

MBA (HUMAN RESOURCE DEVELOPMENT)



Full Time MBA (Human Resource Development)

Course Session 2021-23

Numberofseats:40

DEPARTMENTOFMANAGEMENT

KUSHA BHAU THAKRE PATRAKARITA AVAM JANSANCHAR VISHWAVIDYALAYA
RAIPUR(C.G.)

TWO YEAR MBA (HUMAN RESOURCE DEVELOPMENT

PROGRAMME COURSE STRUCTURE

FIRSTSEMESTER

MARKS

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
101	Management Concepts and Process	4	75	25	100
102	Organizational Behavior	4	75	25	100
103	Managerial Communication	4	75	25	100
104	Information Technology for Human Resource Development	4	75	25	100
105	Human Resource Management	4	75	25	100
106	Managerial Economics	4	75	25	100
107	Accounting for Human Resource Development	4	75	25	100
GRAND TOTAL		-	-	-	700

SECONDSEMESTER

MARKS

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
	Coresubjects				
201	Human Resource Planning and Development	4	75	25	100
202	Industrial Relations and Labor Laws	4	75	25	100
203	Research Methodology	4	75	25	100
	Elective Subjects (AnyThree)				
204	Marketing Management	4	75	25	100
205	Consumer Behavior	4	75	25	100
206	Organization Development	4	75	25	100
207	Introduction to Media Management	4	75	25	100
208	Media Programme Management	4	75	25	100
209	Practical and Viva-Voice	4	-	-	100
GRAND TOTAL		-	-	-	700

THIRDSEMESTER

MARKS

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
	Core Subjects				
301	Training and Performance Management	4	75	25	100
302	Emerging Issues in Human Resource Management	4	75	25	100
303	International Human Resource Management	4	75	25	100
	Elective Subjects (AnyThree)				
304	Business ethics and management by Indian values	4	75	25	100
305	Event Management	4	75	25	100
306	Strategic Human Resource Management	4	75	25	100
307	Radio Programme Production	4	75	25	100
308	Sales and Advertising Management	4	75	25	100
309	Practical and Viva-Voice	4	-	-	100
GRAND TOTAL		-	-	-	700

FOURTH SEMESTER**MARKS**

SUB CODE	Subject/Paper	Credit	Theory	Internal	Total
	Core Subjects				
401	Entrepreneurship	4	75	25	100
402	Retail Management	4	75	25	100
403	Project and Viva-Voice	12	75	25	300
GRAND TOTAL		-	-	-	500

SEMESTER-1

SUBJECT CODE-101
MANAGEMENT CONCEPTS AND PROCESS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Concepts, Nature, Scope, Significance, Functions and Principles of Management, Historical evolution of management, School of management thoughts.
UNIT-2	Planning- ● Concepts, components and steps involved in planning process ● Advantages, and limitations of planning
UNIT-3	Organizing – ● Principles and process of organizing ● Organization structures ● Line-staff relations ● Delegation and decentralization ● Staffing
UNIT-4	Directing - ● Principles of directing ● Motivation concept ● Theories of motivation Coordination - ● Nature, need, types ● Methods of coordination.
UNIT-5	Control - ● Concept and process of control ● Importance of controlling ● Principles of controlling ● Types of controls ● Elements of an effective control system ● Limitation of control

Suggested Readings:

- **Agrawal, R.D. Organization and Management- TMH, New Delhi**
- Stoner and Freeman, **Management**, Prentice Hall, N. Delhi.
- Koontz, O' Donnell Wechrich, **Principles of Management**, McGraw Hill, New York.
- Peter F. Drucker, **The Practice of Management**, Allied Publishers.
- Massie, **Essentials of Management**, AITBS, New Delhi.
- Terry and Franklin, **Principles of Management**, AITBS, New Delhi.

SUBJECT CODE-102
ORGANISATIONAL BEHAVIOUR

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Introduction - ● Definition, Concept, Need for and Importance of OB. ● Nature and scope of OB. ● OB Models, Key Elements of OB.
UNIT-2	Personality - ● Determinants and Attributes, Perception - ● Factors Influencing Perception, Process. Learning - ● Concepts ● Theories of Learning. Attitude - ● Concepts and Types ● Cognitive Dissonance Theory.
UNIT-3	Motivation - Concept and Theories: ● Maslow's Hierarchy of needs ● McGregor's Theory X and Y ● Two Factor Theory of Herzberg ● Vroom's Expectancy Theory.
UNIT-4	Group - ● Defining and Classifying Group ● Group Development, Structure ● Process of Groups. Teams - ● Types ● Creating Effective Teams.
UNIT-5	Conflicts - Meaning, Types, Conflict Process, Conflict Management Techniques. ● Crisis Management: Definition, Types, Models and Communication, Importance of crisis management.

Suggested Readings :

- Luthans Fred, Organizational Behaviour., New York, McGraw Hill.
- Robbins S.P., Organizational Behaviour, New Delhi, PHI.
- Singh, Dalip, Emotional Intelligence at Work, Response Books, Sage Publications, Delhi.
- Davis Keith, Human Behaviour at Work, TMH, New Delhi
- Pareek Udai, Organizational Behaviour, Oxford, IBH, Mumbai
- Hersey Paul and Blanchard, Management of Organizational Behaviour, Prentice Hall of India, New Delhi.
- Uma Shekharan, Organization Behaviour, TMH, New Delhi.
- Dwivedi, R.S. Human Relations and Organizational Behaviour, Galgotia, New Delhi.

SUBJECT CODE-103
MANAGERIAL COMMUNICATION

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Business Communication- ● Concept, Nature, Process, Objectives ● Role and Importance of communication ● Principles of Effective Communication ● Barriers to communication
UNIT-2	● Channels and Types of Communication ● Seven Cs of Communication
UNIT-3	● Meaning and Purpose & Creation of Agenda ● Business Circulars, Office Memos, ● Sales Letter, Cover Letter, Proposals ● Business Reports – Importance & Essential
UNIT-4	Speaking Skills, Making Presentation - ● Oral and PowerPoint ● Group Discussion, Interviews, Participation in Conferences, Meetings.
UNIT-5	Meaning and Importance of Business Etiquette, Ethics and values of communication, Communication Network of the Organization.

Suggested Readings :

- Business Communication concepts and skills T. N Chhabra. Sun India
- Raman, Meenakshi and Prakash Singh. 2006. Business communication. New Delhi: Oxford University Press.
- Ober Scot. 2004. Contemporary Business Communication, Fifth Edition, New Delhi: Biztantra
- Bell A. H. and Dayle Smith 1999 Management Communication, Singapore: John Wiley & Sons (Asia) Pvt. Ltd.
- Bovee Courtland, L.2003. Business Communication Today, Seventh Edition. Delhi: Pearson Education.
- Lesikar and Flatley. 2005. Basic Business Communication, Tenth Edition, New Delhi: Tata McGraw Hill.
- Taylor, Shirley, Communication for Business: A Practical Approach, Addison-Wesley Longman Ltd, 1991
- Rajendra Pal and J.S.Korlahalli- Essentials of Business Communication, Sultan Chand & Sons, New Delhi
- R.C.Sharma& Krishna Mohan- Business Correspondence & Report Writing. TMH New Delhi.

SUBJECT CODE-104**INFORMATION TECHNOLOGY FOR HUMAN RESOURCE DEVELOPMENT**

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Introduction to Computers - ● Hardware, Software, System software, Application software and packages ● Introduction to Embedded Software
UNIT-2	Fundamentals of Operating System - ● MS-Windows, Unix/ Linux ● Introduction to Emerging Communication Technologies ● Introduction to big data -cloud computing
UNIT-3	Commonly used software Packages - ● Microsoft Word ● Microsoft Excel ● Microsoft Powerpoint
UNIT-4	Introduction to Network - ● Types of Networks- LAN, WAN and MAN ● Networking Devices ● Introduction to Electronic Commerce & Electronic Business
UNIT-5	Introduction to World Wide Web- ● Internet Operations- Internet Browsers and Business Websites ● Use of Search Engines and Google Applications ● Introduction to SAP, IP addresses, IP protocol, various ERP packages, Implementation of ERP.

Suggested Readings:

1. Burch, John and Grudnitski Gary. **Information Systems :**
Theory and Practice, New York, John Wiley.
2. David, Van Over. **Foundations of Business Systems.** Fort Worth, Dryden.
3. Eliason, A.L. **On-Line Business Computer Applications.,**
Chicago, Science Research Association.
4. Estrada, Susan. **Connecting to the Internet.** Sebastopol, C A, O'Reilly.
5. John, Moss Jones, **Automating Managers : the implications
of Information Technology for Managers.** London, Pinter.
6. Long, L. **Computers,** Englewood Cliffs, New Jersey, Prentice Hall Inc.
7. Summer, M. **Computers Concepts and Uses.,** Englewood
Cliffs, New Jersey, Prentice- Hall Inc.

SUBJECT CODE-105
HUMAN RESOURCE MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	● Concepts and Perspectives on Human Resource Management ● Evolution and Philosophy of Human Resource Management ● HR challenges in changing environment
UNIT-2	● Human Resource Policy and Planning ● Job Analysis. Methods of, Job Analysis, Description ● Job specification.
UNIT-3	● Recruiting and Selecting Human Resources ● Placement and Induction.
UNIT-4	● Manpower Training and Development ● Performance Appraisal and Potential Evaluation ● Job Evaluation, Compensation management.
UNIT-5	● Employees' Welfare ● Industrial Relations & Trade Unionism ● Grievance Management.

Suggested Readings:

- **Aswathappa, K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi.**
- **Das, R.P. Management of Industrial Relations**, Varanasi, MTC
- **Rao, N and Das R.P. Cases in Human Resource Management**, Himalaya Publishing House, Mumbai.
- **De Cenzo, D.A. & Robbins S P. Human Resource Management**, New York, John Wiley.
- **Guy, V & Mattock J. The New International Manager**, London, Kogan Page.
- **Holloway, J. ed. Performance Measurement and Evaluation**. New Delhi, Sage.
- **Monappa, A. & Saiyadain M. Personnel Management.**, New Delhi, Tata McGraw Hill.
- **Dwivedi, R.S. HRM in Indian Organization**, New Delhi, Galgotia.
- **Pareek, Udai. Designing & Managing Human Resource System**, New Delhi, Oxford Pub. Co.
- **Stone, Lloyed and Leslie W. Rue, Human Resource and Personnel Management**
Richard D. Irwin, Illionis

SUBJECT CODE-106
MANAGERIAL ECONOMICS

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	● Nature and Scope of Managerial Economics ● Fundamental Concepts in Managerial Economics ● Role and Responsibilities of a Managerial Economist.
UNIT-2	● Law & Nature of Demand ● Demand Determinants, Demand Forecasting ● Demand Function, Elasticity of Demand, Law of Returns.
UNIT-3	Price-output decisions under different market conditions - ● Perfect and Imperfect Competition, Monopoly, Monopolistic, Competition, ● Oligopoly, Non-Price Competition, Price Discrimination, Price Regulation
UNIT-4	● Balance of Payment ● Concept and measurement of National Income ● Gross Domestic Savings ● Managerial Decisions in Competitive Markets
UNIT-5	● Nature and Concept of Profit, Theories of Profit ● Business Fluctuations and Trade Cycles ● Impact of Trade Cycle on Society.

Suggested Readings:

- Managerial Economics P.L Mehta Sultan Chand and sons
- Adhikary, M. **Business Economics**, New Delhi, Excel Books.
- Baumol, W.J. **Economic Theory and Operations Analysis**, New Delhi, Prentice Hall Inc.
- Chopra, O.P., **Managerial Economics**, New Delhi, Tata McGraw Hill.
- Keat Paul G & Philips K.Y. Young, **Managerial Economics**, Prentice Hall, New Jersey.
- Koutsoyiannis, A. **Modern Micro Economics**, New York, Macmillan.
- Milgrom, P and Roberts J. **Economics, Organization and Management**. Englewood Cliffs, New Jersey, Prentice Hall Inc.
- Mehta P.L., Analysis, **Problems & Cases**, Sultan Chand & Sons, New Delhi.

SUBJECT CODE-107

ACCOUNTING FOR HUMAN RESOURCE DEVELOPMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Introduction to Accounting - ● Meaning of Accounting, GAAP ● Accounting concepts and conventions, Double Entry System of accounting ● Journalizing the Transactions ● Posting entries in Ledger Accounts and Preparation of Trial Balance.
UNIT-2	Preparation of Final Accounts - ● Differentiation between Capital and Revenue Expenditure and Receipt ● Trading Account, Profit and Loss account ● Balance Sheet with Adjustment Entries.
UNIT-3	Accounting in different fields: ● Concept of Inflation Accounting, Human resources accounting.
UNIT-4	Introduction to Cost Accounting: ● Nature, Role, Scope, Concept of cost centers and cost units ● Classification of cost by nature and behavior ● Essentials while establishing a cost system.
UNIT-5	Cost – Volume – Profit Analysis: ● Calculating BEP, Margin of Safety, Calculation, and Interpretation of BEP under different situations. ● Graphical Method of Calculating BEP

Suggested Readings:

- R.L. Gupta, V.K. Gupta, "**Principles of Accountancy**", Sultan Chand & Sons, 6th Edition, 1996.
- S.N. Maheshwari, "**Introduction to Accounting**", Vikas Publishing House, New Delhi: III Edition, 2001.
- S N Maheshwari, "**Cost Accounting, Theory and Problems**", Vikas Publications, New Delhi: III Edition 2000.

SEMESTER-2

SUBJECT CODE-201**HUMAN RESOURCE PLANNING AND DEVELOPMENT**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	HumanResourcePlanning:StrategicPlanning,BasisforHRP,Meaning,Benefits, Objectives, MethodsandTechniques.
Unit 2	- HR Demand and Supply forecasting. - Job Analysis: Meaning, Purpose, Process, Methods of CollectingData. - Recruitment:Meaning,ModernTechniquesofRecruitment. - Sources-Internet Based,Placement Agencies.
Unit 3	- HumanResourceDevelopment:Significance,ConceptofHRD, - FeaturesofHRD,Scope, Need, - Framework,TechniquesofHRD, Functionsof HRDManager.
Unit 4	- ResearchinHRD, HRDforworkers,HRDOverviewinGovt.andPrivatesystems, - HRDforHealth,andHRDinServiceIndustries (Banking, Hospital, Eventetc.)
Unit 5	- Careerplanning-Need,Process.CareerDevelopmentSteps. - TQMConcepts,HRDandTQM,Roleof Training inHRD.

REFERENCE BOOKS:

- RecentExperiencesinHRD,Rao,T.V., NewDelhi.Oxford&IBH
- Humanresourcedevelopment&management1ed,GhoshBiswanath,VikasPublication
- EvaluationofHRD,Pareek,Udai,Jaipur,RawatPublications
- S.S.Khanka,HumanResourceManagement".S.Chand& CompanyLtd.

SUBJECT CODE-202

INDUSTRIAL RELATIONS AND LABOUR LAWS

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Industrial Relation- Introduction, Evolution of Industrial Relation in India • Evaluation Stages of Industrial Relation, Essentials of Modern Industrial System • Industrial Relation in India, Conditions of Good Industrial Relation
Unit 2	• Industrial Relation Strategy, Parties to Industrial Relation, • Grievance- Meaning, Causes of Grievance, Procedure for Settlement of Grievance, Grievance Settlement Mechanisms.
Unit 3	• Industrial Disputes Act 1947.
Unit 4	• Provident Fund Act 1952, • Minimum wages Act 1948, • Payment of wages Act 1936, • Payment of Bonus Act, 1965.
Unit 5	• Trade union Act 1926 • Factories Act 1948, • Workmen Compensation Act 1923, • payment of gratuity Act 1972.

REFERENCE BOOKS:

- Labour and Industrial laws, P.K. Padhi , Second edition , PHI.
- Human Resource Management, K.Aswathappa , TMH.

SUBJECT CODE-203
RESEARCH METHODOLOGY

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction: Concept, Types of Research, Characteristics of Good Research. • Research Process; Problem Identification, Formulation of Business Research Objectives
Unit 2	• Research Designs: Exploratory, Descriptive and Causal Research Designs. • Sampling Design: Fundamentals of Sampling Design, Non-probability, and Probability Sampling.
Unit 3	• Methods of Data Collection: Primary and Secondary sources of data. Survey and Observation methods • Questionnaire Design: Techniques and Precautions
Unit 4	• Interpretation Data Interpretation, Techniques of Interpretation, • Report Writing: Steps in Writing Report, Generic layout of a Research Report
Unit 5	• Summarizing the Data: Mean, Median and Mode. • Application of Research in the Functional Areas of Management: Marketing, Production, HR, and Finance.

REFERENCE BOOKS:

- C.R.Kothari: Research Methodology, New Age International Publishers
- Cooper and Schindler: Business Research Methods, TMH
- Gupta S. P. and Gupta, M. P., Business Statistics, Sultan Chand and Sons, New Delhi, 1997.
- Naresh Kumar Malhotra: Marketing Research

SUBJECT CODE-204
MARKETING MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Marketing: Concept, Nature, and scope. • Marketing Environment • Elements of Marketing mix
Unit 2	• Marketing Information & Research, • Market Segmentation, Targeting and Positioning
Unit 3	• Buying Behaviour of consumer, • Product Decisions- Types of Products, Product Life Cycle • New Product Development Stages, Branding.
Unit 4	• Factors Influencing Pricing Decisions, Pricing Methods, • Promotion and Distribution Decisions • Communication process • Promotion tools: Advertising, personal selling, publicity and sales promotion
Unit 5	• Role of marketing channels, • Channel-Management Decisions • Marketing Control

REFERENCE BOOKS:

- Philip Kotler, Marketing Management Analysis, PHI, New Delhi.
- R.S. Davar, Modern Marketing Management, Universal Book Sellers, New Delhi.
- Stanton & Futrell, Fundamentals of Marketing, McGraw Hill, New York.
- McCarthy, Basic Marketing, Universal Book Sellers, New Delhi.
- Ramaswamy, V.S. I, Marketing Management: Analysis, Planning: Implementation & Control, Macmillan, Chennai.
- Philip Kotler & Armstrong Jr., Principles of Marketing: PHI, New Delhi.
- Ramaswamy V.S. & Nama Kumari's. Marketing Management Planning, Implementation & Control, McMillan India Ltd.

SUBJECT CODE-205
CONSUMER BEHAVIOUR

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction to consumer Behaviour – Diversity of consumer Behaviour, concept and need for studying Consumer Behaviour. • Consumer Research- Value and Process.
Unit 2	• Consumer Modeling: The economic model, Learning Model, Psychoanalytic model, The Sociological Model, The Howard Seth model of Buying Behavior, The Nicosia model, The Engel -Kollat-Blackwell Model.
Unit 3	• Consumer decision-making and its process, adoption process of innovations • Organizational buying meaning and definition • Stages of industrial buying process • Factors influencing industrial buying behavior
Unit 4	• Individual Determinants of Consumer Behaviour- Perception, Meaning of Perception- the perceptual process-Factor responsible for perceptual, Distortion • Learning - Elements, process, Learning Theories, and measures of consumer learning, • Motivation- Consumer Motivation, Needs And goals, Characteristics, Types and system of needs, measurement of motives.
Unit 5	• Influence of Social class –Definition, social stratification, Factors responsible for social stratification –characteristic features of social Classes, Social influence on consumer behavior. • Definition and Meaning of Group- Reasons for formation of group –Types of Groups relevant to consumer behavior – Family life cycle- Friendship Group, Formal social clubs- Shopping, and Friends groups- Work group-Reference group.

REFERENCE BOOKS:

- Consumer Behavior in Indian Perspective – Suja R. Nair Himalaya Publishing House.
- Schiffman & Kanuk, “Consumer Behavior”, Pearson Education
- 2. Laudon & Bittel: Consumer Behaviour Tata McGraw Hill
- M.R. Solomon, “Consumer Behavior”, Pearson Education

SUBJECT CODE-206
ORGANISATIONAL DEVELOPMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• The field of Organizational development, Definitions and Historical Overview of OD • Values, assumptions and beliefs in OD, characteristics of OD, Objectives of OD
Unit 2	• Foundations of OD, Managing the OD process, Action research and OD, • Team Building, Planning & Goal setting, OD interventions.
Unit 3	• OD interventions, Need for interventions, Classifying OD Interventions. • Team interventions, Comprehensive OD interventions, Training experiences.
Unit 4	• Organizational Change: Basic Concept and Definition; Nature of Organizational Change Organizational. • Conflicts: Causes, Nature, Measures to Resolve Organizational conflicts; Transactional analysis.
Unit 5	• Organizational Culture and Climate: Organizational Learning, Power and Politics in the Organization. • Cross Culture Dynamics, Power, Politics and OD, The Future of OD.

REFERENCE BOOKS:

- French and Bell, Organisational Development, Pearson Education
- D.R. Brown, An Experimental Approach to Organization Behavior, Pearson Education
- Carol P Harvey and M.June Allard, Understanding and managing diversity, PHI India
- F. Luthans, Organisational Behaviour TMH, New Delhi
- S.P.Robbins, "Organisational Behaviour", Pearson Education
- Prasad, Organisation Development for Excellence, McMillan, India.
- Madhukar Shukla, Understanding Organization: Organization Theory and Practices in India, PHI

SUBJECT CODE-207**INTRODUCTION TO MEDIA MANAGEMENT**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	● Overview of Media Business & Management, ● Annual Media Industry Report ● Introduction to Media History
UNIT-2	● Introduction to Print Media: Concept, Trends, Opportunity, Growth, Issues, ● Print Media Metrics and Revenue Model, ● Print Media Regulation & Valuation Norms, ● Convergence and New Models in Print Media
UNIT-3	● Introduction to Television Industry, Introduction to Broadcasting-TV Broadcasting, History of Broadcasting. ● Genres and Specialty Channels. ● Regulatory Environment, Issues, TV Broadcasting Revenue. Models, TV Digitization, TV Media Metrics and Measurement. ● Doordarshan&Prasar Bharati.
UNIT-4	● Introduction to Film Media: Production, Trends, Opportunity, Growth, Issues. ● Business of Film Production and emerging models, Film Marketing. ● Distribution & Exhibition, International Co-Production. ● Introduction to NFDC, Introduction to major Film Festivals.
UNIT-5	● Introduction to Radio, Music & Sound Industry, ● Radio Broadcasting & Licensing, Development of Private Radio in India, Radio Revenue Model, Radio Metrics & Measurement. ● Music & Production, Sales, Music Licensing & Distribution, Streaming.

Suggested Readings:

- Indian Media Business By Vanita Kohli Khandekar
- Behind a Billion Screen By Nalin Mehta
- Mass Communication in India by Kewal J. Kumar
- New communication Technologies by Michael Mirabeto
- Doordarshan Vikas Se Bazaar Tak by Sudheesh Pachauri
- Svayatta Aur Prasar Bharti by Ram Mohan Pathak
- Satellite Invasion by SC Bhatt, Gyan Pub. Delhi
- Internet and Web design by Pragya
- Web Design by John Mcloy

SUBJECT CODE - 208
MEDIA PROGRAMME MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Note – Scheme of Examination

Unit 1	• Introduction to Video Production, Video Production Process, Types, Production Personals & their Duties and Responsibilities, • TV Studio Management & ENG Production, TV-Interview & Discussion, Video Production Equipment, Basics of Video Editing, Introduction to Line Production
Unit 2	• Introduction to Radio Production, Radio Production Formats, Radio Program Structure. • Equipment for Radio Program Production and Recording, Stage of Radio Program Production.
Unit 3	• Introduction to Print Media Reporting & Editing, Source, Element & Principals on Reporting, Types of Reporting, Responsibilities of Reporter, • Concept of Editing, Technical aspects of Reporting, Makeup of News Paper & Magazine, Role & Responsibilities in Print Media
Unit 4	• Introduction to Online Streaming, Tools for Online Streaming. • Transmedia Strategy & Production, Production Planning & Execution. • Production Budgeting. • Introduction to Media Program Management Tools.
Unit 5	• Program Management Case Studies. • Generic Element: Content and Format, News, Spotlight, Talk, Discussion, News Reel. • Different Types of programs, Interview (Radio & TV).

SUGGESTED READINGS:

- Awasthy G.C.: Broadcasting in India, Allied publishers, Mumbai, 1965.
- Chatterji, P.C.: Broadcasting in India, Sage, New Delhi, 1988.
- Masani, Mehra: Broadcasting and People, National Book Trust, New Delhi, 1997.
- Luthra, H.R. Indian Broadcasting, Publication Division, New Delhi, 19986.
- Akash Bharti National Broadcast Trust: Publication Division, New Delhi, 1987.
- White, Tedel al, Broadcast News, writing, reporting and production. Macmillan, NY. 1984.
- Stuart W. Hyde, Television and radio announcing, Kanishka Publishers, Delhi.
- Macliesh Robert, Radio Production Techniques. Macmillan. NY.
- Nostrum William J. Van. The Script Writers' Handbook.
- Sim Harris & Paul Chantler, Local Radio, Focal press.

SUBJECT CODE-209
Practical and Viva-Voice

Maximum Marks – 100
Minimum Passing Marks – 40

Practical 1	Business Documentation Financial Agreement, Business Report Writing, Company Bylaws, Employment Agreement, Meeting Minutes Document, Non-Disclosure Agreement, Business Plan, Transactional Document, Business Insurance, Business Compliance Document, Proposals, Company Policy, Administration Related Paper works.
Practical 2	Presentations Individual Presentation, Group Presentation, Objective Specific Presentations
Practical 3	Industry Visit & HR Workshops
Practical 4	Group Discussions, Debate, Seminar
Practical 5	1 Research Paper

SEMESTER-3

SUBJECT CODE- 301**TRAINING AND PERFORMANCE MANAGEMENT**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Training and Development: Definition, Scope, Nature, and Importance. • Motivation, Establishing Training Objectives, Training Process.
Unit 2	• Implementing the Training Programs: Training design, Training Methods (off the job and on the job) • Trainers and training styles, Implementation of training program, Evaluation of training program.
Unit 3	• Performance Management: Introduction to Performance Management, nature, scope, importance. • Performance appraisal, meaning, need and purposes, methods of performance appraisal.
Unit 4	• Performance Appraisal process, challenges of performance appraisal, Job evaluation, methods of Job evaluation.
Unit 5	• Appraisal Methods based on approaches, Ranking, Check List, Graphic Rating Scale, BARS, MBO. • 360-degree Feedback, Definition & Uses of 360-degree feedback, Advantage and Disadvantage of 360 degree feedback.

REFERENCE BOOKS:

- Rolf P. Lynten and Udai Pareek, Training for Organizational Transformation Part - 2, Sage Publications, 2000.
- Bohlander, Snell and Sherman, Managing Human Resources, Lachina Publishing Services, 2000.
- Michael Armstrong: Performance Management- Key Strategies and Practical Guide, Kogan Page.
- Murphy and Cleaveland: Performance Appraisal, Sage Publication Chadha: Performance management, Excel Books
- Hartle: Transforming Performance Management Process, Kogan page.
- Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
- Herman Aguinis: Performance Management, Pearson Education

SUBJECT CODE- 302**EMERGING ISSUES IN HUMAN RESOURCE MANAGEMENT**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• International Industrial relations, International strategic human resource management, Changing Role of HRM. • New practice in International Human Resource Management. International HRM.
Unit 2	• Human Resource records, HR audit, Process. • benefits and scope in Globalization.
Unit 3	• Recent techniques in HRM, work life quality and related issues. • Total quality management and HRM, HR Accounting meaning and objectives.
Unit 4	• Human Resource Information System-Need for HRIS, Advantages of HRIS, Uses of HRIS, designing of HRIS, Computerized HRIS, Limitations of HRIS, e-human resource management system.
Unit 5	• Evaluation of Performance for Development: Competency Mapping, 360 Degree Concept, Six Sigma Practices. • Flexi Work and Benefit to Organization, Ethics in HRM, contemporary issues in HRM.

REFERENCE BOOKS:

- Luis R, Gomez Mejia, Managing Human Resource, Pearson Education
- Michel V P, Human Resource Management & Relation, Himalaya Publication
- Punnett, International Perspectives on Organizational Behavior and Human Resource Management, ISBN: 978-81-203-2615-6, PHI
- Rao T V, HRD Instruments, Response Books, New Delhi
- Subba Rao P, Essential of HRM and Industrial Relation, Himalaya Publication
- Wayne Mondy, Human Resource Management, Pearson Education
- Rao T V, HR Audit, Response Books, New Delhi
- Bhattacharya S K, Achieving Managerial Excellence, McMillan India, New Delhi
- Satish Pai Ed., "HRD Skills for Organizational Excellence", Bombay, Himalaya

SUBJECT CODE- 303

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• International business an overview, Globalization. • Drivers of globalization, Globalization, and India.
Unit 2	• Social and cultural context of IHRM- Culture and its factors. • Multiculturalism, Cultural dimensions, Managing across cultures.
Unit 3	• IHRM an overview, nature of IHRM, Functional positioning of IHRM. • Organizational context of IHRM
Unit 4	• Organization structure and HRM. • International Human Resource Planning, Recruitment, and selection.
Unit 5	• Performance management, Training, and development. • International compensation management.

REFERENCE BOOKS:

- HRM: - Fisher, Schoenfeldt & Shaw
- Managing HR - Luis Gomez-Mejia
- Strategic HRM- R S Schuler, S E Jackson
- Internationalization the people's dimension -Stephen J Porter
- Managing HR in the 21 Century - E EKosse

SUBJECT CODE - 304

BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Meaning and nature of business ethics, Need for business ethics, Scope of Business Ethics, • Business Values.
Unit 2	• Corporate Social Responsibility: Meaning, need for CSR, benefits of CSR, • CSR Case Studies.
Unit 3	• Environmental issues; Social issues, Labor and related issues, Ethical and governance issues, • Social responsibility of business stakeholders (owners, employees, consumers, and community) • Response of Indian firms towards CSR.
Unit 4	• Management lessons from Shri Ramcharitmanas, Shrimadbhagwad Gita.
Unit 5	• Teachings of various religions Hinduism, Buddhism, Islam, Christianity, Jainism and Sikhism.

SUGGESTED READINGS:

- P B Deshmukh “consciousness Development and value education, 2012 SSTC Publication.
- Peter Pratley, “The Essence of Business Ethics”, New Delhi, Prentice Hall of India, 1997.
- S.K. Chakraborty, “Ethics in Management-Vedantic Approach”, New Delhi, Oxford India Ltd., 1999
- Swami Someswarananda, “Business Management Redefined-the Gita Way”, Mumbai, Jaico Publishing House, 2000
- Swami Jitatananda, “Indian Ethos for Management”, Rajkot, Ramakrishna Ashrama, 1996
- S. K. Chakraborty, “Managerial Transformation by Values”, New Delhi, Sage Publication, 1990
- S. K. Chakraborty, “Management by Values”, New Delhi, Oxford University Press, 1992
- Ahmedabad Management Association (AMA), “Ancient Indian Wisdom for Self-development”, Ahmedabad, AMA, 1995

SUBJECT CODE - 305
EVENT MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Introduction to event management. • Defining an event, Event as a marketing tool, Importance, and scope of events. • Diverse marketing needs addressed by events—brand building, focusing the target market, implementation of marketing plan.
Unit 2	• Key elements of events, Event infrastructure, core concept, and core people, core talent, core structure. • Concept of markets in events: revenue and non-revenue generating customers, segmentation and targeting of the markets for events.
Unit 3	• Concept of pricing in events. • Concept of promotion in events: networking components- Print media, Radio, Television, The internet, Cable network, outdoor media, direct marketing, public relations.
Unit 4	• Activities in Event Management: Pre-event, During event, Post event, • Planning, Organizing, Staffing, Leading, and Controlling. • The qualities of a good event planner
Unit 5	• Evaluating and measuring event performance. • Writing event proposals, Event proposal format, Sample event proposal.

SUGGESTED READINGS:

- Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere
- Hospitality marketing & mgt- J.M. Mrthews I st ed.-2006-Avishkar Publisher
- Media & Communication Marketing mgt. –Rapuda-Himalaya Publishing House
- Best Practices in Modern Event Mgt.-Goldblatt-, John Viley& Sons

SUBJECT CODE - 306
STRATEGIC HUMAN RESOURCE MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks	
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks	

Unit 1	• Evolution of strategic management and Business Policy, concept of strategy. • Strategic decision- making, Issues in strategic decision-making. • Strategic management and elements in strategic management process.
Unit 2	• Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives. • Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political, and technological). • Environmental scanning techniques- ETOP and SWOT.
Unit 3	• Corporate level strategies- Stability, Expansion, Retrenchment and Combination strategies. • Business level strategies-Porter's framework of competitive strategies, Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. • Strategic Analysis and choice-Corporate level analysis (GE Nine cell). • Industry level analysis, Porters' five forces model.
Unit 4	• Strategy implementation: Resource allocation, Projects, and Procedural issues.
Unit 5	• Strategic control and operational Control. • Organizational systems and Techniques of strategic evaluation.

SUGGESTED READINGS:

- Azhar Kazmi, Business Policy & Strategic Management, TMH, New Delhi.
- Keen, Peter and Mark McDonald, The e-Process Edge, Delhi. Tata McGraw Hill.
- P.K. Ghosh, Business Policy-Strategic Planning and Mgmt., Sultan Chand and Sons, New Delhi.
- V.P. Michael, Business Policy and Environment, Sultan Chand and Sons, New Delhi.
- R.M. Srivastava, Corporate Strategy and Planning, Himalaya, Mumbai.
- R. Nanjundaiah, Strategic Planning and Business Policy, Himalaya, Mumbai

SUBJECT CODE-307**RADIO PROGRAMME PRODUCTION**

Maximum Marks – 75

Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	Audio Technology • Nature and types of microphones. • Selection and placement of micro phone. • Audio control and sound effect. • Stereo and mono sound.
Unit 2	Format of Radio Program • Generic element: content and format. • News, Spotlight, talk, discussion, news reel Interactive program. • Special audience program. • Entertainment program. •
Unit 3	Radio and Voice • Role and responsibilities of a news reader. • Do's and don'ts for news reader. • Common errors in pronunciation. • Modulation and voice quality.
Unit 4	Field based Program • Radio interview definition and Importance of radio interview. • Preparation of interview questioning. • Types of interviews and question.
Unit 5	Studio Production • Recording of programs, selection of sound effects, editing and mixing techniques, • Process of planning, scheduling, and transmission, • Evaluation of programs and quality control. • Codes and ethics in broadcasting.

REFERENCE BOOKS:

- Awasthy G.C.: Broadcasting in India, Allied publishers, Mumbai, 1965.
- Chatterji, P.C.: Broadcasting in India, Sage, New Delhi, 1988.
- Masani, Mehra: Broadcasting and People, National Book Trust, New Delhi, 1997.
- Luthra, H.R. Indian Broadcasting, Publication Division, New Delhi, 19986.

SUBJECT CODE- 308
SALES AND ADVERTISING MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50Marks

Unit 1	• Sales Management- Meaning, Significance, Functions of Sales Manager. • Recruitment, Selection, Training and Motivation of Sales Personnel.
Unit 2	• Sales Organization - Theory of Selling-AIDA. • Allocation of Sales Territory, Sales Forecasting, Sales budgeting.
Unit 3	• Definition of Advertising, Advertising objectives. • Importance and benefits of advertising, Classification of advertisements.
Unit 4	• Advertising appeals, advertisement copy for print, radio, TV, and outdoor media. • Advertising agencies: Organization structure and working of advertising agency.
Unit 5	• Advertising Media: Newspaper, Magazine, Television, Radio & Online advertising, social media advertising

SUGGESTED READINGS:

- Advertising Planning and Implementation: Sangeeta Sharma, Raghuvir Singh
- Sales and distribution Management P. K Agrawal, Manoj Kumar Pragati edition
- Charles Futrell, ABC of Selling, AITBS, New Delhi.
- Ramaswamy, Sales Management, Sterling, New Delhi.
- Bellur and Bekman, Sales Management, Himalaya, Mumbai.
- Manendra Mohan, Advertising Management, TMH, New Delhi.
- Aaker, Batra and Myers, Advertising Management, Prentice Hall of India, New Delhi.
- Norris, Advertising Management, Prentice Hall of India, New Delhi.

SUBJECT CODE - 309

Practical And Viva-Voice

Maximum Marks – 100

Minimum Passing Marks – 40

Practical 1	Research Paper Students must write 4 research paper (Subject will be decided by faculties).
Practical 2	Presentations Individual Presentation, Group Presentation, Objective Specific Presentations
Practical 3	Community development Activities/ Village & Outdoor Visit/ Industrial Visit
Practical 4	Group Discussions, Debate, Seminar, HR Case Study

SEMESTER-4

SUBJECT CODE-401
ENTREPRENEURSHIP

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Entrepreneurship - ● Evolution, Concept, Growth ● Role Entrepreneurship in Economic Development ● Women Entrepreneurship ● Rural Entrepreneurship ● Entrepreneurial Decision Process.
UNIT-2	Entrepreneur - ● Evolution of The Concept, Characteristics, Decision Process ● Functions, Need for An Entrepreneur ● Types of Entrepreneurs, Global Entrepreneurship Environment
UNIT-3	Entrepreneurial Environment - ● Factors Affecting Entrepreneurship Growth ● Entrepreneur Development Process, Entrepreneurial Motivation
UNIT-4	Opportunity Identification and Selection, Formulation of Business Plans, Project Appraisal.
UNIT-5	Financing Of Enterprise, Institutional Finance to Entrepreneurs, Institutional Support to Entrepreneurs.

REFERENCES:

- David H. Holt Entrepreneurship: New Venture Creation, PHI
- Mary Coulter Entrepreneurship in Action, PHI
- B.K. Mohanty Fundamentals of Entrepreneurship, PHI

SUBJECT CODE-402
RETAIL MANAGEMENT

Maximum Marks – 75
Minimum Passing Marks – 30

Note – Scheme of Examination

1	05 Short Answered Questions (Covering 5 Units) (Not More Than 50 Words) -5 Marks Each =05×5	=25 Marks
2	05 Long Answered Questions Of 10 Marks Each with Internal Choice of One Question from Each Unit (Not More Than 500 Words) -10 Marks Each =05×10	=50 Marks

UNIT-1	Retailing - Nature, Scope, and Opportunities • Types of retailers: merchandise retailers, non-store retail formats • Service retailing: types of ownership, functions of retailers; FDI and retailing in India.
UNIT-2	Retail Market Strategy - • Definitions, retail planning process • Financial strategy, location strategy • Human resource strategy, retail MIS.
UNIT-3	Retail Mix Strategies - • Buying merchandise, pricing, • Retail communication mix, multi-channel retailing.
UNIT-4	Managing the store, store layout and design, space planning, merchandise presentation techniques, store ambience, customer service.
UNIT-5	Rural Retailing - • Introduction, an overview of the Indian rural market, • Role of rural retailing in India, Challenges in Indian rural market • Rural retail players in India, Rural retail strategies • Future of rural retailing.

REFERENCES:

- **Swapna Pradhan Tata McGraw Hill education**
- Lamba A, 'Retail marketing', TMH
- Barry Berman and Joel R Evans, 'Retail Management A strategic approach', Pearson Education Suja Nair Himalaya Publishing House

SUBJECT CODE-403
Project and Viva-Voice

Maximum Marks – 300
Minimum Passing Marks – 120

The students will be required to undergo training in a reputed business organization and undertake a comprehensive study and submit a report at the end of the semester, followed by Presentation and Viva under the observation of external examiner.