

THIRUVALLUVAR UNIVERSITY
CHOICE BASED CREDIT SYSTEM (CBCS)
Master of Business Administration (M.B.A-HRM)
 (Effective from the Academic year 2020-2021)

For Full - Time Course - (2 Years)

The Course of Study and the Scheme of Examinations

S No	Study components		ins. hrs/ week	credit	Title of the paper	Maximum marks		
	Course title					CIA	Uni. Exam	Total
SEMESTER I								
1	Core	Paper 1	6	4	Management Principles	25	75	100
2	Core	Paper 2	6	4	Accounting for Managers	25	75	100
3	Core	Paper 3	6	4	Managerial Economics	25	75	100
4	Core	Paper 4	6	4	Research Methodology	25	75	100
Internal elective for same major students (choose any one)								
5	@ core elective	Paper - 1	3	3	A. Business Communication	25	75	100
					B. Organizational Behavior			
					C. Knowledge Management			
External elective for other major students (inter/multi disciplinary papers)								
6	@ open elective	Paper - 1	3	3	A. Communication Skills for Managers	25	75	100
					B. Compensation management.			
					C. Operation Research			
			30	22				
SEMESTER II						CIA	Uni. Exam	Total
1	Core		6	4	Human Resource management	25	75	100
2	Core		6	4	Financial Management	25	75	100
3	Core		6	4	Marketing Management	25	75	100
Internal elective for same major students (choose any one)								
4	@ core Elective	Paper- 2	5	3	A. Operations Management	25	75	100
					B. Customer Relationship Management			
					C. Social Psychology			
External elective for other major students (inter/multi disciplinary papers)								
5	@ Open Elective	Paper - 2	5	3	A. Company Law.	25	75	100
					B. Consumer Behaviour			
					C. Managerial Behavior And Effectiveness			
	@ Field Study			2		100	-	100
	@ Compulsory Paper		2	2	Human Rights & Duties	25	75	100
			30	22				

*** Field Study**

There will be field study which is compulsory in the first semester of all PG courses with 2 credits. This field study should be related to the subject concerned with social impact. Field and Topic should be registered by the students in the first semester of their study along with the name of a mentor before the end of the month of August. The report with problem identification and proposed solution should be written in not less than 25 pages in a standard format and it should

be submitted at the end of second semester. The period for undergoing the field study is 30 hours beyond the instructional hours of the respective programme. Students shall consult their mentors within campus and experts outside the campus for selecting the field and topic of the field study. The following members may be nominated for confirming the topic and evaluating the field study report.

- (i). Head of the respective department
- (ii). Mentor
- (iii). One faculty from other department

THIRUVALLUVAR UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION (MBA-HRM)
SYLLABUS
UNDER CBCS
(With effect from 2020-2021)
SEMESTER I - (CORE 1)
PAPER – 1
MANAGEMENT PRINCIPLES

Objective:

- To develop an understanding of basic concept of management
- To enable the student manager to gain valuable insight into the working of business.
- To familiarize them with different components of organizational behavior.
- To Identify and explain the importance of the management process.
- To identify some of the key skills required for the contemporary management practice.

Course Outcomes:

The successful completion of this course shall enable the student to:

CO1: Understand basics of management theory, its functions and practice.

CO2: Understand the functions of management.

CO3: Understand individual, group and organizational components of organizational behavior.

CO4: Learn and develop skills related to staffing and directing.

CO5: Learn importance of co- ordination.

UNIT-I

Nature and Functions of Management - Importance and Process of Management - Historical Roots of Contemporary Management Practices: Pre-modern era-Classical Contributions - Development of Management Thoughts - Managerial Roles: Role of a Manager - Levels of Management - Managerial Skills - Social Responsibilities of Business.

UNIT-II

Nature and Importance of Planning -Types of Plans - Steps in Planning-Making Planning Effective - Strategic Considerations in Planning - Management by Objectives - Decision Making: Rationality in Decision Making - Decision Making and MIS - Forecasting: Techniques of Forecasting.

UNIT-III

Need for Organization - Principles and Process of Organizing - Span of Management - Organization Structure - Variables affecting Structure - Departmentalization - Authority, Delegation and Decentralization - Committees.

UNIT-IV

Staffing and Directing: Staffing as a Function of Management - Requirement of Effective Direction - Functions of Direction - Principles of Direction - Supervisor and his Qualities - Supervisor's Role and Functions - Effective Supervision.

UNIT-V

Co-Ordination - Need for Co-Ordination - Principles and Techniques of Co-ordination - Control: Need for Control - Steps in Control Process - Control Techniques.

References

1. Koontz, Weihrich, Aryasri. Principles of Management, TATA McGraw Hill, New Delhi, 2004.
2. Samuel C. Certo, S. Trevis Certo, Modern management 10 Ed, PHI Learning, New Delhi, 2008.
3. James A. Stoner, Edward Freeman, Daniel Gilbert, Management, PHI Learning, New Delhi, 2007.
4. Williams/ Kulshrestha, Principles of Management, Cengage Learning, New Delhi, 2011.
5. J.S. Chandan, Management Concepts and Strategies, Vikas Publishing House Private Limited, Delhi.

TextBooks

1. P.C.Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Subba Rao .P, Management & Organizational Behavior, Himalaya Publishing House, Mumbai, 2011.

SEMESTER I - (CORE 2)

PAPER – 2

ACCOUNTING FOR MANAGERS

Objective:

- To give an insight into the basics of Accounting Concepts and Principles
- To know the students know about the different financial accounting concepts and help them to analyze the financial statements of the business.
- To understand the basic accounts for management..
- To understand the importance's of cost accounting
- To encourage the acquisition of knowledge and skills relating to application of accounting concepts and techniques for business decisions

Course Outcomes:

The successful completion of this course shall enable the student:

- To understand the fundamental concepts and principles of financial accounting and apply in business activities.
- To analyze and compare the financial statements of an organization with the help of different ratios and how these ratios help users in decision making.
- To understand the concepts and objectives of cost accounting, various costing methods used in manufacturing and non-manufacturing concerns.
- To understand the relationship of costs and revenues to output with the use of marginal costing, break- even analysis, CVP analysis etc.
- To make various types of budgets at organizational level for cost control and efficiency.

UNIT-I

Introduction to Financial, Cost and Management Accounting - Basic Accounting Concepts and Conventions - Accounting Records and Systems - Journal - Ledger - Trial Balance - Construction of Profit & Loss Account and Balance Sheet

UNIT-II

Financial Statement Analysis: Tools of Financial Statement Analysis - Ratio Analysis – Classification of Ratios – Profitability Ratios - Turnover Ratios – Financial Ratios.

UNIT-III

Fund Flow and Cash Flow Statement Analysis: Uses of Funds flow statement – Preparation of Funds flow statement – Difference between funds flow analysis and cash flow analysis – Preparation of cash flow statement (As Per AS -3)

UNIT-IV

Cost Concepts - Elements of Costs – Function of Cost Accounting - Cost Sheet - Marginal Costing – Feature of Marginal Costing - Cost Volume Profit Analysis – Important terms and concepts in CVP analysis – Application of Marginal costing.

UNIT-V

Budget and Budgetary Control - Budget as a Planning and Control Tool - Nature and Objectives of Budgetary Control - Preparation of Different Budgets – Capital Budgeting – Methods of capital budgeting.

Note: Problems 60% and Theory 40%

References

1. N.P.Srinivasan, M. Sakthivel Murugan, Accounting for Management, S.Chand & Company Ltd., New Delhi.
2. Dr. S.N. Maheshwari, Principles of Management Accounting, S.Chand & Company Ltd., New Delhi.
3. Man Mohan & S.N.Goyal, Principles of Management Accounting, Sahityabhavan, Agra, India.
4. Nitin Balwani, Accounting and Finance for Manager, Excel Books, New Delhi.

Text Books

1. R. Narayanasamy, Financial Accounting-A Managerial Perspective, Prentice Hall India, Pvt., Ltd., New Delhi.
2. S.P.Jain & K.L.Narang, Cost Accounting, Kalyani Publishers, New Delhi.
3. S.N.Pillai, Bagavathi & S.Uma, Fundamentals of Advanced Accounting, S.Chand & Ltd., New Delhi. Company.

SEMESTER I - (CORE 3)

PAPER – 3 MANAGERIAL ECONOMICS

Objective:

- To acquaint the students with the economic concepts and principles
- To enable them to use them to address business problems in a globalized economic environment.
- To understand the Production Concepts and Analysis.

Course Outcomes:

The successful completion of this course shall enable the student to:

- Describe the nature and scope of managerial economics, demand analysis and firm & its organization.
- Learn the techniques of production function, cost analysis and forms of market.
- Apply the pricing techniques to determine the price of factors of production.
- Apply the knowledge of national income accounting, inflation and monetary and fiscal policies in real world situations.
- Describe the trade cycles in the open economy and exchange rate determination.

UNIT-I

Nature and Scope of Managerial Economics - Business Decisions and Economic Analysis - Economic Theory and Managerial Economics - Managerial Economist's Role and Responsibility - Risk and Uncertainty - Basic Techniques.

UNIT-II

Demand Concepts - Demand Determinants - Demand Distinctions - Demand Elasticity and Demand Estimates - Demand Forecasting – Supply Factor and Economies of Scale.

UNIT-III

Cost Concepts - Cost Function - Cost-Output Relationship - Managerial Uses of Cost Functions - Production Concepts and Analysis - Laws of Production.

UNIT-IV

Price Concepts and Determination - Pricing Policies and Methods - Break-even analysis - Pricing under Different Objectives - Profit Maximization and Free Pricing - Government Interventions and Pricing - Pricing in Practice - Economic Theory of the Firm.

UNIT-V

National Income – Concept – National Income Accounts – Computation of National Income – Foreign Investment – Types – FDI and FII.

References and TextBooks

1. R.L.Varshney & K.L Maheswari, Managerial Economics, Vikas publishing House Private Ltd., New Delhi.
2. Joel Dean, Managerial Economics, Prentice Hall of India Private Limited, New Delhi.
3. D.M. Mithani, Managerial Economics-Theory and applications, Himalaya Publishing House, New Delhi.
4. Atmanand, Managerial Economics, Excel Books, New Delhi.
5. D.N. Dwivedi, Managerial Economics, Vikas Publishing House Pvt., Ltd., New Delhi
6. Paul A Samuelson and William D Nordhans, Economics, Tata McGraw- Hill Publishing Company Ltd., New Delhi.

SEMESTER I - (CORE 4)

PAPER – 4 RESEARCH METHODOLOGY

COURSE OBJECTIVE

- To comprehend the objectives of research and the steps involved in research process.
- To use different data collection methods and sampling design techniques in their own research.
- To analyze the collected and processed data with the help of statistical tools
- To generalize and interpret the data and prepare a research report.

COURSE OUTCOMES:

- To obtain knowledge on various kinds of research problems and various types of data collection.
- To obtain the knowledge on various kinds of scaling techniques.
- Exhibit good practices in conducting parametric and non-parametric test.
- To obtain the knowledge on ANOVA and regression analysis.
- Explain various steps involved in writing the Research report.

UNIT- I

INTRODUCTION: Definition of Research, Research Problems in Management, *Types of Research* – Exploratory Research, Conclusive Research, Modeling Research, Research Process, Types of Hypotheses, Types of error, Statistical experiment and its design. Types of data, *Primary data collection* – observation method, personal interview, telephonic interview, mail survey, questionnaire design, Sources of Secondary data, Frequency distribution, Cumulative frequency distribution, Charts.

UNIT-II

Types of Scale, *Scales for Stimuli* – Thurstone's Case-V Scale model, Osgood's Semantic differential scale, *Scaling Respondents*- Likert scale, Q-sort scale. Sampling Methods – probability sampling methods (Simple random sampling with and without replacement, Cluster sampling, stratified sampling), Non-probability sampling methods- convenience sampling, judgment sampling, quota sampling, snowball sampling. *Basic statistical measures*- mean, median, mode, standard deviation, co-efficient of variation.

UNIT-III

Point and Interval Estimates of Means and Proportions; *Testing of Hypothesis* – One sample and Two Samples Z & t tests for means and variances, *Chi-Square Test*- for testing independence of categorized data; goodness of fitness test, Time series analysis. *Non-parametric tests* – one sample sign test, Kolmogorov-Smirnov test, run test, two sample sign test, two sample median test, Mann-Whitney U test.

UNIT-IV

Multivariate analysis- Correlation coefficient for ungrouped data; grouped data, rank correlation, auto-correlation, Multiple regression. ANOVA – Completely Randomized Design, Randomized Complete Block Design, Introduction to Discriminate Analysis, Cluster Analysis, Factor Analysis and Conjoint Analysis.

UNIT-V

Types of report- technical report, survey based report, Guidelines for reviewing draft, Report format – Typing instructions, oral presentation, Introduction to SPSS.

Note: Problems 40% and Theory 60%

TextBooks

1. Donald R. Cooper, Pamela S. Schindler, New Delhi, TATA McGraw Hill, 9th Edition.
2. Beri, G.C. Business Statistics, New Delhi, TATA McGraw Hill, 2nd Edition.
3. Kothari. C.R. Research Methodology, New Age International (p) Ltd, New Delhi, 2004.

4. Krisnasamy. O.R, and M. Ranganathan. Methodology of research in social science, Himalaya Publishing house, Mumbai, 2005.
5. Bhandarkar Wilkinson laldas. Methodology and techniques of social research, Himalaya Publishing house, Mumbai, 2004.

Reference Books

1. David M. Boje: Narrative Methods for Organizational and Communication Research, New Delhi, Sage Publication, 2001.
2. Dwiedi R.: Research Methods in Behavior Science, New Delhi, Macmillan India Ltd., 2001.
3. Levin & Rubin: Statistics for Management, New Delhi, Prentice Hall of India, 2002.
4. Panneerselvam, R., RESEARCH METHODOLOGY, PHI Learning Pvt. Ltd., New Delhi, 2004

**SEMESTER I - (CORE ELECTIVE PAPER 1 (A))
INTERNAL ELECTIVE**

PAPER-1

BUSINESS COMMUNICATION

Objectives:

- To study the communication skills
- To understand the proper tone of language required in writing and speaking.
- To familiarize the speech structures and developing the speech outline.
- To communicate and develop presentation skills
- To apply it in practical business situations, written exercises & e-mails and letters: Re-writing and re-framing of sentences are being delivered.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- Recall the basics of communication and its process, elements and importance
- Communicate in an effective manner and to shine as a better leader and guide the team with effective communication skills.
- Evaluate the effectiveness of revising and checking the messages.
- Use of appropriate technology for business presentations and digital communication and Write E-mails in a structured pattern
- Employ the art of report preparation and writing various types of letters.

UNIT-I

Communication: Meaning and Definitions - Objectives of Communication - Role of Communication - Process and Elements of Communication - Communication Networks - Types and Media of Communication - Barriers to Communication - Characteristics for Successful Communication - Information Technologies.

UNIT-II

Management and Communication: Need and Importance of Communication in Management - Corporate Communication - Communication Training for Managers - Communication Structure in an Organization.

UNIT-III

Business Letter: Need of a Business Letter - Function of Business Letter - Kinds of Business Letter - Essentials of effective Business Letter - Language and Layout - Planning the Letters - Enquiries and Replies - Sales Letter - Orders, Tender and Notice - Complaints - Letter of Appointment.

UNIT-IV

Correspondence: Bank Correspondence - Insurance Correspondence - Agency

Correspondence - Import-Export Correspondence.

UNIT-V

Report Writing: Meaning and Importance of Reports - Purpose of a Report - Types of Business Reports - Characteristics of a Good Report - Preparing a Report - Report by Individual and Committees - Agenda and Minutes of Meeting.

References

1. Rajendra Pal & J.S. Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
2. Namita Gopal, Business Communication, Galgotia Publications Pvt., Ltd., New Delhi.
3. Lesicar & Flatley, Basic Business Communication, Tata McGraw-Hill, publishing Company Limited, New Delhi.
4. P.D.Chaturvedi & Mukesh Chaturvedi, Pearson Education.
5. R.C.Sharma & Krishna Mohan, Business Correspondence and Report Writing, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Basic Business communication, Raymond V. Lesikar, Tata Mc Graw Hill, 2009.

TextBooks

1. R K Madhukar, Business Communication, Vikas Publishing, New Delhi.
2. C. S. Rayudu, Communication, Hima;aya publishing, Mumbai. 2007.
3. Sundar.K Business Communication. Vijay Nicole Imprints Private Limited, Chennai .

**SEMESTER I - (CORE ELECTIVE PAPER 1 (B))
ORGANISATIONAL BEHAVIOUR**

COURSE OBJECTIVE:

- To understand the Organizational concept and models of OB.
- To understand and learn the effective interpersonal, team building and leadership skills.
- To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
- To improve the organizational performance through the effective management of human resources.

COURSE OUTCOMES:

- Explain the OB Model and its contributing discipline.
- Apply motivational theories to resolve problems related to organizational Performa
- Evaluate the behavior of individual and groups in terms of the key factors that influence organizational behavior.
- Identify organizational factors affecting teams and culture in which the group function.
- Assess the potential factors like power, politics. Culture, climate and change on organizational behavior.

UNIT-I

Definition and Meaning of OB - Need and Importance of OB - Nature and Scope - OB Models - Historical Evolution of Organizational Behaviour - Hawthorne experiments and its implications - Individual Behaviour: Personality: Factors Influencing Personality - Theories of Personality.

UNIT-II

Perception: Factors Influencing Perception - Perception Process - Managing the Perception - Learning: Principles and Theories of Learning - Attitudes ,Values and Job satisfaction - Stress – Causes of stress – Stress reduction strategies.

UNIT-III

Nature and Types of Group - Group Development - Determinants of Groups Behaviour - Group Dynamics - Group Norms - Group Cohesiveness - Group Decision Making Techniques - Conflict: Causes - Types - Conflict Management – Counselling.

UNIT-IV

Motivation: Nature and Importance of Motivation - Theories of Motivation - Leadership: Importance - Leadership Styles and their Implications - Theories of Leadership - Power –sources of power

UNIT-V

Organizational Culture - Organization Development (OD) - Pre-requisites - Factors affecting OD - Effectiveness of OD Programming - Organization Change: Importance - Types - Resistance to Change - Managing Change.

References

1. Stephen P. Robbins, Timothy Judge, Seema Sanghvi, Organizational Behaviour, Pearson Education, New Delhi, 2010.
2. Debra L. Nelson, James Campbell Quick Khandelwal Preetam – Organizational Behaviour, Cengage Publishers (LTR Series) , New Delhi, 2011.
3. John. W Newstorm and Keith Davis, Organizational Behaviour - Human Behaviour at Work, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2010.
4. Ricky W. Griffin, Gregory Moorhead, Organizational Behaviour, Biztantra, Delhi, 2009.

TextBooks

1. K. Aswathappa, Organizational Behaviour Text, Cases and Games, Himalaya Publishing House, New Delhi, 2011
2. Kalliath, Brough, O’driscoll, Manimala, Organizational Behaviour Tata McGraw-Hill New Delhi 2010

**SEMESTER I - (CORE ELECTIVE PAPER 1 (C))
KNOWLEDGE MANAGEMENT**

Objective: To prepare the students to participate in the organizational knowledge management efforts and how the three aspects, strategy, technology, and HRM need to be aligned together to facilitate management of knowledge.

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To explain the evolution of knowledge management and its relevance in competitive environment.

CO2: To manage the entire process of KM & knowledge creation.

CO3: To develop knowledge leadership capabilities.

CO4: To apply knowledge management systems and tools.

CO5: To leverage knowledge as strategic resource using enabling technologies.

Unit I- Introduction: Definition, need and objectives of knowledge management; Organizational benefits of KM; The drivers of knowledge management; Challenges of KM implementation; Knowledge hierarchy; Structural and process perspective of knowledge; Context and relevance of KM in competitive environment and knowledge economy.

Unit II- KM Process & Knowledge Creation: Knowledge identification; Knowledge capture; Knowledge acquisition; Knowledge creation; Knowledge codification; Knowledge linking and building; Knowledge transfer & dissemination; Knowledge storage; Knowledge sharing; Knowledge application; Nonaka's model of knowledge creation-SECI model, Ba model.

Unit III- Knowledge Management Soft Support System: Developing knowledge leadership capabilities; Recruiting and selecting knowledge leaders; Strategic knowledge leaders; Developing a knowledge culture; Knowledge culture enablers; Developing and maintaining knowledge motivators, and other managerial and social infrastructure; Knowledge community.

Unit IV- KM Systems and Tools: Knowledge management systems; Knowledge system design and architecture; Knowledge maps, implementation and challenges of KM system; ICT and groupware technology; Knowledge technology; Data warehouse and data mining; Search engines; Expert systems; Knowledge portal; Intelligent agents.

Unit V- Knowledge Strategies: Knowledge as strategic resource; Knowledge strategies and its evaluation; Benchmarking; Knowledge audit; Introduction of enabling technologies of KM- big data, cloud computing, AI, etc.; Sustainable knowledge management; Top management challenges and emerging perspective ahead.

Learning experiences from real life case studies. Readings (Unit wise)

Davenport, T. H. & Prusak, L. (1998). Working knowledge: How organizations manage what they know. Harvard Business Press.

Debowski, S. (2006). Knowledge Management. John Wiley & Sons Australia Ltd.

Newell, S., Robertson, M., Scarbrough, H. & Swan, J. (2009). Managing knowledge work and innovation. Palgrave Macmillan.

Awad, Elias M. & Ghaziri, Hassan M. (2004). Knowledge Management. Pearson Education Inc., Prentice Hall.

SEMESTER I - (OPEN ELECTIVE PAPER 1 (A)) COMMUNICATION SKILLS FOR MANAGERS

Course objectives:

1. To train on public speaking skills.
2. To understand importance of language required in writing and speaking.
3. To familiarize the speech structures and developing the speech outline.
4. To develop presentation skills
5. Exercises to face the audience without any anxiety

Course outcomes:

1. Becomes good at public speaking skills and presentation skills.
2. Become good at oral and written communication.
3. Become good at pronunciation.
4. Ability to communicate and develop presentation skills with confidence.
5. Discover the impact of changing communication methods on society

UNIT-1:

Definition, Nature and Scope of Communication Importance and Purpose of Communication- Process of Communication-Types of Communication

UNIT II:

Non verbal Communication-Personal Appearance- Gestures- Postures- Facial Expression-Eye Contacts-Body Language(Kinesics)- Time language-Silence- Tips for Improving Non-Verbal Communication-Communication Networks-Verbal Communication (Oral-Aural)

UNIT III:

Verbal Communication (Written)

UNIT IV:

Communication as A Skill For Career Building- Preparing for a Career- Presentation Skills-Business Communication-Telephone Skills

UNIT V:

Soft Skills for Leadership and Team Management- Qualities of a Good Leader Leadership Styles-Decision Making- Intrapersonal skills- Interpersonal skills- Problem solving- Critical thinking- Negotiation skills

Text Books:

1. Business Communication for managers – Payal Mehra, Pearson publisher, second edition 2016.
2. Effective Business English and Correspondence. - PattanChetty and Ramesh, M.S.,
3. Business Communication – N.S.Raghunathan&B.Santhanam, Margham
4. Business Communication – Dr. K. Sundar, Vijay Nicole Publication.

Reference Books:

1. Commercial Correspondence – R.S.N.Pillai and Bagavathi.

**SEMESTER I - (OPEN ELECTIVE PAPER 1 (B))
COMPENSATION MANAGEMENT**

Objective: The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Course Outcomes: The successful completion of this course shall enable the student:

CO1: To acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes.

CO2: To understand the principles involved and premise of the grant of bonus, wages, and minimum wages to workers.

CO3: To be well versed with working in the maintenance and compliance vertical of compensation structuring department.

CO4: To handle the organizations scenarios having large scale variation of minimum wages both within the country and internationally.

CO5: To have insights about the employment benefits for women envisaged under compensation laws of India.

UNIT I-

Compensation Management: Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies, assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence; International pay systems- comparing costs and systems; Expatriate pay; Concept and rationale of employee welfare.

UNIT II-

The Payment of Bonus Act, 1965: Objects, scope and application; Definitions; Calculation of amount payable as bonus; Eligibility and disqualifications for bonus; Minimum & maximum bonus; Set on & Set off of allocable surplus; Application of Act in establishment in public sector; Bonus linked with production or productivity.

UNIT III-

The Payment of Wages Act, 1936: Objects; Application; Responsibility for payment of wages; Fixation of wage periods; Time-limits; Deduction from wages; Remedies available to worker; Powers of authorities, penalty for offences.

UNIT IV-

The Minimum Wages Act, 1948: Objects; Application; Minimum fair and living wages; Determination of minimum wage; Taxation of minimum wage; Advisory board; Remedy to worker for non-payment of minimum wages.

UNIT V-

The Maternity Benefit Act, 1961: Definitions, employment of, or work by, women prohibited during certain periods, right to payment of maternity benefits, notice of claim of maternity benefit and payment thereof, leaves, dismissal in absence during pregnancy, forfeiture of maternity benefits.

Case laws in respect of recent trends and administration of the Acts are required to be

done in all units.

Armstrong, M. & Murlis, H. (1988). Reward Management: A Handbook of Salary administration.

Belchor, David W. (1988). Compensation Administration. Prentice Hall, Englewood Cliffs. NT

Malik, P.L. (2017). Handbook of Labourer and Industrial Law. Eastern Book Company.

Milkovich, G., Newman, J. & Ratnam, C.S.V. (2009). Compensation. Tata Mc Graw Hill, Special Indian Edition

Sharma, J.P. (2018). An Easy Approach To Company And Compensation Laws. New Delhi: Ane Books Pvt Ltd

SEMESTER I - (OPEN ELECTIVE PAPER 1 (C)) OPERATION RESEARCH

Course Objective:

- To impart the knowledge of various concepts of Operations Research.
- This course will also serve as a prerequisite for post graduate and specialized studies and research.

Course Outcome:

CO – 1: Define and formulate linear programming problems and appreciate their limitations and to understand concepts and terminology of Linear Programming from formulation of

mathematical models to their optimization using Simplex Method

CO – 2: To comprehend the concept of a Transportation Model and develop the initial solution for the same and the concept of a Assignment model and develop the optimum schedule and optimum cost.

CO – 3: Identify and select procedures for various sequencing problems

CO – 4: Elucidate the potential or proven relevance of game theory and its impact in many fields of human endeavour which involve conflict of interest between two or more participants.

CO – 5: Identify various inventory models Investigate network analysis on elements of scheduling by CPM and PERT techniques.

Unit I Introduction to Operation Research

Introduction: Definition- Scope of OR in Business - Linear Programming Problems Formulation – Graphical method of solution- Simplex Method.

Unit II Transportation and Assignment problems

Transportation: Initial basic feasible solution methods -Optimality test– MODI method. Assignment Problems – Hungarian method.

Unit III Sequencing problems

Job Sequence: Introduction- Johnsons rule for n jobs through two machines- n jobs through three machines- n jobs through m machines- 2 jobs with K machines.

Unit IV Game Theory

Game Theory: Introduction- Two person Zero sum game- pure and mixed strategy- Dominance Property- Graphical Method of 2 n and m 2 solving game.

Unit V Network Analysis Network Analysis: Introduction – Basic Terminologies – Critical Path Method-PERT- Float analysis.

Text Books:

1. N. D. Vohra, “Quantitative Management”, Tata McGraw Hill, 2006.
2. P. K. Gupta, Man Mohan, KantiSwarup: “Operations Research”, Sultan Chand, 2008.
3. V. K. Kapoor: “Operations Research”, Sultan Chand & Sons, 2006
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited, fifth edition.2013

Reference Books:

1. Hamdy Taha, Operations Research, 8th Edition, Pearson Education, 2009.
2. Sharma J.K, Operations Research, 3rd Edition, Macmillan Business Books, 2009.
3. Sundaresan V, Ganapathy K.S, Ganesan K, Resource Management Technique- Lakshmi Publications, 2003.
4. Kalavathy S, Operations Research, 2nd Edition, Vikas Publications, 2009.

SEMESTER II - (CORE 1)
HUMAN RESOURCE MANAGEMENT

COURSE OBJECTIVE:

- To develop the employment relations and knowledge to resolve the issues.
- To Designing the appreciate role of HR specialist for implementing HRM policies.
- To Managing the manpower to motivate and attract them to retain in the organization.
- To develop the responsibility of employer and legal system to manage the employment relations.

COURSE OUTCOMES:

- Explain the importance of HRM in the organization through their roles responsibilities, challenges etc.
- Assess the major HRM functions and processes of HRM planning.
- Explain how training helps to improve the employee performance.
- Analyze the emerging trends, opportunities and challenges in performance appraisal.
- Apply the Concept of job application and how it is practically applied in the organisation and application of concept of employer and legal system to manage the employment relations.

UNIT-I

Human Resource Management – Objectives and Importance – Functions and Scope of HRM – Qualities of HR Managers – Changing role of HR managers - HR functions and Global Environment.

UNIT-II

HR Planning and Recruitment: HR Planning Process - Job Analysis - Recruitment and selection – Sources of Recruitment – Meaning and Process of Selection – Selection tests and interviews.

UNIT-III

Training and Development: Importance and Objectives of Training – Assessment of training needs – Methods of Training – Executive Development – Methods and techniques of Executive Development – Performance Appraisal – Uses and Process – Traditional and Contemporary methods of Performance Appraisal System.

UNIT-IV

Wage and Salary Administration: Objectives and Principles – Essentials of a sound wage structure - Methods of wage payments – Incentive Plans – Types of Incentive Plans – Profit Sharing - Job evaluation - Fringe benefits and services - Employee Welfare.

UNIT-V

Industrial Relations: Concept, Objectives and approaches – Causes and measures for industrial relations - Factors influencing industrial relations - - Role of Trade unions - Collective Bargaining - Workers' participation in management.

References

1. Decenzo & Robbins, Personnel / Human Resource Management, 3rd ed., John Wiley & Sons (Pvt.) Ltd.
2. Biswajeet Patanayak, Human Resource Management, PHI, New Delhi
3. Luis R. Gomez, Mejia, Balkin and Cardy, Managing Human Resources PHI, New Delhi.
4. Rudrabasavaraj, Dynamics of Personnel Admn. Himalaya Publishing House, Mumbai
5. Venkat Ratnam C.S. & Srivatsava, B.K. Personnel/Human Resource Management, Tata McGraw Hill, New Delhi
6. Monappa Arun & Mirzas Saiyadin, Personnel Management, Tata McGraw Hill, New Delhi
7. Gary Dessler, Human Resource Management - (8th ed.,) Pearson Education, Delhi
8. P. Subba Rao, Essentials of Human Resource Management & Industrial Relations, Himalaya Publishers, Mumbai.
9. Ian Beardwell, Len Holden, Human Resource Management - A Contemporary perspective, Macmillan India Ltd.

Text Books

1. C.B. Mamoria, S.V. Gankar, Human resource management, Himalaya Publishing House, Mumbai, 2006.
2. Gary Dessler, Biju Varkey, Human Resource Management Pearson Education, Delhi, 2009.
3. Rao .P.L, Comprehensive human Resource management, Excel Books, new Delhi, 2006.
4. Subba rao, P., Personal and Human resource Management, Himalaya Publishing House, Mumbai, 2004.

SEMESTER II - (CORE 2)
FINANCIAL MANAGEMENT

COURSE OBJECTIVE:

- To familiarized with the various sources of finance which a business house can mobilize.
- To Develop the ability to measure the risk and return of the various portfolios
- To Implement investment decisions, the process and methods of evaluation of various investment proposals.
- To Develop the skills to analyze the impact of various financing alternatives on the wealth maximization/ valuation of the firm.
- To Develop the ability to manage the profit generating (current) assets and strike a balance between liquidity and profitability.

COURSE OUTCOMES:

CO – 1: Identify the theoretical and practical role of financial management in business corporations.

CO – 2: Evaluate different capital budgeting techniques & its application on investment decisions

CO – 3: Assess the importance of risk within the context of financial decision making

CO – 4: Analyze the different pattern of capital structure of the firm & its impact on the shareholders wealth.

CO – 5: Estimate cost of capital for long term source of finance

UNIT-I

Financial Management: Objectives and Functions – Scope of Financial Management - Role of Finance Manager – Risk-return trade off – Time value of money.

UNIT-II

Capital Budgeting: Features and Objectives – Need and Significance of Capital Budgeting - Capital budgeting process – Methods of capital expenditure appraisal: Payback period, Accounting rate of return, Net present value, Internal rate of return, Profitability Index – Risk Analysis in Capital Budgeting.

UNIT-III

Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital - Factors affecting cost of capital – computation of cost of debt, cost of preference shares, cost of equity and weighted average cost of capital.

UNIT-IV

Capital Structure Planning – Optimum capital Structure – Factors determining capital structure – Theories of Capital Structure – NI Approach – NOI Approach - MM Approach – Dividend policy – Types of dividends – Factors determining Dividing Policy – Walter’s Model – Gordon’s Model – MM Hypothesis.

UNIT-V

Working Capital Management – Definition– Types of Working Capital – Significance of Working Capital – Sources of Working Capital – Factors affecting working capital requirements – Forecasting working capital requirements.

Note: Problems 60% and Theory 40%

Text Books

1. I. M. Pandey, Financial Management, Vikas Publishing, New Delhi, 2009
2. Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, New Delhi, Tata McGraw Hill Publishing Co., 6th edi, 2012
3. Chandra Prasanna: Financial Management - Theory and Practice, New Delhi, Tata McGraw Hill Publishing Co., 4th ed., 1997
4. Sheeba kapil, Financial Management, Pearson Education, New delhi, 2009
5. Eugene F. Brigham, Joel F. Houston, Fundamentals of Finance Management, Cengage learning, New Delhi, 2011
6. Kuchhal S C: Financial Management, Allahabad, Chaitanya Publishing House, 1994.

Reference Books

1. John C. Hull; Options, Futures and other Derivative Securities: New Delhi, Prentice Hall of India Pvt. Ltd., 2nd ed., 1996.
2. Pamela P. Peterson: Financial Management and Analysis, New York, McGraw Hill, Inc., International ed., 1994.
3. Rao P.M: Financial Management: New Methods and Practices, New Delhi, Deep & Deep Publication (P) Ltd., 1999.
4. Van Horne. James C: Financial Management and Policy, New Delhi, Prentice Hall of India Pvt. Ltd., 10th ed., 1996.

SEMESTER II - (CORE 3) MARKETING MANAGEMENT

Objectives:

- To develop understanding of marketing concepts, philosophies and historical background
 - To understand concepts related to STP, product attributes, and pricing strategies prevalent in domestic and international scenario.
 - To study various tools and techniques of promoting the products in ethical manner.
 - To understand emerging concepts of marketing in the emerging global markets.
 - To understand the core concepts right from deciding the segment till customer satisfaction.

COURSE OUTCOMES

The successful completion of this course shall enable the student to:

- Understand importance and nature of marketing, evolution of major marketing philosophies, marketing management tasks and process, meaning and impact of marketing environment on marketing decision making, and nature buying process of household and institutional customers.
- Describe target market selection and positioning process.
- Know issues and process involved with product planning and price determination.
- Describe issues and process involved with promotion planning and distribution strategy.
- Identify and describe developments and contemporary issues in marketing.

UNIT-I

Marketing management - marketing management process - assessing market opportunities - selecting target consumers - marketing mix - market segmentation - targeting and positioning - E marketing.

UNIT-II

Buyer Behaviour - influencing factors on Consumer Behaviour - buying decision process - industrial buyer behaviour - theories of buyer behaviour.

UNIT-III

Product policies - consumer and industrial product decisions - branding - packaging and labeling - new product development and product life cycle strategies.

UNIT-IV

Pricing - pricing strategies and approaches - Distribution - direct and indirect channel - retailing and whole selling - channel decision.

UNIT-V

Promotion - advertising - designing copy - media selection - sales promotion strategies - Marketing research - marketing research process - sales forecasting techniques.

References

1. Rajan Saxena, Marketing Management, 2nd edition, New Delhi, Tata Mcgraw Hill Publishing Co Ltd. 2001.
2. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, New Delhi, Macmillan, 2002.

- 3 Iacobucci Dawn, Kapoor Avinash, Marketing Management, LTR series, Cengage Learning, New Delhi, 2011
- 4 Biplab S. Bose, Marketing Management, 3rd edition, Himalaya Publishing House, Mumbai, 2010

Text books

1. Kotler Philip, Keller, Koshy, Jha. Marketing Management, Pearson Education, New Delhi, 2007
2. Joel R Evans, Berman. Marketing Management, Cengage Learning, New Delhi, 2009
3. V.S. Ramasamy and S.Namakumari, Marketing Management, Planning, Implementation & Control, Macmillan, New Delhi, 2009
4. Varshney, Marketing Management, Sultan Chand, New Delhi, 2010

SEMESTER II - (CORE ELECTIVE 2 (A))

OPERATIONS MANAGEMENT

Course Objective: -

To understand the strategic role of operations management in creating and enhancing a firm's competitive advantages.

- To understand the concepts of layout, planning, maintenance, quality and inventory control, material and store management.

Course Outcomes

- . Reveal the ability to apply some mathematical forecasting techniques
- Summarise the Facility Location concepts and to Classify the Layouts.
- Describe the inventory implementation system.
- Study the work study features
- To understand basic Maintenance Planning and Control concepts.

UNIT-I

Systems Concept of Production, Types of Production System, Productivity, World Class Manufacturing. Forecasting: Demand Patterns, Measures of forecasting, Forecasting Models: Simple Moving Average Method, Weighted Moving Average, Simple(single) Exponential Smoothing, Linear Regression, Delphi Method.

UNIT-II

Facility Location: Factors influencing Plant Location, Break Even Analysis. Plant Layout & Materials Handling: Classification of Layout, Advantages and Limitations of Process Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout. Layout Design Procedures: Introduction to CRAFT, ALDEP & CORELAP, Material Handling System, Unit Load Concept, Material Handling Principles, Classification of Materials Handling Equipments. Line Balancing: Concept of Mass Production system, Objective of Assembly Line Balancing, Rank Positional Weight Method. Inventory Control: Review of Basic Models of Inventory, Quantity Discount Model.

UNIT-III

Implementation of Inventory Systems, Introduction to P & Q system of Inventory Nature of Aggregate Planning Decisions, Aggregate Planning Strategies, Aggregate Planning Methods: Heuristic Method, Flow Shop Scheduling: Introduction, Johnson's Problem, Extension of Johnson's Rule.

UNIT-IV

Work Study: Method Study – Recording Techniques, Steps in Method Study, Principles of Motion Economy, Time Study.

Quality Control: Introduction, Need for Controlling Quality, Definition of a Quality System, Classification of Quality Control Techniques, Control Charts, Control Charts for Variable, Control Charts for Attributes, C-Chart, Acceptance Sampling: Operating Characteristic Curve (O.C. Curve), Single Sampling Plan.

UNIT-V

Maintenance Planning and Control: Maintenance Objectives, Types of Maintenance, Basic Reasons for Replacement(Need for Replacement), Group Replacement Vs Individual Replacement – Trade-off.

Reliability: Reliability Improvement, Reliability Calculations for systems in series and parallel, Just-in-Time Manufacturing: Introduction-Overview of JIT, Kanban Systems.

TextBooks

- 1.Panneerselvam. R, production and operations management, 3rd Edition, PHI Learning, Delhi, 2013.
- 2.S.N. Chary, production and operations management, (Tata McGraw Hill).

References

- 1.Joseph G. Monks: operations management - theory and problems, (McGraw Hill).
- 2.Everett E. Adam & Ronald J. Ebert: production and operations management, (Prentice Hall, 1994).
- 3.William J. Stevenson: production/operations management, Richard Irwin.
- 4.Norman Gaither: production and operations management, (The Dryden Press).
- 5.Jack R. Meredith, the management of operation, (John Wiley & Sons).
- 6.Jay Heizer & Barry Render: operations management, Prentice Hall International, Inc. 2001, International Edition.

SEMESTER II - (CORE ELECTIVE 2 (B))

CUSTOMER RELATIONSHIP MANAGEMENT

Courses objectives:

- To make students understand about the importance of customer information database
- To teach on the elements and process of CRM
- To impart knowledge on the strategic and operational CRM
- To acquire information about the concept and types of service quality
- To make students understand the current trends in CRM

Course outcomes:

- Candidates will be enriched with the knowledge on customer behaviour, customer perception and customer profile analysis
- Students would be knowing about the structure and models of CRM for business applications
- Able to understand the tools of CRM, role of CRM managers in implementation and customer retention plans
- Candidates could be equipped with knowledge on service quality gaps, dimensions and methods of measurement
- Gain information about data mining, data warehousing and changing corporate culture

UNIT

INTRODUCTION

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II

UNDERSTANDING CUSTOMERS

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT III

CRM STRUCTURES

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT IV

CRM PLANNING AND IMPLEMENTATION

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

UNIT V

TRENDS IN CRM

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Text Books

1. Alok Kumar et al, (2015), Customer Relationship Management: Concepts and Applications, Biztantra
2. Jim Catheart, (2016), The Eight Competencies of Relationship selling, Macmillan India
3. Peeru H Mohamed and A Sahadevan, (2017), Customer Relationship Management, Vikas Publishing

Reference Books

1. Shainesh, Jagdish, N.Sheth, (2015), Customer Relationships Management Strategic Perspective, Macmillan
2. Zikmund, (2201), Customer Relationship Management, Wiley

SEMESTER II - (CORE ELECTIVE 2 (C))

SOCIAL PSYCHOLOGY

OBJECTIVE:

To study how people view themselves and others, how people interact, influence and act when they are a part of a group..

COURSE OUTCOMES:

The student gets to learn about

1. the fundamentals of social psychology
2. Social perception and impression management
3. Social cognition and comparison
4. Social Identity and interpersonal attraction and relations
5. Social influence and the application of social psychology

UNIT I:INTRODUCTION TO SOCIAL PSYCHOLOGY	6
Social Psychology – Origin and development – Social behavior and social thought – Applications in society and business.	
UNIT II:PERCEIVING AND UNDERSTANDING OTHERS	9
Social perception – Nonverbal communication – Attribution – Impression formation and impression management.	
UNIT III:COGNITION IN THE SOCIAL WORLD	10
Self, Self Esteem & Social Comparison , self-efficacy, narcissism ,Social cognition – Schemas – Heuristics – Errors – Attitudes &Behaviour – Persuasion – Cognitive dissonance	
UNIT IV:INTERPERSONAL RELATIONS	10
Social identity – Prejudice – Discrimination – Aggression – Interpersonal attraction and Relationships.	
UNIT V:APPLIED SOCIAL PSYCHOLOGY	10
Social Influence – Conformity – Compliance – Social Influence - Prosocial behaviour – Groups – Social issues, Stress, personal beliefs and health	

TOTAL: 45 PERIODS

REFERENCES :

1. Baron, Byrne and Brascombe, Social Psychology, 13th Edition, Pearson, 2014.
2. David G. Myers, Social Psychology, Tata McGraw Hill, 11th Edition,.
3. Baron and Byrne, Social Psychology, 8th Edition, PHI, 2006.
4. Howitt. Social Psychology. Tata McGraw Hill
5. Rohall et al. Social Psychology. PHI Learning. 2nd edition
6. Attitudes, Personality and Behaviour. Ajzer. Tata McGraw Hill
7. Hollway. Social Psychology Matters. Tata McGraw Hill.

**SEMESTER II - (OPEN ELECTIVE 2 (A))
COMPANY LAW**

Objectives:

- To acquire knowledge about the regulatory framework of companies
- To know about the different kinds of shares and debentures
- To identify the various managerial personnel of the company
- To gain knowledge about arranging meetings and resolution passing procedures
- To make the students understand about recent amendments of winding-up a company

Learning outcome:

- Students would be able to understand the meaning and basic characteristics of company and how it differs from other forms of businesses,
- Students will be equipped on the issue of shares, bonus and rights shares
- Able to identify the independent directors and key managerial personnel of the company
- Students could get sound knowledge on various kinds of meetings and resolutions
- Can acquire knowledge about various methods of winding-up of a company.

Unit I: Joint Stock Company

Meaning - Kinds of Companies (Special Provisions with respect to Private Company, Public Company, One Person Company, Small Company, Dormant Company) - Formation- Memorandum of Association- Contents- Restriction on "Other Objects"- Doctrine of Ultra Vires- Articles of Association- Contents- Prospectus- Contents- Types (Statement in Lieu of Prospectus, shelf Prospectus, Red Herring Prospectus)- Underwriting- Book Building Process- Green Shoe Option- E-Filing- Dematerialisation.

Unit II: Share Capital and Debentures

Meaning of Shares- Kinds of Shares- Voting rights- Issue of shares at a Premium and Discount- Partly paid shares- Bonus Shares- Rights shares- Sweat Equity Shares. Debentures- Meaning- Types.

Unit III: Managerial Personnel

Directors- Women Directors- Independent Directors- Director Identification Number- Other Key Managerial Personnel- Related Party Transactions.

Unit IV: Meetings and Resolutions

Meeting- Statutory Meeting- Annual General Meeting- Extraordinary General Meeting- Notice of Meeting- Quorum- Proxy- Board of Directors Meeting- Committee- Types of Committee- Audit Committee- Stake Holders Relationship Committee- Corporate Social Responsibility Committee. Resolutions- Ordinary Resolution- Special Resolution -Resolution requiring special notice.

Unit V: Winding up of Company

Modes of Winding up- Winding up by the Court- Voluntary Winding up- Types- Members Voluntary Winding up- Creditors Voluntary Winding up. National Company Law Appellate Tribunal.

Text Books

- 1.Kapoor,N.D.,BusinessLaws,SulthanChandandSons,NewDelhi.
- 2.Sreenivasan,M.R.BusinessLaws,MargamPublications,Chennai.
- 3.Dhandapani,M.V.BusinessLaws,SultanChandandSons,NewDelhi.
- 4.AvatarSingh, CompanyLaw, Eastern Book Company
- 5.Shukla,M.C.&Gulshan,S.S.,PrinciplesofCompanyLaw
- 6.BadriAlam,S&Saravanavel,CompanyLaw,HimalayaPublications
- 7.Gogna,P.P.S.,TextBookofCompanyLaw,S.Chand&Co.
- 8.Gaffor&Thothadri,CompanyLaw,Vijay NicoleImprintsPvt.Ltd.Chennai

References Books

1. P. Saravanavel & S. Sumathi, Legal System In Business, Himalaya Publishing House, New Delhi.
2. N.D.Kapoor, Elements of Mercantile Law, Sultan Chand & Company, Delhi.
3. Sen & Mitra, Commercial and Industrial Law, The World Press Pvt., Ltd., Calcutta.
4. P.K.Ghosh & V.Balachandra, Company Law & Practice, Sultan Chand & Sons, New Delhi.
5. S.C.Srinivastava, Industrial Relations & Labour Laws, Vikas Publishing House Pvt., Ltd., New Delhi.
6. R.S.N.Pillai & Bagavathi, Business Law, S.Chand & Company Ltd., New Delhi.
7. Banking Law and Practice, Varshney.

SEMESTER II - (OPEN ELECTIVE 2 (B))

CONSUMER BEHAVIOUR

Course Objectives:

- 1 To highlight the importance of understanding consumer behavior in Marketing.
- 2 To study the environmental and individual influences on consumers
- 3 To understand consumer behavior in Indian context.

Course outcome:

- Student shall be able to learn and understand the importance of consumer behavior in marketing and differential consumer behavior in Indian context.
- To understand role of marketing in influencing consumer behavior.
- To analyze the role of marketer & the consumer in advertising.
- To sensitize the students to the changing trends in consumer behavior.
- To understand Post purchase Behaviour.

Unit-I: Consumer Behaviour Introduction

Consumer behaviour – Definition – scope – customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behavior – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics

Unit-II: Consumer motivation, Personality

Needs – Goals – Discovering purchase motives – motivation research – Defense mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour –Self image – Forms of self image – How general personality influence consumer behaviour

Unit-III: Consumer learning and Reference group appeal

Classical Conditioning – Instrumental Conditioning – Information Processing – Perceptual mapping – Tricomponent attitude model – Multi attribute attitude model

– Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.

Unit-IV: Consumer perception

Perception – Weber's Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality - Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process.

Unit-V: Purchasing Process and Post purchase behavior

Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, situation segmentation – Positive / negative Post purchase Behaviour – Complaint Behaviour.

References and Text Books:

1. Jay D. Lindquist, M. Joseph Sirgy, Shopper, buyer and Consumer Behavior, Biztantra, New Delhi, 2007.
2. Del I. Hawkins, Roger J. Best, Kenneth A. Coney, Amit Mookerjee, Consumer Behavior Building Marketing Strategy, 9/e, Tata McGraw-Hill, New Delhi, 2007.
3. Leon G.Schiffman, Kanuk Leslie Lazar, Consumer behavior, PHI Learning, New Delhi, 2008.
4. David L. Loudon, Albert J. Della Bitta, Tata McGraw-Hill, New Delhi, 2007.
5. Satish K Batra, S H H Kazmi, Consumer Behavior, Excel Books, New Delhi, 2008.
6. Michael R. Solomon, Consumer Behavior, PHI learning, New Delhi, 2009.
7. Wayne D.Hoyer, Deborah MacInnis, Dasgupta, Consumer behavior, biztantra, New Delhi, 2008.

SEMESTER II - (OPEN ELECTIVE 2 (C))

MANAGERIAL BEHAVIOR AND EFFECTIVENESS

OBJECTIVES:

- To examine managerial styles in terms of concern for production and concern for people.
- To assess different systems of management and relate these systems to organisational characteristics.

COURSE OUTCOMES :

- CO1. The learners will gain knowledge about appropriate style of managerial behavior.
- CO2. The learners will acquaint with different streams of managerial effectiveness.
- CO3. The learners shall be competent in the current practices of managerial effectiveness.
- CO4. The learners can solve environmental issues in managerial effectiveness
- CO5. The learners are effective in developing a winning edge in creativity and innovation.

UNIT I	DEFINING THE MANAGERIAL JOB	9
	Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behavior – Functional and level differences in Managerial Job behavior.	
UNIT II	DESIGNING THE MANAGERIAL JOB	9
	Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.	
UNIT III	THE CONCEPT OF MANAGERIAL EFFECTIVENESS	9
	Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.	
UNIT IV	ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS	9
	Organizational Processes – Organizational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.	
UNIT V	DEVELOPING THE WINNING EDGE	9
	Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .	

TOTAL: 45 PERIODS

Text Books

1. T.V.Rao, Appraising and Developing Managerial Performance, Excel Books, 2002.
2. R.M.Omkar, Personality Development and Career Management, S.Chand, 1st edition, 2008.
3. Richard L.Daft, Leadership, Cengage, 1st Indian Reprint 2008.

References Books

4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3rd edition, 2006.
6. Peter Drucker, Management, Harper Row, 2005.
7. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
8. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
