

# MBA (HUMAN RESOURCE DEVELOPMENT)



Full Time MBA (Human Resource Development)

Course Session 2024-26

Number of Seats: 40

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## DEPARTMENT OF MANAGEMENT

KUSHABHAU THAKRE PATRAKARITA AVAM JANSANCHAR VISHWAVIDYALAYA  
RAIPUR(C.G.)

**TWO YEAR MBA (HUMAN RESOURCE DEVELOPMENT) PROGRAMME**

**COURSE STRUCTURE**

**FIRST SEMESTER**

SUB CODE	Subject/Paper	Credit	MARKS		
			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

**SECOND SEMESTER**

SUB CODE	Subject/Paper	Credit	MARKS		
			Theory	Internal	Total
	<b>Core subjects</b>				
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
	<b>Elective Subjects (Any Three)</b>				
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	<b>Practical and Viva-Voice</b>	4	-	-	100
GRAND TOTAL			-	-	700

**THIRD SEMESTER**

SUB CODE	Subject/Paper	Credit	MARKS		
			Theory	Internal	Total
	<b>Core Subjects</b>				
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
	<b>Elective Subjects (Any Three)</b>				
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	<b>Practical and Viva-Voice</b>	4	-	-	100
GRAND TOTAL			-	-	700

**FOURTH SEMESTER****MARKS**

<b>SUB CODE</b>	<b>Subject/Paper</b>	<b>Credit</b>	<b>Theory</b>	<b>Internal</b>	<b>Total</b>
	<b>Core Subjects</b>				
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

**HUMAN RESOURCE DEVELOPMENT**  
**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

<b>UNIT-1</b>	Concepts, Nature, Scope, Significance, Functions and Principles of Management, Historical Evolution of Management, School of Management Thoughts.
<b>UNIT-2</b>	Planning- <ul style="list-style-type: none"> <li>● Concepts, Components and Steps Involved in Planning process</li> <li>● Advantages, and Limitations of Planning</li> </ul>
<b>UNIT-3</b>	Organizing – <ul style="list-style-type: none"> <li>● Principles and process of Organizing</li> <li>● Organization structures</li> <li>● Line-staff Relations</li> <li>● Delegation and Decentralization</li> <li>● Staffing</li> </ul>
<b>UNIT-4</b>	Directing - <ul style="list-style-type: none"> <li>● Principles of Directing</li> <li>● Motivation Concept</li> <li>● Theories of Motivation</li> </ul> Coordination - <ul style="list-style-type: none"> <li>● Nature, Need, Types</li> <li>● Methods of Coordination.</li> </ul>
<b>UNIT-5</b>	Control - <ul style="list-style-type: none"> <li>● Concept and process of control</li> <li>● Importance of controlling</li> <li>● Principles of controlling</li> <li>● Types of controls</li> <li>● Elements of an effective control system</li> <li>● Limitation of control</li> </ul>

**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

<b>UNIT-1</b>	<p>Introduction -</p> <ul style="list-style-type: none"> <li>● Definition, Concept, Need for and Importance of OB.</li> <li>● Nature and scope of OB.</li> <li>● OB Models, Key Elements of OB.</li> </ul>
<b>UNIT-2</b>	<p>Personality -</p> <ul style="list-style-type: none"> <li>● Determinants and Attributes,</li> </ul> <p>Perception -</p> <ul style="list-style-type: none"> <li>● Factors Influencing Perception, Process.</li> </ul> <p>Learning -</p> <ul style="list-style-type: none"> <li>● Concepts</li> <li>● Theories of Learning.</li> </ul> <p>Attitude -</p> <ul style="list-style-type: none"> <li>● Concepts and Types</li> <li>● Cognitive Dissonance Theory.</li> </ul>
<b>UNIT-3</b>	<p>Motivation - Concept and Theories:</p> <ul style="list-style-type: none"> <li>● Maslow's Hierarchy of needs</li> <li>● McGregor's Theory X and Y</li> <li>● Two Factor Theory of Herzberg</li> <li>● Vroom's Expectancy Theory.</li> </ul>
<b>UNIT-4</b>	<p>Group -</p> <ul style="list-style-type: none"> <li>● Defining and Classifying Group</li> <li>● Group Development, Structure</li> <li>● Process of Groups.</li> </ul> <p>Teams -</p> <ul style="list-style-type: none"> <li>● Types</li> <li>● Creating Effective Teams.</li> </ul>
<b>UNIT-5</b>	<p>Conflicts - Meaning, Types, Conflict Process, Conflict Management Techniques.</p> <ul style="list-style-type: none"> <li>● Crisis Management: Definition, Types, Models and Communication, Importance of crisis management.</li> </ul>

**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

<b>UNIT-1</b>	Business Communication- <ul style="list-style-type: none"> <li>● Concept, Nature, Process, Objectives</li> <li>● Role and Importance of communication</li> <li>● Principles of Effective Communication</li> <li>● Barriers to Communication</li> </ul>
<b>UNIT-2</b>	<ul style="list-style-type: none"> <li>● Channels and Types of Communication</li> <li>● Seven Cs of Communication</li> </ul>
<b>UNIT-3</b>	<ul style="list-style-type: none"> <li>● Meaning and Purpose &amp; Creation of Agenda</li> <li>● Business Circulars, Office Memos,</li> <li>● Sales Letter, Cover Letter, Proposals</li> <li>● Business Reports – Importance &amp; Essential</li> </ul>
<b>UNIT-4</b>	Speaking Skills, Making Presentation - <ul style="list-style-type: none"> <li>● Oral and PowerPoint</li> <li>● Group Discussion, Interviews, Participation in Conferences, Meetings.</li> </ul>
<b>UNIT-5</b>	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

<b>UNIT-1</b>	Introduction to Computers - <ul style="list-style-type: none"><li>● Hardware, Software, System software, Application software and Packages</li><li>● Introduction to Embedded Software</li></ul>
<b>UNIT-2</b>	Fundamentals of Operating System - <ul style="list-style-type: none"><li>● MS-Windows, Unix/ Linux</li><li>● Introduction to Emerging Communication Technologies</li><li>● Introduction to Big Data -Cloud Computing</li></ul>
<b>UNIT-3</b>	Commonly used software Packages - <ul style="list-style-type: none"><li>● Microsoft Word</li><li>● Microsoft Excel</li><li>● Microsoft Power point</li></ul>
<b>UNIT-4</b>	Introduction to Network - <ul style="list-style-type: none"><li>● Types of Networks- LAN, WAN and MAN</li><li>● Networking Devices</li><li>● Introduction to Electronic Commerce &amp; Electronic Business</li></ul>
<b>UNIT-5</b>	Introduction to World Wide Web- <ul style="list-style-type: none"><li>● Internet Operations- Internet Browsers and Business Websites</li><li>● Use of Search Engines and Google Applications</li><li>● Introduction to SAP, IP addresses, IP Protocol, Various ERP Packages, Implementation of ERP.</li></ul>

**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

<b>UNIT-1</b>	<ul style="list-style-type: none"><li>● Concepts and Perspectives on Human Resource Management</li><li>● Evolution and Philosophy of Human Resource Management</li><li>● HR Challenges in Changing Environment</li></ul>
<b>UNIT-2</b>	<ul style="list-style-type: none"><li>● Human Resource Policy and Planning</li><li>● Job Analysis. Methods of, Job Analysis, Description</li><li>● Job Specification.</li></ul>
<b>UNIT-3</b>	<ul style="list-style-type: none"><li>● Recruitment and Selection Human Resources</li><li>● Placement and Induction.</li></ul>
<b>UNIT-4</b>	<ul style="list-style-type: none"><li>● Manpower Training and Development</li><li>● Performance Appraisal and Potential Evaluation</li><li>● Job Evaluation, Compensation Management.</li></ul>
<b>UNIT-5</b>	<ul style="list-style-type: none"><li>● Employees Welfare</li><li>● Industrial Relations &amp; Trade Unionism</li><li>● Grievance Management.</li></ul>

### **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, Llionis**

**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

<b>UNIT-1</b>	<ul style="list-style-type: none"> <li>● Nature and Scope of Managerial Economics</li> <li>● Fundamental Concepts in Managerial Economics</li> <li>● Role and Responsibilities of a Managerial Economist.</li> </ul>
<b>UNIT-2</b>	<ul style="list-style-type: none"> <li>● Law &amp; Nature of Demand</li> <li>● Demand Determinants, Demand Forecasting</li> <li>● Demand Function, Elasticity of Demand, Law of Returns.</li> </ul>
<b>UNIT-3</b>	<p>Price-output decisions under different market conditions -</p> <ul style="list-style-type: none"> <li>● Perfect and Imperfect Competition, Monopoly, Monopolistic, Competition,</li> <li>● Oligopoly, Non-Price Competition, Price Discrimination, Price Regulation</li> </ul>
<b>UNIT-4</b>	<ul style="list-style-type: none"> <li>● Balance of Payment</li> <li>● Concept and measurement of National Income</li> <li>● Gross Domestic Savings</li> <li>● Managerial Decisions in Competitive Markets</li> </ul>
<b>UNIT-5</b>	<ul style="list-style-type: none"> <li>● Nature and Concept of Profit, Theories of Profit</li> <li>● Business Fluctuations and Trade Cycles</li> <li>● Impact of Trade Cycle on Society.</li> </ul>

**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

<b>UNIT-1</b>	Introduction to Accounting - <ul style="list-style-type: none"><li>● Meaning of Accounting, GAAP</li><li>● Accounting concept and conventions, Double Entry System of accounting</li><li>● Journalizing the Transactions</li><li>● Posting entries in Ledger Accounts and Preparation of Trial Balance.</li></ul>
<b>UNIT-2</b>	Preparation of Final Accounts - <ul style="list-style-type: none"><li>● Differentiation between Capital and Revenue Expenditure and Receipt</li><li>● Trading Account, Profit and Loss Account</li><li>● Balance Sheet with Adjustment Entries.</li></ul>
<b>UNIT-3</b>	Accounting in different fields: <ul style="list-style-type: none"><li>● Concept of Inflation Accounting.</li><li>● Human Resources Accounting.</li></ul>
<b>UNIT-4</b>	Introduction to Cost Accounting: <ul style="list-style-type: none"><li>● Nature, Role, Scope, Concept of Cost Centers and Cost Units</li><li>● Classification of Cost by Nature and Behavior</li><li>● Essentials while Establishing a Cost System.</li></ul>
<b>UNIT-5</b>	Cost – Volume – Profit Analysis: <ul style="list-style-type: none"><li>● Calculating BEP, Margin of Safety, Calculation, and Interpretation of BEP under different situations.</li><li>● Graphical Method of Calculating BEP</li></ul>

**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.

**HUMAN RESOURCE DEVELOPMENT**  
**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

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Human Resource Planning: Strategic Planning, Basis for HRP, Meaning, Benefits, Objectives, Methods and Techniques.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• HR Demand and Supply forecasting.</li><li>• Job Analysis: Meaning, Purpose, Process, Methods of Collecting Data.</li><li>• Recruitment: Meaning, Modern Techniques of Recruitment.</li><li>• Sources-Internet Based, Placement Agencies.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Human Resource Development: Significance, Concept of HRD,</li><li>• Features of HRD, Scope, Need,</li><li>• Framework, Techniques of HRD, Functions of HRD Manager.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Research in HRD, HRD for workers, HRD Overview in Govt. and Private systems,</li><li>• HRD for Health, and HRD in Service Industries (Banking, Hospital, Event etc.)</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Career planning- Need, Process. Career Development Steps.</li><li>• TQM Concepts, HRD and TQM, Role of Training in HRD.</li></ul>

**REFERENCE BOOKS:**

- Recent Experiences in HRD, Rao, T.V., New Delhi. Oxford & IBH
- Human resource development & management 1ed, Ghosh Biswanath, Vikas Publication
- Evaluation of HRD, Pareek, Udai, Jaipur, Rawat Publications
- S.S. Khanka, Human Resource Management". S. Chand & Company Ltd.

**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

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Industrial Relation- Introduction, Evolution of Industrial Relation in India</li><li>• Evaluation Stages of Industrial Relation, Essentials of Modern Industrial System</li><li>• Industrial Relation in India, Conditions of Good Industrial Relation</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Industrial Relation Strategy, Parties to Industrial Relation,</li><li>• Grievance- Meaning, Causes of Grievance, Procedure for Settlement of Grievance, Grievance Settlement Mechanisms.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Industrial Disputes Act 1947.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Provident Fund Act 1952,</li><li>• Minimum wages Act 1948,</li><li>• Payment of wages Act 1936,</li><li>• Payment of Bonus Act, 1965.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Trade Union Act 1926</li><li>• Factories Act 1948,</li><li>• Workmen Compensation Act 1923,</li><li>• Payment of Gratuity Act 1972.</li></ul>

**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

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Introduction: Concept, Types of Research, Characteristics of Good Research.</li><li>• Research Process; Problem Identification, Formulation of Business Research Objectives</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Research Designs: Exploratory, Descriptive and Causal Research Designs.</li><li>• Sampling Design: Fundamentals of Sampling Design, Non- Probability , and Probability Sampling.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Methods of Data Collection: Primary and Secondary sources of data. Survey and Observation methods</li><li>• Questionnaire Design: Techniques and Precautions</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Interpretation Data Interpretation, Techniques of Interpretation,</li><li>• Report Writing: Steps in Writing Report, Generic layout of a Research Report</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Summarizing the Data: Mean, Median and Mode.</li><li>• Application of Research in the Functional Areas of Management: Marketing, Production, HR, and Finance.</li></ul>

**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

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Marketing: Concept, Nature, and Scope.</li> <li>• Marketing Environment</li> <li>• Elements of Marketing Mix</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Marketing Information &amp; Research,</li> <li>• Market Segmentation, Targeting and Positioning</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Buying Behaviour of Consumer,</li> <li>• Product Decisions- Types of Products, Product Life Cycle</li> <li>• New Product Development Stages, Branding.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Factors Influencing Pricing Decisions, Pricing Methods,</li> <li>• Promotion and Distribution Decisions</li> <li>• Communication Process</li> <li>• Promotion Tools: Advertising, Personal Selling, Publicity and Sales Promotion</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Role of Marketing Channels,</li> <li>• Channel-Management Decisions</li> <li>• Marketing Control</li> </ul>

**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

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Introduction to Consumer Behaviour – Diversity of Consumer Behaviour, Concept and need for Studying Consumer Behaviour.</li> <li>• Consumer Research- Value and Process.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Consumer Decision-Making and its Process, Adoption Process of Innovations</li> <li>• Organizational Buying Meaning and Definition</li> <li>• Stages of Industrial Buying Process</li> <li>• Factors Influencing Industrial Buying Behavior</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Individual Determinants of Consumer Behaviour- Perception, Meaning of Perception- The Perceptual Process-Factor Responsible for Perceptual, Distortion</li> <li>• Learning - Elements, process, Learning Theories, and Measures of Consumer learning,</li> <li>• Motivation- Consumer Motivation, Needs And goals, Characteristics, Types and System of Needs, Measurement of Motives.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Influence of Social Class –Definition, social stratification, Factors responsible for Social Stratification –Characteristic Features of Social Classes, Social Influence on Consumer Behavior.</li> <li>• 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-Suggested Reading Group.</li> </ul>

**REFERENCE BOOKS:**

- Consumer Behavior in Indian Perspective – Suja R. Nair Himalaya Publishing House.
- Schiffman & Kanuk, “Consumer Behavior”, Pearson Education
- 2. Laudon & Bitta: 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

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• The field of Organizational Development, Definitions and Historical Overview of OD</li> <li>• Values, Assumptions and Beliefs in OD, Characteristics of OD, Objectives of OD</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Foundations of OD, Managing the OD Process, Action Research and OD,</li> <li>• Team Building, Planning &amp; Goal Setting.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• OD interventions, Need for interventions, Classifying OD Interventions.</li> <li>• Team interventions, Comprehensive OD interventions, Training experiences.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Organizational Change: Basic Concept and Definition; Nature of Organizational Change Organizational.</li> <li>• Conflicts: Causes, Nature, Measures to Resolve Organizational conflicts; Transactional analysis.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Organizational Culture and Climate: Organizational Learning, Power and Politics in the Organization.</li> <li>• Cross Culture Dynamics, Power, Politics and OD, The Future of OD.</li> </ul>

**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

<b>UNIT-1</b>	<ul style="list-style-type: none"><li>● Overview of Media Business &amp; Management,</li><li>● Annual Media Industry Report</li><li>● Introduction to Media History</li></ul>
<b>UNIT-2</b>	<ul style="list-style-type: none"><li>● Introduction to Print Media: Concept, Trends, Opportunity, Growth, Issues,</li><li>● Print Media Metrics and Revenue Model,</li><li>● Print Media Regulation &amp; Valuation Norms,</li><li>● Convergence and New Models in Print Media</li></ul>
<b>UNIT-3</b>	<ul style="list-style-type: none"><li>● Introduction to Television Industry, Introduction to Broadcasting-TV Broadcasting, History of Broadcasting.</li><li>● Genres and Specialty Channels.</li><li>● Regulatory Environment, Issues, TV Broadcasting Revenue. Models, TV Digitization, TV Media Metrics and Measurement.</li><li>● Doordarshan &amp; Prasar Bharati.</li></ul>
<b>UNIT-4</b>	<ul style="list-style-type: none"><li>● Introduction to Film Media: Production, Trends, Opportunity, Growth, Issues.</li><li>● Business of Film Production and Emerging Models, Film Marketing.</li><li>● Distribution &amp; Exhibition, International Co-Production.</li><li>● Introduction to NFDC, Introduction to major Film Festivals.</li></ul>
<b>UNIT-5</b>	<ul style="list-style-type: none"><li>● Introduction to Radio, Music &amp; Sound Industry,</li><li>● Radio Broadcasting &amp; Licensing, Development of Private Radio in India, Radio Revenue Model, Radio Metrics &amp; Measurement.</li><li>● Music &amp; Production, Sales, Music Licensing &amp; Distribution, Streaming.</li></ul>

**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

**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

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Introduction to Video Production, Video Production Process, Types, Production Personals &amp; their Duties and Responsibilities,</li> <li>• TV Studio Management &amp; ENG Production, TV-Interview &amp; Discussion, Video Production Equipment, Basics of Video Editing, Introduction to Line Production</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Introduction to Radio Production, Radio Production Formats, Radio Program Structure.</li> <li>• Equipment for Radio Program Production and Recording, Stage of Radio Program Production.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Introduction to Print Media Reporting &amp; Editing, Source, Element &amp; Principals on Reporting, Types of Reporting, Responsibilities of Reporter,</li> <li>• Concept of Editing, Technical aspects of Reporting, Makeup of News Paper &amp; Magazine, Role &amp; Responsibilities in Print Media</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Introduction to Online Streaming, Tools for Online Streaming.</li> <li>• Transmedia Strategy &amp; Production, Production Planning &amp; Execution.</li> <li>• Production Budgeting.</li> <li>• Introduction to Media Program Management Tools.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Program Management Case Studies.</li> <li>• Generic Element: Content and Format, News, Spotlight, Talk, Discussion, News Reel.</li> <li>• Different Types of Programs, Interview (Radio &amp; TV).</li> </ul>

**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

<b>Practical 1</b>	<b>Business Documentation</b> <ul style="list-style-type: none"><li>• 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.</li></ul>
<b>Practical 2</b>	<b>Presentations</b> <ul style="list-style-type: none"><li>• Individual Presentation, Group Presentation, Objective Specific Presentations</li></ul>
<b>Practical 3</b>	<b>Industry Visit &amp; HR Workshops</b>
<b>Practical 4</b>	<b>Group Discussions, Debate, Seminar</b>
<b>Practical 5</b>	<b>1 Research Paper</b>

**HUMAN RESOURCE DEVELOPMENT**  
**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

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Training and Development: Definition, Scope, Nature, and Importance.</li> <li>• Motivation, Establishing Training Objectives, Training Process.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Implementing the Training Programs: Training Design, Training Methods (off the job and on the job)</li> <li>• Trainers and Training Styles, Implementation of Training Program, Evaluation of Training Program.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Performance Management: Introduction to Performance Management, Nature, Scope, Importance.</li> <li>• Performance Appraisal, meaning, need and purposes, Methods of Performance Appraisal.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Performance Appraisal Process, Challenges of Performance Appraisal, Job Evaluation, Methods of Job Evaluation.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Appraisal Methods based on approaches, Ranking, Check List, Graphic Rating Scale, BARS, MBO.</li> <li>• 360-degree Feedback, Definition &amp; Uses of 360-degree feedback, Advantage and Disadvantage of 360 degree Feedback.</li> </ul>

**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

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• International Industrial Relations, International Strategic Human Resource Management, Changing Role of HRM.</li><li>• New practice in International Human Resource Management. International HRM.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Human Resource records, HR audit, Process.</li><li>• Benefits and Scope in Globalization.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Recent Techniques in HRM, Work Life Quality and Related Issues.</li><li>• Total quality management and HRM, HR Accounting meaning and objectives.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• 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.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Evaluation of Performance for Development: Competency Mapping, 360 Degree Concept, Six Sigma Practices.</li><li>• Flexi Work and Benefit to Organization, Ethics in HRM, Contemporary issues in HRM.</li></ul>

**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

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• International Business an Overview, Globalization.</li><li>• Drivers of Globalization, Globalization, and India.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Social and cultural Context of IHRM- Culture and its Factors.</li><li>• Multiculturalism, Cultural dimensions, Managing across cultures.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• IHRM an Overview, Nature of IHRM, Functional Positioning of IHRM.</li><li>• Organizational Context of IHRM</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Organization Structure and HRM.</li><li>• International Human Resource Planning, Recruitment, and Selection.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Performance Management, Training, and Development.</li><li>• International Compensation Management.</li></ul>

**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 EKossek

**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

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Meaning and Nature of Business Ethics, Need for Business Ethics, Scope of Business Ethics,</li><li>• Business Values.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Corporate Social Responsibility: Meaning, Need for CSR, Benefits of CSR,</li><li>• CSR Case Studies.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Environmental Issues; Social issues, Labor and Related Issues, Ethical and Governance Issues,</li><li>• Social responsibility of Business Stakeholders (owners, employees, consumers, and community)</li><li>• Response of Indian firms Towards CSR.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Management lessons from Shri Ramcharitmanas, Shrimadbhagwad Gita.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Teachings of Various Religions Hinduism, Buddhism, Islam, Christianity, Jainism and Sikhism.</li></ul>

**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

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Introduction to Event Management.</li> <li>• Defining an Event, Event as a Marketing Tool, Importance, and Scope of Events.</li> <li>• Diverse Marketing Needs Addressed by Events–Brand Building, Focusing the Target Market,Implementation of Marketing Plan.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Key Elements of Events, Event Infrastructure, Core Concept, and Core People,Core Talent, Core Structure.</li> <li>• Concept of Markets in Events: Revenue and Non-Revenue generating Customers,Segmentation and Targeting of the Markets for Events.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Concept of Pricing in Events.</li> <li>• Concept of Promotion in Events: Networking Components- Print Media, Radio, Television, The internet, Cable Network, Outdoor Media, Direct Marketing, Public Relations.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Activities in Event Management: Pre-event, During event, Post event,</li> <li>• Planning, Organizing, Staffing, Leading, and Controlling.</li> <li>• The Qualities of a Good Event Planner</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Evaluating and Measuring Event Performance.</li> <li>• Writing Event proposals, Event proposal format, Sample event proposal.</li> </ul>

**SUGGESTED READINGS:**

- Event marketing & mgt – Sanjaya Singh Gaur, Sanjay V. Saggere
- Hospitality marketing & mgt- J.M. Mrthews 1st 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	

<b>Unit 1</b>	<ul style="list-style-type: none"><li>• Evolution of Strategic Management and Business Policy, Concept of Strategy.</li><li>• Strategic Decision- Making, Issues in Strategic Decision-making.</li><li>• Strategic management and elements in Strategic Management Process.</li></ul>
<b>Unit 2</b>	<ul style="list-style-type: none"><li>• Defining strategic intent: Vision, Mission, Business Definition, Goals and Objectives.</li><li>• Environmental Appraisal—Concept of Environment, Components of Environment (Economic, legal, social, political, and technological).</li><li>• Environmental Scanning Techniques- ETOP and SWOT.</li></ul>
<b>Unit 3</b>	<ul style="list-style-type: none"><li>• Corporate Level Strategies- Stability, Expansion, Retrenchment and Combination Strategies.</li><li>• Business level Strategies-Porter’s Framework of competitive Strategies, Conditions, Risks and Benefits of Cost leadership, Differentiation and Focus Strategies.</li><li>• Strategic Analysis and Choice-Corporate level Analysis (GE Nine cell).</li><li>• Industry level analysis, Porters’ Five Forces Model.</li></ul>
<b>Unit 4</b>	<ul style="list-style-type: none"><li>• Strategy Implementation: Resource Allocation, Projects, And Procedural Issues.</li></ul>
<b>Unit 5</b>	<ul style="list-style-type: none"><li>• Strategic Control and Operational Control.</li><li>• Organizational Systems and Techniques of Strategic Evaluation.</li></ul>

### 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

<b>Unit 1</b>	<b>Audio Technology</b> <ul style="list-style-type: none"><li>• Nature and Types of Microphones.</li><li>• Selection and Placement of micro phone.</li><li>• Audio control and sound effect.</li><li>• Stereo and Mono Sound.</li></ul>
<b>Unit 2</b>	<b>Format of Radio Program</b> <ul style="list-style-type: none"><li>• Generic element: Content and Format.</li><li>• News, Spotlight, Talk, Discussion, news Reel Interactive program.</li><li>• Special audience program.</li><li>• Entertainment program.</li></ul>
<b>Unit 3</b>	<b>Radio and Voice</b> <ul style="list-style-type: none"><li>• Role and Responsibilities of a News Reader.</li><li>• Do's and don'ts for News Reader.</li><li>• Common Errors in Pronunciation.</li><li>• Modulation and Voice Quality.</li></ul>
<b>Unit 4</b>	<b>Field based Program</b> <ul style="list-style-type: none"><li>• Radio Interview Definition and Importance of Radio Interview.</li><li>• Preparation of Interview Questioning.</li><li>• Types of Interviews and Question.</li></ul>
<b>Unit 5</b>	<b>Studio Production</b> <ul style="list-style-type: none"><li>• Recording of programs, Selection of sound effects, Editing and Mixing Techniques,</li><li>• Process of planning, Scheduling, and Transmission,</li><li>• Evaluation of Programs and Quality Control.</li><li>• Codes and Ethics in Broadcasting.</li></ul>

### **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

<b>Unit 1</b>	<ul style="list-style-type: none"> <li>• Sales Management- Meaning, Significance, Functions of Sales Manager.</li> <li>• Recruitment, Selection, Training and Motivation of Sales Personnel.</li> </ul>
<b>Unit 2</b>	<ul style="list-style-type: none"> <li>• Sales Organization - Theory of Selling-AIDA.</li> <li>• Allocation of Sales Territory, Sales Forecasting, Sales budgeting.</li> </ul>
<b>Unit 3</b>	<ul style="list-style-type: none"> <li>• Definition of Advertising, Advertising Objectives.</li> <li>• Importance and Benefits of Advertising, Classification of Advertisements.</li> </ul>
<b>Unit 4</b>	<ul style="list-style-type: none"> <li>• Advertising Appeals, Advertisement Copy for Print, Radio, TV, and Outdoor media.</li> <li>• Advertising agencies: Organization structure and working of Advertising Agency.</li> </ul>
<b>Unit 5</b>	<ul style="list-style-type: none"> <li>• Advertising Media: Newspaper, Magazine, Television, Radio &amp; Online Advertising, Social Media Advertising</li> </ul>

**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

<b>Practical 1</b>	<b>Research Paper</b> <ul style="list-style-type: none"><li>• Students must write 4 research paper (Subject will be decided by faculties).</li></ul>
<b>Practical 2</b>	<b>Presentations</b> <ul style="list-style-type: none"><li>• Individual Presentation, Group Presentation, Objective Specific Presentations</li></ul>
<b>Practical 3</b>	<b>Community development Activities/ Village &amp; Outdoor Visit/ Industrial Visit</b>
<b>Practical 4</b>	<b>Group Discussions, Debate, Seminar, HR Case Study</b>

**HUMAN RESOURCE DEVELOPMENT**  
**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

<b>UNIT-1</b>	<p>Entrepreneurship -</p> <ul style="list-style-type: none"> <li>● Evolution, Concept, Growth</li> <li>● Role Entrepreneurship in Economic Development</li> <li>● Women Entrepreneurship</li> <li>● Rural Entrepreneurship</li> <li>● Entrepreneurial Decision Process.</li> </ul>
<b>UNIT-2</b>	<p>Entrepreneur -</p> <ul style="list-style-type: none"> <li>● Evolution of The Concept, Characteristics, Decision Process</li> <li>● Functions, Need for An Entrepreneur</li> <li>● Types of Entrepreneurs, Global Entrepreneurship Environment</li> </ul>
<b>UNIT-3</b>	<p>Entrepreneurial Environment -</p> <ul style="list-style-type: none"> <li>● Factors Affecting Entrepreneurship Growth</li> <li>● Entrepreneur Development Process, Entrepreneurial Motivation</li> </ul>
<b>UNIT-4</b>	Opportunity Identification and Selection, Formulation of Business Plans, Project Appraisal.
<b>UNIT-5</b>	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

<b>UNIT-1</b>	<p>Retailing - Nature, Scope, and Opportunities</p> <ul style="list-style-type: none"> <li>● Types of Retailers: Merchandise Retailers, Non-Store Retail formats</li> <li>● Service Retailing: Types Of Ownership, Functions of Retailers;FDI and Retailing in India.</li> </ul>
<b>UNIT-2</b>	<p>Retail Market Strategy -</p> <ul style="list-style-type: none"> <li>● Definitions, Retail Planning Process</li> <li>● Financial Strategy, Location Strategy</li> <li>● Human Resource Strategy, Retail MIS.</li> </ul>
<b>UNIT-3</b>	<p>Retail Mix Strategies -</p> <ul style="list-style-type: none"> <li>● Buying Merchandise, Pricing,</li> <li>● Retail communication mix, Multi-Channel Retailing.</li> </ul>
<b>UNIT-4</b>	<p>Managing the Store, Store Layout and Design, Space Planning, Merchandise Presentation Techniques, Store Ambiance, Customer Service.</p>
<b>UNIT-5</b>	<p>Rural Retailing -</p> <ul style="list-style-type: none"> <li>● Introduction, an Overview of the Indian Rural Market,</li> <li>● Role of Rural Retailing in India, Challenges in Indian Rural Market</li> <li>● Rural Retail players in India, Rural Retail Strategies</li> <li>● Future of Rural Retailing.</li> </ul>

**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.