

**Detailed Program**  
**Bachelor of Business Administration**  
**(BBA)**

**Finance, Marketing & Human Resource**  
**Management**

**Semester- V**  
**(2017-2020)**

DOC201906140037



**RNB**  
GLOBAL UNIVERSITY  
Educating stars for tomorrow

**RNB GLOBAL UNIVERSITY**

RNB Global City, Ganganagar Road,  
Bikaner, Rajasthan 334601

## **OVERVIEW**

RNB Global University follows Semester System along with Choice Based Credit System as per latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd(July-December)** and **Even (January-June)**. Also, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for BBA program for (July-December) Odd Semester, 2020 along with examination pattern is as follows:

### **Course Scheme**

#### **Semester -V**

S. No	Course Code	Course Name	L	T	P	Credits
1.	11017500	Summer Internship and Report	0	0	12	6
2.	11012400	Family Business Management	3	1	0	4
3.	11012500	International Business Management	3	1	0	4
4.	-	Open Elective I	3	1	0	4
5.	-	Specialization Elective I	3	1	0	4
6.	-	Specialization Elective II	3	1	0	4
7.	11003900	Ability & Skill Enhancement - V	2	0	0	2
8.	99002700	Human Values & Social Service/NCC/NSS	-	-	-	1
9.	99002800	Workshops & Seminars	-	-	-	1
<b>Total</b>			<b>17</b>	<b>5</b>	<b>12</b>	<b>30</b>

### **OPEN ELECTIVE**

Course Code	Course Name
11012700	Income Tax Law & Accounts

## **SPECIALISATION ELECTIVES**

<b>Specialization</b>	<b>Course Code</b>	<b>Course Name</b>
Marketing	11012600	Consumer Behavior
	11012900	Advertising Management
Finance	11013000	Security Analysis & Portfolio Management
	11014200	Management of Financial Institutions & Services
Human Resource Management	11017900	Recruitment, Training & Development
	11013400	Performance and Compensation Management

## **EVALUATION SCHEME**

The evaluation of the BBA program would be based on Internal and External Assessments. Internal Assessment would consist of 50% of the marks (50 marks) and external assessment (in form of End Term Exam) would consist of remaining 50% marks (50 marks). Detailed scheme of Internal and External Assessments as follows:

### **Internal Assessment**

The distribution of Internal Assessment Marks is as follows:

<b>Type</b>	<b>Details</b>	<b>Marks</b>
Mid Term	Two Mid-term Sessional of 15 marks each (15+15)	30
Marks obtained in various Tests, Assignments, Presentations, Quiz, Tutorials, etc.	Average of marks obtained	15
Attendance	75%+ : 5 marks	5
<b>TOTAL</b>		<b>50</b>

### External Assessment

Type	Marks
Theory	50

### EVALUATION SCHEME- WORKSHOPS & SEMINARS AND HUMAN VALUES & SOCIAL SERVICE/NCC/NSS

1. The evaluation of Workshops & Seminar and Human Values & Social Service/NCC/NSS will be completed from Semester I – Semester VI. It will be evaluated internally by the various Forums & Schools Concerned. The credit for this will be given at the end of each Semester.
2. The students have to join club/clubs/Forums with the active participation in different activities of club. The students would be continuously assessed from Semester-I to Semester-IV and credits and marks would be given after the end of each Semester.

### CURRICULUM

**Course Name: Family Business Management**

**Course Code: 11012400**

#### Objectives

- To know about the meaning and importance of family business in India. How family business run effectively and contributes in Indian economy.
- Develop a working knowledge in addressing concerns in management, governance and relational dynamics in family firms.

#### Course Outline

##### **Unit I: Family Business and its Uniqueness**

Definition of Family Business; Family Business in India; Factors that make a family business; How they matter and how they differ; **Importance and uniqueness of a family business:** Family business culture and values and Shared Vision; Reliability and Pride; Emotional issues and Leadership; Issues in succession and transition planning; Succession and the transfer of

power; creating the strategy for the family business management and governance; Priorities at the great family-controlled businesses; The long-term winners in the family business; Managing Conflict and maintain Family Unity and a positive family; The **command, continuity, community, and connection - or “the four Cs** – in family business; Managing for the long run.

### **Unit II: Stewardship and Family Culture**

What is **Stewardship**? Importance of **culture** to everything an organization does and how a family can positively and negatively affect that culture; **stakeholder** perspective of managing family controlled companies for long-term success and how their perspectives shape the distinctive and restrictive resources the family brings to the business; explore the **influence of the founder** on the culture of the business; what founder does in determining the type of culture the business possesses during his/her tenure and beyond; Family Business Dynamics: People and system; making anything happen in a family business – **trust**; how to measure the level of trust in a family, how trust is built and destroyed in a family and why the development of the trust resource is the foundation for the development of all other resources in a family business; responsibility of the current generation in a family business to empower the succeeding generation utilizing effective mentoring techniques;

### **Unit III: Strategy of developing Family Business – First Generation**

Creating Competitive Advantage: **Resource Based View (RBV Model)**; Create inimitable competitive advantages; Developing a profitable business Model (**CANVAS Model**); Creating and maintaining strategic partners both backward and forward; developing a proper and suitable **structure of the organization** and employing the family members for managing different functional areas of business and keep a close control during first generation of family business; **Ownership and family Business Policy Making**; Ingredients of successful business planning – family emotional intelligence, open communication; Family Meetings; Guidelines for Family Meeting; unifying plans; **Family Business Life Cycles**: a story of growing complexity – life cycle stages, A customer–active paradigm; continuous evolution – not revolution and family business continuity.

### **Unit IV: Transition in to the Next Generation**

Change process in family-controlled business; analyze the cultural, organizational, and human life cycle aspects of change and develop strategies for assisting family groups in transiting over time; Erosion of the future entrepreneurial culture. **Leading the Transition** – start planning early; encourage integration of team building and team work; develop a written plan, planning to retire and handover the business to successor; Choosing the right successor; What if no one suits the position? Decision to take: Transfer of power to outside professional managers or not? Career opportunities for non-family managers in Family Business; Non-family managers relationship with the family; Cultural discord between family

insiders and outside professional managers; **Third generation& thereafter:** it is necessary to institutionalize ownership of the business, because of the increasing complexity of both the family and the business; Methods to achieve this institutionalization; Bring outsider consultant or advisor or CEO for professionalism in the organization to handle complexities of business.

### **Suggested Readings**

1. Family Businesses: The Essential; by Peter E. Leach; Edward Elgar Publishing.
2. Managing the Family Business: Theory and Practice; by T. M. Zellweg.
3. Indian Family Business Mantras: Peter Leach and Tatwamasi Dixit; Rupa Publication.
4. The 10 Commandments for Family Business, Ramachandran, K., Sage Publications, New Delhi.
5. Family Business in India; SudiptDutta; Sage Publications; New Delhi.
6. Managing a New Business Successfully; Ramachandran K.; Global Business Press, New Delhi.

## **Course Name: International Business Management**

**Course Code: 11012500**

### **Objectives**

- The diversity makes international business riskier to domestic business. Hence it is necessary to identify the prevalent conditions in a particular country in which investment is to be made or with which trade is to take place vis-à-vis your own country.
- The basis objective of this course is to provide understanding to the students with the global dimensions of management and how to manage international business.

### **Course Outline**

#### **Unit I: Introduction to International Management**

Introduction to International Business; Concept of International Management; Reasons the Firm for Going International, Strategy for Internationalization of Business, Global Challenges; International Entry Modes, Their Advantages and Disadvantages, Entry Barriers,

#### **Unit II: International Environment: Cultural Environment**

Cultural Environment facing Business, Managing Diversity within and Across Culture, Hofstede Study, Edward T Hall Study, Cultural Adaptation through Sensitivity Training,

**International Trading Environment:** Classical, Neo-classical and Modern International

Trade Theories; Porter's Diamond Model; Competitive Strategy and global value chain development. Foreign Direct Investments (FDI).

### **Unit III: International Management Strategy**

Adopting Global Strategy by the Firm, Emerging Models of Strategic Management in International Context, Organizational Architecture and Structure; Basic Models for Organization Design in Context of Global Dimensions; Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Global Mergers and Acquisition.

**International Business Operations** : International Human Resource Management-concept and Dimensions, Human Resource Issues in Developing and Maintaining an Effective Work Force, Global Operations Management, Global Logistics Management.

### **Suggested Readings:**

1. Thakur, M., Burton & Gene, E,: International Management. Tata McGraw Hill.
2. Hodgetts, R. and Luthens, F: International Management. Tata McGraw Hill Inc.
3. Deresky, Helen;: International Management: Managing across borders and culture. Pearson Education.
4. Hill, Charles & Jain Arun K., International Business *Competing in the Global Market Place*; McGraw Hills.
5. Daniels, John D. and Radebaugh, Lee H. (2005). International Business. Wiley India.
6. Lasserre, Philippe (2005). Global Strategic Management. Palgrave McMillan.
7. Cherunilam Francis: International Business; PHI.
8. Paul Justin: International Business; PHI.
9. International Business: Joshi, R. M.; Oxford University Press.

## **Course Name: Income Tax Law & Accounts**

**Course Code: 11012700**

### **Objectives**

- The objective of the lesson and the class will be to provide knowledge to the students about the financial market of India, focused on the Stock Market (Capital Market). The pedagogy will include lectures about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.-
- The course aims to help students to comprehend the basic principles of the laws governing taxes. Students are expected to have only elementary knowledge of the topics specified in the syllabus.

## **Course Outline**

### **Unit I**

Basic Concepts- Income, Agriculture Income, Casual Income, Assessment year, previous Year, Gross Total Income, Total Income, Person, tax evasion, tax avoidance.

### **Unit II**

Basis of charge- Scope of total income, residence and tax liability, income which does not form part of Total Income (Exempted Incomes).

### **Unit III**

Heads of Income- Income from Salaries. Retirement benefits- Gratuity, Provident Fund, Voluntary retirement scheme, Encashment of earned leaves etc.

### **Unit IV**

Heads of Income- Income from House Property and Profits and Gains of Business and profession.

### **Unit V**

Heads of Income- Capital Gain, Income from other sources. Aggregation of Income, Set off carry forward of losses, Deductions u/s 80 from Gross Total Income. Calculation of Tax on income of Individual & HUF and senior citizens.

### **Suggested Readings:**

1. Students' guide to Income Tax ,Singhania Vinod ,Taxmann Allied.
2. Students' Approach to Income Tax, Ahuja Girish, Bharat Law House Pvt. Ltd.
3. Income Tax Law and Accounts ,Mehrotra H.C, Sahitya Bhawan Publications.
4. Mahesh Chandra, D.C Shukla; Income Tax Law and Practice: Pragati Publications.
5. S.P Goyal; Direct tax planning: Sahitya Bhawan.
6. Law and Practice of Income Tax – Dinkar Pagare.
7. Indirect Taxes – Mr. V.S. Datey.

**Course Name: Consumer Behaviour**

**Course Code: 11012600**

### **Objectives**

- This course aims to empower students with knowledge and capacities to understand and analyze consumer behavior, from a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.



- The course of Consumer behavior equips students with the basic knowledge about the issues and dimensions of consumer behavior and with the skill and ability to analyse consumer information and develop consumer behavior oriented marketing strategies. It helps in determining the variables that influence consumer purchase behavior in the market place and thus helps in designing marketing strategies and marketing mix of the products offering.

## **Course Outline**

### **Unit I: Consumer Behavior**

Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, consumer behaviour-interdisciplinary approach. Introduction to 'Industrial Buying Behaviour' Market Segmentation: VALS 2 segmentation profile.

### **Unit II: Consumer Needs & Motivation**

Characteristics of motivation, arousal of motives, theories of needs & motivation: Maslow's hierarchy of needs, McLelland's APA theory, Murray's list of psychogenic needs, Bayton's classification of motives, self-concept & its importance, types of involvement.

Personality & Consumer Behaviour: Importance of personality, theories of personality-Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self-images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & Subliminal perception: Perceptual Process: selection, organization & interpretation.

Learning & Consumer Involvement: Importance of learning on consumer behaviour, learning theories: classical conditioning, instrumental conditioning, cognitive learning & involvement theory.

Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

### **Unit III: Group Dynamics & consumer reference groups**

Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialization process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers, interpersonal flow of communication.

#### **Unit IV: Diffusion of Innovation**

Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; Situational Influences.

Models of Consumer Decision making: Nicosia Model, Howard- Sheth Model, Howard-Sheth Family Decision Making Model, Engel, Kollat & Blackwell Model, Sheth Newman Gross Model of Consumer Values.

#### **Suggested Readings**

1. Leon G.Schiffman& Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
2. Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
3. Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
4. Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour
5. Building Marketing Strategy, Tata McGraw Hill.
6. Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

### **Course Name: Advertising Management**

#### **Course Code: 11012900**

#### **Objective**

- This course aims to empower students with knowledge and capacities to understand and analyze different advertisements from Indian and cross culture perspectives and then form a corporate and consumer perspective. Lectures are a mix of theory and practical exercises to improve memorization, to increase students' involvement and work capacities and to make lectures more dynamic.
- The objective of this course is to familiarize the students with the basic concepts, tools and techniques of advertising used in marketing.

## **Course Outline**

### **Unit I: Introduction to Advertising**

Meaning, objectives its role and functions, economic, social and ethical issues in advertising, DAGMAR approach, Integrated Marketing Communication – strategic integration of marketing functions and promotional functions

### **Unit II: Process in Advertising**

Consumer and mental process in buying, AIDA model, Hierarchy of effects model, Information processing model, Advertising Budget – Top down and Build up approach, methods of advertising – Affordable method, arbitrary allocation method, percentage of sales method, competitive parity method, Objective and Task method.

### **Unit III: Advertising Creativity**

Meaning of creativity, Creative strategy, Creative tactics, Advertising Appeals, USP theory of creativity, Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content.

### **Unit IV: Print Media and Outdoor media**

Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.

### **Unit V: Media planning and scheduling strategy**

Types of media, media planning parameters, media mix, media characteristics, selection of media, evaluation of media, media scheduling strategy, Evaluation of advertising effectiveness – Need and purpose of evaluation, pre-testing and post testing techniques.

### **Suggested Readings:**

1. Aaker, David A. et al., Advertising Management, PHI,
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi ]
3. Jones, John Philip, What's in a brand, Tata McGraw Hill, New Delhi
4. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
5. Mohan, Mahendra; Advertising Management, Tata McGraw Hill, New Delhi

## **Course Name: Security Analysis and Portfolio Management**

**Course Code: 11013000**

### **Objectives**

- The objective of the lesson and the class will be to provide knowledge to the students about the basics of financial market of India, focused on the Stock Market (Capital Market), various theories of portfolio, risk-return concepts and behavioural finance. The pedagogy will include lectures, videos and presentation about the various terminologies and concepts of the Share market. The lectures will be designed in such a way to teach students about the practical aspects of share market i.e. how to trade and how to be a good investor.
- Identify and analyse the various investment avenues.
- Understand the functions and importance of Indian security market
- Understand and analyse economic, industry specific and firm specific factors.
- Analyse and predict the trend of stock price movement.
- Able to frame portfolio of investment to reduce risk and earn profit.

### **Course Outline**

#### **Unit I: Overview of Capital Market**

Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

#### **Unit II: Risk & Return**

Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. **Nature of Stock Markets:** EMH (Efficient Market Hypothesis) and its implications for investment decision.

#### **Unit III: Valuation of Securities: Equity**

Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis

**Debentures/Bonds:** nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration.

**Valuation of Derivatives(Options and futures):** concept, trading, valuation.

#### **Unit IV :Portfolio Analysis and Selection**

Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, **Selection of Portfolio:** Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

### **Unit V:Portfolio Management and Performance Evaluation**

Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

#### **Suggested Readings:**

1. Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 2008).
2. Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition).
3. Ranganathan - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.).
4. Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.).
5. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.).
6. Portfolio Management- S.K. Barua, V Raghunathan J. R. Verma.
7. Security Analysis and Portfolio Management, Dhanesh Kumar Khatri, Macmillan.
8. Security Analysis and Portfolio Management, RituAhuja Atlantic.
9. Security Analysis And Portfolio Management (Paperback) , Second Edition, Ambika Prasad Dash, I. K. International Pvt Ltd.
10. Security Analysis & Portfolio Management, Sudhindra Bhatt, Excel Books India.

### **Course Name: Management of Financial Institutions & Services**

#### **Course Code: 11014200**

#### **Objective:**

The syllabus of this course is designed to incorporate the basics of Indian Financial Market & institutions. A mix approach of Theory and Practical understanding will be used during the delivery of lectures

#### **Course Outline**

##### **Unit I: Introduction**

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

## **Unit II: Management of Commercial Banks**

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non-performing assets, Strategies for making commercial banks viable.

## **Unit III: Management of Non-Banking Financial Institutions**

Securitization concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitization in India. **DFIs in India** - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; **NBFCs** - Their status, types, working and strategies for commercial viability ; **Insurance & Mutual Fund organizations** - Their status, types, working and strategies for commercial viability.

## **Unit IV: Management of Financial Services**

Leasing and Hire Purchase: Industry. Size and scope. Parties involved Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

### **Suggested Readings:**

1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.).
2. Khan M Y - Financial Services (Tata McGraw Hill).
3. Machiraju H R - Indian Financial System (Vikas Publication).
4. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill).
5. Srivastava ,R.M& Nigam Divya - Management of Financial Institutions (Himalaya).
6. Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)
7. G. Ramesh Babu, Concept Publishing Company.
8. N. K. Gupta , Ane Books Pvt Ltd.
9. C. Rama Gopal, Vikas Publishing House.
10. B. S. Bhatia, G. S. Batra, Deep and Deep Publications.

## **Course Name: Recruitment, Training and Development**

### **Course Code: 11017900**

#### **Objectives**

- To provide an overview of the Hiring process and To analyze the various aspects of Training and Development concept that helps the organization to grow and prepare efficient and productive workforce.

- The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.
- The course aims at exposing the learner to the Concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences.

## **Course Outline**

### **Unit I: Human Resource Planning and Job Analysis**

Meaning and process of Human Resource planning, factors affecting HRP, Job Analysis: meaning, significance, and approaches in job analysis, Methods of data collection, Job description and job specification.

### **Unit II: Recruitment**

Concept & definition of recruitment, Factors affecting Recruitment, Recruitment Process, Recruitment Policy & Prerequisite of a good Recruitment policy. Sources of Recruitment: Internal sources & External Sources, Methods & Techniques of Recruitment: Direct method, indirect method & Third party method, Recruitment Practices in India.

### **Unit III: Selection& Interview**

Definition & Importance of selection, Procedure of Selection, Selection tests, Personality Assessment: Performance Tests, Graphology. Interviewing: meaning and significance, Types of interviews; Emerging trends in selection process; interview through video conferencing, Skype etc.

### **Unit IV: Employee Training**

Concept of Training, Principles of training, Objectives, Necessity and benefits of training to the organization, Factors influencing Training. Identification of Training Needs, Needs assessment methods, Issues and Benefits of Needs Assessment, Consequences of absence of training needs assessment Training Methodology-Induction, Apprenticeship, Business Games, Case Study ,In-Basket Exercises, Computer-based training, Group discussion, Intranet-based Training, Role Play, Simulations, Managerial grid sessions, T-group training; Teaching Aids and techniques- Lecturing, Audio-visual aids, Programmed Instruction, Multimedia training – e-learning/online learning- distance learning. Concept and objectives of training evaluation,.

### **Unit V: Management Development**

Concept, Need and Objectives of Management Development, Management Development Methods: -Understudy Coaching, Action Learning, Management Games, Seminars, behavioral modelling, job rotation, multiple management, sensitivity training, Planned Progression.

### **Suggested Readings:**

1. Human Resource Selection by Robert D. Gatewood and Hubert S. Field, South Western Engage Learning, Mason, Ohio 2001.
2. Employee Selection, Lilly M Berry, Thomson Publications.
3. Dale, Margaret; The Art of HRD: Successful Recruitment and Selection, Vol 1; Indiana Publishing House.
4. Personnel Management, C.B. Mamoria, V.S.P.Rao, Himalaya Publishing House.
5. Essentials of Human Resource and Industrial Relations, P. SubbaRao, Himalaya.
6. Rolf Lynton & Udai Pareek Training & Development, Prentice Hall.
7. S.K. Bhatia, Training & Development, Deep & Deep Publishers.
8. M.W. Warsen, Training for results, Addison Wesley, Massachusetts.
9. Robert L. Craig, Training & Development, McGraw Hill, New York.
10. John Kenney, Reid A. Margret, Manpower Training & Development of Personnel Management.
11. Blanchard and Thaker, Effective Training, Systems, Strategies and Practices, Prentice Hall.
12. Lynton and Pareek, Training and Development, Sage Publications.
13. Gary Dessler, Human Resource Management, Prentice Hall.

### **Course Name: Performance & Compensation Management**

### **Course Code: 11013400**

#### **Objectives**

- To acquaint and impart and disseminate information & knowledge students about the performance and compensation types and objectives while its practical implementation as an HR Manager.
- The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

#### **Course Outline**

##### **Unit I: Performance Management**

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Contemporary PMS.



## **Unit II: Wage Policy in India**

Minimum wage, fair wage and living wage, Need-Based Minimum Wage, Issues and Objectives of India's Wage Policy

## **Unit III: Compensation**

Compensation Defined, Goals of Compensation System, Compensation Strategy Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, skill based, Knowledge Based Compensation, Team Compensation, Competency Based Compensation, and Guidelines of Companies Act Relating to CEO Compensation. Different Components of Compensation Package, International Compensation.

## **Unit IV: Employee Remuneration**

Components of remuneration, Salary, Basic Pay, Dearness Allowance, System of Dearness Allowance Payment, Flat and Indexed DA, Frequency of DA payment, Allowances and Reimbursements, Benefits, Retirement Benefits, Perquisites, Performance –related Pay, Non-monetary benefits.

## **Unit V: Performance-related Pay (PRP) or Variable Pay (VP) Programs**

Definition, Advantages of PRP programs, Prerequisites of an Effective PRP, Types of PRP- Short-term, Merit Pay, Individual Incentive Plans, Straight Piece Work and Standard Hour Work Plan, Team Incentive Plans, Gain sharing Plans, Long Term Profit Sharing Plan, Stock Option Plans (SOP), Employee Stock Ownership Plans (ESOP).

### **Suggested Readings:**

1. Milkovich & Newman, Compensation, 9th Edition.
2. T.J.Bergman, Compensation Decision Making, 4th Ed.
3. National commission on labour, report, Labour Law Reviews Govt. of India.
4. Harvard Business review on compensation :Rober E. Sibson, Compensation, 5th Ed
5. Richard Henderson, Compensation management in knowledge, 7th Ed, based world.
6. T.N.Chhabra & Savitha Rastogi Compensation management, 2007.
7. Gary Dessler, Human Resource Management (2007).
8. Micton, R. (2002). Handbook of Wage and Salary Administration. London.
9. Venkatratnam, C.S. (2002). Rethinking Rewards and Incentive Management. Excel Books.

**Course Name: Ability & Skill Enhancement Module- V**

**Course Code: 11003900**

## **Objectives**

- The objectives of the module are to make students self-confident individuals by developing leadership and organising skills; to guide students in making appropriate and responsible decisions; to give each student a realistic perspective of work related skills and to help students prepare effective interview questions to conduct effective interviews.

## **Course Outline – Final Assessment - Interview with an Entrepreneur /Leader**

### **Unit I: Leadership**

What is leadership? Traits of Leadership, Identifying leaders and traits of Leadership, Movie/ Story/ Interviews of leaders: Identify leadership qualities, Debate/ Discussion/ Presentations on leaders.

### **Unit II: Entrepreneurship**

What is Entrepreneurship, Traits of Successful Entrepreneurs, Movie/ Story/Interviews of Entrepreneurs: Identify Entrepreneurial qualities, Debate/ Discussion/Presentation on Entrepreneurs.

### **Unit III: Organizational Skills & Employability Skills**

What are organizational skills, how to develop them, the skills needed to become a successful entrepreneur/administrator, good communication, ambition, courage, hardwork, planning, accountability. Organizational skills can be developed by discipline making a system, rules, delegation of power at workplace, etc.

How to enhance employability; skills, why do we need them, different workplaces, having different needs, different skills, how to recognize different work skills.

### **Unit IV: Decision making**

The process of decision making, its steps, what are its basics, what are the basics of organizational decision making process, entrepreneurial decision making, how to make a right decision at right time, dilemma.

### **Unit V: Interview Skills**

Conducting Interviews with Leaders/ Entrepreneurs, Preparing Questions, Interviewing the fellow person, do's & don'ts while taking interview.

**Note:** The review of syllabus happens on periodic basis for the benefit of the students and in case there are changes in curriculum due to review students would be intimated in writing.

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