

Detailed Course Scheme
Masters of Business Administration
(MBA)

(Finance, Marketing and Human Resource
Management)

Semester-III
(2016-18)

DOC201717040013



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 the latest guidelines of University Grants Commission (UGC). Accordingly, each academic year is divided into two semesters, **Odd (July-December)** and **Even (January-June)**. Besides this, the university follows a system of continuous evaluation along with regular updating in course curricula and teaching pedagogy.

The curriculum for MBA program for July to December Odd Semester, 2017 along with examination pattern is as follows:

Semester - III

S. No	Course Code	Course Name	Credits
1.	11005400	Summer Internship	6
2.	11005601	Strategic Management	3
3.	11005500	Entrepreneurship	3
4.	11005700	Business Analytics	3
5.	-	Specialization Elective – 1	3
6.	-	Specialization Elective - 2	3
7.	-	Specialization Elective - 3	3
8.	-	Specialization Elective -4	3
9.	11004300	Ability & Skill Enhancement Module-III	3
10.	99002000	NCC/NSS/Other Similar activities	2
11.	99002100	Club Activity	2
Total Credits			34

ELECTIVES

Specialization	Course code	Course name
HRM	11016200	Recruitment & Selection
	11005800	Training & Development
	11006200	Organizational Change and Development
	11016500	Industrial Relations and Labor Law
Finance	11006401	Security Analysis and Portfolio Management

	11010100	Working Capital Management
	11006600	Project Finance
	11006300	Insurance and Risk Management
Marketing	11007001	Consumer Behaviour
	11010500	Product and Brand Management
	11016300	Marketing of Services
	11016400	Sales and Distribution Management

CURRICULUM

Course Name: Strategic Management

Course Code: 11005601

Course Outline

Unit I Introduction: Understanding Strategy in the Context of the Organization and its Environment—Managing by Strategy - Mckinsey’s 7’S Framework — Organization’s Strategic Intent—Mission—Values, Goal and Objective. Culture and Ethics Underpinning Strategic Intent and Strategy— Stakeholders’ Approach to Strategic Management— Overview of the concept of Corporate Governance—Crafting a Strategy— The Primary variables, Secondary Structural and Procedural variables and the Intervening variables affecting the end-results of an organization. Ansoff’s Model, I/O Model and RBV Model.

Unit II Understanding Competitiveness: The Structure-Conduct-Performance (SCP) Model—Environmental Factors—Industry and Competitive Analysis - Porter’s 5 Forces Model —Strategic Groups—The Global Environment—Internal Analysis—Concept of Core Competencies— The Resource-based View—Value-Chain Analysis.

Unit III Strategy Formulations: Long-term objectives and Grand Strategies—Generic Strategies—Strategies for competing in Globalising Markets— Strategy and Competitive Advantage in Diversified Organisations—Emerging Business Models and Strategies to fit Specific Industry and Organizational Situation—Outsourcing as a Strategic Option: Issues and Concerns

Unit IV Strategy Analysis and Choice: Factors Shaping Choice of Strategy— Generating and Selecting Strategies— Portfolio Analysis—Other Tools in Strategy Analysis and Choice: Scenario Assessment, Trend Assessment, BCG Matrix, PIMS Analysis, Critical Success factor, Competitive Portfolio Analysis, TOWS Matrix, Strategic Position and Action Evaluation (SPACE), etc.

Unit V Issues in Strategy Implementation and Evaluation: Management Perspective—Resource Allocation—Managing Conflict and Resistance to Change—Matching Structure with Strategy—Restructuring, Reengineering, E-engineering—Behavioral Issues—Creating a Strategy Supportive Culture—Human Resource concern in Strategy Implementation—Overview of Other functional issues in the context of strategy implementation—Strategic Evaluation, Control and Continuous Improvement—Process of Evaluating Strategy—Strategic control—Six-Sigma, ISO and the era of International standards, Balanced Scorecard and other emerging tools.

Suggested Readings

1. Hill and Jones, Strategic Management, An Integrated Approach, Cengage Learning.
2. Glueck and. Jauch, Business Policy and Strategic Management, McGraw-Hill, Intl
3. Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill
4. Thomson & Strickland 'Strategic Management: Concept & Cases' Tata McGraw Hill
5. M. E. Porter; 'Competitive Advantage', Free School Press
6. Wheelen & Hunger 'Strategic Management & Business Policy' Addison- Wesley
7. Johnson & Scholes 'Exploring Corporate Strategy' Prentice Hall India

Course Name: Entrepreneurship

Course Code: 11005501

Course Outline

Unit I Introduction to Entrepreneurship Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur; Classification of Entrepreneurs; Factors Influencing Entrepreneurship; Entrepreneurial Environment; Entrepreneurial Growth; Problems and Challenges of Entrepreneurs; Entrepreneurial Scenario in India

Unit II Developing Business Idea & Feasibility Studies Starting an Enterprise; Identifying a Problem, Recognizing Opportunities and Generating Ideas; Five Steps to Generating Creative Ideas. Different sets Feasibility Analysis; Develop a Business Plan; Writing a Business Plan; Industry and Competitor Analysis. Assessing a New Venture's Financial Strength and Viability; Getting Funding or Financing; Building a New-Venture Team; Unique Marketing Issues;

Unit III Business Model Innovation and Business Model Design The concept of Strategic Business model innovation. Ostwalder's CANVAS Model and other Business Models; Characteristics of a robust business model. Life cycle of a business model and renewal of business models. Types of Innovation: Technical, Service Oriented, Manufacturing, IT, etc and real life cases of Business model innovation. Pitfalls and risks in innovation, Innovation: why it fails? Discuss the processes of innovation and alternative process models

Unit IV Doing Business In India & Entrepreneurial support Evolution of SMEs: Definition of SMEs, Characteristics, Role in Economic Development, Needs of SMEs benefits and incentives for MSME's Forms of Organizations; Proprietary, Partnership, **Family Business**, Company etc., Establishing SMEs--Project Identification and Selection, Environmental Scanning, Market Assessment, Technology, Selection of Site, etc., Registration and licensing.

Govt Policy towards Small business .Policy Framework for SMEs – Policy Shifts since 1991, regulatory Framework - Laws and Regulations for SMEs. SME Development Bill, 2005 - LLP Act, Changing Policy frameworks SME Strategies, MSMED Act 2006

Central Government - SSI Board, SIDO, SISI, PPDCs, RTCs, CFTI, NISIET, NIESBUD, NSIC State Government: Directorate of Industries, DICs, SFCs, SIDC/ IIC, SSIDC Financial Institutions and Banks; SIDBI, Commercial Banks, RRBs and Co-op. Banks etc. – Enterprise Perspective - Banker's Perspective.

Suggested Readings:

1. Jayshree Suresh, Entrepreneurial Development, Margham Publishers, Chennai, 2011.
2. Entrepreneurship; Bruce R. Barringer & R. Duane Ireland, Pearson Publication
3. Entrepreneurship; Rajiv Roy; Oxford University Press.
4. Shankar Raj, Entrepreneurship: Theory And Practice, Tata Mc-graw Hill Publishing Co.ltd.-new Delhi, 2010
5. Jeffrey A. Timmons, Stephen Spinelli New venture creation, Tata McGrew Hill, 7th Edition 2009.
6. Martin, Roger , The Design of Business, Harvard Business Publishing,2009
7. Janszen, Felix & Degenaaars, Grada, A Practical Guide to Innovation Excellence – *Stichting Centurumvorr* Innovative Management, Netherlands,2011
8. Drucker. F, Peter, Innovation and Entrepreneurship, Harper business,2006.
9. Ambrose, Gavin & Harris Paul, Design Thinking, Ava Publishing, 2009

10. Osterwalder, Alexander & Pigneur Yves, Business Model Generation, John Wiley & Sons Inc, 2010.
11. Chahal, Gurbaksh, The Dream: How I Learned the Risks and Rewards of Entrepreneurship and I Made Millions, Palgrave Macmillan, 2008
12. Hirsch, Robert, Peters Michael & Dean Shepherd, Entrepreneurship. TataMcGraw Hill Education Private Limited, 2006
13. Yuvnesh Modi, Rahul Kumar, Alok Kothari , The Game changers: 20extraordinary success stories of entrepreneurs from IIT Kharagpur, Random House, 2012

Course Name: Business Analytics

Course Code: 11005700

Course Outline

Unit I Overview of Business analytics – Components of Business analytics – data warehousing – data mining – mind-set required for a business analytics profession

Unit II Concept of Data Warehousing – Online analytical processing - Business Analytics and Data visualization

Unit III Introduction to Data, Text and Web mining - Performance Management

Unit IV Data mining methods and Applications – Frequency analysis, Correlation, regression, Chi-square, Forecasting, Factor analysis, T-Test, Cluster analysis using Analytics Software.

Unit V Finance – Marketing – Operations – Human Resource analytics using analytics software.

Suggested Readings

1. E.Turban, R. Sharda, J. Aronson, and D. King , Business Intelligence : A Managerial Approach, Pearson Prentice Hall, 9th edition, 2011.
2. Darren George and Paul Mallery, "SPSS for Windows STEP BY STEP-A simple guidance and Reference 17.0 UPDATE", PEARSON, First Impression 2011
3. Dean P. Foster, Robert A. Stine, Richard P. Waterman, "Business Analysis using Regression – A Casebook", Springer International Edition
4. Computer Applications in Business by S. V. Srinivasa Vallabhan – Sultan Chand & Sons.

S.no	Marketing
1	Consumer Behaviour
2	Product and Brand Management
3	Marketing of Services
4	Sales and Distribution Management

Course Name: Consumer Behaviour

Course Code: 11007001

Course Outline

Unit I Consumer Behaviour: Recapitulate basic marketing concepts, Segmentation targeting positioning, Customer value, satisfaction and retention. Marshallian Utility Theory, Hicksian Indifference Approach, and MIT Samuelson Revealed Preference Theory.

Consumer's decision-making process, **Models of Consumer Behaviour:-** four views of decision making

Unit II Consumer Motivation: arousal of motives, type of needs, measurement of motives and customer involvement.

Personality and Lifestyle: theories of personality, consumer diversity, brand personality, self and self-image, life style profiles: VALS, AIO.

Consumer Perception: elements of perception, consumer imagery, perceived risk and consumer perception.

Unit III Consumer Learning: Behavioral learning, cognitive learning theories, measures of consumer learning

Consumer Attitude formation and change: Models of attitude, attitude formation, strategies of attitude change.

Unit IV Reference groups, family and social class influences , Types of reference groups and their influence on consumer behavior, families and households and their decision making, family life cycle, forms of influence, social class influences – affluent consumer.

Unit V Consumer culture, sub-culture and cross-cultural factors and their influence on consumer behavior, cultural values, myths, symbols and rituals.

Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education
2. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill
3. Assael, H., 'Consumer Behaviour in Action', Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning
5. Batra S and Kazmi S, 'Consumer Behaviour', Excel Books
6. Nair, 'Consumer Behaviour in Indian Perspective' Himalaya Publications.
7. Kumra, Rajiv. Consumer Behaviour, Pearson Education

Course Name: Product and Brand Management

Course Code: 11010500

Course Outline

Unit I Introduction to Product, Brand, Product Management and Brand Management:

Definition, concept and need for Product Management, Concept of a brand, Evolution of Brands, Brand and Products, Brand Names, Branding Elements, Options and tactics of Brand Elements, Roles and Responsibilities of a product manager. Product Integrity.

Unit II PLC and new Product Development: New Product development process; new product launch; re-launch; PLC and corresponding product strategies.

Unit III Product Strategy Decisions and Branding Dimensions:

Dimensions of Product Mix; Product Line, Consistency; Different types of Products; A concept of SKUs; Types of Branding Strategies; Brand Extensions; Opportunity analysis of Brand Extension.

Unit IV Product Differentiation Strategies and Brand Positioning: Types of Product Differentiation; Brand Differentiation; Brand positioning strategies; Re branding and Repositioning; Benefit Ladder and Perceptual Mapping.

Unit V Creating Brand: Developing Brand Architecture; Brand Portfolio; Corporate Branding; Brand Licensing; Franchising; Brand Sustenance; Brand Revitalization; Brand Arche typing; Brand building through brand Arche typing, Different types of Arche typing.

Unit VI Brand Measurements: Different Models like CBBE etc, Measuring the Brand Value and Worth, Brand Audits (BAV Model), Brand Equity and its management overtime.

Suggested Readings

1. Product Management, Donald R Lehman, Russel S Winner, Tata Mc Graw Hill.
2. Product Management in India, Ramanuj Majumdar, Prentice Hall of India
3. Strategic Brand Management by Kevin Lane Keller
4. Product and Brand Management by P. Sen Gupta.
5. Brand Management by Harsh V Verma, Excel books.
6. Marketing Management by Kotler/ Kotler, Keller, Koshi, Jha

Course Name: Marketing of Services

Course Code: 11016300

Course Outline

Unit I Introduction to Services, Growth of service sector economy, Service characteristics, Service classification, Service marketing mix, Consumer behaviour in services: customer expectation of service, customer perceptions of service.

Unit II Managing relationship and building loyalty, Complaint handling and Service recovery strategies, Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Services capes: types, role and its effect on behaviour.

Unit III Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self-service technologies and Customer Participation, introduction to customer citizenship behavior Delivering services through intermediaries and electronic channels, Managing demand and capacity, Waiting line strategies integrated.

Unit IV Services Marketing communications and services marketing triangle, Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps,

Suggested Readings

1. Services Marketing: People, Technology, Strategy” By Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Pearson Education.
2. Services Marketing- The Indian Perspective ”By Ravi Shankar, Excel Books
3. “Services Marketing- Integrating Customer Focus Across the Firm” (3rd edition) By Valarie A. Zeithaml and Mary Jo Bitner, Tata Mc Graw Hill.
4. “Services Marketing- Text and Cases” (2nd edition) By Rajendra Nargundkar, Tata McGraw Hill.

Course Name: Sales and Distribution Management

Course Code: 11016400

Course Outline

Unit I Sales Management: Meaning, Nature and Importance of Sales Management, Sales objectives, Strategies and Tactics, The Selling Process, Buyer-Seller Dyads, Emerging trends in sales, Sales as a Career. Characteristics of a successful salesman. **Sales Organization** – Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities.

Unit II Sales Force Management- Recruiting and selecting the sales force, Planning sales training programs, Motivating the sales force and Compensating the sales force. Devising a Sales Compensation plan, Sales meetings and Sales contests, Supervising, Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems), Improving Sales Productivity.

Unit III Sales forecasting, Quotas and Territory management – Sales Forecasting methods, determining size of sales force/ Planning the sales effort, Effective Selling Theories Sales Quota setting and Administration, Procedure for designing sales territories, managing territorial coverage. Sales Budget; Purpose, Forms, Contents and Procedure.

Unit IV Marketing Channel Management – Meaning and Definition of Distribution Channel, Characteristics/Features of Marketing Channel, Setting Distribution Objectives. Channel of Distribution for – Consumer Products, Industrial Products and Services, Channel Functions and Flows, Levels of Channel of Distribution. Types of Distribution Channel, Intensity of Marketing Coverage. Channel conflict and its management & Channel Cooperation.

Channel design and planning process, Selecting channel partners, Channel design implementation and electronic channels. Factors affecting Channel Selection. Retailing: Retailer, Role of the retailer, Classification of retailers, Retail strategies, E-tailing.

Wholesaling: Wholesaler, Function and Classification of Wholesalers, Distributors/ Dealers/ Stockiest, Strategic Issues in Wholesaling. Role of C & F and Cash & Carry.

Unit V Physical Distribution Management Concepts, Meaning, Objectives, Physical Distribution Decision Areas. Physical Distribution (Logistics) Management – Transportation Management and Warehousing Management.

Suggested Readings

1. **Sales Management**—Richard R. Still, Edward W. Cundiff and Norman A. P. Govoni,

Pearson Education

2. **Marketing Channels:** Coughlan, Anderson, Stern and El Ansary (Prentice Hall/Pearson)
3. **Sales and Distribution Management** – Text and Cases- Tapan Panda, Sahadev, Oxford Publications.
4. **Sales and Distribution Management** – Text and Cases- Krishna K Havaldar and Vasant M Cavale, Tata Mc Graw Hill Publication.

S.no	Finance
1	Security Analysis and Portfolio Management
2	Working Capital Management
3	Project Finance
4	Insurance and Risk Management

Course Name: Securities Analysis and Portfolio Management

Course Code: 11006401

Course Outline

Unit I Introduction: Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation. Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity.

Secondary Market : Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.

Risk and Return: Concept, types and measurement of risk and return.

Unit II Security analysis: Fundamental Analysis: International Environment: Global Economy Overview, Global Markets, Global Market and Indian Market Inter linkages. Economic Analysis: GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate , Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade. Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements.

Technical Analysis: Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of charts, Concept of trend, Trend lines: support and resistance, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving averages, other market indicators

Unit III Portfolio Management: Meaning, Importance and Approaches of Portfolio Management, Portfolio analysis, Portfolio evaluation and revision techniques.

Portfolio theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory. Market Efficiency and Behavioral Finance

Unit IV Capital Asset pricing Models – APT – Random Walk Hypothesis Mode of delivery

Unit V Derivatives: Introduction, Meaning of Future contracts, Forward Contracts, Difference, Trading of Stock futures. Option Contracts: Introduction, types, Payoffs and option strategies.

Suggested Readings

1. V. A. Avadhani - Securities Analysis and Portfolio Management -- Himalaya Publishing House, Mumbai – 10th Edition - 2011.
2. M. Ranganatham, R. Madhumathi - Security Analysis and Portfolio Management -- Pearson Publications – 2nd edition – 2010.
3. Donald E. Fischer, Ronald J. Jordan - Security Analysis and Portfolio Management -- Pearson Publications – 6th edition – 2010.
4. Herbert B. Mayo - An introduction to Investments - – Cengage Learning – 2nd edition, 2010.
5. Dhanesh Kumar Khatri - Investment Management & Security Analysis -- Macmillan – 2nd edition – 2011. Reilly and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
7. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
8. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
9. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications

Course Name: Working Capital Management

Course Code: 11010100

Course Outline

Unit I The Basic Concept of Working Capital; Theoretical Description of Working Capital; Determinants of Working Capital; assessment of working capital requirements - Operating Cycle Concept and Application of Quantitative Techniques;

Unit II Quantitative Techniques for Forecasting Working Capital Needs; Financing of Working Capital; Working Capital—A Policy Decision; Control of Working Capital; Working Capital Leverage; Techniques for Control of Working Capital.

Unit III Fund Flow Statements; Ratio Analysis; Banking Norms and Macro Aspect of Working Capital Management; Chore Committee Report; Marathe Committee Report; Kannan Committee Report.

Unit IV Cash Management; Motives for Holding Cash; Components of Cash and Bank Balances; Bank Balances; Nature of Bank Balances; Strategy for effective Cash Management;

Unit V Inventory Management; Extent and Quantum of Inventory Management; Valuation of Inventory; Strategy for Inventory Management; ABC Analysis; Managing the Inventory Level.

Unit VI Receivables Management; How do firms ensure realizations? Desirable Level of receivables; Other issues involved in management of working capital.

Suggested Readings:

1. V.K. Bhalla : Working Capital Management; Anmol Publication Pvt. Limited, 4374/4B, Ansari Road, Daryaganj, New Delhi.
2. R.P. Rustagi : Strategic Financial Management; Sultan Chand.

Course Name: Project Finance

Course Code: 11006600

Course Outline

Unit I Project Financing – uses - advantages - prerequisites of project financing Mode of Delivery; Projects, Introduction Project Finance and Appraisal SEBI guidelines on project financing, structuring of projects, valuation of projects. Sources of Finance, Syndication,, Debt instruments, Equator Principles, Lease and Hire Purchase, leveraged lease, Venture Capital Financing.

Unit II Parties to project financing – contracts - consideration from the view point of project financing. - regulatory body for project financing

Unit III Project risk - project formulation checklist - various phases of a project from planning to completion

Unit IV Project feasibility analysis - capital budgeting - project evaluation - project planning and control exercise Environmental appraisal of projects, environmental regulations in India, Environmental accounting. Social Cost Benefit Analysis of projects - SCBA.

Unit V Tools used for analyzing the feasibility of a project - project appraisal process - CPM and PERT.

Suggested Readings

1. Bhavesh Patel - Project Management, financial evaluation with strategic planning, net working and control." Vikas Publishing House, New Delhi – 2nd Edition – 2010.
2. Prasanna Chandra , Financial Management Theory and Practice" – Tata Mc Graw-Hill – New Delhi – 7th Edition – 2010.
3. Prasanna Chandra ,Projects-Planning, Analysis, Selection, financing, Implementation and Review -- Tata Mc.Graw Hill – 2010.
4. Rajiv Srivastava, Anil Mishra ,Financial Management -- Oxford University Press – 2010.

Course Name: Insurance and Risk Management

Course Code: 11006300

Course Outline

Unit I Risk – Differentiate Risk and Uncertainty – types of Risks – financial risk and its management - steps in Risk management – Risk avoidance –Risk reduction – risk types – risk management process – risk management Information systems(RMIS)

Unit II Enterprise Risk management – interest rate risk or asset liability management – Frame work for ERM - credit risk management – market risk management –operation risk management – components of operation risk management and strategic risk management – role of Chief Risk Officer(CRO) .

Unit III Project risk management –risk associated with new projects – the risk involved in contracting plant – Risk involved in erection and installations – management of risk in supervision of a project – Risk involved in kickoff an IT project – various tools used in project risk management – process of project Risk management –disclosure of project risk management.

Unit IV Concept of Financial risk management – drivers of financial risk management – sources of solving financial risks of an organization – tools used in financial risk management - risk involved in Asset liability management(ALM) – Techniques of valuation including estimate and proxies – explain hedgeable and non-hedgeable –treasury function .

Unit V Significance of Insurance – types of Insurance – basic principles of Insurances - salient features of Insurances – Insurance regulatory and development authority –duties of IRDA – explain the powers of IRDA - functions of IRDA are laid down in section 14 of IRDA Act, 1999 – Ombudsman – powers And functions of Ombudsman

Suggested Readings

1. Trieschmann, Hoyt, Sommer -Risk Management and Insurance -- Cengage Learning – 2010.
2. Mark S. Dorfman- Introduction to Risk Management and Insurance – PHI –9th edition – 2010.
3. P. K. Gupta- Insurance and Risk Management – Himalaya Publishing House– 2010
4. S. Arunjatesan and R. R. Viswanathan - Risk Management and Insurance, Concepts and practices fo Life and General Insurance – Macmillan – 2010.
5. Harrington, Niehaus - Risk Management and Insurance – Tata McGraw Hill – 2nd edition – 2010

S.No.	Human Resource Management
1.	Recruitment & Selection
2.	Training & Development
3.	Organizational Change and Development
4.	Industrial Relations & Labour Laws

Course Name: Recruitment and Selection

Course Code: 11016200

Course Outline

Unit I Overview of Talent management and the employment life cycle, Workforce analysis; talent management strategy aligned with business strategy. Introduction to Competency, concepts and scope. Competency Frameworks, Iceberg model, Job Analysis, various Methods, Job Description and Specification, Generic competencies, Behavioral and Functional Competencies.

Unit II Intense war for Talent, Concept of Demand Supply, Applying Supply Chain Logic to the Talent Management Process: Forecasting Needs and Managing Internal talent Pipelines. Recruitment Vs Selection, key difference and Approach, Internal Vs External Recruitment, various tools: Online Recruiting, Steps in Selection Process, Interview Techniques, Structured and Unstructured Interviews, GDPI, Assessment Centers.

Unit III Competency based interview techniques, Measuring effectiveness; Retention and Engagement. Sourcing Strategy, Hiring scorecard, Lateral hiring, Campus and Leadership Hiring. Appointment Letters, Compensation components, statutory deductions, Fitment and Offer closure. Back Ground, Verification check, critical documents required for Offer Letters.

Unit IV Current trends and best practices sharing on demand supply of Talent, NASSCOM Report and Current Employment outlook across ITeS, BFSI, Retail, Telecom, Manufacturing and Hospitality sectors, Recruitment process outsourcing (RPO).

Suggested Readings

1. Human Resource Selection, Robert D Gate wood and Hubert S Field .
2. Staffing Organization, Herbert G Heneman, Timothy Judge.
3. Competency based HRM, Shermon Ganesh
4. Building Robust Competencies, Linking HR System to Organization Structure, Paul Green.
5. Employee Selection, Lily M Berry.

Course Name: Training and Development

Course Code: 11005800

Course Outline

Unit I Introduction to Employee Training and Development - Strategic Training - Designing Training - Needs Assessment - Learning: Theories and Program Design

Unit II Transfer of Training - Training Evaluation

Unit III Training and Development Methods - Traditional Training Methods

Unit IV E-Learning and Use of Technology in Training - Employee Development

Unit V Special Issues in Training and Employee Development - The Future of Training and Development

Suggested Readings:

1. Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication,
2. Blanchard, Effective training-Systems, strategies and practices, Pearson education,
3. Rolf Lynton & Udai Pareek, Training for organizational transformation ,Sage Publications, New Delhi,
4. Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005
5. S. Mathews, Designing and Managing a Training and Development Strategy, Pearson,

Course Name: Organization Change & Development

Course Code: 11006200

Course Outline

Unit I Introduction – Planned Organisational Change – Foundations of OD – Organisational Diagnosis – Feedback and OD

Unit II OD Interventions: An Overview – Individual and Interpersonal Interventions

Unit III Team / Group Interventions – Intergroup Interventions - Comprehensive Interventions

Unit IV Organisational Transformation

Unit V OD Consultant: Role, Skills and Dilemmas – Success and Failures of OD – Future of OD & New Perspectives

Suggested Readings

1. Radha R. Sharma, Change Management, concepts and applications, TMH, 2011
2. V Nilkant, S Ramnarayan, Managing Organizational Change - Response Books, 2011
3. Palmer, Dunford, Akin, Managing organizational change, Tata Mc- Graw Hill, 2010
4. Kavith Singh, Organization Change and Development, Excel Books, 2010
5. Richard W. Woodman, William A. Passmore, Abraham B. Rami Shani, Research in Organizational Change and Development, Emerald Group Publishing, 2013

Course Name: Industrial Relations & Labour Law

Course Code: 11016500

Course Outline

Unit I Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions – structure - Types - Indian Trade Union movement - Their strength and weaknesses.

Unit II : Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

Unit III : Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

Unit IV: Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

Unit V : The Payment of Wages Act,1936 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations.

Suggested Readings

1. Arun Monappa, Industrial Relations, TMH, New Delhi,
2. Venkataratnam, C.S., Industrial Relations, Oxford University Press,
3. Mamoria, Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai,
4. Singh, B.D., Industrial Relations: Emerging Paradigms, Excel Books, New Delhi,
5. Sinha - Industrial Relations, Trade Unions and Labour Legislation, Pearson Education,
6. Personnel Management & Industrial Relation -P.C.Tripathi
7. Dynamics of Personnel Management - C.B. Mamoria
8. Human Resource Management - N.G. Nair & Latha Nair Sultan Chand & Sons.
9. Essentials of Human Resource Management and Industrial Relations – P. Subbarao Himalaya Publications.
10. N.D. Kapoor - Mercandile Law - Sultanchand & Sons
11. R.Venkatapathy & Assissi Menachery - Industrial Relations & Labour Legislation - Aditya Publishers

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

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