



Established by Govt. of Arunachal Pradesh vide Act 9 of 2012, the Arunachal University of Studies Act, 2012 Recognized as per u/s 2(f) of University Grants Commission Act, 1956  
NH-52, Namsai, Arunachal Pradesh -792103

## **MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT) - SECOND SEMESTER**

### **Second Semester**

<b>Second Semester (compulsory)</b>			
<b>S. No.</b>	<b>Name of Subject</b>	<b>Credits</b>	<b>Total Marks</b>
1	Human Resource Management	4	100
2	Managerial Economics	4	100
3	Marketing Management	4	100
4	Production and Operation Management	4	100
5	International Business	4	100
6	Business Communication	2	
<b>Total</b>		<b>22</b>	

#### **Subject Name: HUMAN RESOURCE MANAGEMENT**

- 1. Introduction:** Meaning, Definition, Scope, Evolution, Objectives of HRM Qualities of HR/ Personnel Manager, Role of Human Resource Manager, Development of HRM in India, Distinction between HRM and PM.
- 2. Human Resources Planning:** Meaning, Objectives, Benefits of Human Resources Planning, Process and Problems in Human Resources Planning, Recent Implication in HRP, Staffing, Recruitment, Types of Tests.
- 3. Training and Development:** Meaning, Definition, Need, Advantages, Objectives, Importance of Training, Types of Training, Difference between Training and Development, Education Classification of Training Methods, Executive Development, and Knowledge Management.
- 4. Trade Unions:** Meaning, Characteristics, Functions and Role of Trade Unions, Unions Structure, Wages and Salary Administration, Wage Boards and Pay Commissions, Wage Incentives, Quality Circles, Industrial Democracy, Socio Technical Systems.
- 5. Performance Evaluation:** Performance Appraisal, Promotions, Transfer, Demotions, Separation, Grievance.

#### **Subject Name: MANAGERIAL ECONOMICS**

**Unit I: Demand and The Firm:** Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Use of elasticity for analyzing demand, Demand estimation, Demand forecasting, Demand forecasting of new product.  
Firm and its Organization: Nature of the Firm and types of organizations. The Corporation: Ownership and Control.

**Unit II: Production, Cost and Market Forms:** Production: Law of variable proportions. Production

function: Concept of productivity and technology, Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Estimation of production function, Relationship between cost and production function, Cost: Classification of costs; Short run and Long run cost functions. Market Forms: Shapes of AR, MR curve and their relationship in different market forms. Market Imperfections—Monopolistic, Collusive oligopoly and price discrimination.

**Unit III: Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. Factor Pricing: Demand and supply of factor of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory—Interest rate and return on capital. Measurement of profit.

**Unit IV: Macro-Economic Markets and Integration:** Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. Money market: Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium.

**Unit V: Trade Cycles and The Open Economy:** Trade Cycles: Theories of trade cycles and Aggregate demand. Open economy macro economics: Determination of Exchange Rate. Effects of changes in trade on exchange rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an open economy. Impact of trade on GDP. Open economy multiplier.

**Suggested Readings:**

1. Dominick, S., *Managerial Economics a Global Economy*, McGraw Hill Inc., Princeton.
2. Dornbusch, R. and Stanley Fisher, *Macroeconomics*, McGraw Hill, New York.
3. Koutsoyiannis, A. *Modern Micro Economics*, Macmillian Press Ltd.
4. Paul A Samuelson. William D Nordhaus. *Economics*, (Indian adaptation by Sudip Chaudhuri and Anindya Sen), Tata McGraw Hill.

**Subject Name:** MARKETING MANAGEMENT

1. **Introduction to Marketing:** Marketing: Definition, Key Concepts and Trends; Marketing Environment; Marketing Strategy: Market Segmentation, Target Marketing Selection and Marketing Mix.
2. **Consumer Behavior:** Consumer Behavior: Customer Decision Making Framework, Buying Process; Customer Satisfaction; Customer Relationship Marketing; The Product: Meaning, Levels, Product Mix Decisions, Product Life Cycle, New Product Development; Pricing: Objectives and Strategies.
3. **Promotion and Distribution:** Marketing Information System and Marketing Research; Promotion: Meaning, Types and Strategies; Channel Management, Supply Chain Management, Sales-Force Management and Process of Personal Selling.
4. **Global Marketing:** Contemporary Issues in Marketing: Green Marketing; Global Marketing; Retailing in India; Brand Management; Competitive Strategies; Customer Loyalty.

**Subject Name:** PRODUCTION AND OPERATION MANAGEMENT

1. **Work Study:** Method Study-Process Chart, Flow Process Chart, Flow Diagram, Man and Machine Chart and Two Handed Chart. Work Measurement- Time Study, Tools and in Time Study, Performance Rating, Allowance and Use of Some Time Standards, Time and Motion Study. Principles of Human Motion Economy (Introduction to Ergonomics).
2. **Plant Layout and Material Handling:** Concept of Plant Layout. Types of Layout (Process, Product and Combination Type); Their Characteristic; Merits and Demerits. Factors Affecting Plant Layout. Work Station Design; Factors Considered in Designing a Work Station I.

- Introduction and Functions of Material Handling. Selection of Material Handling Equipment for Different Equipment.
3. **Production Planning and Quality Control:** Types of Production: Job, Batch and Mass Production. Material Planning and Allocation. Process Planning and Process Sheet Inventory Control: Need and Advantages of Inventory Control.
  4. **Inspection and Quality Control:** Inspection. Need and Planning for Inspection. Types of Inspection. Role of Operator and Inspector in Inspection. Quality Control and Quality Assurance. Meaning and Need for Quality Control. Statistical Quality Control. Acceptance Sampling (Single and Sequential Sampling Plans). Control Charts for Variables and Attributes, Interpretation of Patterns in Control Charts, O.C. Curves. Concept of TQM. Machine Capability Studies.
  5. **Standards and Codes:** National and International Codes. ISO-9000, Concept and its Evolution and Implications.
  6. **Repair and Maintenance:** Objectives and Importance of Maintenance. Different Types of Maintenance. Nature of Maintenance Problem. Range of Maintenance Activities. Schedules of Preventive Maintenance. Advantage of Preventive Maintenance.
  7. **Cost Estimation:** Introduction and Functions of Cost Estimation. Estimation Procedure. Estimation of Costs and Ladder of Costs. Depreciation, Methods of Calculating Depreciation. Overhead Expenses and Distribution of Overhead Expenses Calculation of Cost of Machining and Metal.
  8. **Value Engineering:** Concept of Value Engineering and Techniques.

**Subject Name:** INTERNATIONAL BUSINESS

**Unit I International Business--** Nature, importance and scope; Modes of entry in to International Business; Frame work for analyzing international business environment; Economic, Technological, Socio-cultural, Political and legal environment; International Economic Environment-- International financial system; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; WTO

**Unit II** Regional Economic Co-operation and Integration between Countries; Different levels of integration between Countries; European Union, NAFTA, ASEAN, EFTA, SAARC, SAPTA, The ANDEAN community, MERCOSUR.

**Unit III** Multinational Corporations: Conceptual Frame work of MNCs; MNCs and Host and Home Country relations; International Technology Transfers – importance and types, Foreign Technology Acquisition.

**Unit IV** Foreign Exchange Markets: Determining exchange rates; Fixed and flexible exchange rate system; Participants in the Foreign exchange markets; Cash and Spot exchange market; Exchange rate quotes; LERMS,; Factors affecting exchange rates – spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Exchange dealings and currency possession; Information and communication.

**Unit V** Foreign Investment: Capital flows – types and theories of foreign investment – Foreign investment flows and barriers. Recent Developments in International Business: Ecological issues; Social aspects Strategy of International Business – Strategy, planning, organizational structure and process of control. Recent developments in international business.

**Suggested Readings:**

1. F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
2. Black and Sundaram: International Business Environment, PHI New Delhi.
3. F. Buckley, Ardin: The Essence of International Money, PHI New Delhi
4. Bhattacharya, B: Going International Response Strategies for Indian Sector, Wheeler
5. Gosh, Biswanath, Economic Environment of Business, South Asia Book, New Delhi
6. Letiche, John M: International Economics Policies and Theoretical Foundations, Academic Press, New York
7. Tayeb, Monis H: The Global Business Environment – An Introduction, Sage Publication, New Delhi.

**Subject Name:** BUSINESS COMMUNICATION

1. **Basics of Communication:** Introduction, Why Communication, Meaning and definition of Communication, Importance of Communication, Elements Of Communication Process, Communication Process Models, Basics Forms Of Communications, Effective Communication.
2. **Communication Theories:** Assumptions about Communication, Communication Theory, Communication Models, Uses of theories and models.
3. **Audience Analysis:** Introduction, Types of Audience, Importance of Audience Analysis, Analyzing Individual and Members of Audience.
4. **Self-Development:** What is self-development, Objectives of self- development, How Self-Development Improves Communication, How Communication Leads to Self-Development, How to Development Oneself.
5. **Developing Positive Attitude:** Impact of Positive Attitude on Communication, How to Develop Positive Thinking.
6. **Corporate Communication:** Corporate Communication, Corporate Communication and Marketing Communication, Types of Corporate Communication.
7. **Formal vs. Informal Communication Network:** Formal Communication Network, Informal Communication.
8. **Barriers to Communication:** Semantic Barriers, Physical Barriers, Organizational Barriers, Psychological Barriers, How to Overcome Communication Barriers.
9. **Practices in Business Communication:** Group Communication, Group Discussion, Seminar, Mock Interview, Presentations, Listening.
10. **The Essentials of Effective Communication:** 7c's of Communication, Other Principles of Communication.
11. **Non Verbal Communication:** Kinesics, Proxemics, Physical Context.
12. **Writing Skill:** Writing Skill, Business Writing, You- Attitude, Steps In Effective Writing.
13. **Letter and Memo Writing: Formats:** Functions of Business Letters, Types of Letters, Parts Of Business Letters, Format Of Business Letters, How to make Business Letters Effective.
14. **Request Letters:** Approaches to request Letters.

- 15. Good News Letters:** Purpose of Good news letters, Organization of Good news letters.
- 16. Bad News Letters:** What is bad news letter, purpose of writing bad news letters, the right Attitude, Drafting news message.
- 17. Persuasive, Sales and Collection Letters:** Types Of Persuasive Letters, Purpose Of Persuasive Letters, How to Persuade Others, Approach to Persuasive letters, Most Common Forms Of Persuasive Letters, Letters Applying Or Offering For Agency.
- 18. Memo Writing:** Memo, Memo Format, How to write effective Memos.
- 19. Report Writing:** Meaning of Business Report, Types of Reports, Importance of Reports, Essentials of Good Business Report, Steps in Business Report Writing, Structure of Reports.
- 20. Speeches and Presentations:** Characteristics of a good speech, How to make Effective Speech, Presentations, Support, Speech, Sales Presentation.
- 21. Listening:** Importance of Listening, Types of Listening, and Barriers to effective Listening.
- 22. Interviewing Skill:** Types of Interview, Staging and conducting effective interviews, conducting the Interview, Information Gathering Interviews, Selection Interview.
- 23. Resumes and Job Application:** Job Application Letters, Writing Solicited Letters, Resume Writing.
- 24. Modern Forms of Communication:** Facsimile (FAX), Video Conferencing, Electronic, Electronic Mail (E-Mail).
- 25. SWOT Analysis:** SWOT Analysis and Communication, use of SWOT analysis by organizations