance Organizations:** - Objectives and Role of Insurance Organizations, Investment Practices of Insurance Organizations, Reforms in Insurance Sector.

#### **Recommended Books: -**

1. Khan M Y, “Indian Financial System,” Vikas.
2. Bhole M K, “Financial Markets and Institutions,” Tata McGraw Hill .
3. Srivastava R, M, “Management of Indian Financial Institutions”.
4. Reserve Bank of India various Bulletins.

### FM-07 ADVANCED FINANCIAL MANAGEMENT

**Objective:** The objective of this course is to study the major decision-making areas of finance such as capital budgeting techniques under uncertainty, working capital management, cash management and receivables management. The fundamental aim of this course is to learn financial management skills, which are applied in progressively more complex and realistic situations.

#### UNIT I

**Capital Budgeting** - Capital budgeting under risk and uncertainty, Measures of Risk, Sensitivity Analysis, Scenario Analysis, Standard Deviation and Co-efficient of Variation, Financial Break Even Analysis, Decision Tree.

#### UNIT II

**Working Capital Management - Needs** of Working Capital, Determinants of Working Capital, Approaches to Working Capital Management, Financing of Working Capital. Computation of Working Capital requirements.

**Cash Management** - Cash Management and its Models.

#### UNIT III

**Inventory Management** - Objectives of Inventory Management, Inventory Management Techniques, Fixation of Inventory level.

**Credit Management** - Terms of Payment, Credit Policy Variables, Credit Evaluation, Credit Granting Decisions, Control of Accounts Receivables, Credit Management in India.

#### UNIT IV

**Merger/ Amalgamation-** Acquisitions and Takeovers, Takeover Code, Legal and Procedure aspects of Merger Decisions.

## UNIT V

**Corporate Financial Models-** Introduction, Corporate Valuation, and Adjusted Book value Approach, Stocks and Debt Approach, Direct Comparison Approach and Discounted Cash Flow Approach.

### Recommended Books

1. Prasanna Chandra "Financial Management Theories and Practice," Tata McGraw-Hill, New Delhi
2. I M Pandey "Financial Management," Vikas Publication, New Delhi.
3. James C. Van Home "Financial Management and Policy".
4. Ezra Solomon and Pringle, "Introduction to Financial Management".
5. John J. Hampton, "Financial Decision Making".
6. Sheeba Kapil, "Financial Management", Pearson.
7. M Y Khan, " Financial Management: Text and Problems," Tata McGraw-Hill, New Delhi.
8. Ravi M. Kishore, "Financial Management," Taxmann's Publication Pvt. Ltd.
9. V. K. Bhalla, "Financial Management and Policy", Anmol Publications Pvt. Ltd.

## MM-01: MARKETING RESEARCH

### OBJECTIVE:-

The course is intended to help students planning to become marketing executives to develop their thinking about the nature of research in marketing to get acquainted with various research concepts, techniques and procedures, and to develop their ability to conduct, evaluate, use and present research findings.

### COURSE CONTENTS

#### UNIT-I

Marketing Research –Meaning and Importance Stages in the Marketing Research Process. Scope of Marketing Research Function. Problem Formulation. Choice – Criterion Models.

#### UNIT-II

Research Design – Meaning and Importance. Causality: The Basis of Classification of various Types of Research Designs. Exploratory, Descriptive. Quasi – Experimental and Experimental Research Designs.

#### UNIT-III

Data Collection. Types and Sources of Secondary Data. Basic Methods of Collecting Data. Different Methods of Communication. Tabulation. Analysis and Interpretation of Data. Questionnaire Planning and Execution

#### UNIT-IV

Sampling and Sampling Designs: Basic Concepts. Steps in the Sampling Process. Probability Sampling Methods, Non-Probability Sampling Methods.

#### UNIT-V

Application of marketing Research. Market Segmentation. Product Research. Price Research. Distribution Research, Advertising Research, Sales Promotion Research. The Marketing Research Report.

### Recommended Books: -

- |                               |                                   |
|-------------------------------|-----------------------------------|
| 1. Boyd, Westfall and Stasch: | Marketing Research                |
| 2. Green. Tull and Albaum     | Research for Marketing Decisions. |
| 3. Duck and Rubin             | Marketing Research.               |

## MM-03: STRATEGIC MARKETING

### OBJECTIVE:-

The basic objective of this course is to develop skills for analyzing market competition and design appropriate competitive strategies for higher market share.

#### UNIT-I

Market Situation Analysis: Analysis of Competitors and Estimating their Reaction Pattern and Competitive Position.

#### UNIT-II

Market Leader Strategies – Expanding the Total Market, Protecting Market Share, Expanding Market Share: Market Challenger Strategies – Choosing and Attack Strategy.

#### **UNIT-III**

Market Follower Strategies; Market Nicher Strategies, Designing and Managing Services.

#### **UNIT-IV**

Competitive Market Strategy for Emerging Industries, Declining Industries and fragmented Industries. Balancing Customer and Competitor Orientations.

#### **UNIT-V**

Industry Segmentation and Competitive Advantage; Product Differentiation and Brand Positioning, Competitive Pricing, Competitive Advertising, Role of Sales Promotion in Competitive Marketing.

#### **Recommended Books:-**

1. Cravens, D.W. Strategic Marketing Homewood Illinois, Richard D./Irwin.
2. Kayank E. and Savitt R. Comparative Marketing Systems, New York, Praegar.
3. Kolter, Phillip. Marketing Management: Analysis, Planning, Implementation.
4. Porter, M. E. Competitive Advantage: Creating Sustaining Superior Performance New York, Free Press.
5. Porter, M. E. Competitive Strategy: Techniques for Analyzing Industries Competitors, New York, Free Press.
6. Lovelock, Christopher; Wirtz Jochen; Chatterjee, Jayanta: Services Marketing, New Delhi, Prentice Hall of India.

### **HRM-01 INDUSTRIAL RELATIONS**

#### **OBJECTIVE OF THE COURSE**

The objective of the course is to familiarize the students to understand the concept of Industrial relations. It also intend to expose students to Trade Unionism, Participative Management and emerging issues concerned with Industrial Relations.

#### **Unit – I INDUSTRIAL RELATIONS**

Concepts and aspects of Industrial Relations, Functions of Industrial Relations, Objectives of Industrial Relations, Significance of Industrial Relations, Evolutionary shift in Industrial Relations, Approaches to Industrial Relations.

#### **Unit – II TRADE UNIONISM**

Concept of Trade Union, Objectives and Functions of Trade Unions, Types of Trade Union, Significance for Trade Unions, Labour Movement and Trade Unions, Rise and Growth of Trade Unionism. Government policies regarding Trade Unionism.

#### **Unit – III INDUSTRIAL DISPUTES, PREVENTION AND SETTLEMENT**

Concept of Industrial Disputes, forms and types of Industrial Disputes, Causes of Industrial Disputes, Impact of Industrial Disputes, Statutory and non statutory measures to deal with industrial disputes. Prevention and settlement of Industrial disputes.

#### **Unit – IV COLLECTIVE BARGAINING**

Concept of Collective Bargaining, functions, objectives and significance of Collective bargaining, Process of Collective Bargaining, Approaches to collective bargaining, Extent and scope of Collective bargaining in India, Collective bargaining agreement and its application.

#### **Unit – V WORKER PARTICIPATION IN MANAGEMENT IN INDIA**

Meaning, Objectives of Workers participation, Essentials of workers participation in management, Forms and Methods of workers participation in Management, Concept of Labour Welfare, Labour Welfare in India, I.L.O. and its role in Industrial Relations.

#### **Recommended Books:**

1. Sinha, P.R.N., Indu Bala & Shekhar, S.P, " Industrial Relations, Trade Unions and Labour Legislations" Pearson Education.
2. Monappa, A "Industrial Relations", TataMcGraw Hill Publishing Company Limited
3. Srivastava, S.C., "Industrial Relations and Labour Laws", Vikas Publications.



4. Salamon, M., "Industrial Relations: Theory and Practice" Pearson Education, Financial times Prentice Hall.

**HRM-06: LABOUR LEGISLATION: AN OVER VIEW**

**OBJECTIVE OF THE COURSE:**

The objective of this course is to make the students familiar with main provisions of Labour Laws so that the students can understand the pattern of industrial relations and the practice of these Labour Legislations in ensuring the industrial peace.

- Unit-I** The Factories Act, 1948, The Employees Provident Funds and Misc. Provisions Act, 1952.
- Unit-II** The Workmen Compensation Act, 1923, The Payment of Wages Act, 1936. The Minimum Wages Act, 1948.
- Unit-III** The Industrial Disputes Act, 1947, Misconduct/Dismissal/discharge and Domestic Enquiry.
- Unit-IV** The Equal Remuneration Act, 1976, The Maternity Benefit Act, 1961.
- Unit-V** The Employees State Insurance Act, 1948, The Trade Union Act, 1926, The Payment of Gratuity Act, 1972.

**Recommended Books: -**

1. Mishra S.N. - Labour and Industrial Laws, Central Law Publications.
2. Kapoor N.D.- Elements of Industrial Law, Sultan Chand & Sons.
3. Avtar Singh and Harpreet Singh – Labour and Industrial Law, LexisNexis.

**MBA 4<sup>th</sup> SEMESTER**

**401 STRATEGIC MANAGEMENT**

**OBJECTIVE OF THE COURSE:-**

The course is designed to provide a framework for integrating the knowledge acquired by a student in diverse foundation and functional courses offered throughout the two-year M.B.A. programme. The case studies and other participative methods of instruction will be extensively used for developing knowledge skills, and attitudes relevant to policy formulation and administration

- UNIT- I STRATEGY IMPLEMENTATION PROCESS:**  
Interdependence of formulation and implementation of Corporate Strategy, Forward Linkage and Backward Linkage, Strategy Implementation Process,, Selection of an implementation approach.
- UNIT-II ANALYSING ORGANISATION STRUCTURE:**  
Organization Structure, Approaches to Organization Structure, Matching Structure to Strategy, Resources Allocation.
- UNIT-III ANALYSING STRATEGIC CHANGE:**  
Need for Change, Types of Change, Change Agents, Strategic Change, Levels of Strategic Change, Resistance to Change, Corporate Culture and Climate, Organization Development Interventions.
- UNIT-IV LEADERSHIP AND FUNCTIONAL IMPLEMENTATION:**  
Leadership Implementation, Sources of Organizational Power and Politics, Functional Implementation - Production Policies, Marketing Policies, Financial Policies, Human Resources Policies and Research & Development Policies.
- UNIT-V STRATEGIC EVALUATION AND CONTROL:**  
Organizational Control and Strategic Control, Process of Strategic Control, Strategic Control and Environmental Factors, Information for Strategic Control, Implementing Strategic Control.

**Recommended Books: -**

1. Hamel E. Prahalad C.K., Competing for the future, Harvard Business School Press: Boston, MA.
2. H. Igor Ansoff, Corporate Strategy, Tata McGraw Hill,

3. Simul C. Carto & J. Paul Peter, Strategic Management- A Focus on Process, McGraw Hill International Edition.
4. C. Appa Rao, B. Parvathiswara Rao and K. Srivaramakrishna , Strategic Management and Business Policy, Excel Books, Delhi.
5. George Luffman, Edward Lea, Stuart Sanderson and Brian Kenny, Strategic Management, Black Well, USA.
6. Thomas L. Wheetan, J. David Hunger and Krish Rangarajan, , Strategic Management & Business Policy, Pearson Education, Delhi.
7. Ahzar Kazmi , Business Policy and Strategic Management, Tata McGraw Hill, New Delhi.
8. Lawrence R. Jauch, Gupta Rajeev, William F. Glueck, Business Policy & Strategic Management, Frank Bros. & Co., Delhi.

## **FM-02 SECURITY ANALYSIS & INVESTMENT MANAGEMENT**

### **OBJECTIVE OF THE COURSE:-**

The fundamental aim of this course is to learn investment management skills which are applied in stock exchanges, portfolio management and various strategies used in management.

#### **UNIT-I-**

Stock Market: Nature and functions, Organization of stock exchanges, statutory, regulations of stock of exchange listing requirements and importance of listing.

#### **UNIT-II**

New Issues Market, Securities & Exchange Board of India (SEBI), under writing of securities.

#### **UNIT-III**

Evaluation of Securities bonds and debentures, preference shares and equity shares. Fundamental Analysis, Economic Analysis Industry Analysis, Company Analysis, Forecasting Mechanism.

#### **UNIT-IV**

Technical Analysis, the Theory Types of Trends Chart patterns, their interpretations.

#### **UNIT-V**

Portfolio Management, Goals and objectives, establishing income portfolio strategies in Portfolio Management.

### **Recommended Books**

1. IFMR, "Investment Management".
2. Publication of RBI, "Stock Exchange Directories".
3. Frederic Amling, "Investments: An Introduction to Analysis and Management", Pearson Publication.
4. V. K. Bhalla, "Investment Management", Anmol Publication.
5. Fisher & Jordan, "Security and Portfolio Management", Pearson Publication.

## **FM – 10: PROJECTS PLANNING, ANALYSIS AND MANAGEMENT.**

### **OBJECTIVE: -**

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

#### **UNIT 1.**

Generation and Screening of Project Idea; Capital Expenditure; Importance AND difficulties;

#### **UNIT 2.**

Market Demand and Situational Analysis; Technical Analysis; Financial Analysis;

#### **UNIT 3.**

Analysis of Project Risk; Firm Risk and Market Risk; Social Cost Benefit

#### **UNIT 4.**

Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects;

#### **UNIT 5.**

Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India Assessment of the Tax Burden; Environmental Appraisal of Projects.

#### **Recommended Books: -**

1. Ahuja, G.K. & Gupta, Ravi. Systematic Approach to Income Tax. Allahabad Bharat Law House.
2. Bhalla, V.K. Modern Working Capital Management. New Delhi. Anmol.
3. Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol.
4. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation. 3<sup>rd</sup> ed., New Dehi, Tata McGraw Hill.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings. New Delhi, Westvill.

### **MM-02 ADVERTISING MANAGEMENT:**

#### **OBJECTIVES:**

The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing and effective advertising Programme.

#### **UNIT-I**

Advertisings Role in the Marketing Process: Legal Ethical and Social Aspects of Advertising: Process of Communication-Wilbur Schramms Model, Two Step Flow Communication.

#### **UNIT-II**

Theory of Cognitive Dissonance and Clues for Advertising

Strategies: Simulation of Primary and Selective Demand – Objective Setting and Market Positioning.

#### **UNIT-III**

Danger Approach – Determination of Target Audience; Building of Advertising Programme – Message, Headlines, Co9py, Logo illustration, Appeal, Layout; Campaign Planning; Media Planning.

#### **UNIT-IV**

Budgeting Evaluation – Rationale of Testing Opinion and Aptitude Tests, Recognition, Recalling Experimental Designs: Advertising Organization- Selection, Compensation and Appraisal of an Agency.

#### **UNIT-V**

Electronic Media, Buying Advertising campaign – Advertising V/S Consumer Behaviour: sales Promotion – Role of Creative Strategies: Advertising – Retail, National Cooperative, Political, International Public Service Advertising.

#### **Recommended Books:-**

1. Aaker, Dvid A. etc. Advertising Management.. New, Delhi, Prentice Hall of India.
2. Belech, George E and Beleh. Michael A. Introduction to Advertising and Promotion. Chicago, Irwin.
3. Borden, William. H. Advertising. New York, John Wiley.
4. Hard, Norman. The Practice of advertising Oxford, Butterworth Heinemann.
5. Kelppner, Otto. Advertising Procedure Englewood Clifts, New Prentice Hall Inc.
6. Ogilvy, David. Ogilvy on Advertising. London, Longan.
7. Sengupta, Subroto, Brand Positioning. Straegies for Competitive Advantages. New Delhi, Tata Mc Graw Hill.

### **MM – 04: RURAL MARKETING**

#### **OBJECTIVE: -**

The objective of the course is to expose the students to the rural market environment and the emerging challenges in the globalization of the economies.

#### **UNIT – I**

Nature, characteristics and the potential of rural markets in India. Socio-cultural, economic & other environmental factors affecting rural marketing. Attitudes and behaviour of the rural consumers and farmers.

#### **UNIT – II**

Marketing of consumer durables and non-durable goods and services in the rural markets with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India. Marketing of agricultural inputs with special reference to fertilizers, seeds and tractors.

#### **UNIT – III**

Organization and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perish ability. Marketing structure and performance. Processing facilities for different agricultural products.

#### **UNIT – IV**

Role of warehousing. Determination of agricultural prices and marketing margins. Role of agricultural price commission. Role of central and state governments. Institutions and organizations in agricultural marketing.

#### **UNIT – V**

Unique features of commodity markets in India. Problems of agricultural marketing. Nature, scope and role of co-operative marketing in India.

#### **Recommended Books: -**

1. Morleg J.E. Agricultural Products and their marketing.
2. Kohles, Richerd L.: Marketing of Agricultural Products.
3. Boyle J.E. Marketing of Agricultural Produce.
4. Dogra, Balram & Ghuman ,Karminder: Rural Marketing , Tata Mcgraw Hill, Delhi.
5. Kulkarni K.R. Agricultural Marketing in India.
6. MuKherjee, B.B. : Marketing of Agricultural Produce in India.
7. Gupta, A.P. “Marketing of Agricultural Products in India

#### **HRM – 02. ADVANCED INDUSTRIAL PSYCHOLOGY**

#### **OBJECTIVE OF THE COURSE**

The objective of the course is to provide deep insights into certain concepts of Industrial Psychology.

#### **Unit – I**

Introduction: Industrial Psychology concept, Development of Industrial Psychology, Scope of Industrial Psychology, Major Problems of Industrial Psychology. Psychological Tests: Characteristics of Psychological Tests, Types of Tests, Importance and Limitation of Psychological Tests.

#### **Unit –II**

Attitudes and Human Engineering: Meaning, Components of attitudes, attitudes measurement and change, cognitive dissonance theory; measurement the A-B relationship. Human Engineering – work study, time study, motion study. job Analysis, Job enlargement, job enrichment.

#### **Unit – III**

Learning & Development: Definition, theories: classical conditioning, operant conditioning, conditions of learning development process.

#### **Unit – IV**

Personality and Interpersonal Relationship: Meaning, theories of personality. Interpersonal Relationships and group dynamics. Determinants of interpersonal relationships; Management of interpersonal relationships, group dynamics: formal, informal groups, groups decision-making; groupthink & group shift.

#### **Unit – V**

Fatigue, Monotony, Boredom, Safety, Accidents, Organizational stress: major causes, major effects and coping with stress. Work and equipment design, working conditions.

#### **Recommended Books: -**

1. M.L. Blum and J.C. Naylor, Industrial Psychology, , GBS Publishers, Delhi.
2. E.J. Mc Cormic and Ilgen, Industrial Psychology, PHI New Delhi.
3. Drenth, Thierry, Williams and Wolf, Handbook of Work and Organizational Psychology
4. Robert C. Beck, Applying Psychology, understanding people, PHI
5. Maier, Psychology in Industry, Oxford & IBH.
6. Edger Schein, Organisational Psychology, PHI, New Delhi.

### **HRM – 05 STRATEGIC HUMAN RESOURCE DEVELOPMENT**

#### **OBJECTIVE OF THE COURSE:**

The purpose of the subject is to acquaint the students with the basic concepts and tools of Human Resource Development.

- |                   |  |
|-------------------|--|
| <b>Unit – I</b>   | Strategic Human Resource Management: Meaning & Significance, Role of Human Resource Management in Strategic Management, Emergence and Evolution of Strategic Human Resource Management.  |
| <b>Unit- II</b>   | Human Resource Development: Meaning, Importance of HRD, Mechanism, Processes, Instruments & out-comes, Human Resource Development Strategies & Practices, The HRD Matrix, HRD Scorecard , HRD as a strategic tool for gaining competitive advantage. |
| <b>Unit – III</b> | Career Management and HRD: Career Planning, Changing careers, Career Stages, Career Path Development, Managing Career Plateau, Strategic Knowledge Management, Competency Mapping and Career Management.   |
| <b>Unit – IV</b>  | Counseling, Mentoring, Coaching, Emotional Intelligence, HRD Culture & Climate, Human Resource Development Climate, Determinants of HRD Climate.   |
| <b>Unit – V</b>   | Strategic Human Resource Development: Meaning & Significance, Human Resource Development and Business Strategy, HRD Audit, HRD and Diversity.  |

#### **Recommended Books**

1. Grievies, J., Strategic Human Resource Development, Sage Publication
2. Prasad, Kesho, Strategic Human Resource Development, PHI.
3. Kandula, S.R., Strategic HRD, PHI.
4. Arya P.P. & B. B. Tandon, Human Resources Development
5. David A. DeCenze & S.P. Robbins Personnel/ Human Resource Management.
6. Leon C. Meggin Sen Personnel and Human Resource Management.
7. Rothel W J., The Strategic Development of Talent, HRD Process.
8. Rao T V., HRD Audit, Sage Publications.
9. Sanghi Seema, Handbook of Competency Mapping.
10. Werner J. M. & DeSimone, R. L. , Human Resource Development, South-Western-Cengage Learning.

**(c) Duration of programme:** The duration of MBA programme is minimum 2 years and maximum 5 years.

**(d) Faculty and Support Requirement:** Two faculty members' have been assigned by the University to run this course under distance mode. Besides that, University has experienced faculties in the Faculty of Commerce and Management. PCP for seven days per semester on regular basis, are conducted by these experienced faculty members. Resource persons for the Study Centers to conduct PCP in this course are selected from the University to maintain the quality of the education.

**(e) Instructional Delivery Mechanism:** It is different from the conventional mode of education as it is a learner-oriented system of education. Learner will be an active participant and most of instructions will be through distance rather face to face communication. The printed material of the programme in the form of self-learning material is provided to the students during their enrolment to the course. Virtual classes are organized in every semester of the course for the benefit of the students. Assignments are also prepared by the students and after evaluating these are being sent back to the students. The programme is based on self-learning print material, assignments, counseling sessions etc. The following is the delivery mechanism of this course:

- **Self Learning Material (SLM):** The printed material of the programme in the form of Self Learning Material is supplied to the students during their enrolment to the course.
- **Personal Contact Programme (PCP):** PCP for seven days per semester shall be organized from time to time for the benefits of the students/learners.

**(f) Identification of Media:** Self Learning Material in the printed form, link of video lectures is provided to students.

**(g) Student Support Service System:** Masters of Business Administration (MBA) programme is conducted through Programme Centres also known as Study Centres, where students are helped and guided by the Programme In charge/Coordinator, and Counsellors etc. The programme is based on self-learning print material, assignments, counselling sessions etc. In addition, Personal Contact Program (PCP) for seven days per semester is organized.

**vi) Procedure for Admissions, Curriculum Transaction and Evaluation**

**(a) Admission Policy:** The total intake for this course is 300. The admission is done based on merit of Bachelor's Degree of a University established by law in India.

**(b) Minimum Eligibility:**

Admission to MBA shall be open to the holder of any first Bachelor's degree of a University established by law in India, with at least 50% marks (45% marks in the case of Scheduled Caste/Scheduled Tribe candidates)

OR

The degree of a foreign University which may be recognized as equivalent for the purpose by the Vice-Chancellor with such conditions as he/ she may impose regarding the additional courses of study, which the candidate would be required to pass to qualify for the degree.

**Please Note:** A student having compartment /reappear in Bachelor's Degree shall not be eligible for admission to MBA.

**(c) Fee Structure:**

Course/Class	Fee for Students already registered with H.P University	Fee for student coming from other university / Board & not regd. With H.P University
MBA (Sem. system)	Rs. 15000/-	Rs. 15300/-

**(d) Financial Assistance**

As per order of the Hon'ble High Court, the student with special needs with more than 40% disability admitted to any course of study running in the H. P. University, Shimla -5 will not be charged any fee.

**(e) Policy of Program Delivery:**

The instructions are imparted mainly through Lecture method during the Personal Contact Programme. We also make use of smart class room. The printed study material is sent to the students by post. Efforts are afoot to provide the study material in soft copies and also through email to the learners and to provide them the facility to download the study material from the website.

**(f) Web-based Tools to be adopted:**

**(g) Activity Planner:**

**Prospectus:** June /July

**Admissions:** August

**PCP:** October/ November and March for semester system and December for Annual system.

**Examination:** In November / December and June for semester system and in March for Annual system.

**Evaluation:** The University conducts End Semester Examinations twice a year in the month of November and June. To be eligible to appear in the end semester examination in any course, you are required to fulfill the following conditions:

- You should have opted and pursued the prescribed course
- You should have submitted the examination form in time

In case you have not been able to appear in the examination in certain papers or could not clear certain papers, you can do so in the subsequent end semester examinations up to a maximum duration inclusive of the year of admission.

Two system of evaluation will be followed for this programme:

**End Semester Examination:**

End Semester examination is another component of the evaluation system. The end semester examination carries 60% weight age i.e. 60 marks in each theory paper.

**Internal Assessment:**

The internal assessment will be based on theory assignments in each course, which carry 40% weight age i.e. 40 marks. The submission of assignments is compulsory.

**Viva Voce:** Weight age 100% i.e. 100 marks

**vii) Requirement of the Laboratory Support and Library Resources**

The ICDEOL library has a total collection of about 25,795 books including reference books, journals and periodicals on various subjects including MBA books

**viii) Cost Estimate of the Programme and the Provisions**

Sr.	Type of Head	Expenditure (Session 2018-2019)	Expenditure (Session 2019-2020)	Proposed Cost Estimation (Hike @10%)
<b>1.</b>	<b>Programme Development</b>			
i.	Development and Printing Cost of Self Learning Material	2,83,533/- <b>(Only for MBA)</b>	3,98,801/- <b>(Only for MBA)</b>	4,38,681/- <b>(Only for MBA)</b>
ii.	Purchase of Books for Library	1,43,77/- <b>(For all Courses)</b>	1,81,959/- <b>(For all Courses)</b>	2,00,155/- <b>(For all Courses)</b>
iii.	Stationary	47,497/- <b>(For all Courses)</b>	1,91,479/- <b>(For all Courses)</b>	2,10,627/- <b>(For all Courses)</b>
<b>2.</b>	<b>Delivery</b>			
i.	Advertisement	5,55,479/- <b>(For all Courses)</b>	30,38,012/- <b>(For all Courses)</b>	33,41,813/- <b>(For all Courses)</b>
ii.	Telegram & Postage Charges of Self Learning Material	14,72,121/- <b>(For all Courses)</b>	13,78,641/- <b>(For all Courses)</b>	15,16,505/- <b>(For all Courses)</b>
iii.	Expenditure on the Conduct of PCP	68,500/- <b>(Only for MBA)</b>	2,81,700/- <b>(Only for MBA)</b>	3,09,870/- <b>(Only for MBA)</b>
<b>3.</b>	<b>Maintenance</b>			
i.	Maintenance and Repairs of Laboratory Computers & Smart Classrooms	6254/- <b>(For all Courses)</b>	Nil	6879/- <b>(For all Courses)</b>

**(IX) Quality Assurance Mechanism and expected Programme outcomes**

H P University has an IQAC with the following objectives:

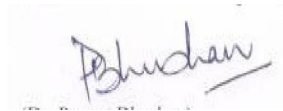
- To build and ensure a quality culture, appropriate structure and processes with enough flexibility to meet the diverse needs of the stakeholders at the University.
- Meant for planning, guiding and monitoring Quality Assurance (QA) and quality enhancement (QE) activities of the University.
- To channelize and systemize the efforts and measures of the University towards academic excellence.
- The IQAC submits the Annual Quality Assurance Report of the University duly approved by statutory bodies of the University to NAAC regularly.

ICDEOL had created Centre for Internal Quality Assurance (CIQA) in accordance with the ODL Regulations 2017 with the following outcomes:

- Unleashing new ideas
- Higher level of cooperation and collaboration between institutions
- Innovation for problem solving
- Creates a new paradigm in knowledge systems
- Reliance on National Knowledge Network
- Pooling of resources by different institutions
- Innovation in knowledge acquisition
- New programmes

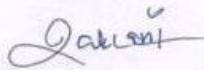
This PPR is prepared by Dr. Puneet Bhushan, Coordinator, MBA Program ICDEOL.



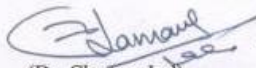


(Dr. Puneet Bhushan)

**Member of Centre for internal Quality Assurance (CIQA)**



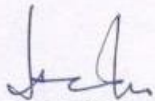
(Dr. Joginder Singh Saklani)  
(Member)



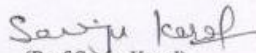
(Dr. Chaman Lal)  
(Member)



(Dr. Ashwani Rana)  
(Member)



(Prof. Hari Mohan)  
(Member)



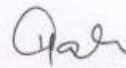
(Prof. Sanju Karol)  
(Member)



(Prof. P. K. Vaid)  
(Member)



(Sh. Amar Singh)  
Convener



(Prof. Kulwant Singh Pathania)  
Director