

II SEMESTER

Subject code	Title of the Subject	Teaching hours / week			Duration of Exam in Hours	Marks for		Total Marks
		Lecture	Practical / Field Work /	Total		IA	Exam.	
12MBA21	Business, Government and Society	4	1	5	3	50	100	150
12MBA22	Quantitative Methods – II	4	1	5	3	50	100	150
12MBA23	Macro Business Environment	4	1	5	3	50	100	150
12MBA24	Marketing Management	4	1	5	3	50	100	150
12MBA25	Financial Management	4	1	5	3	50	100	150
12MBA26	Human Resource Management	4	1	5	3	50	100	150
Total		24	6	30	18	300	600	900

SEMESTER II

BUSINESS, GOVERNMENT AND SOCIETY

Sub Code: 12MBA21	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I: The Study of Business, Government and Society (BGS) (4 Hours)

Importance of BGS to Managers – Models of BGS relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model – Global perspective – Historical Perspective

Module II: The Dynamic Environment (4 Hours)

Historical Forces changing the Business Environment – Key environments of Business – Power dimensions of Business – Theoretical perspective – Sociological perspective

Module III: Corporate Governance (8 Hours)

Introduction, Definition, Market model and control model, OECD on corporate governance, A historical perspective of corporate governance, Issues in corporate governance, relevance of corporate governance, need and importance of corporate governance, benefits of good corporate governance, the concept of corporate, the concept of governance, theoretical basis for corporate governance, obligation to society, obligation to investors, obligation to employees, obligation to customers, managerial obligation, Indian cases

Module IV: (8 Hours)

The role of public policies in governing business, Government and public policy, classification of public policy, areas of public policy, need for public policy in business, levels of public policy, elements of public policy, the corporation and public policy, framing of public policy, business and politics-levels of involvement, business, government, society and media relationship government regulations in business, justification of regulation, types of regulation, problems of regulation

Module V: (6 Hours)

Environmental concerns and corporations, history of environmentalism, environmental preservation-role of stakeholders, international issues, sustainable development, costs and benefits of environmental regulation, industrial pollution, role of corporate in environmental management, waste management and pollution control, key strategies for prevention of pollution, environmental audit, Laws governing environment

Module VI: (6 Hours)

Business ethics, meaning of ethics, business ethics, relation between ethics and business ethics, evolution of business ethics, nature of business ethics, scope, need and purpose, importance, approaches to business ethics, sources of ethical knowledge for business roots of unethical behavior, ethical decision making, some unethical issues, benefits from managing ethics at workplace, ethical organizations

Module VII: (6 Hours)

Corporate Social responsibility, types and nature of social responsibilities, CSR principles and strategies, models of CSR, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples

Module VIII: (14 hours)

Business law, Law of contract, meaning of contract, agreement, essential elements of a valid contract, classification of contracts, proposal and acceptance, free consent, void agreements

Negotiable instruments act 1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments – Promissory Notes, Bills of Exchange and Cheques. Parties to Negotiable Instruments, Negotiation, Presentment, Discharge and Dishonor of Negotiable Instrument, Law of agency, Bailment & Pledge:

Sale of goods act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, price and Time, Condition and Warranties, Express and Implied Condition, “Doctrine of Caveat Emptor”, Performance of Contract of sale, Right of Unpaid Seller.

Intellectual property law, law relating to patents, law relating to copyrights, law relating to trade mark

Practical Component:

1. Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.

2. A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in module 1.
3. Case studies/Role plays related ethical issues in business with respect to Indian context.

RECOMMENDED BOOKS:

1. Business, Government, and Society: A Managerial Perspective, Text and Cases – John F. Steiner, 12/e, McGraw-Hill, 2011.
2. Corporate Governance: principles, policies and practices – Fernando A. C, 2/e, Pearson, 2011.
3. Business Ethics and Corporate Governance - Ghosh B. N, Tata McGraw-Hill, 2012.
4. Business Law for Managers, Goel P. K, Biztantra, 2012.
5. Corporate Social Responsibility: A Study of CSR Practices in Indian Industry, Baxi C. V & Rupamanjari Sinha Ray, Vikas Publishing House, 2012.

REFERENCE BOOKS:

1. Business and Society - Lawrence and Weber, 12/e, Tata McGraw-Hill, 2010.
2. Business Ethics - Bajaj P. S & Raj Agarwal, Biztantra, 2012.
3. Corporate Governance - Keshoo Prasad, 2/e, PHI.
4. Corporate Governance, Ethics and social responsibility - Balachandran V, & Chandrashekharan V, 2/e, PHI, 2011.
5. Business and Government – Francis Cherunilam, HPH.
6. Corporate Governance – Machiraju H. R, HPH.
7. Business Ethics and Corporate Governance – Prabakaran S, Excel Books.
8. Corporate Governance – Badi N. V, Vrinda Publications, 2012.
9. Civic Sense – Prakash Pillappa, Excel Books, 2012.

QUANTITATIVE METHODS- II

Sub Code : 12MBA22	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I

(6 Hours)

Introduction to Operations Research. Definition, scope of Operations Research, characteristics, advantages and limitations. Quantitative approach to decision making, models & modeling in Operations Research.

Module II

(8 Hours)

Decision theory – decision under uncertainty, minmax, maxmin criterion, EV, decision tree problems. Sequencing- N Jobs X two machine and N Job three machine case.

Module III**(8 Hours)**

Transportation problem, transportation methods, mathematical modeling of transportation problem, transportation algorithm, methods of finding initial solution, test for optimality (VOGEL's & MODI Method), numerical on transportation, Assignment problems, Introduction, Mathematical statement of the problem maximization call, travelling salesman problem, Solution methods.

Module IV**(8 Hours)**

Linear programming, Structure of linear program model, Assumption, Advantages, Limitations, General mathematical model, Guidelines for formulation of linear programming model, graphical method, simplex method, algorithm (Only illustrative problems) Duality in linear programming, sensitivity analysis.

Module V**(8 Hours)**

Theory of games- formulation of game models, Two person Zero sum games & their solution, solution of $2 \times N$ and $M \times 2$ games, pure strategies, games with saddle point, (Graphical and algebraic methods), Limitations of game theory.

Module VI**(6 Hours)**

Simulation, process of simulation, types of simulation, steps in simulation process, Monte Carlo simulation, application in finance, marketing and HR areas. advantage & disadvantage

Module VII**(4 Hours)**

Queuing theory, General structure of queuing system, operating characteristics of queuing system queuing models (Simple problems on model one)

Module VIII**(8 Hours)**

Project management, Structure of projects ,phases of project management-planning, scheduling, controlling phase, work break down structure, project control charts ,network planning, PERT & CPM ,Network components & precedence relationships, critical Path analysis, probability in PERT analysis, theory of crashing.

Practical Components:

Solving and analyzing theoretical problems by using software packages like excel- data analysis, TORA and MS-Project.

RECOMMENDED BOOKS:

1. Operations Research: Theory, Methods and Applications - Sharma S. D, Kedar Nath Ram Nath & Co.

2. Operations Research : An Introduction - Taha H. A, 9/e, PHI
3. Operations Research: Theory and Applications - Sharma J. K, 4/e , Macmilan,
4. Operations Research - Vohra N. D, 4/e, TMH, 2010.
5. Operations Research – Anand Sharma, HPH.

REFERENCE BOOKS:

1. Quantitative Methods for Business - Anderson Sweeney, Williams, 10th edition, Cengage, 2011
2. Introduction to Operations Research - Frederick S. Hillier, Gerald J. Lieberman, 9/e, Tata McGraw-Hill, 2011.
3. Operations Research – Kalavathy S, 3/e, Vikas Publishing House.
4. Project Management - Samuel J. Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margrett M. Sutton with MR Gopalan, Wiley India, 2011.
5. An Introduction to Operations Research - Kothari C R, 3/e, Vikas Publishing House, 2011.
6. Operations Research – Anitha H. S, Excel Books, 2010.

MACRO BUSINESS ENVIRONMENT

Sub Code : 12MBA23	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I

(8 Hours)

Indian Economy and Business environment: Nature and Scope, Structure of the Business Environment – Internal and External environment.

Political and Legal Environment: overview, Philosophies, Political System, Judiciary, Constitution of India.

Economic Environment: overview, Nature of Indian Economy, Features of Indian Economy, Charges in recent times.

Socio – Cultural Environment: Socio Cultural factors affecting the Business.

Module II

(8 Hours)

Globalisation and Indian Business Environment: Meaning and Implications, Phases, Globalisation Impact on Indian Economy across Sectors. Modes of entry strategies.

India's Foreign Trade Policies – Recent Developments, Global outsourcing, MNCs and FDI in Retail, Infrastructure, Pharma. Insurance, Banking & Finance and Automobile. Impact of WTO ON India's foreign trade.

Technological Environment: Technology and Development, Integrating technology with Business. India and Global Knowledge Market.

Module III

(6 Hours)

International Business Environment: Review of the global economy, The global recession, Business environment in Developed and Developing Countries.

International trade theories.

GATT and WTO: Agreements and Implications.

International cultural aspects- Values and norms, religion and ethics, language, education, impact of cultural differences on business.

Module IV

(8 Hours)

Measuring the Economy: Basic economic Concepts, Open and Closed Economies, Primary, Secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring GDP and GDP Growth rate. Components of GDP.

Business Cycle- Features, Phases, Economic Time series – Economic indicators, Correlation, persistence, coherence.

Inflation: Types, Measurement, Kinds of Price Indices.

Employment and unemployment rates: Measurement.

National Income: Estimates, Trends, Measurement, Problems in measuring National Income.

Module V

(8 Hours)

Industrial Policies and Structure: Planning- Problems in industrial development during the plan period, Classification of industries based on ownership. Industrial policies, Industrial strategy for the future, New industrial policy 1991.

Structure of Indian Industry: Public and Private Sector Enterprises, Objectives of PSUs, Performance and shortcomings. Private Sector– growth, problems and prospects. SSI – Role in Indian Economy. Disinvestments in Indian public sector Units since 1991.

Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma Sectors.

Module VI

(8 Hours)

Economic policies: Privatisation-Problems and prospects.

Fiscal Policy: Objectives, Instruments, Union Budget, Reforms -Raja Chelliah Committee Recommendations, Taxes, Role of Government.

Monetary Policy: Money, Measures of money supply, Monetary system in India, Monetary policy- Tools for credit control. Structure of the Banking system, RBI and its functions, Banking structure reforms - Narasimham committee recommendations.

MODULE VII

(6 Hours)

Infrastructure in the Indian Economy- Infrastructure and economic Development, Energy, Power, Transport system- Railways, Road transport, Water transport and Air Transport. Power. Communication System in India, Development of IT Sector in India – its contributions to Indian economy.

Importance of Human resources development- Measures of Human development, Human Development index. Major thrust areas in human resource development.

Module VIII

(4 hours)

Agriculture and Business: Role of Agriculture in Economic Development, Trends in Agricultural Production, Agro based Industries, Dependence of Business on Agriculture, Corporate India Initiatives.

Practical Component

1. A Debate on 'Should the government allow cultivation of BT crops in India'.
2. 'Indian Shining' a debate on for and against.
3. International Cultural environment- The problems faced by MNC's – A Case study.
4. 'Disinvestment in PSU's since 1991'- A case study
5. Exposure of INR to the Fluctuation of USD and the impact on Indian companies receivables and payables.
6. Tracking of business cycle for India using GDP data.
7. A case study on Bangalore Metro Rail project.
8. Corporate India initiatives for rural developments

RECOMMENDED BOOKS:

1. Business Environment :Text and Cases - Justin Paul, 3/e, McGraw Hill, 2011.
2. Business Environment - Fernando, 1/e, Pearson, 2011.
3. Indian Economy – Datt and Sundharam, 64th Edition, S Chand, 2011.
4. Economic Environment of Business – Misra S. K & Puri V. K. , 6/e, Himalaya publishing house, 2010.
5. International Business: Competing in the Global Marketplace - Charles W. L. Hill & Jain, 6/e, TMH, 2009.
6. Macro Economic Theory – Vaish M. C, 14/e, Vikas Publishing House, 2010.

REFERENCE BOOKS:

1. Principles of Macro Economics –Mankiw, 4/e, Cengage Learning, 2011.
2. Macro Economics – Andrew. B. Abel, & Ben S. Bernanke, 7/e, Pearson Education,
3. Macro Economic Theory – Kennedy,1/e , PHI, 2011.
4. Macro Economics: Theory and Policy – Vanitha Agarwal, 1/e, Pearson, 2010.
5. Macro Economics- Hall & Papell, 6/e, Viva Books, 2010.
6. The Business Environment – Wetherly & Otter, 1/e, Oxford University Press, 2010.
7. Business Environment – Suresh Bedi, Excel Books.

Exam: Only Theory questions.

MARKETING MANAGEMENT

Sub Code: 12MBA24	IA Marks : 50
No.of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

MODULE I

(7 Hours)

Introduction: Nature and scope of marketing, Evolution, Various marketing orientations, Marketing Vs Selling concepts, Consumer need, Want and demand concepts, Marketing Environment – Assessing the impact of micro and macro environment. Marketing challenges in the globalized economic scenario.

MODULE II

(7 Hours)

Understanding Consumer Behaviour: Buying motives, Factors influencing buying behaviour, Buying habits, Stages in consumer buying decision process, Types of consumer buying decisions, Organizational buying Vs House hold buying, Consumer Protection Act, 1986 – An Introduction.

MODULE III

(8 Hours)

Market Segmentation, Targeting, Positioning & Branding

Segmentation: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer and Industrial markets.

Targeting: Meaning , Basis for identifying target customers, Target Market Strategies,

Positioning: Meaning, Product differentiation strategies, Tasks involved in positioning

Branding: Concept of Branding, Brand Types, Brand equity, Branding Strategies

MODULE IV

(7 Hours)

Product Decisions: Concept, product hierarchy, New product development, diffusion process, Product Life cycle, Product mix strategies and merchandise planning and strategies.

Packaging / Labeling: Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging

MODULE V

(4 Hours)

Pricing Decisions: Pricing concepts for establishing value, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing,

MODULE VI

(5 Hours)

Distribution Decisions: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Distribution system, Multilevel Marketing (Network Marketing)

MODULE VII

(9 Hours)

Integrated Marketing Communications: Concept of communication mix, communication objectives, steps in developing effective communication, Stages in designing message

Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Advertising Agency Decisions

Sales Promotion: Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.

Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling,

Publicity / Public Relation: Meaning, Objectives, Types, Functions of Public Relations

Direct Marketing: Meaning, Features, Functions, Basic concepts of e-commerce, e-business, e-marketing, m-Commerce, m-marketing, e-networking.

MODULE VIII

(5 Hours)

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning.

Marketing Organisation: Factors influencing the size of the marketing organization, various types of marketing structures/organisation

Marketing Audit: Meaning, Features of marketing audit, various components of marketing audit.

CASE STUDIES ON INDIAN CONTEXT ONLY

(4 Hours)

Practical Components:

1. Consider a few products like mobile phone, shoes, clothes etc and analyse their buying motives.
2. Analyse the various colleges in a city – how are they segmented? If you were to start a new MBA college, how would you position it? What would your parameters be?
3. Analyse the product life cycle of a few common products like jeans, pagers, desktop computers etc etc.
4. Go to a supermarket and study the pricing, packaging and advertising strategy of some FMCG companies like Levers, Godrej, ITC, Britannia, Parle, and others in some products like soaps, biscuits, juices etc.
5. Take any consumer product like soaps, biscuits etc and study the marketing

organization of the company producing it.

RECOMMENDED BOOKS:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Koshy & Jha, 13/e, Pearson Education, 2012.
2. Marketing : An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
3. Marketing Management - Tapan Panda, 2/e, Excel Publication, 2007.
4. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2011.
5. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, TMH, 2010.
6. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas, 2011.

REFERENCE BOOKS:

1. Marketing Management-Rajan Saxena, 4/e, Cengage Learning.
2. Marketing- Lamb, Hair, Mc Danniel, 7/e, Cengage Learning 2012.
3. Marketing: Marketing in the 21st Century - Evans & Berman, 2/e, Cengage Learning,
4. Marketing : Planning, Implementation, and Control - William M. Pride, Ferrell O. C , Cengage Learning, 2010.
5. Applied Case Studies in Marketing – Shajahan S, Primus Books, 2011.
6. Marketing Management – Karunakaran, HPH.
7. Marketing In India: Text and Cases- Neelamegham S, 4/e, Vikas.

Website:

[http: //www.fundula.com/allcourses](http://www.fundula.com/allcourses)

FINANCIAL MANAGEMENT

Sub Code : 12MBA25	IA Marks : 50
No. of Lecture Hrs /week : 04	Exam Hrs. : 03
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I(5 Hours)

Financial management – Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas. **Indian financial system** – Primary market, Secondary market – stocks & commodities market, Money market, Forex markets. (Theory Only)

Module II (5 Hours)

Sources of Financing: Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture capital investing, Warrants. Angel investing Private equity, Warrants and convertibles (Theory Only)

Module III (10 Hours)

Time value of money –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Capital recovery & loan amortization.

Module IV (8 Hours)

Cost of Capital Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.

Module V (10 Hours)

Investment decisions – Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, Discounted pay back period , Accounting rate of return. Estimation of cash flow for new project, replacement projects.

Module VI (6 Hours)

Working capital management – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm.(Does not include Cash, Inventory & Receivables Management)

Module VII (8 Hours)

Capital structure and dividend decisions – Planning the capital structure. (No capital

structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered).

Module VIII

(4 Hours)

Emerging Issues in Financial management: Derivatives, Mergers and Acquisitions, Behavioral Finance, Financial Modelling, Financial engineering, risk management.
(Theory Only).

Practical Components:

Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.

Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.

Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.

RECOMMENDED BOOKS:

1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - Pandey I. M, 10/e, Vikas.
3. Financial Management - Khan M. Y.& Jain P. K, 6/e, TMH, 2011.

REFERENCE BOOKS:

1. Fundamentals of Financial Management - Brigham & Houston, 10/e, Cengage Learning.
2. Fundamentals of Financial Management – Vanhorns & Bhandari, Pearson Education.
3. Contemporary Financial Management – Kothari & Dutta, Macmillan India Ltd.
4. Fundamentals of Corporate Finance - Stephen A. Ross, Wester Field, Jordan, 8/e, McGraw Hill, 2010.
5. Fundamentals of Financial Management –Vanhorne & Wachowicz, 13/e, PHI,
6. Corporate Finance – Damodaran, 2/e, Wiley India (P) Ltd., 2004
7. Financial Management –Shah, Wiley India (P) Ltd.
8. Principles of Managerial Finance - Gitman, 10/e, Pearson Education, 2004
9. Principles of Corporate Finance:Theory & Practice - Brealy and Myers, 10/e, TMH, 2012.
10. Financial Management & Policy- Vanhorne, James C., 12/e, Pearson, 2002
11. Fundamentals of Financial Management – Sharan, 2/e, Pearson, 2005.
12. Financial Management – Paresh P. Shah, 2/e, Biztantra.
13. Financial Management: Comprehensive Text Book with case Studies – Ravi M. Kishore, 7/e, Taxmann.

Website:

<http://www.fundula.com/allcourses>

HUMAN RESOURCE MANAGEMENT

Sub Code: 12MBA26	IA Marks : 50
No. of Lecture Hrs/week : 04	Exam Hrs. : 03 Hours
Total No. of Lecture Hrs. : 56	Exam Marks : 100
Practical Component : 01 Hr/ Week	

Module I (8 hours)

Introduction, meaning and significance of HRM. Historical evolution of HRM. Major functions of HRM. Line functions and staff functions. Principles of HRM. HR Competencies. Institutions of repute which impart HRM education in India. Professional Associations in HRM. Career opportunities in HRM.

Module II (8 hours)

Pre-recruitment functions of HRM- Organizational structure, Job analysis, HR Planning and budget approval. Strategic decision to outsource, engage contract workers or to recruit people on company role.

Module III (8 hours)

Recruitment, selection and appointment: Meaning and significance of recruitment, process of recruitment, sources of recruitment, cost-benefit analysis of recruitment. Meaning and significance of selection, process of selection, selection techniques- tests, interviews and salary negotiation. Meaning and significance of appointment, process of appointment, legal aspects of employment contract, joining formalities and induction.

Module IV (8 hours)

Training and development: Meaning and significance of training and development, Process of training development, needs analysis, training design, training implementation and training evaluation. Methods of training- on the job methods and off the job methods.

Module V (8 hours)

Compensation and benefits: Meaning and significance of compensation and benefits. Basic salary, allowances, incentives, perks, and benefits. Structured pay scales of the government sector and cost to company approach of the private consultant. Statutory aspects of compensation and benefits.

Module VI (8 hours)

Performance management: Meaning and significance of performance management. Process of performance management. Types of performance appraisal system. Performance goal setting, performance coaching and monitoring, performance evaluation and performance feedback. Aligning performance outcome to career and succession planning.

Module VII

(8 hours)

Employee Relations: Meaning and significance of employee relations. Employee relation in unionized and non-unionized organizations. Handling employee grievances. Employee discipline and domestic enquiry. Legal aspects of employee relations with reference to trade union Act, industrial employment standing orders Act and Industrial Disputes Act. Statutory aspects of health, welfare and safety of employees.

Module VIII

(8 hours)

Career and succession planning: Meaning, significance and process of career planning. Career stages, responsibility for career planning and career anchors. Meaning, significance and process of succession planning. Continuity of leadership and its impact on business.

Practical Component:

Expose students to simulated recruitment exercises- Job profile, personal profile, advertisements etc.

Expose students to standard selection tests followed in various sectors.

Exploring performance appraisal practices in various sectors.

Exploring training and development practices.

Exploring employee separation practices.

Give a job analysis case and ask the students to prepare job description and job specification.

Conduct a debate on company employees versus contract employees.

Give a case and ask the students to prepare the recruitment advertisement for a news paper.

Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

Give a performance goal setting case and ask the students to perform dyadic role playing.

RECOMMENDED BOOKS:

1. Human Resource Management - Seema Sanghi, Macmillan, 2011.
2. Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
3. Human Resource Management - Biswajeet Pattanayak, 3/e, PHI.
4. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, Cengage Learning, 16th Rep., 2012.
5. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
6. A Text Book of Human Resource Management – Dwivedi R. S, Vikas Publishing
7. Human Resource Management – Rao V. S. P, Excel Books, 2010.

REFERENCE BOOKS:

1. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
2. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
3. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.
4. Human Resource Management - David A. Decenzo, Stephen P. Robbins, 10/e, Wiley India Pvt. Ltd., 2011.
5. Personnel Management – Memoria, HPH.