

**INTEGRAL UNIVERSITY**  
**Department of Commerce & Business Management**  
**Study and Evaluation Scheme**  
**Choice Based Credit System**  
**MBA**  
**w.e.f. Session 2020-21**

YEAR-II

SEMESTER- III

Sr. No	Subject Code	Subject	Period (Per Week)			Credit	Evaluation Scheme				
			L	T	P		C	Sessional (CA)			Exam
							CA	TA	Total	ESE	Total
01	MT517	Operations Research	3	1	0	4	40	20	60	40	100
02	BM501	Supply Chain Management	3	0	0	3	40	20	60	40	100
03	BM502	International Business	3	0	0	3	40	20	60	40	100
04	BM503	Summer Training Project	-	-	2	1	40	20	60	40	100
<b>Dual Specialization: Choose Four Electives of Two Different Specializations From Marketing, Finance, HR &amp; IT</b>											
05	BM504 TO 515 & CS503 TO CS506	First specialization Elective- I	3	1	0	4	40	20	60	40	100
06		First specialization Elective- II	3	1	0	4	40	20	60	40	100
07		Second specialization Elective- I	3	1	0	4	40	20	60	40	100
08		Second specialization Elective- II	3	1	0	4	40	20	60	40	100
<b>Total</b>			<b>21</b>	<b>5</b>	<b>2</b>	<b>27</b>	<b>320</b>	<b>160</b>	<b>480</b>	<b>320</b>	<b>800</b>

L = Lecture, P = Practical, T =Tutorials, C= Credit, CT = Class Test, TA=Teacher Assessment  
ESE=End Semester Examination **Subject Total** = Sessional Total (CA) + End Semester Exam(ESE)

The schedule of papers during the third semester of the programme shall be as follows:

<b>CORE COURSES</b>					
S.No	Sub. Code	Subject	S. No	Sub. Code	Subject
1	BM501	Supply Chain Management	3	MT517	Operations Research
2	BM502	International Business	4	BM503	Summer Training Project
<b>Specialization Papers</b>					
<b>Marketing</b>			<b>Finance</b>		
S.No	Sub. Code	Subject	S. No	Sub. Code	Subject
1	BM504	Product and Brand Management	1	BM508	Insurance Management
2	BM505	Integrated Marketing Communication	2	BM509	Banking Finance
3	BM506	Mall Management	3	BM510	Financial Derivative and Commodity Market
4	BM507	International Marketing	4	BM511	Business Taxation
<b>Human Resource</b>			<b>Information Technology</b>		
S.No	Sub. Code	Subject	S. No	Sub. Code	Subject
1	BM512	Interpersonal Relationship Management	1	CS503	Computer Aided Management
2	BM513	Social Security	2	CS504	System Analysis & Design and Software Engineering
3	BM514	Human Resource Development	3	CS505	Internet and Visual Basic
4	BM515	International-HRM	4	CS506	E-Commerce & IT Enabled Services

**MBA II Year / Semester III**

Course Code: **BM501**  
Pre-Requisite: NONE

Title of the Course: **Supply Chain Management**  
Co-Requisite: NONE

L	T	P	C
3	0	0	3

**Objective :** The objective of this paper is to develop an understanding about the distribution structure and system in an organization. This paper will help to understand the problems and issues in distribution management. This paper will help to know the decision areas and importance of distribution management for the organization.

<b>Course Outcomes</b>	
<b>CO 1</b>	Understand the concepts of supply chain management and would be able to assess the supply chain problems and various measures of performance.
<b>CO 2</b>	Understand about warehousing, its location and layout. Requirement of different types and number of warehouses can also be evaluated and acquire the knowledge of different types of material handling equipment's used in warehouses.
<b>CO 3</b>	Understand about the movement of goods in supply chain, different elements and modes of transportation. Students can also evaluate the trade off between transportation and inventory cost.
<b>CO 4</b>	Evaluate different inventory levels with the help of EOQ, ELS and Just-in-time inventory. Cost of inventory holding in the supply chain can be obtained.
<b>CO 5</b>	Understand the structure of logistic system and its functions.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction to Supply Chain Management	Introduction to Supply Chain Management Definition of supply chain management, Objectives of a Supply Chain, Flows in SCM, Process View of SCM, Drivers of SCM, Value Chain Analysis. Supply Chain Decision Phases. Supply Chain Performance: Competitive and Supply Chain Strategies.	7
2	Warehousing Management	Warehousing Management Concept types & Number of warehouses, Warehousing strategy, Warehouse facility location & network design, Outsourcing- Nature and concept, Strategic decision to Outsourcing. IT infrastructure used for Supply Chain and CRM, Material handling-purpose & objective, types of material handling equipment and their significance. Case Study	7
3	Transportation Management	Transportation Management Elements in Transportation mix, Designing Distribution Network: Role of Distribution in Supply Chain, Factors influencing Distribution. Network Design, Design Options for a Distribution Network, Role of Transportation in SCM, Transportation Decisions, Push vs. Pull System, Cross Docking. Case Study	7
4	Inventory Management & Control	Inventory Management & Control: Concept of Inventory, Types of Inventory, Reasons of holding Inventory, Inventory Systems, Inventory Modeling: Different inventory levels, cost of inventory, Economic Order Quantity (EOQ) models- Batch Delivery & Economic Lot Size (ELS) Model, Just-in-Time concept, ABC/VED and other Inventory Control Techniques Case Study	7
5	Logistics Management	Logistics Management: Structure of logistic system, function of logistic management, difference between logistic & supply chain management, Logistics Costs, Logistics Models, Bullwhip Effect inbound & outbound logistic. Case Study	7

**References Books:**

Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, 6<sup>th</sup> edition , pearson.

David Sinchi Levi, Ravi Shankar, Designing & Managing the supply chain: Concept, Strategies & Case studies, 3<sup>rd</sup> edition, 2019.

Janat Shah, supply chain management: Text & Cases, 2<sup>nd</sup> editon, 2016, Pearson Educational India.

Ravi Basu j, Total supply chain management, 2007 edition publish by Butterworth, Herivemann.

K. Shridhar Bhat, Logistic & supply chain management : 2017 edition , Himalaya Publishing House , New Delhi

<b>PO-PSO</b>									
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	2	2	2	2	2	2	2	1
<b>CO2</b>	2	1	1	-	2	2	2	1	2
<b>CO3</b>	2	2	1	1	1	2	1	2	1
<b>CO4</b>	1	2	1	-	2	2	1	1	2
<b>CO5</b>	2	1	1	2	1	2	1	1	2

**MBA II Year / Semester III**

Course Code:**BM502**  
Pre-Requisite:NONE

Title of the Course:**International Business**  
Co-Requisite:NONE

L	T	P	C
3	0	0	3

**Objective :** The objective of the course is to provide an overview of the field of International Business and teach student a feel of the competition in the global marketplace.

<b>Course Outcomes</b>	
<b>CO 1</b>	To explicate the characteristics and components of internationalization process and Dimensions of International business.
<b>CO 2</b>	To understand Business Theories and Instruments of Trade policy.
<b>CO 3</b>	To appraise economic, political, cultural, legal, technological and competitive environments and its influence on international markets.
<b>CO 4</b>	To Understand the construct of International Institutions and develop the approach of Economic Integration.
<b>CO 5</b>	To understand International Business functions at various levels.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Dimension of International Business	Introduction and growth of International Business; IB model; Modes and factors of IB; Internationalization stages, Modes and external influence internalization process, Definition and characteristics of Global, International, MNCs & TNCs.	7
2	Business Theories and policy	International business theories: Mercantilism, Absolute cost advantage, Comparative cost advantage, Hecksher-Ohlin and PLC theory; Instruments of trade policy- Tariffs, Subsidies, Import quotas, Voluntary export restraints, Administrative policy, Anti-dumping policy.	7
3	Environmental Framework	Political environment- Political systems, Political risks, Indicators of political risk, Analysis and measures to minimize political risk; Legal Environment - Legal systems, Legal form of organization, Multiplicity of legal environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Grey Market; Cultural environment- Culture and its characteristics, Influence of culture on (a) Consumption (b) Thinking (c) Communication Process.	7
4	Economic Integration and Organizational Structure & Control	International institution – Principles and roles (IMF, IBRD, WTO, ASEAN, SAARC, EU, NAFTA etc.); Organizational structure, Planning and control process, Location of decision-making, Centralization/Decentralization of decisions; Collaborative strategies	7
5	International Business Functions	International operation and marketing: Global manufacturing system, Special economic zones; Product decisions; Pricing strategies; Promotion strategies and market development; Distribution system; Corporate financial system & exchange rate mechanism and Foreign exchange risk management; International HR Missues; International development of managers and labour market difference and relations.	7

**References Books:**

Aswathappa, K, International Business 4<sup>th</sup> Edition Tata McGraw-Hill, New Delhi

Daniels John D., Radebaugh, L.H., & Sullivan, Daniel, International Business, Pearson Education

Cherunilam, Francis, International Business-Text and Cases , Prentice-Hall of India, New Delhi

International Business – 8th Edition- by Charles Hill (2010)

International Business: The Challenge of Global Competition – 12th Edition- by Donald Ball, Michael Geringer, Michael Minor and Jeanne McNett (2009)

<b>PO-PSO</b>									
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	2	2	1	2	1	1	1	-
<b>CO2</b>	1	1	1	1	1	1	-	-	1
<b>CO3</b>	2	1	1	1	1	-	1	0	1
<b>CO4</b>	1	1	-	-	-	2	-	1	-
<b>CO5</b>	1	1	1	1	2	1	2	-	-

**MBA II Year / Semester III**

Course Code: **MT517**  
Pre-Requisite: NONE

Title of the Course: **Operations Research**  
Co-Requisite: NONE

L	T	P	C
3	1	0	4

**Objective :** The objective of the course is to develop among students the approaches to logical performance to various operations within the organization in order to more efficient.

<b>Course Outcomes</b>	
<b>CO 1</b>	Understand the meaning and use of operation research.
<b>CO 2</b>	Understand Decision approach theory
<b>CO 3</b>	Understand the concept of linear programming with graphical form
<b>CO 4</b>	Understand the transportation method and how assignment of work is conducted mathematically
<b>CO 5</b>	Understand the concept of sequencing in a job machine profile

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction	Meaning, Significance and scope of operations research, Methodology of operations research.	7
2	Decision Approaches	Predicting Values using method of least squares, Queuing theory- single channel waiting line, Markov Analysis- Transition probabilities, Game Theory-Two person zero sum	10
3	Linear Programming	Problem Formulation Graphical & Simplex Method, Duality	9
4	Transportation and Assignment	Transportation : North West corner rule (NWCR), Least Cost method, Vogel's approximation method (VAM) Assignment- Hungarian method	10
5	Sequencing	Processing a job through two machines, Processing two jobs through a machine	9

**References Books:**

Quantitative Techniques for Managerial Decisions : J. K. Sharma.

Quantitative Techniques : ND Vohra

Quantitative Techniques : Rubin & Levin, K. K. Sharma

Quantitative Analysis for Management : Render & Ralph M Stair & M.E. Hanna

Quantitative Techniques for Managerial Decisions : Shri Raman Verma.

<b>PO-PSO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	2	2	2	3	2	3	3	2
<b>CO2</b>	2	2	3	2	2	3	2	3	3
<b>CO3</b>	3	2	3	2	3	3	2	2	3
<b>CO4</b>	3	2	2	3	2	3	2	3	3
<b>CO5</b>	2	2	3	1	3	2	1	2	2

**MBA II Year / Semester III**

Course Code:**BM503**  
Pre-Requisite:NONE

Title of the Course: **Summer Training Project**  
Co-Requisite:NONE

L	T	P	C
0	0	2	1

Objective : The objective of this training is to provide a practical training so that the student is able to understand the implementation of theoretical learning into practical environment

Requirement of the training	<ul style="list-style-type: none"><li>• The training has to be done with a company for a period of 6 to 8 weeks and the learner has to obtain a certificate to this effect from the concerned organization.</li><li>• A full report in the prescribed format had to be submitted which will be evaluated by an external examiner.</li><li>• The Internal evaluation will be done by 3 member panel of teachers of the department.</li></ul>
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**Reference :**

For summer training Presentation and report writing , student must follow guidelines available on [iul.ac.in/bm](http://iul.ac.in/bm)

**MBA II Year / Semester III**

Course Code: **BM 504**  
Pre-Requisite: NONE

Title of the Course: **Product and Brand Management**  
Co-Requisite: NONE

L	T	P	C
3	1	0	4

**Objective :** The objective of this paper is to develop the understanding about the product and brand for making marketing decisions. This paper will help to understand the process of the new product development and branding. This paper will help to know the importance of product and brand management for the organization.

<b>Course Outcomes</b>	
<b>CO 1</b>	To know about the process of the market segmentation, selection of the target market & grouping the elements of the Marketing mix. It will help them to know the relationship of market segmentation with target market and marketing mix.
<b>CO 2</b>	To understand the fundamentals of the product management and apply in the organization. It will help them to know the role of the product manager in the organization.
<b>CO 3</b>	To describe the product through its type, hierarchy and the life-cycle. It will help them to learn about the new product and its differentiation with the competitor products. It will lead to understand the positioning and the re-positioning of the product.
<b>CO 4</b>	To learn about the concept of the branding and to know about its importance for the company. It will lead to understand them the concept of new brand development and the way of brand launch.
<b>CO 5</b>	To provide insights into branding and to understand the real issues that can develop branding of the company as well as the branding of the product in the present business world.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction to market related with product	Market Segmentation Target Market: Meaning of Target Market, Selection of Target Market and Strategies of selection of Target Market. Marketing Mix: Define Marketing Mix, Elements of Marketing Mix and Limitation of Marketing Mix. Market adaptation: Identity vs. changes Case study on market segmentation or target market.	9
2	Product Management review	Meaning of Product Management, Process of Product Management, Organization of Product Management, Product Management Functions & Decisions, Product Related Issues: Indian Product Management Panorama and Role of Product Manager. Case Study	9
3	Product planning & related issues	Product, Product Life Cycle, New Product planning & Product Positioning & Repositioning Product: Definition of product, Classification of Product, Product Level & Hierarchy and Product Component Model. Product Life Cycle: Meaning of Product Life Cycle, Product Life Cycle stages with marketing strategies. New Product Planning: Definition of New Product, New product planning process. Product Positioning & Repositioning: Meaning of Product Positioning, Positioning elements and significance. Product differentiation strategies. Repositioning Case study on Product Positioning or Repositioning.	9
4	Branding concepts & Brand Management	Meaning of Brand, Process of Branding (How to build a brand), Types of Brand name and Importance of Branding. New Brand development. Brand launch. Brand Management: Brand Management functions and decisions.	9
5	Brand related issues	Brand image, Brand identity, Brand personality, Brand positioning, Brand Equity, Brand extensions, Indian (Swadeshi) Brands & E-Branding: Building The Brand Online. Case study on Indian (Swadeshi) Brands.	9

**References Books:**

Lehmann D.R. & Rusell, Product Management, Tata Mc Graw Hill Publishing Company, New Delhi

Majumdar R., Product Management in India, Prentice Hall of India Private Limited, New Delhi

Gupta S.L., Product Management, Wisdom Publication, Delhi

Rao K. Venugopal, Product & Brand Management, Himalaya Publishing House, Mumbai, 2017 (Text & Cases)

Dutta Kirti, Brand Management, Oxford University Press, New Delhi, 2016. (Principle and Practice)

<b>PO-PSO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	3	3	2	2	3	2	3	3
<b>CO2</b>	3	3	3	2	3	3	2	3	3
<b>CO3</b>	3	3	3	3	3	3	2	3	3
<b>CO4</b>	3	3	3	3	3	3	2	3	3
<b>CO5</b>	3	3	3	3	3	3	2	3	3

**MBA II Year / Semester III**

L	T	P	C
3	1	0	4

Course Code : **BM505**  
Pre-Requisite: NONE

Title of the Course: **Integrated Marketing Communication**  
Co-Requisite: NONE

**Objective :** The aim of the course is to introduce students to the fascinating world of modern marketing and marketing communication in a conceptual yet practical way.

<b>Course Outcomes</b>			
<b>CO 1</b>	To discuss the basic concepts of communication and tools used in integrated marketing communication.		
<b>CO 2</b>	To discuss about basics of advertising and emerging roles of some popular advertising agencies.		
<b>CO 3</b>	To develop an understanding about advertising strategy and media.		
<b>CO 4</b>	To study the basics of - Public relation, Direct and Online Marketing etc.		
<b>CO 5</b>	To apply the concepts of personal selling and sales promotion.		
<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Understanding Marketing Communication	Modern marketing Scenario, Marketing Strategy and Marketing Mix, Communicating Customer Value, promotion Mix, Integrated Marketing Communication: Definition and Its Need, Tools of Integrated Marketing Communication, Marketing Communication Process and Models, Effective marketing Communication	9
2	Advertising Decisions	Landscape of Advertising, Role of Advertising in Promotion Mix, Setting Advertising Objectives, DAGMAR Approach, Advertising Budget Decisions, Advertising Campaign Plan, Types of Advertising, Institutions involved in Advertising management, Advertising Agencies: Role, Functions and Organization Structure, Advertising agencies in India, Ethics in Advertising	9
3	Developing Advertising Strategy	Creating Advertising Message and Designing Message Strategy, Message Execution: Approach, Style, Tone, Words and Formats. Media Planning: Advertising Media and its overview, Selecting Advertising Media, Media Analysis, Media Scheduling, Evaluating Advertising Effectiveness	9
4	Public relation, Direct and Online Marketing	Building Direct Customer Relation Ship, Public Relation: Definition, Objectives, Role and Its Impact, Major Tools of PR, PR Public, Merits and Demerits of PR Direct Marketing: Definition and Its Role in Marketing Mix, Merits and Demerits of Direct Marketing, Digital Direct Marketing Technology, Online Marketing and Its Domain, Online Advertising, Viral Marketing and Online Social Network	9
5	Personal Selling and Sales Promotion	Personal Selling: Meaning, Its Nature and Process Sales Promotion: Meaning, Definition and Objectives, Factors Responsible for Rapid Growth of SP, Types of Sales Promotion: Consumer Oriented, Trade Oriented and Business Oriented, Sales Promotion Techniques, Sponsorship, Merchandising, Other Marketing Services: Packaging, Trade Shows and Exhibitions, Customer Service	9

**References Books:**

- Marketing Communication: Fill Chris, Prentice Hall, Edition 8<sup>th</sup>, 2019.
- Advertising Management- Concepts and Cases: Manendra Mohan, Tata Mcgraw Hill education, 2017
- Advertising Management- David A. Aaker, John G. Myers, Prentice Hall Inc 5<sup>th</sup> edition.
- Advertising and Promotion- An Integrated Marketing Communications Perspective– George E. Belch, Michael A. Belch -McGraw Hill, special 9<sup>th</sup> edition
- Advertising Management & IMC - Moriarty, Mitchell and wells - Pearson 10<sup>th</sup> edition.

<b>PO-PSO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	-	2	-	-	1	-	-	-
<b>CO2</b>	2	2	-	-	-	2	2	-	3
<b>CO3</b>	-	-	1	-	-	-	-	2	-
<b>CO4</b>	-	-	-	2	-	-	-	2	2
<b>CO5</b>	-	-	-	2	2	-	-	-	-

**MBA II Year / Semester III**

Course Code:**BM506**  
Pre-Requisite:NONE

Title of the Course:**Mall Management**  
Co-Requisite:NONE

L	T	P	C
3	1	0	4

**Objective :** The aim of the course is to acquaint the students about the dynamics of shopping mall and its effective management

<b>Course Outcomes</b>	
<b>CO 1</b>	To discuss the concept of shopping Mall in India.
<b>CO 2</b>	To discuss and understand the basic factors influencing the growth of shopping Mall in India
<b>CO 3</b>	To develop an understanding about mall operation and its functioning.
<b>CO 4</b>	To examine the tenant mix and how it is selected for mall.
<b>CO 5</b>	To explore the types of markets and types of retail formats in India.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction	Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls.	9
2	Aspect in Mall Management	Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance.	9
3	Mall Operations	Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.	9
4	Tenant Management	Selection of anchor tenant, Tenant mix, Types of retail formats, Multiplexes, Food courts, Branded stores, Specialty stores	9
5	Types of market stores	Hypermarkets, Supermarkets, Mall resource allocation, Owner-tenant relationship.	9

**References Books:**

Mall Management With Case Studies, Abhijit Das Taxman

Mall Management , Arif I. Sheikh & Dr Kaneez Fatima, Himalaya publishing house

Best for Understanding Motivation: 'Drive' by Daniel H. Pink

Best Customer Service: The Nordstrom Way to Customer Experience Excellence

Best On Competitive Advantage: The Shopping Revolution

<b>PO-PSO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO</b>									
<b>CO1</b>	1	-	1	1	2	3	-	1	3
<b>CO2</b>	-	2	2	2	3	2	2	2	1
<b>CO3</b>	3	1	2	-	2	1	2	3	1
<b>CO4</b>	2	3	2	3	2	3	3	2	2
<b>CO5</b>	1	1	1	1	2	-	-	1	2



**MBA II Year / Semester III**

Course Code: **BM507**

Title of the Course: **International Marketing**

Pre-Requisite: NONE

Co-Requisite: NONE

L	T	P	C
3	1	0	4

**Objective :** To help the students in understanding International marketing concepts. To acquaint the students with the environment associated with international marketing. To familiarize with the International Marketing Mix. To guide the students towards learning the dimensions of international marketing. To study the System Distribution of international marketing.

<b>Course Outcomes</b>	
<b>CO 1</b>	To help the students in understanding International marketing concepts
<b>CO 2</b>	To acquaint the students with the environment associated with international marketing
<b>CO 3</b>	To familiarize with the International Marketing Environment
<b>CO 4</b>	To study the International Marketing Mix related to Product and Pricing
<b>CO 5</b>	To guide the students towards learning International Marketing Mix related to Channel of Distribution, Advertising and Global

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	International Marketing Concepts	Nature, Scope and tasks of international marketing, Difference between domestic and international marketing, international marketing concepts-EPRG scheme, Self reliance criterion	9
2	The Environment Analysis-I	Economic environment:- economic integration and market groups Cultural Analysis: - What is culture, its elements, knowledge, values and phenomenon of cultural changes Business customs: Business customs and adaptation, required adaptation and their degrees, methods of doing business	9
3	The Environment Analysis-Ii	Political: Host and international political environment, political spectral, types of governance in the globe, quality and its effects on business assessment, risk on reduction techniques Legal: Bases of legal system- common, Islamic and Marxist-Socialist, Jurisdiction in international legal disputes, intellectual property rights, new issues, commercial laws International Marketing research: Scope, Process, Research objectives, gathering of data and problems, entry strategies for MNC's	9
4	International Marketing Mix-I	Product: - Meaning of noble product, International product planning, physical and mandatory requirement: standards, screening products for adaptation, analysis of products components Price: - Pricing policy: objective and approach, price determination, Price escalation and other issues	9
5	International Marketing Mix-II	International distributions systems: Channel of distribution structures in the world, Distribution patterns-general and country specific, Alternative middlemen choices-country specific, factors affecting choices of channels, Locating, Selecting and administrating channel members International advertising: Global advertising pattern, Global market segmentation and promotional strategy, International advertising programmes, Global advertising regulations, Creative challenges, Media-Planning and analysis	9

**References Books:**

Jain S.C. International marketing Rise of the Youpreneur: The Definitive Guide to Becoming the Go-To Leader in Your Industry and Building a Future-Proof Business

Keegan International marketing Beyond Influencer Marketing: Create Connections with Influential People to Build Authority, Grow Your List, and Boost Revenue

Philips Coetrs International marketing Story Driven: You don't need to compete when you know who you are

Lamout International marketing The Korean Mind: Understanding Contemporary Korean Culture

Czinkotia International Marketing Himalyan Publication 2012.

<b>PO-PSO</b>									
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	-	2	3	-	3	2	1	2
<b>CO2</b>	2	2	2	1	2	1	-	-	3
<b>CO3</b>	-	2	3	3	-	2	1	1	1
<b>CO4</b>	2	3	1	-	1	1	3	2	-
<b>CO5</b>	3	2	-	1	3	-	2	2	2

**MBA II Year / Semester III**

Course Code:**BM508**  
Pre-Requisite:NONE

Title of the Course: **Insurance Management**  
Co-Requisite:NONE

L	T	P	C
3	1	0	4

**Objective :** The basic objective of the course is to acquaint the students to understand the concepts and principles relating to insurance and risk hedging with insurance products.

<b>Course Outcomes</b>	
<b>CO 1</b>	To demonstrate the understanding of risk, types of risk, risk management and risk management process.
<b>CO 2</b>	To demonstrate the understanding of concept of insurance, insurance principles, historical background of insurance, regulatory and legal aspects of insurance and concept of reinsurance and double insurance.
<b>CO 3</b>	To demonstrate the understanding of marketing of insurance, and functions of insurers.
<b>CO 4</b>	To demonstrate the understanding of concept of life insurance and its types, pension products and calculation of premiums.
<b>CO 5</b>	To demonstrate the understanding of health insurance, fire insurance and vehicle insurance and their various aspects.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Risk Analysis	Risk definition and concept, uncertainty and burden, Methods of handling risks, Risk management-nature and importance, Risk management process.	5
2	Insurance Concepts	Introduction to insurance, History of insurance, Types of insurance, Principles of insurance contract, Reforms in insurance industry, Brief overview of the IRDA and legal aspects of insurance, Concept of reinsurance and double insurance	8
3	Insurance Marketing	Insurance as service industry, Insurance marketing and selling process, Insurance product types, Marketing system and Competition, Functions of insurers	10
4	Life Insurance	Life insurance – products(Basic Plans of Insurance - Term & Pure Endowment, participating and non- participating, Whole Life policies, Money back Plans, Annuities, Traditional/Unit linked plans, Individual and group policies, Policies for females, children, physically handicapped, Insurance plans offered in other countries like-flexible premium plans, universal life policy), competitive position, environment and general provisions, Pricing of life insurance plans( Basic elements in computation of premium: Office Premium, net premium, level premium, Computation of premium, extra premium and rider premium, Valuation, special reserves and profits.) Tax benefit in Life Insurance, Role of LIC.	12
5	General Insurance	Health insurance(Standard Medi claim Policy / Critical Illness / Health Plus / Tailor made policies, Universal Health Insurance Scheme, Claim settlement. Cashless Facility,Role of TPA.s.),Vehicle insurance,Fire insurance,Property and liability insurance, Futuristic insurance products.	10

**References Books:**

Gupta. P.K. (2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House

George. E. Rejda. (2005). Principles of Risk Management and Insurance, 9th Edition, Pearson Education

Latest publications of IRDA

Insurance Products ( Including Pension Products ) 2<sup>nd</sup> edition, Taxman Publications (P.) Ltd.

<b>PO-PSO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	2	2	-	-	3	1	2	1
<b>CO2</b>	3	3	2	1	-	1	1	1	-
<b>CO3</b>	1	2	3	-	2	-	-	2	1
<b>CO4</b>	2	2	1	1	-	2	1	-	2
<b>CO5</b>	2	2	1	1	-	1	-	-	1

**MBA II Year / Semester III**

Course Code:**BM509**  
Pre-Requisite:NONE

Title of the Course: **Banking & Finance**  
Co-Requisite:NONE

L	T	P	C
3	1	0	4

**Objective :** The basic objective of the course is to acquaint the students with the various aspects of banking environment and other financial institutions including its regulation in the country.

<b>Course Outcomes</b>	
<b>CO 1</b>	Understand the evolution and current state of Indian banking industry and banking sector reforms.
<b>CO 2</b>	Understand the need for regulatiuon in banking industry and laws relating to banks regulations.
<b>CO 3</b>	Understand the concept of Commercial Banking, its challenges and other related aspects.
<b>CO 4</b>	Understand the concept and working of other financial institutions.
<b>CO 5</b>	Understand the current trends in Indian Banking including innovations and digitizations.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction	Banking system in India; Nationalization of banks, its objective & impact ; Reforms in banking sector since 1991; New private banks vs Public sector banks; bank structure & management style; Naik Committee recommendations and Bank Board Bureau (BBB); Consolidation of public sector banking through mergers and privatization.	10
2	Banking Industry Regulation	Reserve Bank of India Act 1934, RBI's Objectives and role; Monetary Policy , recent developments relating to MPC, inflation targeting, monetary policy instruments used by RBI , interest rate policy, fiscal vs monetary policy; BASEL II and III norms on capital adequacy and other parameters; Important provisions of Banking Regulation Act 1949, recent amendments in BR Act; Role and importance of CRR & SLR norms.	10
3	Commercial Banking In India	Objective, characteristics, classification, functioning of commercial banking; Retail banking, Corporate banking, Universal Banking ; Risk Management in Banking; Asset & liability management in commercial banks; Prudential norms in banking , norms for income recognition, Assets Classification and provisioning; Management of NPA's; recapitalization of banks; Measurement of Banks' performance, CAMELS criterion etc. Case Study.	10
4	Other Financial Institutions	Cooperative Banks, Origin and growth; Organization & functioning of urban co-operative banks, Issues & policies relating to cooperative banks;Regional Rural Banks; Overview of Housing Finance in India, Housing Finance Bank; NBFC sector in India, issues and challenges faced by NBFCs , regulation of NBFCs; Development Financial Institutions in India, Role of NABARD, SIDBI and EXIM bank in developing Indian economy.	7
5	New Dimensions In Banking	Innovations and new trends in Banking industry; Differentiated banking licenses : Payments Bank and Small Finance Banks; Trends in Digital Banking; Financial Inclusion through PMJDY, DBT and JAM etc; Concept and advantages of assets securitization. Case Study.	8

**References Books:**

Banking And Development Finance-NewVistas By G.S.Batra& R..C.Dangwal (Deep & Deep Publications-Delhi)

Bank Investment & Fund Management By Gerald.O.Hatler(Macmillan India Ltd)

Indian Financial System By H.R.Machiraju(Vikas Publicating House)

Financial institutions and marketsByL.M.Bhole(Tata McGraw Hill)

The Total Money Makeover (2007) by Dave Ramsay

<b>PO-PSO</b>									
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	3	1	2	2	1	-	1	1	-
<b>CO2</b>	1	1	1	1	1	1	-	-	1
<b>CO3</b>	1	-	1	-	-	1	1	1	-
<b>CO4</b>	1	2	-	2	1	-	-	-	-
<b>CO5</b>	2	1	2	1	1	1	1	1	-

**MBA II Year / Semester III**

Course Code:**BM510** Title of the Course: **Financial Derivative and Commodity Market**  
 Pre-Requisite:NONE Co-Requisite:NONE

L	T	P	C
3	1	0	4

**Objective :** The basic objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives and commodity market as a tool of investment and Derivative analysis.

<b>Course Outcomes</b>	
<b>CO1</b>	To acquire basic concept of derivative and its importance in risk management.
<b>CO2</b>	To understand the analysis and mechanism of various derivative instruments
<b>CO3</b>	To provides critical examination of the models and approaches used in Option pricing models.
<b>CO4</b>	To acquire conceptual understanding of regulatory framework of derivative market in India and address issues in derivative product design.
<b>CO5</b>	To determine the role of intermediaries and critically evaluate the mechanism of derivative market in India.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction To Financial Derivatives	An overview of derivative contracts: Forward, Futures, swaps and options; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India	9
2	Forwards And Futures	Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; Hedging strategies using futures and forward ; Pricing forward and futures contract. Interest rate futures and pricing; Stock index futures and pricing; Swaps: mechanics, use and valuation;	9
3	Option Pricing Models	Options: The basics, Binomial options pricing model; The Black and Scholes Model; Options headgins strategies; Estimating volatilities	9
4	Development And Structure Of Commodity Markets	Historical changes and growth of global and domestic Commodities derivatives markets, Regulatory structure in India, Issues in Agricultural and Non-Agricultural Commodities Markets, Exchanges and design of the markets, Issues Related to Product Design and contract specifications,	10
5	Exchanges And Mechanics	Issues related to Spot price and present practices of commodities exchanges, Clearing House operations and Risk Management Procedures, Delivery , Role of intermediaries, Basis Risk and its importance in pricing, International commodity indicies and as a investment tool for investors,Internationally traded Commodities based ETFs ,Essential Commodities Actand role of state governments.	8

**References Books:**

John C. Hull, Options, Futures and other derivatives, Sixth edit., Pearson Education

David, A. Dubofsky and Thomas W. Miller, Derivatives: valuation and management, Oxford Univ. Press, 2003

S.S.S. Kumar, Financial Derivatives, Prentice-Hall of India, 2007

Salih, N., Neftci, An Introduction to mathematics of financial derivatives, 2ndedit, Academic Press

Rene , M., Stulz, Risk Management and derivatives, 2003, Thomson –South Western Investments, PHI New Delhi

<b>PO-PSO</b>									
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	2	2	-	2	2	2	1	-
<b>CO2</b>	2	2	-	-	1	3	1	-	1
<b>CO3</b>	2	-	2	3	2	2	2	-	-
<b>CO4</b>	3	2	2	-	1	1	-	-	-
<b>CO5</b>	2	2	-	1	2	-	1	1	1

**MBA II Year / Semester III**

Course Code: **BM511**  
Pre-Requisite: NONE

Title of the Course: **Business Taxation**  
Co-Requisite: NONE

L	T	P	C
3	1	0	4

**Objective :** To provide basic understanding of Indian Income Tax Laws, To apply tax laws in financial decisions making

<b>Course Outcomes</b>	
<b>CO 1</b>	To understand basic concepts and provisions of Income Tax Law and Practices applicable to business.
<b>CO 2</b>	To understand Computation of Total Income of assessee under various heads like Salary, House Property, Business or Profession, Capital gains and Income from other Sources.
<b>CO 3</b>	To learn various provision regarding deductions, exemptions and rebates available under income tax
<b>CO 4</b>	To understand basic concepts of GST law and practice.
<b>CO 5</b>	To understand concepts like tax planning, tax avoidance and tax evasion and online filing of returns within due dates and to practically and professionally implement the concepts of income tax in real life.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction to Income Tax Act 1961	Salient Features and Basic Concepts – Previous year, Assessment Year, Person, Gross Total Income and Agricultural income. Residential status and incidence of tax, fully exempted incomes under section 10	6
2	Heads of Income	Income from Salary, Income from House Property, Income from Business or Profession, Income from capital gains, and Income from other sources	20
3	Deduction & Rebates	Clubbing of income, Deductions under Chapter VI (related to individuals and firms) Assessment of individuals and firms (simple problems), Rebates and Relief's, Set off and carry forward of losses, deduction of tax at sources.	7
4	Value Added Tax/Introduction to GST	Constitutional framework of Indirect Taxes before GST ; Difference between Direct and Indirect taxation; Pre-GST Indirect Tax structure in India; One Nation One Tax; Rationale for GST; Structure of GST (State Goods & Service Tax, Central Goods & Service Tax, Integrated Goods & Service Tax); GST Council, GST Network.	6
5	Tax Planning	Meaning of tax planning and management, tax evasion and tax avoidance-Nature and scope of tax planning and management in the corporate sector-Justification of corporate tax planning and management, Tax Planning considerations in relation to Business	6

**References Books:**

Singhania V.K., Student Guide of Income Tax, TMH, 2001

Gupta and Gupta, Corporate Taxation in India, Himalya Publishing House, New Delhi 2005

Ahuja, Girish and Gupta Dr. Ravi; Systematic Approach to Income Tax, Bharat Law House.

Best Overall: How to Pay Zero Taxes, 2019: Your Guide to Every Tax Break

Best for Basics: J.K. Lasser's 1001 Deductions and Tax Breaks 2019

<b>PO-PSO</b>											
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	-	1	2	1	-	-	2	1	2	2
<b>CO2</b>	3	1	2	2	1	-	-	1	2	2	1
<b>CO3</b>	2	2	1	3	1	-		2	1	2	2
<b>CO4</b>	3	1	1	2	2	-	-	2	3	2	2
<b>CO5</b>	1	3	1	2	1	-	-	3	2	1	2

**MBA II Year / Semester III**

Course Code:**BM512**  
Pre-Requisite:NONE

Title of the Course:**Interpersonal Relationship Management**  
Co-Requisite:NONE

L	T	P	C
3	1	0	4

**Objective :** The basic objective of the course is to acquaint the students with the conceptual framework of interpersonal process of relationship between different stakeholders of an organization.

Course Outcomes	
<b>CO 1</b>	The student will be able to describe the basics of Industrial Psychology and its evolution, Methodologies of operation in Industrial Psychology, Future prospects and Industrial Psychology as a Science & Profession.
<b>CO 2</b>	The student will be able to develop an understanding about psychological test and the type of test and their role in understanding personality. The various types of personality , and personality test. Importance of mentoring and counselling.
<b>CO 3</b>	The student will be able to understand the importance of career management, succession planning and competency mapping in IRM. The student will understand its relevance in retaining efficient manpower.
<b>CO 4</b>	The student will be able to understand the concept of relationship management in IRM. The provisions of Health, Safety, welfare, of employees. The emerging concept of flexible workforce and its importance in maintaining healthy organizational culture. Exit management will be discussed as well.
<b>CO 5</b>	The student will be able to understand the concept of Industrial Employment Act-1957, Mechanism of Disputes settlement, Strikes and lockouts, Regulation of contract labor, Employment Injury, Health, And Maternity Benefit, Retirement Benefit, Women Labor and the Law

Unit No.	Title of The Unit	Content of The Unit	Contact Hrs.
1	Introduction To Industrial Psychology	Industrial psychology: Definition, concept, foundation and scope of Industrial Psychology, Evolution of Industrial psychology, Methodologies of operation in Industrial Psychology, Future prospects of Industrial psychology as a science & profession.	9
2	Applied Psychology	Psychological Tests, Principles of Psychological Tests, Types of Tests, Methods of psychological testing used in Employee selection Personality: Meaning, types of personality, Meaning, types of personality test- the Rorschach test, the Minnesota Multiphasic Personality inventory, Myers-Briggs-type indicator ,the Thematic Apperception test , Projective technique – meaning,advantages,limitations,Principles of Reliability&validity,Sources of distortion in evaluation & ways of improving evaluation, Counseling & mentoring.	9
3	Career Management & Development	Relevance of career management for an employee, career management process, Competency profiling & Knowledge profiling, Succession planning-overview.	9
4	Issues In Relationship Management	Employee Welfare and Provisions for health, safety and safety of an employee, Emerging organization structures, Transformation at work place, concept of flexible work force, Importance of Organization Culture,Importance and challenges of Relocation management & Exit management	9
5	Employee Rules & Guides	The Industrial employment Act-1957, Formulation Of employees handbook: A Practical Approach.	9

**References Books:**

Industrial Psychology: Ernest J. McCormick, Joseph

Tiffin(PEARSON Publications,12<sup>th</sup> Edition

Introduction to Psychology : Clifford T. Morgan

Industrial Psychology: Aditya Sharma,Surjeet Publications,First Edition,2004

Introduction to Interpersonal management : Clifford T. Morgan

PO-PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO1</b>	2	-	1	1	1	-	-	2	1
<b>CO2</b>	2	1	2	2	1	-	-	1	2
<b>CO3</b>	2	2	1	1	1	-	-	2	1
<b>CO4</b>	1	1	1	1	2	-	-	2	2
<b>CO5</b>	1	2	1	2	1	-	-	1	2

**MBA II Year / Semester III**

Course Code:**BM513**  
Pre-Requisite:NONE

Title of the Course: **Social Security**  
Co-Requisite:NONE

L	T	P	C
3	1	0	4

**Objective :** The basic objective of the course is to expose the student to the legal provision and their manifestations to social security aspect of labour to create an understanding of the laws related to compensation & benefit scheme, and to make aware of the security, state insurance and welfare schemes.

Course Outcomes	
<b>CO 1</b>	The student will be able to understand the concept of social security and its evolution in India. Also the provisions of Maternity Benefit Act 1961, and its benefit in improving the social security of working women.
<b>CO 2</b>	The student will be able to understand the EPF Act 1952, the various tribunals involved in it.
<b>CO 3</b>	The student will be able to understand Employee State Insurance Act 1948 and the benefits under this scheme, also the provisions involved in ESI act
<b>CO 4</b>	The student will be able to understand Working Compensation Act 1953 and the benefits under the scheme, Also the provisions involved in Working Compensation Act 1953.
<b>CO 5</b>	The student will be able to understand the payment of gratuity act 1972, entitlement, provision and penalties.

Unit No.	Title of The Unit	Content of The Unit	Contact Hrs.
1	Introduction To Social Security	Definition, philosophy, scope, concept, social security evolution and its growth in India legislation in India. Maternity Benefit act 1961: Introduction, Definitions, Prohibition of Employment, Benefits, Offence and Penalties.	10
2	Employee Provident Fund And Miscellaneous Provisions Act 1952	Introduction, Definition, Schemes under the Act, Administration of the Act, Determination of Money due from Employees, EPF Appeal Tribunal, Inspection, Offence and Penalties ,Miscellaneous Provisions.	10
3	Employee State Insurance Act 1948	Introduction, Definition, ESI Corporation, Standing Committee, Medical Benefit Council, General Provisions related to ESI, Contribution in ESI, Benefits, Adjudication of Disputes and Claims ,Offences and Penalties, Miscellaneous Provisions	10
4	Working Compensation Act 1923	Introduction, Definition, Employers Liability for Compensation, Rules for Compensation, Special Provisions ,Compensation Commissioners, Offences and Penalties,Miscellaneous Provisions, Schedules to the Act.	8
5	Payment Of Gratuity Act 1972	Introduction, Definition, Entitlement and Payment of Gratuity, Administration of the Act, Offences and Penalties.	7

**References Books:**

Aspects of labour welfare and social securities: A.M. Sharma, 12<sup>th</sup> edition, 2018.

A day to day guide industrial management: K.Krishna Rao, 2<sup>nd</sup> edition, 2017.

Industrial and Labour Legislations by LM Porwal and SanjeevKumar-Vrinda Publication, 2<sup>nd</sup> edition, 2013.

Taxmann's Labour Laws Bare facts -2020

Introduction to Social Security : Clifford T. Morgan-2017

PO-PSO	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
<b>CO</b>									
<b>CO1</b>	2	2	2	-	-	2	1	2	-
<b>CO2</b>	2	2	2	1	-	1	1	1	-
<b>CO3</b>	1	2	1	-	-	-	-	-	-
<b>CO4</b>	2	2	1	-	-	-	1	-	-
<b>CO5</b>	2	2	1	1	-	1	-	-	-

**MBA II Year / Semester III**

Course Code: **BM 514**  
Pre-Requisite:None

Title of the Course: **Human Resource Development**  
Co-Requisite:None

L	T	P	C
3	1	0	4

**Objective :** The basic objective of the course is to acquaint the students to understand the concepts, strategies and instruments relating to human resource development in any organization and to create a background required to undertake any activity to facilitate and manage the HRD Functions in an Organization.

<b>Course Outcomes</b>	
<b>CO 1</b>	The student will be able to understand perspective and comprehensive view of Human Resource Development as a discipline appreciating learning. The various roles of HRD and its contribution in OD
<b>CO 2</b>	The student will be able to understand the motivational aspect of HRD, the skill of developing a detailed plan for identification of HRD needs and accordingly implementation of HRD program in the organization, the importance of evaluation of HRD process .
<b>CO 3</b>	The student will be able to understand the importance of OCTAPACE organizational culture and climate .Its explanation through practical case study .The importance of HRD manager.
<b>CO 4</b>	The student will be able to understand the emerging techniques in HRD and their importance. The role of HRD audit and learning organization in HRD
<b>CO 5</b>	The student will be able to understand HRD Practices in new economic environment with special reference to manufacturing, service, family welfare, government administration. A global overview of HRD will also be given

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	HRD Concept	Definition of HRD, Foundation of HRD, Need for HRD, Objectives of HRD, Concept &stages of development of HRD, Role and issues Of HRD, Contribution of HRD in organization development	10
2	HRD Assessment	Mechanism, process & outcomes of HRD, Assessment of HRD Needs - organization analysis, Task analysis & Person Analysis & Evaluation of HRD Process, Motivational functions of HRD	10
3	HRD Culture And Climate	HRD culture & climate: Elements & measurement, HRD/OD approach to IR & Linkage, Integration of HRD system – A practical case study, HRM & HRD, Role of HRD Manager.	10
4	Emerging Strategies & Instruments Of HRD	HR Scorecard, Emotional quotient, Benchmarking HR practices, HR accounting, Psychometric test like Thomas profiling, HRD audit & social audit, Assessment centre, Potential appraisal, HRIS, Learning organization E-Learning: Introduction,Purpose,Technologies.	8
5	HRD Practices In New Economic Environment	HRD system study of following sectors: Manufacturing, Service, Family Welfare, Government Adminis HRD Practices on Global front, Corporate Strategy and HRD Agenda	7

**References Books:**

Khandelwal anil k.,Abraham,s.j.,vermak.k,. Alternative approaches & strategies of HRD ,national hrd network.Rawat publications,Jaipur. Latest edition.

Maheshwari,b.l.,dharni,p.sinha,management of change through hrd.national hrd network,Hyderabad,,tata mcgraw hill, Latest edition.

Pareek udai,rao,t.u.,designing and managing human resource system,oxford & ibh publication,new delhi. Latest edition.

Human Resources Management, written by Gary Dessler Latest edition.

HR from the Outside In: Six Competencies for the Future of Human Resources Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich, Latest edition.

<b>PO-PSO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	1	1	1	-	1	2	2	1	-
<b>CO2</b>	2	2	-	1	-	-	-	-	1
<b>CO3</b>	1	2	2	3	-	1	1	-	1
<b>CO4</b>	2	3	1	-	1	1	-	-	-
<b>CO5</b>	1	1	-	1	1	-	1	1	-



**MBA II Year / Semester III**

Course Code:**BM515**  
Pre-Requisite:NONE

Title of the Course:**International-HRM**  
Co-Requisite:NONE

L	T	P	C
3	1	0	4

**Objective :** The basic objective of the course is to acquaint the students to understand the concepts, strategies and issues relating to human resource management in an international context.

<b>Course Outcomes</b>	
<b>CO 1</b>	The student will be able to understand the conceptual background of IHRM, the various recruitment approaches used while hiring for international location and the difference between Domestic HR and IHRM.
<b>CO 2</b>	The student will be able to understand the various approaches for managing HR internationally, the selection and performance appraisal adopted for IHRM.
<b>CO 3</b>	The student will be able to understand the difference in training for domestic location and international location. The issues involved, the cultural challenges and the art of handling repatriation
<b>CO 4</b>	The student will be able to understand the compensation system involved in IHRM. The process and issues in handling labour relation internationally, the concept of labour union in IHRM
<b>CO 5</b>	The student will be able to understand the art of managing People in International Context and the CSR issues in multinational organization.

<b>Unit No.</b>	<b>Title of The Unit</b>	<b>Content of The Unit</b>	<b>Contact Hrs.</b>
1	Introduction & Overview	Definition of IHRM, Commonalities & difference between domestic HRM & IHRM, Expanding role of HRM in international firms, International HR approaches: Ethnocentric, Polycentric, Geocentric & Regionocentric, Linking HR To international expansion strategy.	9
2	International Recruitment, Selection & Performance Management	Executive nationality staffing policies, Issues in staff Selection, Multinational performance management, Factors associated with individual performance appraisal, Criteria used for PA of international employees	9
3	Training, Development & repatriation	Expatriate training: Definition, Component & Issues, Cross cultural perspectives, Cultural Paradox, Concept of National Culture and cultural sensitivity. Repatriation: Career Anxiety, Devaluing international experience, Coping with new role demands.	9
4	Compensation & Labour Relation	Objective, Components & approaches of international compensation, Taxation issues in international HRM, Key issues in International labour relations, Labour union & International labour relation	9
5	Managing People In International Context	Human resource issues in multinational corporate social responsibility	9

**References Books:**

International Human Resource Management: By Peter J Dowling, Denise E. Welch, Randall Schuler.Latest Edition

The HR Scorecard Brian Becker, Mark Huselid, Dave Ulrich.Latest Edition

Pareek udai,rao,t.u.,designing and managing human resource system,oxford & ibh publication,new delhi.Latest Edition

Human Resources Management, written by Gary Dessler.Latest Edition

HR from the Outside In: Six Competencies for the Future of Human Resources Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich.Latest Edition

<b>PO-PSO</b>									
<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PSO1</b>	<b>PSO2</b>	<b>PSO3</b>	<b>PSO4</b>
<b>CO1</b>	2	-	2	-	-	1	-	-	-
<b>CO2</b>	2	2	-	-	-	2	2	-	-
<b>CO3</b>	-	-	1	-	-	-	-	2	-
<b>CO4</b>	-	-	-	2	-	-	-	2	-
<b>CO5</b>	-	-	-	2	2	-	-	-	2