



# जम्मू केंद्रीय विश्वविद्यालय

Central University of Jammu

राधा-सूचानी, बागला, जिला सांबा - 181143 जम्मू, जम्मू एवं कश्मीर  
Rahya- Suchani (Bagla), District Samba - 181143, Jammu (J&K)

No. 4-5/CUJ/Reg/HRM/2020/112

12<sup>th</sup> March, 2020

## NOTIFICATION No. 24/2020

**Sub:** Course Scheme and Syllabus Notification of 4<sup>th</sup> semester of MBA (Human Resource Management) w.e.f. Academic Session 2019 - 20 – Reg.

**Ref:** 4-5/CUJ/Reg/HRM/2013564 dated 06.11.2017

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It is hereby notified for the information of all concerned that, on the recommendation of the Head, Department of Human Resource Management & Organisational Behaviour and Dean, School of Business Studies, the Vice Chancellor in anticipation of Academic Council has approved the Course Scheme and Syllabus of 4<sup>th</sup> semester of MBA (Human Resource Management) w.e.f. Academic Session 2019-20. The approved Course scheme and Syllabus is as follows:

### Semester – IV

Course Code	Course Title	Credit	CIA	MSE	ESE	Max. Marks
<b>Core Courses</b>						
PGHRM4C006T	Entrepreneurship Development	4	25	25	50	100
PGHRM4C007T	Labour Laws and Legal Aspects of HR	4	25	25	50	100
PGHRM4C007V	Viva Voce	2	-	-	-	50
<b>Elective Courses* (Any Four)</b>						
<b>Elective Courses – Human Resource Management</b>						
PGHRM4E021T	Strategic Human Resource Management	4	25	25	50	100
PGHRM4E022T	Training and Development	4	25	25	50	100
PGHRM4E023T	Personal Growth and Self Management	4	25	25	50	100
PGHRM4E024T	Cross Cultural Management	4	25	25	50	100
PGHRM4E025T	Team Building & Leadership	4	25	25	50	100
<b>Elective Courses – Marketing Management</b>						
PGHRM4E026T	E-Marketing	4	25	25	50	100
PGHRM4E027T	Advertising Management	4	25	25	50	100
PGHRM4E028T	Brand Management	4	25	25	50	100
PGHRM4E029T	Business to Business Marketing	4	25	25	50	100
PGHRM4E030T	Rural Marketing	4	25	25	50	100
<b>Elective Courses – Finance</b>						
PGHRM4E031T	Project Appraisal and Financing	4	25	25	50	100
PGHRM4E032T	International Finance	4	25	25	50	100
PGHRM4E033T	Strategic Financial Management	4	25	25	50	100
PGHRM4E034T	Investment Management	4	25	25	50	100
<b>Interdisciplinary Course (Any One)</b>						
To be opted from IDCs offered by other Departments		4	25	25	50	100
<b>Total</b>		<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>750</b>
<b>MOOCs Course (Any One)</b>						
To be Opted as per availability on SWAYAM		-	-	-	-	-

Interdisciplinary Courses Offered by the Department of HRM&OB to other Departments (Any One)						
PGHRM4I015T	Soft Skills and Personality Development	4	25	25	50	100
PGHRM4I016P	Project on Digital Marketing	4	-	-	-	100

\*Each student shall study 07 theory papers including 01 IDC courses of other Departments according to the scheme given above. Each paper carries 100 marks except end semester viva voce which carries 50 marks each.



- Two core papers in each semester (3<sup>rd</sup> / 4<sup>th</sup>) out of which one core paper shall be from Major area of specialization
- Any four papers from the list of elective courses out of which two shall be from HR electives and other two as per area he/she opts for minor specialization
- Minimum One Interdisciplinary courses to be Offered by the Department to other Departments and one course of other Departments to be opted by student(s) as per his/her interest
- In addition to this all the candidates are required to appear for end semester comprehensive Viva Voce of 50 marks as per schedule notified by the Department
- One MooCs Course to be Opted in each semester as per availability on SWAYAM platform and approved by faculty in-charge or as per University policy

Deputy Registrar  
(Admin - HR)  
12/3/2020

**Encl: Syllabus of 4<sup>th</sup> semester of MBA (Human Resource Management)**

**To:**

- Dean, School of Business Studies
- Head, Department of HRM & OB
- Coordinator, Department of HRM & OB

**Copy to:**

Controller of Examinations

Max. Marks	EST	MSE	GIA	Credit	Course Title
100	50	50	50	4	Entrepreneurship Development
100	50	50	50	4	Labour Laws and Legal Aspects of HR
100	50	50	50	4	Viva Voce
100	50	50	50	4	Elective Courses* (Any Four)
100	50	50	50	4	Elective Courses - Human Resource Management
100	50	50	50	4	Strategic Human Resource Management
100	50	50	50	4	Training and Development
100	50	50	50	4	Personal Growth and Self-Management
100	50	50	50	4	Cross Cultural Management
100	50	50	50	4	Team Building & Leadership
100	50	50	50	4	Marketing Management
100	50	50	50	4	Advertising Management
100	50	50	50	4	Brand Management
100	50	50	50	4	Business to Business Marketing
100	50	50	50	4	Rural Marketing
100	50	50	50	4	Elective Courses - Finance
100	50	50	50	4	Project Appraisal and Financing
100	50	50	50	4	International Finance
100	50	50	50	4	Strategic Financial Management
100	50	50	50	4	Investment Management
100	50	50	50	4	Interdisciplinary Course (Any One)
100	50	50	50	4	to be opted by other Departments
100	50	50	50	4	Total
100	50	50	50	4	MooCs Course (Any One)
100	50	50	50	4	Interdisciplinary Courses Offered by the Department of HRM&OB to other Departments (Any One)
100	50	50	50	4	Soft Skills and Personality Development
100	50	50	50	4	Project on Digital Marketing

\*Each student shall study 07 theory papers including 01 IDC course of other Departments according to the scheme given above. Each paper carries 100 marks except end semester viva voce which carries 50 marks each.

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

**Course No.** PGHRM41006T  
**Course Title:** Entrepreneurship Development  
**Duration of Examination:** 3 Hrs.

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objective**

- To create understanding of the concept and process of entrepreneurship
- To develop a practical understanding of formulating a business proposal
- To understand various functional; plans for starting new business

**Unit I**

**Entrepreneurship:** Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship.

**Unit II**

**Starting the venture:** generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

**Unit III**

**Functional Plans:** marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan-cash budget, working capital, Performa income statement Performa cash flow, perform balance sheet, break even analysis.

**Unit IV**

Need for funds, technology and facilities, Acquisition, Allocation and Administration of Funds, Sources of Finance: Debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs

**Unit V**

Legal Issues: Intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. Project Identification (Feasibility study), Project Formulation, Preparation of Formal Project Report, Project Appraisal, Social Cost Benefit Analysis.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Baumback C.M. & Mancuso, J.R., Entrepreneurship and Venture Management,
- ❖ Taraporevala, Bombay, 1981.
- ❖ Khanka S.S., Entrwepreneurial Development, S. Chand & Company, New Delhi, 2001.
- ❖ Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay, 1986.
- ❖ Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi, 1989.
- ❖ Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi, 1981.



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4C007T**  
Course Title: **Labour Laws and Legal Aspects of HR**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective**

The purpose of this course would be to develop an understanding of the labour laws. The specific objectives are as follows:

- To enhance the understanding of the students vis-à-vis application of labour laws related to employment, labour welfare, wages and bonus, specific situations and social security
- To expose the students with the administration of labour laws in India and to equip them with the necessary tools to apply the law to a given set of facts

**Unit I: Introduction**

Introduction to labour legislation: Need for studying labour legislation, Principles of labour legislation, brief history of labour legislation in India, Labour Welfare: concept, agencies of labour welfare in India, types of labour welfare services

**Unit II : Laws Related to Labour Employment**

Industrial Disputes Act 1947: objective, basic provisions of authorities under this act, Rules governing layoff, strikes, lockouts under ID act 1947, Major provisions of Employment Exchange Act, 1959, Contract Labour Act, 1970

**Unit III Laws related to Compensation**

Major provisions of Payment of Wages Act, 1936; Major provisions of Payment of Minimum Wages Act, 1948; The Payment of Bonus Act, 1965

**Unit IV: Laws related to specific situations**

The Bonded system Act, 1976, The Sales Promotion Employee Act, 1976, The Child Labour (Prohibition and Regulation) Act, 1986, **Laws Related to Maternity and Leave Rules:** Maternity Benefits Act, Paternity, Leave-Types, Rules

**Unit V Social Security Laws and ILO**

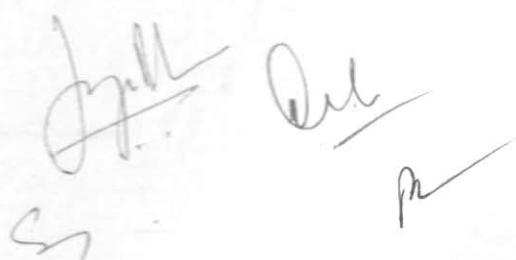
**Social Security:** concept and constituents: social insurance, social assistance and public services; Social security in organised sector in India: Employees State Insurance Act, 1948: objective, scope, coverage, benefits, role of ESI Corporation and ESI Hospitals, Maternity benefit Act, 1961: objective, coverage, benefits, penalties; Social security in the unorganized sector in India: Major provisions of the Unorganised Workers' Social Security Act, 2008, International labour organization (ILO): Scope, objectives, membership structure of ILO.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading:**

- ❖ Misra, S. N. Labour And Industrial Laws, Central Law Publications, 27<sup>th</sup> Edition, 2013
- ❖ Padhi, P. K.; Labour And Industrial Laws; PHI, New Delhi, 4th ed. 2007
- ❖ Srivastava, S. C. Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd, 6<sup>th</sup> Edition, 2012
- ❖ Sarma, A.M., Aspects of Labour Welfare and Social Security, Himalaya Publishing House. 2008
- ❖ Sinha P. R. N, Industrial Relations, Trade Union and Labour Legislation, Pearson Education. 4th impression 2009
- ❖ Sarma, A.M., Industrial Relations – A conceptual and legal frame work, Himalaya Publication, 2010
- ❖ Saharay, H.K. Industrial and Labour laws of India, Prentice Hall of India Pvt Ltd, 1987



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

**Course No.** PGHRM4E021T  
**Course Title:** Strategic Human Resource Management  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objective**

- To understand the integration between corporate strategy and human resource management from a general managerial perspective.
- To understand HR functions as a strategic partner in the formulation and implementation of the company's strategies.
- To understand and identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation and productivity.

**Unit I: Strategic Human Resource Management (SHRM):** An Overview Definitions, meaning and concept of SHRM, Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models of SHRM: Schools of thought, SHRM themes, The SHRM framework.

**Unit II: The SHRM Context**

The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices and emerging trends; Investment perspective to HRM.

**Unit III: SHRM- Strategy Formulation**

Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps; Strategic HR planning typologies.

**Unit IV: SHRM-Strategy Implementation**

Application of SHRM: strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, strategic learning, strategic reward and strategic appraisal & development system.

**Unit V: SHRM-Strategy Evaluation**

The performance impact of HR practices; Evaluating strategic contributions of HR practices-dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Employer branding and HR-Marketing integration; Emerging issues and concerns in SHRM.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Greer, C. R.; Strategic Human Resource Management; Pearson Education: New Delhi; 2001
- ❖ Chanda, A. and Kabra, S.; HR Strategy; Response Books: New Delhi; 2000
- ❖ Tyson, S.; HR Strategy; Pitman Publishing: London; 1995
- ❖ Recent articles from HBR and other relevant international and Indian publications



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E023T**  
Course Title: **Personal Growth and Self Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective**

To identify the course participants strengths and weakness as a person and a member of group or organisation using personality typing

**Unit I**

Introduction to Neuro Linguistic Programming (NLP); History and origins of NLP; Foundations of NLP; Presuppositions of NLP- Basic rules, beliefs and understanding; Sensory Acquity; Concept of Internal Maps

**Unit II**

Mirroring and Matching; Rapport Building; Concept of Psycho-geography; NLP Techniques – Anchoring, Pacing and Leading, Reframing and Metaphor

**Unit III**

NLP Modeling; Milton Model; Representational systems and Predicates; Meta Model; Mapping Across-Unresourceful states to Resourceful States; Fears vs. Phobia; Resolving Fears

**Unit IV**

TA and Self Awareness, Concept of script, Winners and Losers, Structural Analysis, Life positions, Transactions, Games and Strokes, Life Scripts, TA Application in Motivation, Leadership and Team work. TA in counseling.

**Unit V**

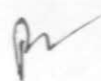
Introduction to Emotional Intelligence; Models of Emotional Intelligence – Ability Model, Mixed Model and Trait Model; Cultural Intelligence – Concept, Dimensions and Importance; Social Intelligence

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include cases based on apex court decisions that relate to labour laws
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Essential Neuro Linguistic Programming: A Teach Yourself Guide by Amanda Vickers, Steve Bavister, Tata McGraw Hills (ISBN: 9780071740005)
- ❖ Selling with NLP ,Kerry I.Jhonson, Nicholas Brealey Publishing (ISBN: 978-1-85788-047-2)



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

**Course No.** PGHRM4E024T  
**Course Title:** Cross Cultural Management  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objective**

To acquaint the students with global aspect of human asset management, various challenges and opportunities in cross cultural organization.

**Unit I**

Introduction to cross cultural management dimensions of culture, communication across culture, challenges of cross cultural Management, Globalization

**Unit II**

Negotiation across cultures, Negotiation framework, Negotiation styles in different countries, Negotiation process, Interpretation, Translation and Mediation

**Unit III**

Culture Influence on Motivation, Content theories of motivation and process theories of motivation .Cultivating a Global mindset, developing cross cultural skills

**Unit IV**

Leadership and global relevance: Leadership theories in other cultures .Leadership style in Europe, South East Asia and in middle east .HRM in Globalizing world

**Unit V**

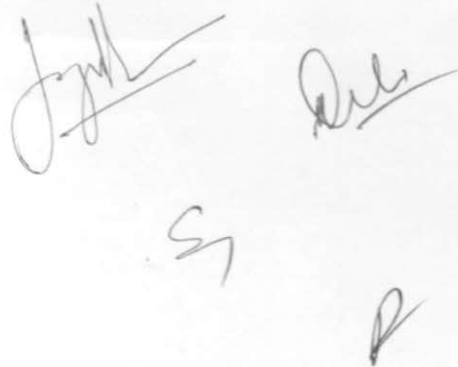
Expatriate Management issues, Selection of expatriate, cross cultural training, ethics framework, ethical binding for global managers, Repatriation-Issues and Challenges

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Mead R, "International Management cross cultural dimensions, Wiley, 2005
- ❖ Cross cultural Marketing, Robert Rugimbana & Sonny Nwankwo , Thomas Asia Pte. Ltd Singapore
- ❖ Alder N J, International Dimensions of Organizational Behavior , Kent Publishing

  
The bottom of the page contains several handwritten signatures and initials. On the left, there is a large signature that appears to be 'Jyoti'. To its right is another signature that looks like 'Ravi'. Below these, there are several smaller initials, including 'S', 'P', and 'R'.

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E022T**  
Course Title: **Training and Development**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective:**

The purpose of this course is to provide an in-depth understanding of the role of training in human resource development and to sensitize and enable the students to efficiently manage the training systems and processes.

**Unit I**

Introduction to Training and Development (Role of Training in Organizational Growth) Introduction to Objectives, Responsibility and Challenges of Training Managers Roles and Responsibilities of a Trainer (Competence of Trainer) Roles and Responsibilities of Trainer (Trainer's Style) Snapshot of Training practices.

**Unit II**

Strategic Training (Models of Organizing Training Department) Needs Assessment (Training Needs Assessment - Introduction) Trends in Training and Development (Learning management systems) Needs Assessment (Importance of Training Needs Assessment) Needs Assessment (Scope of Training Needs Assessment) Program design (Factors Affecting the Training Design)

**Unit III**

Implementation of Training (Logistical Arrangements) Implementation of Training (Physical Arrangements) Tips for Effective Implementation Training Methods & Modules (Team Training, Diversity Training) Training Methods & Modules (Computer Based Training Methodology).

**Unit IV**

Evaluation of Training (Reasons for Evaluating Training) Training Evaluation Process Outcomes Used in the Evaluation of Training Programs, Evaluation Designs Determining Return on Investment.

**Unit V**

Employee Development and Career Management (Model of Career Development) Employee Development and Career Management, Importance of Management Development (Approaches to Employee Development) Contemporary Issues Training and Development: Use of New Technologies for Training Delivery.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading:**

- ❖ Noe A Raymond, Employee Training and Development, Tata McGraw Hill, 5<sup>th</sup> Edition, 2012
- ❖ Bucklely R & Caple, Jim, The Theory & Practice of Training, London, Kogan & Page, 2009
- ❖ Beunet, Roger ed. Improving Training Effectiveness, Aldershot, Gower, 1988
- ❖ Lynton Rolf P. and Pareek Udai, Training for Development", 2nd Edition, New Delhi, Vistaar, 1990.
- ❖ Richard D. Irwin, Homewood Illinois.

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**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E025T**  
Course Title: **Team Building and Leadership**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective**

To discuss with students various aspects of leadership and Team Building and to develop basic understanding about the leadership and help in working as team members . To enhance one's own self-awareness and to be able to understand other to work effectively in Teams

**Unit I**

Introduction to leadership, Leadership for building effective teams, Corporate Leadership. Compare and contrast Management of Leadership. Leadership and Leader Behaviour, Leadership ethics.

**Unit II**

Traits , Motives and Characteristics of Leaders , Leadership Approaches and Models , Leadership Theories , Trait, McGregor Theory , X and Y , SLT Theory , Value Based Leadership , Path Goal Theory , Leadership Member Exchange theory , Transformation Leadership Theory , Transactional Leadership Theory , Psychodynamic approach to leadership

**Unit III**

Emotional Intelligence and leadership, Authentic leadership, leadership Experience from Indian corporate leaders ,Developing powerful persuasion strategies, Spiritual Foundations of leadership , Impression Management and formation .

**Unit IV**

Psychological Understanding for effective teams, Theory and Issues in Psychological testing, Aptitude testing – D.A.T, Personality assessment –Theoretical background, Self report Inventories. The M.M.P.I; Multifactor personality tests –The 16 PF; Projective techniques, The T.A.T, assessment centres.

**Unit V**

Work teams, dynamics of work teams, Shared vision , Visionary leadership , Team Leadership , Leadership development for effective teams , Team Interventions

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Luthans Fred, Organizational Behavior ,McGraw Hill
- ❖ Covey ,S,Seven Habits of Highly Effective people
- ❖ Myers , Salma ,G Team Building for diverse work groups , Wheeler Publishing

*Jyoti*      *Ali*  
*S*                      *R*

**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E026T**  
Course Title: **E-Marketing**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objectives**

- To serve as a bridge between the new technology and relevant areas of existing marketing knowledge.
- To acquaint the students with emerging business models, personalization techniques, competition, pricing and new product development in the digital world.
- To create awareness about new product development, brand building and special issues related with e-marketing.

**Unit I: A Framework for Internet Marketing**

Adding Online Power to Marketing Mix; New Paradigms of Online Marketing; Marketing Opportunities on the Internet; Web Business Models

**Unit II: Online Marketing Tools**

Marketing research Online; Customer Service and Support Online; Competitive research Online; Measuring Results from Online Marketing

**Unit III: The Online Customer**

Online Marketing to Individuals; Online Consumer Behaviour; Demographic Profile of Web Users; Interactive Advertising and its Effectiveness; Building Online Communities

**Unit IV: New Product Development and Brand Building on the Net**

Concept of Internet Time and Its Business Implications; New Product Development on the Net; Brand Building on the Net; Building Web Traffic; Building Relationship with Online Customers

**Unit V: Emerging Issues in Internet Marketing**

Pricing on the Internet; E-tailing; Legal Issues for Marketers; B2B Exchanges and their Business Potential; Recent Advances in E-marketing

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Douglas E. Comer: Computer Networks and Internets, Pearson Education.
- ❖ Ward Hanson: Principles of Internet Marketing, South Western.
- ❖ Brannstein and Levine: Deep Branding on the Internet, Pearson Education.



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E027T**  
Course Title: **Advertising Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objectives**

- To understand the process of marketing communications.
- To understand and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.
- Application of Advertising through the development and implementation of an advertising plan.

**Unit I: Field of Advertising Management**

The Field of Advertising Management, advertising planning and decision-making. The types and classification of advertising; major institutions involved in advertising; role of advertising and marketing strategy. Organizing for Advertising and Promotion: Advertising agency setup and agency compensation. The role and functions of an integrated advertising marketing communication program. The tools of IMC.

**Unit II: Advertising Budgeting and Research**

Models of advertising budgeting. Advertising goals and objectives. Approaches in setting advertising objectives. The communications process. Source, Message and Channel Factors. Perspectives and Researches on how advertising works.

**Unit III: Creative Strategy**

Creative Strategy: Planning and Development; Creative Strategy Implementation and Evaluation

**Unit IV: Media Planning and Strategy**

Evaluation of Broadcast Media, Evaluation of Print Media, Support Media, the Internet and Interactive Media. Media plan development; market analysis for developing media plan. Developing and implementing media strategies

**Unit V: Evaluating Advertising Effectiveness**

Measuring the Effectiveness of the advertising Program, International Advertising, Regulation of Advertising, Public Relations, Publicity and Corporate Advertising

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Aaker, David & Myers, John: Advertising Management, Prentice Hall, 2003.
- ❖ Belch, G. and Belch, M: Advertising and Promotion: An Integrated Marketing Communications Perspective, 6/e, Mc-Graw Hill, 2003.
- ❖ Cialdini, Robert B: Influence: The Psychology of Persuasion, 1993.
- ❖ Ogilvy, David: Confessions of an Advertising Man, Atheneum: New York, 1963.
- ❖ Ogilvy, David: Ogilvy on Advertising, Random House Vintage Books: New York, 1983.



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E028T**  
Course Title: **Brand Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objectives**

- To increase understanding of the important issues in planning and evaluating brand strategies.
- To provide the appropriate theories, models, and other tools to make better branding decisions.
- To provide a forum for students to apply these principles.

**Unit I: Introduction to Brand Management**

Brand, Brand vs. Product, Why brands matter, Can anything be branded? Brands and added values. Factors shaping a brand over its life cycle

**Unit II: Brand Equity**

Customer-based Brand Equity; Concept of brand equity, Sources of brand equity Benefits of brand equity. Brand Knowledge Structures, Choosing Brand Elements to Build Equity, Brand element choice criteria, Brand element options, Brand element tactics

**Unit III: Brand Valuation**

Measuring Sources of Brand Equity; Qualitative research techniques, Quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Brand Equity Measurement System: Conducting brand audits, Designing brand tracking studies, Establishing a brand equity management system

**Unit IV: Branding Strategies**

Branding Strategies; Brand-product matrix, Brand hierarchy, Designing brand strategies

**Unit V: Leveraging and Managing Equity**

Naming New Brands and Extensions; New products and brand extensions, Advantages of extensions, Disadvantages of extensions, How consumers evaluate extensions. Managing Brands Over Time; Reinforcing brands, Revitalizing brands, Adjustments to brand portfolio

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Keller, Kevin Lane: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Upper Saddle River, NJ: Prentice Hall.
- ❖ Joel Kapfferrer; Strategic Brand Management, Kogan Page
- ❖ Merle C. Crawford: New Product Management, Richard D. Irwin, Homewood, Illinois.
- ❖ Aaker, David A: Building Strong Brands, New York: Free Press.

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**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E030T**  
Course Title: **Rural Marketing**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective(s):**

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarize with the special problems related to sales in rural markets.
- To help understand the working of rural marketing institutions and agricultural products.

**Unit I:**

Rural Markets Characteristics and salient features of rural markets; and evolution of rural markets and marketing in India.

**Unit II:**

Products for Rural Markets Product planning; market research; segmentation and product identification; and forecasting.

**Unit III:**

Pricing and Marketing Communication Pricing strategies and policies for the rural markets; price determination; price discounts; marketing communication for rural markets; and special characteristics of rural advertising and promotion.

**Unit IV:**

Selling and Distribution Sales management for rural markets; special features of sales planning and programming for rural markets; marketing channels and distribution strategies; and logistics and support systems for rural markets.

**Unit V:**

Special Aspects of Rural Marketing Agricultural marketing; cooperative marketing, marketing of animal products; etc.

**Note:**

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- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Philip Kotler: Marketing Management, Analysis, Planning Implementation and Control.
- ❖ Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York.
- ❖ Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay.
- ❖ Rajagopal: Rural Marketing in India, Renaissance, Delhi.

  
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**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E029T**  
Course Title: **Business to Business Marketing**  
Duration of Examination: **3 Hrs**

**Contact Hrs/Week: 4 Hrs**  
**Credit: 04**  
**Maximum Marks: 100**

**Course Objective(s):**

- To create awareness about the nature and systems of Business to business marketing.
- To acquaint the students with industrial buying behaviour and purchase systems.
- To familiarise with the application of marketing mix in business to business marketing.

**Unit I**

Basic Dimensions The Industrial Marketing system: the industrial marketing concept; the demand for industrial goods

**Unit II**

Industrial purchasing System The various dimensions of industrial buyer: Buyer characters types of purchasing organisation: purchasing system; value and vendor analysis.

**Unit III**

Marketing Strategy: Marketing intelligence, product & service components performance and the marketing intelligence system: product definition; service definition.

**Unit IV**

Channel Strategies Industrial distributors; manufacturers and sales agent; manufacturers branch houses. Formulation of channel strategy; conditions affecting price of industrial product.

**Unit V**

Price and Promotion components Pricing decisions: new product introduction; competitive action pricing policies. Industrial advertising; personal selling; selecting. Training. Supervision and compensating sales persons.

**Note:**

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- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Hill, Alexander & Scron: Industrial Marketing, All India Traveller Book Seller, New Delhi
- ❖ Fredrick E Webster & Toram Wid: Organizational Buying, NJ Prentice Hall.
- ❖ Robinson, Faris and Wind: Industrial Buying and Marketing, Allyn and Bacon, Boston



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E031T**  
Course Title: **Project Appraisal and Financing**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective:**

- To create an understanding of the process, criteria and the appraisal methodology for projects.
- To prepare and understand the concepts of project feasibility reports.
- To have a clear understanding of project financing techniques.

**Unit I**

Introduction to Projects Concepts of project, Importance and characteristics, Types of project, Project family tree, Phase of a Project & Project Life Cycle, Issues concerning Project driven and non-project driven organization, Identification, Project identification and analysis, Ideas generation and screening: Rating index, Pre-feasibility study, Focus on SOW, WBS, Responsibility Matrix.

**Unit II**

Project Appraisal Project appraisal, Review of elementary techniques to project appraisal, taking risk out of investment, the short and long term results of not appraising business expenditure, Developing an appraisal process, Appraisal procedure of financial institutions in India.

**Unit III**

Appraisal Measures Appraisal measures, Meaning and use of appraisal measures, Identifying the most appropriate measure for business payback, Discounted cash flow measures-NPV and IRR and other measures.

**Unit IV**

Cost Benefit Analysis Cost benefit analysis, Concept of uniform annual equivalent, Determination of economic life, Inflation and its impact on projects, Social cost benefit analysis (SCBA) different methods.

**Unit V**

Financing and Control Long term financing, Searching of finances and their appropriate mix, Issue management, Loan Syndication, Consortium financing, Project monitoring and control, Control techniques, Concept of time and cost over run, Human aspect of project organization, Forms of project organization, Contract management, Infrastructure projects.

**Note:**

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- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Prasanna Chandra: Project Planning, Analysis, Selection and Implementation.
- ❖ Chaudhary S, Project Management.
- ❖ Harold Kerzner, Project Management.
- ❖ Joy P.K., Total Project Management 5. Meredith, Projects.



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

**Course No.** PGHRM4E032T  
**Course Title:** International Finance  
**Duration of Examination:** 3 Hrs

**Contact Hrs/Week:** 4 Hrs  
**Credit:** 04  
**Maximum Marks:** 100

**Course Objective:**

To make students familiar with the operations in foreign exchange markets and sensitize them with complexities of managing finance of multinational firm besides developing an understanding of regulatory framework for international financial transactions with special reference to India.

**Unit -I**

Nature and scope of International Finance. The role of Information Technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating Criteria. International Financing Decision : Issues in Overseas Funding Choices , Economic Circumstances and overall Funding Choices, Funding and Risk Management Aspects.

**UNIT II**

Foreign Exchange Markets: Forecasting Exchange Rates : Fundamental Factors Affecting Exchange Rates , Time Series Forecasting Models , Functions of foreign exchange market. Role of participants in foreign exchange market. Foreign Exchange Management Act, 1999, Role of Reserve Bank of India in management of foreign exchange. Exchange rates: Spot rate, Forward rate. Cross rates. Currency Futures and options, Currency Swaps. Speculation in foreign exchange market. Convertibility of Indian Rupee.

**UNIT III**

International Financial Institutes: World Bank and IMF, Balance of Payments , Debits and Credits entries, equilibrium, disequilibrium and adjustment, different approaches to adjustment. The Gold Standard, Bretton Woods System, Global Capital Markets: Participants, Issues, investors, intermediaries. Disintermediation, Deregulation, Securitization, Globalization.

**UNIT IV**

International Bond Markets: Development, Types of Bonds, Floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, Equity related Bonds. Procedure for Bonds Issues. The Conceptual View of Swaps, Problems with parallel and Back-to-Back loans, Interest Rate Swaps -Rationale for Interest Rate Swaps, Currency swaps

**UNIT V**

Parity conditions in International Finance: Purchasing Power Parity , Parity Conditions and Managerial Implications. Covered Interest Arbitrage and Interest Parity theory, Theories of Foreign Exchange rate movement and International Parity Conditions - Purchasing Power Parity, International Fisher Effect

**Note:**

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- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Adrian Buckley, Multinational Finance
- ❖ Alan C. S , Multinational Financial Management
- ❖ A.V. Rajwade, Foreign Exchange, International Finance, Risk Management
- ❖ Clark, International Finance Management
- ❖ Mauric Levi, Keith P, International Finance. (2013 edition)
- ❖ Madura, International Corporate Finance
- ❖ S.P. Srinivasan, International Financial Management
- ❖ P.G. Apte, International Financial Management 2010 Ed. International
- ❖ Vyuptakesh Sharan , Financial Management





**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E033T**  
Course Title: **Strategic Financial Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective:**

- To equip the learners with the essential tools and concepts of financial management from strategic perspective.
- To provide an in-depth understanding of the topics such as financing, working capital management, mergers, restructuring from strategic perspective.
- To develop skills in applications of tools and techniques in strategic financial decision making.

**Unit I**

Accounting and Finance fundamentals and Valuation analysis Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation .

**Unit II**

Financial analysis, Planning and control Financial performance metrics, working capital management, strategic financial planning

**Unit III:**

Investment strategies and decisions Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

**Unit IV**

Financial Policy Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases

**Unit V**

Growth strategies for increasing value Mergers and acquisition, strategic risk management, international financial management

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance, 1st edition, south-Western Publishing, 2007
- ❖ Grinblatt, Mark and Sheridan Titman, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw-Hill
- ❖ Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance, 12th edition ,Tata-McGarw Hill, 2007
- ❖ Brealy, Richard , Stewart Myers and Franklin Allen, Principles of Corporate Finance, 8th edition, Tata-McGraw Hill



**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM4E034T**  
Course Title: **Investment Management**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective(s)**

- To impart an understanding of the investment environment and different financial instruments.
- To provide concepts, tools and techniques related to the theories of portfolio diversification and capital market.
- To develop skills in valuation of securities, equity, bonds and financial derivatives such as options
- To relate financial theories to current market conditions.

**Unit I: The Investment Environment**

Introduction to investment, the investment process; financial instruments; security markets

**Unit II: Portfolio Theory**

Return and risk; fundamentals of portfolio analysis, mean-variance analysis; portfolio diversification

**Unit III: Capital Market in equilibrium**

The Capital Asset pricing model; the Arbitrage pricing theory; efficient market theory and behavioural finance; stock valuation and selection

**Unit IV: Security Analysis**

Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis; Technical analysis

**Unit V: Portfolio Evaluation**

Derivative securities and valuation; portfolio performance evaluation; international portfolio diversification; The theory of active portfolio management.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practioner's view will be incorporated.

**Reference Books and Suggested Readings**

- ❖ Bodie, Zvi Alex Kane , Alan J. Marcus and P. Mohanty, Investments, sixth edition, Tata McGraw Hill,2006.
- ❖ Levy, Haim and Thierry Post, Investments, Prentice -Hall, 2005
- ❖ Sharpe, William, Gordon Alexander and Jeffery V. Bailey, Investments, Fifth edition, For a highly readable and interesting history of the development of modern investment theory: Berstein, P., The improbable origins of modern Wall Street, New York, Free Press, 1992 For understanding the myths behind the world's most touted investment strategies:
- ❖ Aswath Damodaran, Investment Fables, Pearson Education 2004

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**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM41015T**  
Course Title: **Soft Skills and Personality Development**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **4 Hrs**  
Credit: **04**  
Maximum Marks: **100**

**Course Objective:**

The course shall enable the participants to:

- Enhance holistic development of their personalities and to improve their employability skills.
- Develop interpersonal skills and be an effective goal oriented team player
- Reengineer attitude and understand its influence on behavior
- Empower them such that they are able to handle situations and steer through their personal and professional lives.

**Unit I**

**Personality enhancement:** Concept of personality, Freudian Analysis of personality development, mapping the different personality types. Personality Assessment–MBTI. Professionalism and Business protocols

**Unit II**

**Interpersonal Skills:** effective ways of dealing with people, Types of conflict (intrapersonal, intra group and inter group conflicts), Basic concepts, cues, signals, symbols and secrets of body language, Significance of body language in communication and assertiveness training, listening as a communication skill, JOHARI window,

**Unit III**

**Soft Skills for employment:** soft skills as a competitive weapon in changing workplace, Time Management, Nurturing creativity, thinking power- seven steps for dealing with doubt  
Traits of positive thinkers and high achievers, Goals and techniques for positive thinking  
Enhancement of concentration through positive thinking, Practicing a positive life style. Team skills, leadership skills

**Unit IV**

**Writing Skills:** Use of corporate structure while writing, Apply a positive tone in business communication, Be crisp while writing, Principles of written communication, Business letters- standard parts, winning tone of business letters, managing social media communication

**Unit V**

**Employment communication:** planning a targeted Resume Preparing Resumes, Writing employment messages: application forms, Follow-up messages, Thank-you Messages, Job acceptance, Job refusal, Resignations. Job Interview: types of interviews, preparing for Interviews, Mock interviews

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching- Learning Process will involve input from those who demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested Readings:**

- ❖ Lehman, Dufrene & Sinha., BCOM, A south Asian Perspective, Cengage learning
- ❖ Barun k. Mitra., Personality development and soft skills, Oxford higher education
- ❖ Soft skills Training – A workbook to develop skills for employment, Fredrick H. Wentz
- ❖ Shaini Verma., Development of Life Skills and Professional practice, Vikas Publishing house pvt. Ltd.



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**Syllabus of Master of Business Administration (Human Resource Management)  
for the academic year 2019-20, 2020-21**

Course No. **PGHRM41016P**  
Course Title: **Project on Digital Marketing**  
Duration of Examination: **3 Hrs**

Contact Hrs/Week: **5 Hrs**  
Credit: **04**  
Maximum Marks: **100**

<b>Course Objective</b>	4 <sup>th</sup> Semester students of any department who may be on the job training may opt to undertake Project Work in lieu of the elective course while on the job training ( OJT) in a factory, industry or organisation
<b>Course Content</b>	The guidelines and detailed instructions to complete the PROJECT will be given by the mentors allocated by the Head of Department
<b>Evaluation</b>	This project report to be evaluated by faculty member of other department nominated by Head and Viva Voce shall be conducted by the concerned faculty as per the distribution of marks given below.  Distribution of Marks: Viva Voce: 50 Report Evaluation: 50

