# B.E.MBA integrated in ELECTRICAL & ELECTRONICS

## IX SEMESTER

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<tr>
<th>Sr. No</th>
<th>Course No</th>
<th>Course Type</th>
<th>Course Title</th>
<th>Hours / week</th>
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Note: Students have to select 3 subjects from major subject and 2 from minor
QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course : BE-MBA IX th Semester

Paper – Compulsory

Paper Code: IBM-901

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50

External Assessment: 100

Part-A

Linear Programming- Equation formulation, Graphical solution of two-variable linear programming problems, Simplex algorithm, Transportation and Assignment problems

Game theory- Game models, zero sum games, dominance rule, 2 x n and m x 2 games, solution of m x n games

Queuing: Single channel single-phase queuing system, multichannel single-phase queuing system, single channel multiphase queuing system

Part-B

Markov Chains – Markov processes, Markov analysis, input transition probabilities, input conditions, output- specific state probabilities, steady state probabilities, absorbing chains

Simple linear regression and multiple regression analysis (with two independent variables), specification of regression models and estimation of parameters, interpretation of results

Forecasting models- Moving- average forecast methods, Simple Exponential Smoothing, Holt’s method- Exponential Smoothing with trend, Winter’s Method- Exponential Smoothing with Seasonality

1. Business Forecasting : John.E.Hanke , Dean.W.Wichern , PHI
2. Statistics for Managers using Microsoft Excel : Levine, Stephan, Krehbiel, Brenson , PHI
BUSINESS RESEARCH

Course: BE-MBA IX th Semester

Paper – Compulsory

Paper Code: IBM-902

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50

External Assessment: 100

Part-A

Research Design formulation, Exploratory, Descriptive and Casual Research, Exploratory Research Design- Secondary Data, Primary Data, Qualitative Research-Focus Group Interviews, Depth Interviews, Analysis of Qualitative Data, Survey and observation- Survey methods, Observation method, Casual Research Design- Experimentation, Validity in Experimentation, Extraneous variables, Statistical Designs- Randomized-Block Design, Latin Square Design, Factorial Design

Measurement and Scaling- Primary Scales of measurement, Comparative Scaling Techniques, Non comparative Scaling techniques-Likert, Semantic Differential Scale, Stapel Scale, Questionnaire Design- question content, structure and order

Part-B

Sampling Design: Meaning and need of Sampling, Probability and non-probability sampling design, simple random sampling, systematic sampling, stratified sampling, cluster sampling and convenience, sampling, judgement and quota sampling (non-probability), determination of sample size, Hypothesis Testing, Parametric and Non-Parametric Tests

Discriminant and Logit Analysis- Formulating the problem for Discriminant analysis, Multiple Discriminant Analysis, Logit model

Factor analysis, Cluster analysis and Multidimensional Scaling - Conducting Factor analysis, Cluster analysis and Multidimensional Scaling- Conjoint Analysis

2. Marketing Research- Text and Cases, Rajendra Nangundkar, TMH
3. Marketing Research – GC Beri, TMH
4. Marketing Research- Parshuram, Dhruv Grewal, R. Krishnan – Biztantra
SUPPLY CHAIN MANAGEMENT

Course : BE-MBA IX th Semester

Paper : Elective - Marketing

Paper Code: IBM-903

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50

External Assessment: 100

Part -A

Definition of Supply Chain Management and Logistics - Scope of Transportation, Relationship between transportation and other business functions, Transport Economics: Distance – volume-density, Freight Cost – Handling – Liability - market factors; Third party logistics (3 PL) & fourth party logistics service provider (4 PL), Logistics equipment; Reverse Logistics, Govt. rule & regulations related to Logistics; Documentation related to Transportation :- Bill of Lading, Freight Bill, Claims and F.O.B Terms of Sale, Legal Classification of carriers- Private, Contract carrier etc.

Inventory Control, Planning & Managing Inventories: Strategic role of stock, costs of holding stock, Economic Order Quantity (EOQ), uncertainty in demand and costs, models for known demand: price discount from suppliers, planned shortages and back-orders, models for uncertain lead time demand

Material Handling & Wastage Control; Packing & Packaging; Order Management; Competitive advantage through logistics and supply chain management; Responsive Supply Chain, RFID applications in Supply Chain.

Part –B

Network Design and Facility Location – Facility location analysis, Optimization models, Heuristic Modeling – Grid Technique. Information systems for Supply Chain Management- Contemporary Logistics Information Technologies, , e-enabled logistics management and tracking systems.

Planning & Sourcing in Supply Chain; Planning demand and supply: Demand forecasting – Type and Time horizon of forecast and category of forecasting, aggregate planning; Strategic sourcing; Sourcing decision in Supply Chain- selection of source, technical up-gradation of vendor, vendor performance evaluation, vendor rationalization.

References:
1. Designing & Managing the Supply Chain, Simchi-Levi, David, TMH
2. Inventory Control and Management, Donald Waters, Wiley
SERVICES MARKETING

Course : BE-MBA IX th Semester

Paper: Elective-Marketing

Paper Code: IBM- 904

Course Duration: 45 Lectures of one hour each.

Time: 3 Hours

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50

External Assessment: 100

Part-A
Marketing of services - Introduction - Growth of the Service Sector -The Concept of Service - Characteristics of Services-Classification of Services - Designing the Service-Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.


Strategic Marketing Management for Services - Matching Demand and Supply through Capacity Planning and Segmentation - Internal Marketing of a Service - External versus Internal Orientation of Service Strategy.

Part -B
Delivering Quality Services - Causes of Service-Quality Gaps: The Customer Expectations versus Perceived Service Gap, Factors and Techniques to Resolve this Gap


Marketing of Services with special reference to (a) Financial Services (b) Health Services (c) Hospitality Services including Travel, Hotels and Tourism. (d) Professional Services (e) Public Utility Services (f) Communication Services (g) Educational Services


ADVERTISING AND SALES MANAGEMENT

Course: BE-MBA IX th Semester

Paper: Elective-Marketing

Paper Code: IBM-905

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50

External Assessment: 100

Part-A

Advertising: As an element in Marketing Mix, its role and importance; Advertising as a means of communication, Setting advertising objectives, DAGMAR approach to setting objectives.
Preparing advertising plan, Developing message, writing copy, advertising appeals and per-testing and post-teaching copy

Media decisions, media strategy and scheduling decisions; Planning and managing advertising campaigns; Different types of advertising, public relations; Industrial advertising; advertising budget and relevant decisions; Advertising agencies; their role and importance; management problems of agencies; client-agency relations; advertising in India, problems and prospects.

Part-B

Sales Management: Size of the sales force, sales organization based on customer, geography, product and combinations and current trends – sales training programs and motivating the sales force – sales force compensation, sales incentives and sales force evaluation – controlling the sales effort – sales quotas, sales territories, sales audit , selecting channel members, setting distribution objectives and tasks – Target markets and channel design strategies.

Product, Pricing and Promotion issues in Channel Management and Physical Distribution - Motivating channel members – Evaluating channel member performance – Vertical marketing systems – Retail co-operatives, Franchise systems and corporate marketing systems.

E-commerce and e-retailing as a channel of distribution, Electronic intermediaries, Disintermediation and Re-intermediation
INDIAN FINANCIAL SYSTEM

Course: BE-MBA IX th Semester

**Paper: Elective-Finance**

**Paper Code: IBM-906**

**Time: 3 Hours**

Course Duration: 45 Lectures of one hour each.

**Note:** Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50          External Assessment: 100

**Part-A**

Commercial Banking-Evolution, Financial Services, Fiduciary Services, Off-balance Sheet Activities, Analysis of Assets and Liabilities of Scheduled Commercial Banks: Reserve Bank of India-Central Banking- Introduction to Central Banking, Instruments of Monetary Control, Public Debt, Secondary Debt Market, REPO's, Reserve Requirements, Selective Credit Controls, Advances to Priority Sector, Supervision System; Regional Rural Banks- Objectives, RBI Assistance, Evaluation of RRB's.

Cooperative Credit- Introduction, Role of RBI, Organizational Structure, National Bank for Agriculture and Rural Development (NABARD), Reforms in Cooperative Credit.

Non-banking Finance Companies - Introduction, Definition of Non-banking Finance Company, Financial Sector Reform, Liberalization Measures for NBFC’s, Regulations for NBFC's Accepting Public Deposits, Limits on Acceptance of Deposits, Size of Non-banking Companies, Deposits, Distribution of Deposits, Comparison of NOF and Deposits, Capital Issues by Finance Companies, FCNR Deposits for NBFC's, Assets of NBFC'c's, Investment Norms for NBFC's, Deployment of Funds, Funds Mismatch of HP/Leasing Companies.

**Part-B**


MANAGEMENT OF FINANCIAL SERVICES

Course : BE-MBA IX th Semester

Paper: Elective-Finance

Paper Code: IBM-907

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50    External Assessment: 100

Part-A

Financial Services - Meaning, types and their importance, Securities Trading - Online Vs Offline Trading, Demat and Remat, Depository - Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, SEBI regulation.

Insurance Services- Introduction, Principles of insurance, Types of Insurance, Life Insurance Products-Traditional and ULIPs, Credit rating - the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects.

Part-B

Leasing - concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee.

Venture capital - concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Call money market, Treasury bill market, Commercial Bill market, Market for CPs and CDs, Discount market and market for financial guarantees, Factoring - Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

Plastic Money - Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.

2. Nalini P T Financial Instruments and services PHI
CORPORATE TAX PLANNING

Course : BE-MBA IX th Semester

**Paper: Elective-Finance**

*Paper Code: IBM- 908*  
*Time: 3 Hours*

Course Duration: 45 Lectures of one hour each.

**Note:** Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50  
External Assessment: 100

**Part -A**

Basic framework of direct and indirect taxes in India, Concept of Tax Planning, Meaning, importance and scope, Tax planning versus Tax avoidance and Tax evasion, Methods of Tax Planning, Areas of Tax Planning, Scale of business / Nature of business and its relation to Tax Planning.

Taxation of companies in India, Assessment of Business and other incomes of Joint Stock Companies, Tax planning and managerial considerations with reference to newly established Industrial Undertakings in certain specified areas like E.P.Z and E.O.U’s. Tax Planning with reference to amalgamations, Foreign collaborations and joint venture agreements

Tax Planning and Financial management – Tax planning with reference to capital structure, capital budgeting and management of working capital, Tax considerations in issue of bonus, shares and dividend policy.

**Part -B**

Tax Planning with regard to specific management decisions like Make of Buy, own on Lease repair, renewal, replace, closure or continuance, Maintenance of proper records of complying with requirement of tax laws, deductions of Tax at source, advance payment of tax, time for payment and filing of income tax returns, types of assessments and procedure, defaults and penalties.

Tax planning in respect of excise duty, custom duty and sales tax, maintenance of proper records for complying with the requirements of indirect tax laws, filing of returns under different indirect tax laws, details and penalties under indirect tax laws.

1. Singhania , V.K  Direct Taxes :Planning and Maintenance (Tax Man publications)
2. Lakhotia.R.N , Corporate Tax Planning
3. Bhagwati Prasad , Corporate Taxation –A Hand Book (Tax Man)
E-COMMERCE

Course: BE-MBA IX th Semester

Paper: Elective-IT

Paper Code: IBM-909

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Part-A

Ecommerce terminology: Blogs, Message boards, Newsgroups, Banner Advertising, Spiders / crawlers/robots, hacking, SSL / SET protocols, Escrow, Podcast, webcast, web beacons, spyware, Adware, RSS feed, Spam, Web agents, cookies, search engine, worms

Planning for a Ecommerce: Value chain analysis, SWOT analysis, studying trends and current technology, government incentives, hardware and software assessment for building a web store, intermediaries in Ecommerce

Characteristics of E-Business markets: Various business models, Business model design, pricing and distribution of digital products, bundling, building customer traffic, subscription vs paid model, bricks and clicks business model, call centre integration in ecommerce, affiliate marketing, viral marketing

Part-B

Security in ecommerce transactions: Public key infrastructure, process of getting a digital signature in India, types of digital signatures, role of intermediaries like Verisign

Internet audience: study of internet audience, online consumer behavior, Online research: Click stream analysis, Search log analysis, emails, pop-ups, online focus group

Online payment systems: On-Line Electronic Cash, Electronic Payment Schemes, Credit card secure electronic transaction, e-cheque, accumulating balance payment system, stored value payment system, digital wallets

References

1. E-commerce Management, Text and cases, Sandeep Krishna Murthy, Cengage
2. E-business organizational and technical foundation, Michael P. Papazoglou, Pieter M.A Wiley
3. Ecommerce, Strategy, Technology and Implementation, Gary P. Schneider, Cengage
4. Web commerce Technology Handbook, Daniel Minoli, Emma Minoli, TMH
IT PROJECT MANAGEMENT

Course: BE-MBA IX th Semester

Paper: Elective-IT

Paper Code: IBM-910 Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Part-A

Software development process: waterfall model, prototyping, spiral model, software configuration management process, process management- capability maturity model

Software requirement analysis and specification: problem analysis, data flow diagram, entity-relationship modeling, decision tables, creating a requirement document

Planning a software project: cost estimation-COCOMO model, schedule and milestones, personnel plan, software quality assurance plans, configuration management plans, project monitoring plans, risk management

Part-B

Function-Oriented design: Modularity, Top-down and bottom-up strategies, structure charts, first-level factoring, design heuristics, Metrics- network metrics, stability metrics, information flow metrics

Object oriented design (OO): classes and objects, encapsulation, inheritance and polymorphism, OO design notation and specification, dynamic modeling, metrics- Weighted Methods per Class (WMC), Depth of Inheritance (DIT), Number of Children (NOC), Coupling between Classes (CBC)

Software testing: error, fault and failure, top-down and bottom-up approaches, test cases and test criteria, functional testing- equivalence class partitioning, cause-effect graphing, structural testing-control based criteria, data flow based criteria

Software delivery: models, managing IT project teams

References:

1. Software Engineering, Ian Sommerville, Addison-Wesley
2. Software Engineering Project Management, R. Thayer, Wiley
DECISION SUPPORT SYSTEMS

Course : BE-MBA IX th Semester

Paper: Elective-IT

Paper Code: IBM- 911 Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Part-A

Distinction between Transaction Processing System (TPS), Management Information System (MIS), Expert System (ES) and Decision Support System (DSS)

Architectures of DSS system: components, classifications, backend and front end components of DSS, Web based DSS, Group Decision Support System (GDSS), technologies and infrastructure for group decision making, distributed computing

Modeling for DSS: the decision making modeling process, Intelligence, design and choice phases, design under certainty, risk and uncertainty, sensitivity analysis, what-if, goal-seek and scenario analysis with spreadsheets

DSS design to support operational, tactical and strategic decision making

DSS design methodology for Healthcare, Insurance, Manufacturing and Education sectors

Part-B

Enterprise Decision Support System (EDSS): Characteristics and capabilities of EDSS, integrating DSS and EDSS, Computerized systems like CRM, ERP, MRP and their design basics, EDSS and supply chain, Corporate Enterprise portals and their design, Electronic Document Management (EDM) systems

Importance of Knowledge Management Systems (KMS) and its integration with DSS, Design of Knowledge Management System for different sectors, Artificial Intelligence based DSS systems.

Reference

1. Decision Support Systems and Intelligent Systems, E.Turban, J.E.Aronson, Pearson
TRAINING AND DEVELOPMENT

Course: BE-MBA IXth Semester

Paper: Elective-HR

Paper Code: IBM-912

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50
External Assessment: 100

Part-A

National Training Interventions: Training as an economic instrument, achievements and challenges, National initiatives: 1964 to the present day, the European scene, which way forward.

Attitudes Towards Education and training: Education, training and work, changes in attitudes to training and development, Philosophies of training. Learning and Training: What do we understand by learning, Reinforcement theories, cybernetic and information theories, cognitive theories and problem solving, experimental learning, Learning to learn and self-development, Mental process, other horizons.

The Learner and the Organization: The learner, the organization as a learning environment, the learning organization. Approaches to Training Interventions: Organization learning systems, Generalized approaches, Planned training interventions, the costs and benefits of training interventions.

Part-B

The Training Function in Organizations: The training function, Management's responsibility for training, Creating and appropriate structure, The training of training staff, Ethical standards

Assessing Organizational Training Needs: The levels of organizational needs, types of organizational reviews, before starting the review, reasons for an organizational review, carrying out an organization-wide review.

Training Policy, Plans and Resources: Training policy, policy development, annual training plan, training resources, from policy to training plan and budget, Assessing Training Needs-the job and the individual: Job training analysis, Analytical techniques, Carrying out an individual training needs analysis, assessing performance.

Determining and evaluating training interventions: Training interventions, determination of training objectives, determination of the appropriate training strategy, planning and implementation of the training, evaluation of the programme.
ORGANIZATIONAL CHANGE AND DEVELOPMENT STRATEGIES

Course : BE-MBA IX th Semester

Paper: Elective-HR

Paper Code: IBM-913 Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50 External Assessment: 100

Part-A


Values, Assumption, And Beliefs in OD- Chronology of Events in Management and organization Thought, early Statement of OD values and assumptions, A Values Study.


OD Interventions :Thinking about OD Interventions, Classifying OD Interventions.

Part-B


Intergroup and Third-Party Peacemaking Interventions :Intergroup Team-Building Interventions, Third party Peacemaking Interventions, organization Mirror Interventions, Partnering.


INDUSTRIAL PSYCHOLOGY

Course: BE-MBA IXth Semester

Paper: Elective-HR

Paper Code: IBM-914

Time: 3 Hours

Course Duration: 45 Lectures of one hour each.

Note: Examiner shall set eight questions, four from Part-A and four from Part-B of the syllabus. Candidate will be required to attempt any five questions selecting at least two questions from Part-A and two from Part-B.

Internal Assessment: 50

External Assessment: 100

Part-A

Nature and scope of Industrial Psychology: Psychology and management, contributions of Freud and post Freudian development of Psychology

Factory organization: industrial bureaucracy, formal and informal groups, status system, balancing of social power, union and employer’s organizations

Psychology of leadership, understanding and motivating employees, industrial morale and job satisfaction, counseling, Psychology of industrial conflict, stress management

Part-B

Personality: Idiographic approach, Nomothetic approach, psychoanalytical perspectives, levels of awareness, defence mechanism, projective tests, Rorschach test, Thematic Appreciation Test (TAT), Role playing or visualization, stereotyping, brand personality

Trait perspective: Allport’s trait categories, Catell’s 16 PF test, personality tests, personality questionnaire, Type perspective- four humours, Sheldon’s typology, Eysenck’s typology, Factor theory, Jung’s typology, Allport’s typology

Intelligence: models, Stanford-Binet intelligence scale, Wechsler scale, Emotional intelligence

References:

1. Psychology in Organizations, S. Alexander Haslam, Sage publications