

AKAL COLLEGE OF ECONOMICS, COMMERCE AND MANAGEMENT

DEPARTMENT OF BUSINESS MANAGEMENT

(MASTER OF BUSINESS ADMINISTRATION)

SYLLABUS OFFERED w.e.f ACADEMIC SESSION

2020-21



ETERNAL UNIVERSITY

Baru Sahib, Distt. Sirmour (H.P)

ETERNAL UNIVERSITY
BARU SAHIB, DISTT. SIRMOUR (H.P)

Master of Business Administration (MBA)

SEMESTER I

S. N.	Course code	Course title	L	T	P	Credits
1	MBA-501	Management Principles & Organizational Behaviour	3	0	0	3
2	MBA-502	Accounting for Managers	3	0	0	3
3	MBA-503	Research Methodology in Business Management	3	0	0	3
4	MBA-504	Business Environment	3	0	0	3
5	CSE-551	Computer Applications	3	0	1	4
6	ENG-525	Managerial Communication Skills	3	0	1	4
7	MBA-590	Credit Seminar	1	0	0	1
TOTAL			19	0	2	21

SEMESTER II

S. N.	Course code	Course title	L	T	P	Credits
1	ECON-555	Managerial Economics	3	0	0	3
2	MBA-505	Business Legislations	3	0	0	3
3	MBA-506	Production and Operations Management	3	0	0	3
4	MBA-507	Marketing Management	3	0	0	3
5	MBA-508	Human Resource Management.	3	0	0	3
6	MBA-509	Management Information System	3	0	0	3
7	MBA-591	Credit Seminar	1	0	0	1
8	MBA-595	Summer Training	0	0	2	2
9	MBA-600	Master Research	0	0	5	5
TOTAL			19	0	7	26

SEMESTER III

S. N.	Course code	Course title	L	T	P	Credits
1	MATH-540	Operations Research	4	0	0	4
2	MBA-510	Project Management and Entrepreneurship Development	3	0	0	3
3	MBA-511	Strategic Management	3	0	0	3
4		Specialization* Subject I	3	0	0	3
5		Specialization* Subject II	3	0	0	3
6		Specialization* Subject III	3	0	0	3
7	MBA-592	Credit Seminar	1	0	0	1
8	MBA-600	Master Research	0	0	5	5
TOTAL			20	0	5	25

SEMESTER IV

Sr. No.	Course code	Course title	L	T	P	Credits
1		Specialization* Subject IV	3	0	0	3
2		Specialization* Subject V	3	0	0	3
3	MBA-600	Master Research	0	0	15	15
TOTAL			6	0	15	21

*Student can opt for only one specialization for III and IV semester out of Marketing, Finance or HR.

*For specialization the minimum numbers of students opting for a particular specialization will be three.

Total Credit hours -93

Marketing Specialization- III Sem						
Sr. No.	Course code	Course title	L	T	P	Credits
Subject I	MBAM-512	Advertisement & Consumer Behaviour	3	0	0	3
Subject II	MBAM-513	Services Marketing	3	0	0	3
Subject III	MBAM-514	Retail Marketing	3	0	0	3
Marketing Specialization- IV Sem						
Sr. No.	Course code	Course title	L	T	P	Credits
Subject IV	MBAM-515	International Marketing	3	0	0	3
Subject V	MBAM-516	Sales management	3	0	0	3

Finance Specialization- III Sem						
Sr. No.	Course code	Course title	L	T	P	Credits
Subject I	MBAF-512	Financial Engineering	3	0	0	3
Subject II	MBAF-513	Security Analysis & Portfolio Management	3	0	0	3
Subject III	MBAF-514	Financial Management	3	0	0	3
Finance Specialization- IV Sem						
Sr. No.	Course code	Course title	L	T	P	Credits
Subject IV	MBAF-515	International Finance	3	0	0	3
Subject V	MBAF-516	Management of Financial Services	3	0	0	3

HR Specialization- III Sem						
Sr. No.	Course code	Course title	L	T	P	Credits
Subject I	MBAH-512	Organizational Change and Development	3	0	0	3
Subject II	MBAH-513	Compensation Management	3	0	0	3
Subject III	MBAH-514	Human Resource Planning & Development	3	0	0	3
HR Specialization- IV Sem						
Sr. No.	Course code	Course title	L	T	P	Credits
Subject IV	MBAH-515	Industrial Relations and Labour Legislations	3	0	0	3
Subject V	MBAH-516	International HRM	3	0	0	3

Total Credit Hours-93

**ETERNAL UNIVERSITY
BARU SAHIB, DISTT. SIRMOUR (H.P)**

DEPARTMENT OF MANAGEMENT (MBA)

PROGRAMME OUTCOMES (POs)

PO1: Communicate effectively in a variety of formats.

PO2: Identify the key issues facing a business or business subdivision.

PO3: Utilize qualitative and quantitative methods to investigate and solve critical business problems.

PO4: Integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to solve business problems.

PO5: Evaluate and integrate ethical, social and environmental responsibilities in business environment.

PO6: Incorporate diversity and multicultural perspectives when making business decision.

PROGRAMME SPECIFIC OUTCOMES (PSOs): MBA- Marketing

PSO1: Prepare students to meet the diverse set of marketing challenges present in today's competitive business environment from understanding the evolving needs of the consumer, to managing sales, to overseeing international marketing and distribution operations.

PSO2: Addressing the specific consumer decision process, internal and external influences on consumer behaviour.

PSO3: Developing a brief knowledge about service marketing, its marketing mix and how peoples importance in service marketing.

PSO4: Development and usage nature and growing importance of sales promotion, samples and point of purchases, implementing and evaluating the sales promotion programs, importance of public relations, corporate image building.

PSO5: Understand the basic concepts in marketing, marketing environment and develop an understanding about communication, marketing Communication and its usage.

PSO6: Understand the various types of advertising, its applications and usage with effect to marketing scenario, role of advertising on the global marketing, usage of advertising campaign and estimation of advertising budget.

PROGRAMME SPECIFIC OUTCOMES (PSOs): MBA- FINANCE

PSO1. To enable the students to apply the knowledge of accounting standards, financial analytical tools, costing techniques etc.

PSO2. Analyzing the financial performance of an organization applying various tools that aid in decision making.

PSO3. The students will be able to identify the relevance of Financing, Investing & Dividend decisions that impact the growth of the firm.

PSO4. The students are enabled to enhance their knowledge on various financial markets and services provided by the different Financial Institutions.

PSO5. To analyze and understand the various avenues of investment in context of risk and return and to know the financial perspective of risk management at global level in a broader context.

PROGRAMME SPECIFIC OUTCOMES (PSOs): MBA- Human Resource

PSO1: Understand the basic concepts of human resources management and its applications in the individual, group as well as organizational levels.

PSO2: Theoretical knowledge in allied subjects such as organizational behavior, business ethics, communication, quantitative techniques in management, labor, and industrial laws, etc.

PSO3: Practical knowledge and hands-on training in various areas of HR such as recruitment and selection, performance appraisal, management of change, conflict, stress, counseling etc.

PSO4: Practical exposure to the problems and opportunities of Human resources management through the two project studies one theoretical (Organizational study) and the other practical (Problem centered study).

DETAILED SYLLABUS

MBA 1st SEMESTER

MBA-501 MANAGEMENT PRINCIPLES AND ORGANISATIONAL BEHAVIOUR

L/T/P: 3/0/0

Course Objective: The purpose of this course is help the students to understand management functions, to familiarize themselves with the practice of management, to develop an understanding of behavioural process of the organizations as a whole, and to cultivate an insight into the individual behaviour at work place.

UNIT- 1

Meaning, Nature and Scope of Management; Emergence of Management Thought – Classical, Neo-Classical and Modern Theories; Roles, Skills and Responsibilities of Managers; Universality of Management Principles; Functions of Management; Comparative Management – Japanese, American and Indian.

UNIT- 2

Planning and Decision Making – Process, Premises, Types of Plans; Decision –Making Process, Types of Decisions, Creativity in Decision Making, Techniques; Control – Process and Techniques.

UNIT- 3

Organizations – Meaning, Principles, Types of Organizations; Organizational Behaviour –Meaning and Scope; Models of OB; Contributing Disciplines to OB: Emerging Challenges for OB: Organizations as Social Systems.

UNIT- 4

Foundations of Individual Behaviour; Individual Differences; Basic understanding of Attitudes, perception, Personality, and Learning; Work Motivation –Theories and Applications; communication – Process, Forms, Barriers and Effectiveness.

UNIT- 5

Group Dynamics – Overview of Groups, Types, Stages, Group Decision – making; Interpersonal Relationship; Inter – group Dynamics – Interactions, Influencing Factors; Leadership Concept, Theories, and Effectiveness.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understand the concepts related to Business.
2. Demonstrate the roles, skills and functions of management.
- 3 Analyze effective application of management principles to diagnose and solve organizational problems and develop optimal managerial decisions.
- 4 Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
- 5 Understanding the concept of perception, factors influencing the perception and theories of motivation.
- 6 Analyzing group & group behavior & group dynamics and team building and evaluate concept of leadership, styles of leadership & its approaches.

Recommended Books:

1. Robbins, Stephen P., Judge, T., Vohra, N., Organizational Behaviour; Pearson Publication.
2. Koontz, H. and Welrich, H; Essentials of Management, Mc Graw Hill
3. Luthans, F. Organizational Behaviour, McGraw Hill.
4. Robbins, Stephen P, Management, Englewood Cliffs, Prentice Hall Inc.
5. Gregory Moorhead and Ricky W Griffin; Organizational Behaviour – Managing People and Organizations, Jaico Pub. Ouse, Bombay
6. Stoner, J. et. Al. Management, New Delhi, Prentice Hall of India.
7. Prasad, LM; Organizational Behaviour; Sultan Chand & Sons, New Delhi.

MBA 1st SEMESTER

MBA-504 ACCOUNTING FOR MANAGERS

L/T/P: 3/0/0

Course Objective: To develop knowledge and understanding of the underlying principles and concepts relating to financial accounting and Management accounting, so as to prepare financial statements of the organizations and using these statements for managerial decision making.

UNIT-1

Financial Accounting- Meaning, Need, Concepts and Conventions; Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards.

UNIT-2

The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different Books and Accounts. Introduction of Company Accounts.

UNIT-3

Management Accounting-Meaning, Functions, Scope, Utility, Limitations and Tools of Management Accounting, Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, Cash Flow and Funds Flow Analysis, Management Audit and Financial.

UNIT-4

Cost Accounting – Nature, Course Objective, Significance of Cost Accounting; Classification of Cost, Costing for Material, Labour, and Overheads; Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations; Standard Costing – Its Meaning, Uses and Limitations; Determination of Standard Cost, Variance Analysis- Material, Labour and Overhead.

UNIT-5

Responsibility Accounting- Its Meaning and Significance, Cost, Profit and Investment Centres, Accounting for Price Level Changes- Concepts, CPP and CCA Methods. Budget and Budgetary Control- Its Meaning, Uses and Limitations, Budgeting and Profit Planning, Different Types of Budgets and their Preparations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

Course Learning Outcomes:

1. To understand the basic concepts and principles of accounting in business transactions.
2. Understand Double entry system and record the business transactions in journal, ledger and trail balance.
3. To familiarize with the preparation and analysis of financial statements.
4. To gain insight into the budget and budgetary control measures.
5. To enable students to make use of accounting information for decision making and control.
6. Understanding the nature and classification of costing at various stages.

Text Books:

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. Maheshwary SN & Maheshwari SK, 2003, Financial Accounting – 3rd Ed. Vikas Pub. House.

Suggested readings/Reference Book:

1. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15th edition, Tata McGraw Hill Publishers, 2010.
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning,
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.

MBA 1st SEMESTER

MBA-503 RESEARCH METHODOLOGY IN BUSINESS MANAGEMENT

Objective: The objective of this course is to develop an understanding of research methodology. The focus will be on process and techniques of research.

L/T/P: 3/0/0

UNIT-1

Meaning, Course Objective, types, and process of research; research methodology in management-exploratory, descriptive, experimental, diagnostic, Problem formulation, setting of Course Objective, formulation of hypotheses.

UNIT-2

Scales of measurement - nominal, ordinal, interval, ratio, Likert scale and other scales; Primary and secondary data, sources of data, instruments of data collection, data editing, classification, coding, validation, tabulation, presentation, analysis.

UNIT-3

Concept of Sampling, Probability and non-probability sampling techniques including Simple Random Sampling, Stratified Sampling, Multi-stage Sampling, Systematic Sampling, Purposive Sampling, Quota sampling, judgment sampling, and convenience sampling, sample size determination, sampling and non-sampling errors.

UNIT-4

Role and uses of quantitative techniques in business decision making, Use of Equations, Use of Determinants and Matrices in business decisions, Frequency Distribution, Measures of Central Tendency, Measures of Variation, Skewness and Kurtosis, Simple, partial, and multiple correlation, rank correlation, simple and multiple regression, Discriminant and dummy variable analysis.

UNIT-5

Index Numbers, Hypothesis testing, ANOVA, Factor analysis, cluster analysis, conjoint analysis, multi-dimensional analysis etc, Report writing: Types of report, essentials and contents of good report writing, Plagiarism; IPR and Patent Application.

Course Learning Outcomes:

1. Apply a range of quantitative and qualitative research techniques to business and management problems / issues
2. Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making
3. Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process
4. Conceptualize the research process
5. Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries

6. Students should be able to identify the overall process of designing a research study from its inception to its report.
7. Students should be able to define the meaning of a variable, and to be able to identify independent, dependent, and mediating variables.
8. Students should be familiar with good practices in conducting a qualitative interview and observation.

Text Books / (Suggested Reading)

1. Cooper DR & Schindler PS. 2006. Marketing Research Concepts and Cases. Tata McGraw Hill.
2. Green PE, Tull DS & Albaum G. 1998. Research for Marketing Decisions. Prentice Hall of India.
3. Kothari CR. 1989. Research Methodology. Wiley Eastern.
4. Wilkinson & Bhandarker 1989. Research Methods in Social Sciences. Himalaya Publ. House.
5. Naresh KMalhotra, Marketing Research, Pearson Education Asia, 2001 . Brown, Marketing Research: A Structure for Decision making, Addison, Wesley Publishing Company.
6. Seigel and Castelian, Non-parametric Statistics for Behavioral sciences, McGraw Hill Book Company, New York

MBA 1ST SEMESTER

MBA-504 BUSINESS ENVIRONMENT

L/T/P: 3/0/0

Course Objective: To develop an understanding among students about the different aspects of environment in which business operates.

UNIT-1

Analysis of Business Environment: Internal and External Environment of Business with special reference to India. Salient features of Economic System. Basic features of Indian Economy: Government Business Relationship in India. Aspects of Economic Reforms and its implications: Liberalization, globalization and privatization.

UNIT-2

Social Environment- Social responsibility of Business. Concept, rationale, dimensions and its disclosure by Indian Business. The Environment Protection Act., 1986. Consumer Movement in India with special reference to Consumer Protection Act, 1986 in protecting consumer interests. Economic planning in India;

UNIT-3

Deficit Financing and its implications for the Indian Economy. Analysis of current year Annual Budget. Evaluation of various regulatory policies of government: Industrial Policy Resolutions, Fiscal and monetary policy in India, Salient features of FEMA.

UNIT-5

Foreign Trade – Nature, Composition and Direction. Exim Policy during the post reforms in India. Disinvestment of Public Enterprises: Rationale. Objectives and Implications.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understand the basic features of Indian economy and analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.
2. Understand the effects of government policy on the business and outline how an entity operates in a business environment.
3. Understanding the economic planning, environment protection and consumer protection with respect to interest of consumer.
4. Analysis of current year annual budget and evaluation of various regulatory policies of government such as industrial policy, fiscal and monetary policy and salient features of FEMA.
5. Conduct an in-depth analysis of a foreign trade, disinvestment and Export- Import policy.

Suggested Readings/ Books:

1. Francis Cherunilam, Business Environment, Himalaya Publishing House
2. K Aswathappa, Legal Environment of Business, Himalaya Publishing House
3. M. Adhikary, Economic Environment for Business, Sultan Chand & Sons
4. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House
5. Ruddar Dutt and KPM Sundaram, Indian Economy, S. Chand & Co.
6. Paul Justin, Business Environment – Text and Cases, Tata McGraw Hills

MBA 1ST SEMESTER**CSE-551 COMPUTER APPLICATIONS****L/T/P: 3/0/1**

Course Objective: The purpose of this program is to provide a foundation of computing principles and business practices for effectively using/managing information systems and enterprise software. It helps students analyses the requirements for system development and exposes students to business software and information systems.

UNIT- 1

Computer: Classification of Computers, Architecture of a Computer System, Importance of Computers (Man vs. Machine), Hardware Components of Micro Computer, Generation of Computers, Computers in Business. Information and data: Information concepts, information processing techniques, Data. Devices: Primary and secondary storage devices, Input–Output devices. Memory buffers, input /output buffers, Graphic interfacing.

UNIT- 2

Software, System Software: Operating System, Functions of O/S, Types of O/S. Program Language Translators: Assembler, Compiler and Interpreter, Utility Programs, Communication Software, Performance Monitoring Software Application Software, Software hierarchy and dependency between the different layers. Computer Languages: Machine language, Assembly language and High level language.

UNIT- 3

Understanding Word Processing Introduction: Objective, Word Processing Basics ,Opening Word Processing Package, Menu Bar, Using The Icons Below Menu Bar.Opening and closing Documents: Opening Documents, Save and Save as, Page Setup, Print Preview, Printing of documents. Text Creation and manipulation, Document Creation, Editing Text , Text Selection, Cut, Copy and Paste, Spell check, Thesaurus. Changing case Table Manipulation, Draw Table ,Changing cell width and height, Alignment of Text in cell, Delete / Insertion of row and column, Border and shading.

UNIT- 4

Basic of Computer Networks: Local Area Network (LAN), Wide Area Network (WAN and Metropolitan Area Network (MAN) Internet: Concept of Internet, Applications of Internet, Connecting to the Internet ,Troubleshooting, World Wide Web (WWW).Web Browsing Software's: Popular Web Browsing Software,Search Engines: Popular Search Engines/Search for content, Accessing Web Browser, Downloading Web Pages, Printing Web Pages Understanding URL, Surfing the web, Using e-governance website.

UNIT- 5

Concept of database creation and modification of database files.Expressions and functions Application: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials and Management.HTML-Introduction, HTML-Basic Formatting Tags, HTML-Grouping Using Div Span, HTML- Lists In this module, The HTML, HTML-Images.

Practicals

- Study of Computer components and Booting of Computer.
- Practical of some fundamental DOS commands- TIME,DATE,VOL,LABEL,PATH.
- MS WORD: Creating a document, editing and saving. Use of options from tool bar- Format, Insert and tools.
- MS EXCEL: Creating table, merging of cells, column and row width.
- MS EXCEL: Creating and Saving graphs with and without data.
- MS Power Point: Preparation of slides on power point
- MS ACCESS: Creating database, structuring different types of fields and use of query facility for accessing the information
- Creation of e-mail id ,attaching files and sending
- Create webpage using list tags of HTML
- Create a static web page which defines all text formatting tags of HTML in tabular format

Course Learning Outcomes:

1. Learn basic principles of using windows operation system.
2. Learn and practice basic keyboarding and mouse use.
3. Be able to access the internet, worldwide web, as well as use Internet directories and search engines, and locate www addresses.
4. Be able to find and evaluate information on the web (learn how to be critical and evaluate what is valid and reliable).
5. Learn basic computer and keyboarding related vocabulary in English.
6. Learn basic word processing skills with Microsoft Word, such as text input and formatting, editing, cut, copy and paste.

Suggested Readings/ Books:

1. Cyganski, Information Technology: Inside and Outside, Pearson Publications
2. Lucas Jr H C, Information technology for management, Tata McGraw- Hill
3. Saxena S, A first course in computers, Vikas Publications
4. Leao, Alexis & Mathews, Information Technology, Vikas Publications
5. Basandra S K, Computers Today, Galgotia
6. Leon A and Leon M, Introduction to Computers, Leon Techworld

MBA 1ST SEMESTER

ENG -525 MANAGERIAL COMMUNICATION SKILLS

L/T/P: 3/0/1

Course Objective: The course aims to develop all forms of communication skills of the students to enable them to conduct well in any business process without any communication barrier and to enhance their skills in written as well as oral communication through practical conduct of this course.

UNIT-1 INTRODUCTION: Definition and classification of communication, purpose, process, importance, objectives channels, types of communication in management, barriers and gateway in communication; 7 Cs, 7 Ps of communication.

Oral communication: Art of public speaking, listening skills: definition, anatomy of poor listening, features of a good listener; challenges and etiquette; Teleconferencing, – SWOT analysis --Johari Window --Transactional Analysis.

UNIT-2 PROJECT PROPOSALS: Oral Presentation: planning and delivering presentation, developing and displaying visual aids; handling questions from the audience; audio-visual, characteristics and structure; Project reports – types- characteristic, structure -Appraisal reports – performance appraisal, product appraisal- process and mechanics of report writing- visual aids- abstract - executive summary- recommendation writing- definition of terms; Writing a Summer Project Report and Research Report.

UNIT-3 MECHANICS IN WRITING: Drafting of circulars and office notices; memorandum drafting, proposal writing, office orders, press release; writing résumé, CVs and covering letters, planning the letters, types or kinds of letters, essentials of effective letter, style of letter arrangement, persuasive letters, request letters, sales letters, complaints and interview letters, promotion letters, resignation letters, newsletters; telex managers; facsimiles; electronic mail; mail writing.

Correspondence: Bank Correspondence; Insurance Correspondence; Agency Correspondence; Import-Export Correspondence; press release; press conference; Business etiquettes – netiquettes, telephonic and table etiquettes.

UNIT-4 PRACTICAL FRAMEWORK: Group Discussion- nature, uses and importance, guidelines for GD; interview, types of interview, candidates preparation, interviewers preparation, practice mock interview ; meetings -- need, importance and planning of meetings, drafting of notice, agenda, minutes and resolutions of meeting, Communication networks, Intranet, teleconferencing, videoconferencing. The case method of learning: dimensions of a case, case discussion, usefulness of the case method, training of managers use the case method.

Course Learning Outcomes:

1. Formulate an effective communication strategy for any message, in any medium, and in any situation.
2. Understand the principles of effective communication and barriers of communication.
3. Understanding the process of interviews in - selection or placement interviews, discipline interviews, appraisal interviews and exit interviews.
4. Give managerial speeches such as speech of introduction, speech of thanks, occasional speech, and theme speech and can give presentations and understand the concept of non-verbal communication.
5. Write business letters, routine letters, sales letters and essential of oral presentation.

Suggested Readings/ Books:

1. Ashraf Rizvi, Effective Technical Communication, Tata McGraw Hill.
2. Kulbhushan Kumar, Effective Communication Skills, Salaria Publication, New Delhi.
3. Bowman, J.P. & Branchaw, P.P. (1987), Business Communications: From Process to Product, Dryden Press, Chicago.
4. Raman Meenakshi Prakash Singh, Business Communication, Oxford University Press.
5. Devaraj, Executive Communication, Tata McGraw Hill.

MBA 1ST SEMESTER

MBA-590 CREDIT SEMINAR

L/T/P: 1/0/0

This course covers contemporary issues in Business Management. Credit seminars in-charge appointed by HOD/Dean will allocate the topics to the students and they will prepare a PPT presentation on the given topics. Every week on specified day progress made by the students will be monitored by the in-charge. On the satisfaction of seminar in-charge, schedule for presentation of seminar will be notified at least two weeks before the commencement of final examinations. The students will be evaluated by three faculty members and then average marks will be awarded to the student. The proforma includes following criteria for evaluation.

1. Originality & creativity,
2. Organization (logical presentation of ideas)
3. Presentation (oral presentation and delivery)
4. Knowledge of material (familiarity with subject matter)
5. Neatness (neatness of charts and graphs)
6. Participation in other seminars
7. Observation of the seminar In-charge

MBA 2nd SEMESTER

ECON-555 MANAGERIAL ECONOMICS

L/T/P: 3/0/0

Course Objective: The objective of this course is to make the students conversant with such basic concepts and tools of economic analysis, which have an important bearing on managerial decision-making, which would enable the students to understand the economic forces governing industry and business.

UNIT-1

Introduction to Managerial Economics: Definition, Nature, Scope and application of Managerial Economics to Business Decisions. **Consumer Behavior:** Choice and Utility Theory, the Indifference Curve Analysis. **Demand and Supply Analysis –Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. **Demand Forecasting,** Need for forecasting, forecasting techniques. **Supply Analysis – Supply function,** the Law of Supply, Elasticity of Supply.

UNIT-2

Production & Cost Analysis: **Production & Production Function:** Concept, Forms of production function, Law of variable Proportions, Returns to scale. **Cost concept,** Short term and long term cost. Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. **Production function – Cobb-Douglas production function.**

UNIT-3

Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. **Pricing philosophy – Pricing methods in practice:** Price discrimination.

UNIT-4

National Income: Basic concept-measurement of national income concept of GDP & GNP –Methods of measuring national income. Concept of Multiplier and Accelerator. **Business cycles -Concept,** Causes & Impact of business cycle, Inflation & deflation- types, causes, effects remedial measures; Monetary and Fiscal policy- meaning, scope and instruments.

Course Learning Outcomes:

1. Understanding the basic concepts of managerial economics.
2. Understanding the reasons for existence of firms.
3. Basic concepts of demand, supply and equilibrium and their determinants and also analyzing the effect of these factors on market.

4. Understanding the basic concept of measuring elasticity and apply the concepts of price, cross and income elasticity, main determinants of elasticity and analyze how elasticity affects revenue.
5. Understanding the concepts, importance and applications of different forecasting techniques.
6. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
7. Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

Suggested Readings:

1. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial Economics, D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.
3. Managerial economics in a Global economy, Dominick Salvatore, Thomson learning Press
4. Managerial Economics, Suma Damodran, 2006, Oxford University Press, New Delhi
5. Indian Economy, Mishra &Puri, 2007, Himalaya Publishing House
6. Managerial Economics, Peterson & Levis, Prentice Hall of India
7. Mathematical Methods and Economic Theory, AnjanMukerji, Oxford University Press

MBA 2nd SEMESTER

MBA-505 BUSINESS LEGISLATIONS

L/T/P: 3/0/0

Course Objective: This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles.

UNIT-1

Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

UNIT-2

Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Sales of Good Act, 1930: Meaning and its essentials, Caveat emptor.

UNIT-3

Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus. Winding up of Company.

UNIT-4

Consumer Protection Act, 1956: Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

UNIT-5

Information Technology Act 2000- Object and Scope of the IT Act, digital signature- digital signature certificate, electronic Governance, Electronic records certifying authorities, penalty and adjudication.

Relevant case studies related to the topics should be discussed

Course Outcomes:

1. Understand the general legal boundaries that define the regulation of business.
2. Differentiate between an agreement & contract and explain obligations and rights & duties of parties involved in contract.
3. Recognize the most common forms of business associations, including partnerships, limited liability companies, and corporations.
4. Differentiate between sale & agreement to sale & rights and obligations of the buyers and seller with respect to goods.
5. Understanding the benefits of Consumer Protection Act in resolution of consumer queries.
6. Prepare different negotiable instruments like Bills of Exchange, Promissory Note and Cheque and analyze the conditions of dishonor of negotiable instruments and right of the party at loss.
7. Understanding the concept of information technology with respect to digital signature certificate and electronic Governance.

Suggested Readings:

1. Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13th Edition
2. Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
3. Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
4. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
5. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
6. All acts pertaining to Business Law provided by Indian Governance.

MBA 2nd SEMESTER**MBA-506 PRODUCTION AND OPERATIONS MANAGEMENT****L/T/P: 3/0/0**

Course Objective: This Course is oriented towards the exposition to the various operational problems in the area of Production. The Stress in the Course is on various techniques available for discharging the responsibilities as operations manager.

UNIT-1

Operations Management - Concepts; Functions. Product Design & Development - Product Design and its Characteristics; Product Development Process (Technical); Product Development Techniques. Process Selection - Project, Job, Batch, Mass& Process types of Production Systems; Product - Process Mix.

UNIT-2

Plant Location – importance, factors affecting the choice of plant location, factors in Location Analysis; Location Analysis Techniques. Facility Layout - Objectives; Advantages; Basic Types of Layouts.

UNIT-3

Capacity Planning - Concepts; Factors Affective Capacity. Planning, capacity Planning Decisions. Production Planning & Control (PPC) - Concepts, Objectives; Functions, Work Study - Productivity; Method Study; Work Measurement. Materials Management - Concepts, Objectives.

UNIT-4

Introduction to Modern Productivity techniques-Just in Time, Kanban system , Total Quality Management & six sigma. Functions Purchasing Management - Objectives; Functions; Methods; Procedure Stores Management - Types of Stores; Functions; Coding Methods Value Analysis – Concepts.

UNIT-5

Inventory Management - Concepts; Classification; Objectives; Factors Affecting Inventory Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; ABC Analysis.

Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance Quality Management. Quality Concepts, Difference Between Inspection, Quality Control, Quality Assurances, Total Quality Management; Control Charts; acceptance Sampling.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understand the core features of the operations and production management function at the operational and strategic levels.
2. Understand the process of new product development.
3. Conduct Facility planning by making location and layout decisions.
4. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments.
5. Elaborate inventory costs, carrying costs, ordering costs, shortage costs, ABC classification and EOQ model and to understand the concept, principle and logic behind Just-In-Time and KANBAN system.
6. Plan and implement suitable quality control measures in Quality Circles to TQM and to understand the maintenance system in order to provide the maximum productivity.

Suggested Readings/ Books:

1. Nair, Production & Operation Management, Tata McGraw Hill.
2. Adam & Ebert, Production & Operation Management, Prentice Hall India
3. Krajewski & Ritzman, Operations Management, Pearson.
4. Buffa & Sarin, Modern Production/Operations Management, John Wiley.
5. Chary, Production & Operations Management, Tata McGraw Hill.

MBA 2nd SEMESTER**MBA-507 MARKETING MANAGEMENT****L/T/P: 3/0/0**

Course Objective: The objective of this course is to help the participants to understand the conceptual framework of marketing management. It also intends to expose the participants to the various decisions the marketing managers in India are required to take under various environmental conditions.

UNIT-1

Marketing Concepts and orientations, Marketing Tasks, Marketing in modern context. Strategic Planning, Marketing System & Marketing Environment, Marketing Planning & Marketing Process. Marketing Information System: Concept and Components.

UNIT-2

Consumer Behaviour: Factors influencing consumer buying behaviour, Buying process. Market Segmentation & Targeting. Product Decisions: Product Mix, Differentiation & Positioning, New product development, Consumer adoption process, Product Life Cycle and strategies, Packaging, Labeling, Branding.

UNIT-3

Pricing Decisions: Objectives, Factors affecting pricing decisions, Pricing Methods, Pricing Strategies. Channel Decisions: Nature and types of Marketing Channels, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Physical distribution.

UNIT-4

Promotion Decisions: Communication process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Managing the Sales force.

UNIT-5

Introduction to strategic management. Introduction to E-Commerce. Organizing for marketing, Marketing Implementation & Control.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Students will be able to understand the marketing concepts and its evolution.
2. Analyze the market based on segmentation, targeting and positioning.
3. Know the consumer behavior and their decision making process.
4. Make decisions on product, price, promotion mix and distribution.
5. Understand the rural markets and the contemporary issues in marketing.

Suggested Readings/ Books:

1. Kotler, Marketing Management, 10th Edition Prentice Hall India.
2. Saxena, Marketing Management, Tata McGraw Hill.
3. Stanton, Etzel & Walker, Fundamentals of Marketing, Tata McGraw Hill.
4. Ramaswamy & Namakumari, Marketing Management, McMillan.
5. Gandhi, Marketing – A Managerial Introduction, TMH.
6. Kotlar & Armstrong, Principles of Marketing, Prentice Hall India.

MBA 2ND SEMESTER**MBA-508 HUMAN RESOURCE MANAGEMENT****L/T/P: 3/0/0**

Course Objective: The objective of this course is to make the students conversant with Human Resource Management practices and role of Human Resource Management in the changing environment and to comprehend that in present business scenario human resource management has acquired a strategic role in the functioning of any business organization.

UNIT-1

Introduction: Meaning, scope, objectives functions, policies & roles and importance of Human Resource Management, HRM & HRD a comparative analysis, organizing the Human Resource Management department in the organization. Human Resource Management practices in India.

UNIT-2

Human Resource Planning: Definition, objectives, process and importance Job analysis, description, specification & job evaluation Recruitment, selection, placement and induction process. Human Resource Development: Concept, Employee training & development Career Planning & development.

UNIT-3

Compensation management: concept & process, performance appraisal, Potential Appraisal. Job Compensation: Wage & salary administration, incentive plans & fringe benefits. Promotions, demotions, transfers, separation, absenteeism & turnover.

UNIT-4

Quality of work life (QWL): Meaning, origin, development and various approaches to QWL, techniques for improving QWL. Quality circles: concept, structure, role of management quality circles in India. Job satisfaction and morale. Health, Safety & Employee welfare. Counseling for effective Human Resource Development.

UNIT-5

Industrial Relations: definition, objectives & approaches to human relations, Employee grievances and discipline, participation & empowerment, Introduction to collective bargaining HR Audit. Introduction to Business Ethics. E-HRM/HRIS: Measuring Intellectual Capital, impact of HRM practices on organizational performance, implications for HRD, contemporary issues in human resource management, global HR practices.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. To have an understanding of the basic concepts, functions and processes of human resource management and role played by HR Manager.
2. To be aware of the role, functions and functioning of human resource department of the organizations.
3. To design and formulate various HRM processes such as recruitment, selection, training and also help to evaluate and design various organizational structures and understand how they are related to organizational success.
4. Development, performance appraisals and reward Systems, compensation Plans and ethical behaviour and to be able to form a policy for job analysis.
5. Evaluate the developing role of human resources in the global arena.

Suggested Readings/ Books:

1. V.S.P. Rao, Human Resources Management, Excel Publications.
2. C. B. Memoria, Personnel Management, Himalaya Publication House.
3. Edwin B. Filippo, Personnel Management, Tata McGraw Hill.
4. Aswathappa, Human Resources Management, Tata McGraw Hill.
5. Arun Monappa & Saiyadain, Personnel Management, Tata McGraw Hill.
6. V.P.Michael, HRM & Human Relations, HPH.
7. R.S.Dwivedi, HRD in Indian Companies, McMillan India.

MBA 2nd SEMESTER

MBA-509 MANAGEMENT INFORMATION SYSTEM

L/T/P: 3/0/0

Course Objective: The objective of this course is to develop an understanding and utility of MIS. The focus will be on imparting knowledge of the basic concepts, development, functions and usage of MIS.

UNIT-1

The concept of MIS – Definition, importance, Course Objective, pre-requisites, advantages and challenges; Information Needs of organization, MIS and Decision – Making.

UNIT-2

Types/Classification of Information System for organizations - Office Automation Systems, Transaction Processing Systems, Decision Support System, Executive Support System, Knowledge Based Expert System.

UNIT-3

Applications of MIS in the areas of Human Resource Management, Financial Management, Production/Operations Management, Materials Management, Marketing Management.

UNIT-4

Development of MIS for an organization – The concept and stages of System Development Life Cycle.

UNIT-5

ERP: An Introduction, Application Examples of Information Systems. Information Technology– concept, applications, advantages and pre-requisites, Choice of Information Technology, Social and Legal Dimension of IT. ERP: An Introduction, Application Examples of Information Systems.

Course Learning Outcomes:

1. Understand the leadership role of management information systems in achieving business competitive advantage through informed decision making.
2. Analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives.
3. Identify managerial challenges and opportunities for organizational advancement that may be resolved by the application of current new technologies.
4. Define and recognize key enabling technologies that may advance organizations now and in the future.
5. Explain applications as groupware, the Internet, executive information systems, telecommunications, and other organizational support technologies and relate them to solving organization problems.

Suggested Readings/ Books

1. Laudon & Laudon, Management Information Systems, Organisation & Technology
2. Goyal, Management Information Systems, Managerial Perspectives McMillan
3. Alter, Information Systems Management Perspective, Pearson
4. Murdick, Ross & Claggett, Information Systems for Modern Management India.
5. Kanter, Managing with Information, Prentice Hall India.
6. Davis & Olson, Management Information Systems.

MBA 2nd SEMESTER**MBA-591 CREDIT SEMINAR****L/T/P: 1/0/0**

This course covers contemporary issues in Business Management. Credit seminars in-charge appointed by HOD/Dean will allocate the topics to the students and they will prepare a PPT presentation on the given topics. Every week on specified day progress made by the students will be monitored by the in-charge. On the satisfaction of seminar in-charge, schedule for presentation of seminar will be notified at least two weeks before the commencement of final examinations. The students will be evaluated by three faculty members and then average marks will be awarded to the student. The evaluation proforma includes following criteria.

1. Originality & creativity,
2. Organization (logical presentation of ideas)
3. Presentation (oral presentation and delivery)
4. Knowledge of material (familiarity with subject matter)
5. Neatness (neatness of charts and graphs)
6. Participation in other seminars
7. Observation of the seminar In-charge

MBA 2nd SEMESTER**MBA-595 SUMMER TRAINING****L/T/P: 0/0/2**

The student is required to undergo on summer training of 6 to 8 weeks after completion of 2nd semester examination. For this purpose, each student has to work with an organization of her choice and to get a certificate after the successful completion of her training. The summer training report will be evaluated during 3rd semester. The students are to earn grade on the basis of below mentioned examination pattern.

S.No.	Contents	Marks
Componet-1 (Internal)		
1.	Summer Training Report Presentation and Seminar	50
Component-2 (Internal Committee constituted by Dean)		
2.	Summer Training Report Evaluation & Viva-voce	50

MBA 2nd SEMESTER

MBA-600 MASTER RESEARCH

L/T/P: 0/0/5

During the first semester, each student admitted in the Postgraduate programme will be allotted to major advisor by the Dean PGS in consultation with the faculty and Head of the Department. After allotment, advisory committee will be got constituted comprising at least 4 members.

After completing of 1st semester courses (Particularly of Research Methodology), student's thesis research work will be started. A topic for research will be decided in advisory committee meeting and student will be directed to collect literature and prepare detailed synopsis as per guidelines. Synopsis seminar will be delivered by student. After incorporating the suggestions of house and advisory committee in synopsis, five copies will be submitted for approval of competent authority before the commencement of the 3rd semester.

MBA 3rd SEMESTER

MATH-540 OPERATIONS RESEARCH

L/T/P: 4/0/0

Course Objective: This course aims at familiarizing the students with quantitative tools and techniques, which are frequently applied to business decision-making & to provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate.

UNIT-1

Introduction to operation Research: Meaning and Definition of Operation Research, Characteristics, scope, techniques and limitations of Operations research.

UNIT-2

Transportation and Assignment Models: General structure, Methods and finding initial and optimal solution, Variation in assignment Model. Linear Programming and Application: LPP Problems – Graphical Method, Simplex, DE gene racy, Big M Method, Concept of Duality in LPP, Advantages of LPP and Application to Managerial Solution.

UNIT-3

Queuing or Waiting line theory: Benefits of Waiting line theory, single and multiple channel queuing model and its application, single Poisson arrival with exponential service rate.

UNIT-4

Replacement theory: Replacement of Equipment that deteriorates with time (without change in money value and Change in money value) Decision theory: Decision Making and risk, uncertainty and conflict: Decision Tree Approach. Theory of Games: two persons Zero sum game, minima and Maximum Strategies and Mixed Strategies, Solution for game by LP Application

UNIT-5

Network Analysis: CPM and PERT: Distinction between CPM and PERT, Application of CPM and PERT– Networking, determination of earliest and latest allowable time, determination of Critical Paths, PERT Cost, Scheduling of Project Application of PERT, CPM.

UNIT-6

Theory on simulation of Management systems: Monte, Carlo Methods, Random Number generation, waiting line simulation Method, Inventory, marketing and Financial Management simulation, simulation Languages.

Course Learning Outcomes:

1. Understand the basic concept of operation research and identify and develop operational research models from the verbal description of the real system.
2. Develop linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems.
3. Understand the mathematical tools that are needed to solve optimization problems.
4. Use CPM and PERT techniques, to plan, schedule, and control project activities.
5. Construct the transportation model and analyze the game theory.
6. Use some solution methods for solving the linear optimization problems.
7. Understanding the queuing theory, replacement theory and theory on simulation of management systems.

Suggested Readings/ Books

1. V.K. Kapur, Operation Research, Sultan Chand,
2. Srivastava, Shenai& Sharma, Operation Research for Management, Stren Ltd.
3. S. Vohra, Quantitative Methods for Management.
4. N.D Vohra& J.K Sharma, Operation Research.

MBA 3rd SEMESTER

MBA-510 PROJECT MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT

L/T/P: 3/0/0

Course Objective: The objective of this course is to expose the learner to the fields of project management and entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

UNIT-1

Project Management: Concept, characteristics of projects, types of projects, nature and scope of project management, Generation and screening of project idea and Project's life cycle.

UNIT-2

Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis and project risk analysis.

UNIT-3

Analysis of project: Technical Analysis – Study of Material inputs and utilities, manufacturing process and Technology, location and site, equipment and machinery, projects shots and layouts, work schedule; Financial Analysis – Estimation of cost of project and means of financing, estimates of sales and production.

UNIT-4

Financial appraisal/evaluation techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Pay back period, Project implementation; Cost over run, Project control and information system.

UNIT-5

Entrepreneurship, Significance of entrepreneurship in economic development qualities of entrepreneur, entrepreneurship development programs and role of various institutions in developing entrepreneurship, life cycles of new business, environmental factors affecting success of a new business, reasons for the failure and visible problems for business, Developing effective business plans, Procedural steps in setting up of an industry.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understanding the scope, cost, timing, and quality of the project, at all times focused on project success.
2. Analyzing the project appraisal techniques with respect to market & demand analysis, situation analysis, collection of information, demand forecasting and market planning.
3. Understanding the technical and financial analysis with respect to a project.
4. Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements.
5. Understanding the role and responsibilities of the project manager, planning, organizing, controlling, project review and administrative aspect and skills of the project manager.

Suggested Readings/ Books:

1. Chandra P. 2005. Project Management. Tata McGraw Hill.
2. Gopal Krishan P & Nagarajan K. 2005. Project Management. New Age.
3. Hisrich RD & Peters MP. 2002. Entrepreneurship. Tata McGraw Hill.
4. Kaplan JM. 2003. Patterns of Entrepreneurship. John Wiley & Sons.
5. Nandan H. 2007. Fundamentals of Entrepreneurship Management. Prentice Hall.
6. Ramamoorthy VE. 2005. Textbook of Project Management. MacMillan.

MBA 3rd SEMESTER

MBA-511 STRATEGIC MANAGEMENT

L/T/P: 3/0/0

Course Objective: This course is designed to explore an organization's vision, mission, examine principles, techniques and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation for good corporate governance.

Unit-1

Strategic management - Introduction to strategic management, Strategic decision making, Strategic management process; Difference between Policy, Strategy and Tactics. Vision, Mission & goals, Preparation of Vision & Mission Statement; Organizational objectives, Hierarchy of objectives & strategies, setting of Objectives; Internal Resource Analysis - SWOT analysis, Resource analysis- a) Organization capabilities & competitive advantage b) Value chain analysis; Concept of synergy - Core competency, Competitive analysis - Interpreting the five forces model, Competitors analysis.

Unit-2

External analysis - Environment analysis: a) Components of External environment b) Components of Internal environment c) Environmental scanning. **Industry Analysis** a) A Framework for industry analysis b) Michael Porter's Analysis c) Usefulness of industry analysis; **Portfolio Approach & analysis** - a) Portfolio analysis, advantages & disadvantages, b) BCG Matrix c) General Electric's Business Screen, d) Life cycle or Arthur D Little matrix, e) Balance scorecard. 7s Framework, Strategic Business Unit (SBU), Merits & Demerits of SBU; Leadership, Power & organization culture.

Unit-3

Strategy Formulation - Corporate level strategy: A) Growth-Concentration, Horizontal, Vertical, B) Diversification- Concentric, conglomerate. C) Expansion through Cooperation; Merger, Acquisitions, Joint ventures & strategic alliances D) Stability -Pause/proceed with caution, Nochange, Profit strategies. E) Retrenchment -Turnaround, Captive Company Strategy, Selling out Bankruptcy, Liquidation.

Unit-4

Business Level strategy & Functional level strategy - A) Business Level strategy-Competitive advantage, Low cost strategy, Differential strategy and Focus strategy, B) Functional level strategy - Operations strategy, Marketing strategy, Financial strategy, Human Resource strategy. **Global strategy** - Reasons for globalization, Global expansion strategy, International Portfolio Analysis; Market entry strategy, International strategy & competitive advantage.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understanding the importance, scope and concept of strategy and strategic management process and differentiate between tactics, strategies and planning and importance of each component in strategic management.
2. Prepare Vision, Mission statements and define goals, objectives for organization and prepare Value Chain Analysis and identify the areas of concern affecting customer satisfaction
3. Demonstrate the importance of external environmental analysis as well prepare the SWOT Analysis model for decision making.

4. Apply the concepts of BCG matrix and GE9 cell matrix for business portfolio analysis and demonstrate the Porter's 5 forces model for industry environmental analysis.
5. Understanding the process of strategy formulation and its role in achievement of corporate Strategies at functional level.

Suggested Readings:

1. Strategic Planning & Formulation of Corporate Strategy, V S Ramaswami, S Namaumari, Publication- Macmillan, India.
2. Strategic Management ,9 th Edition – John A Pearce II, Richard B Robinson, Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
3. Crafting & executive strategy -14 th edition, Arthur A. Thompson Jr, A.J. Strickland III, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.
4. Management Policy & strategic Management – R.M. Srivastava Publication – Himalaya Publishing House.
5. Global Strategic management – Kamel Mellahi, J. George Frynas, Paul Finlay Publication-Oxford University Press, New Delhi.

MBA 3rd SEMESTER**MBA-592 CREDIT SEMINAR****L/T/P: 1/0/0**

This course covers contemporary issues in Business Management. Credit seminars in-charge appointed by HOD/Dean will allocate the topics to the students and they will prepare a PPT presentation on the given topics. Every week on specified day progress made by the students will be monitored by the in-charge. On the satisfaction of seminar in-charge, schedule for presentation of seminar will be notified at least two weeks before the commencement of final examinations. The students will be evaluated by three faculty members and then average marks will be awarded to the student. The evaluation proforma includes following criteria.

1. Originality & creativity,
2. Organization (logical presentation of ideas)
3. Presentation (oral presentation and delivery)
4. Knowledge of material (familiarity with subject matter)
5. Neatness (neatness of charts and graphs)
6. Participation in other seminars
7. Observation of the seminar In-charge

MBA 3rd SEMESTER

MBA-600 MASTER RESEARCH

L/T/P:0/0/5

After approval of synopsis, the students will prepare the questionnaire for data collection in non-sampling area. Any difficulty found with questionnaire/schedules will be sorted out by re-designing the questions and their sequencing to serve real purpose of data collection from the universe.

MBA 4th SEMESTER

MBA-600 MASTER RESEARCH

L/T/P:0/0/15

In last semester, student will learn the techniques and rules of draft thesis writing and evolving policy implications and will prepare the final thesis/project report as per standard methodology and university guidelines.

First the student will visit that selected place for conducting research programme and student will be asked to collect data from chosen area (either from an organization or field) as per the approved synopsis. Then scrutinizing of data, coding, tabulation and detailed analysis will be made by the student to achieve the stated objectives of research. Thereafter the thesis writing will be started.

After satisfaction of advisory committee, the student has to deliver thesis seminar in the department. After incorporating all the suggestions given by the faculty, the student will submit thesis to the office of Dean PGS through Dean concerned. Thesis will be sent for evaluation outside university experts. After making corrections in the thesis, viva-voce will be conducted by internal committee where students have to earn satisfactory grade.

MBA 3rd SEMESTER (MARKETING SPECIALIZATION)

MBAM-512 ADVERTISEMENT AND CONSUMER BEHAVIOUR

L/T/P: 3/0/0

Course Objective: Purpose of the paper is to acquaint the participants with concepts, techniques and applications for developing an effective advertising programme. Facilitate an understanding about the consumer decision making process and its applications in marketing function of organizations.

UNIT-1

Advertising: concepts, types, forms, importance and role of advertising in the marketing process, legal, ethical and social aspects of advertising, the advertising plan and setting of objectives, DAGMAR approach, determination of target audience.

UNIT-2

Developing Advertising Programmes - message, headlines, copy, logo, illustration, appeal, layout, campaign planning; media planning, budgeting; evaluation - opinion and attitude tests, measurement of advertising effectiveness, advertising organization – selection, compensation and appraisal of an agency, role of creativity in advertising. Laws and ethics of Advertisement in India ASCI, Consumer Protection and MRTP.

UNIT-3

Consumer behaviour and marketing strategy; consumer involvement and decision making, information search process, evaluative criteria and decision rules, consumer motivation, information processing and consumer perception, Indian consumer market- economic, social, cultural and psychographic aspects.

UNIT-4

Consumer attitudes and attitude change, influence of personality and self concept on buying behaviour, psychographics and lifestyle, influence of culture, subculture and social class, reference group influence, diffusion of innovation and opinion leadership, family decision making, industrial buying behaviour, consumer behaviour audit.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Helps to understand different types of advertisement.
2. Helps to identify the key players in advertising industry.
3. Helps to make decisions regarding the most feasible advertising appeal and media.
4. To highlight the importance of understanding consumer behavior in marketing.
5. To study the environmental and individual influences on consumers.
6. Establish the relevance of consumer behaviour theories and concepts to marketing decisions

Suggested / Reference Books:

1. Arens W.A., Contemporary Advertising Tata McGraw Hill, New Delhi.
2. Batra R., Myers, J. G. and Aaker D. A., Advertising Management Prentice Hall of India, New Delhi.
3. Belch, G.E. and Belch M. A., Introduction to Advertising and Promotion Irwin Publishers, Chicago (USA).
4. Laudon, D.L. & Bitta, A. J. D. Consumer Behaviour, Tata McGraw Hill New Delhi.
5. Sandage, C.H., Fryberger V. and Rotzoll K., Advertising, AITBS, Delhi.
6. Schiffman, L. G. and Kanuk, L. L. Consumer Behaviour, Prentice Hall of India, New Delhi

MBA 3rd SEMESTER (MARKETING SPECIALIZATION)

MBAM-513 SERVICES MARKETING

L/T/P: 3/0/0

Course Objective: The objective of this course is to develop the skill of marketing of services, to understand the importance and role of services at the total marketing concept and to have an understanding about the conceptual issues in services marketing.

UNIT-1 Introduction to Services Marketing: Growth of The Service Sector. The Concept of Service. Characteristics of Service – Classification of Service – Designing of The Service, Blueprinting, using Technology Developing, Human Resources, Building Service Aspirations.

UNIT-2

Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies and Tactics, Promotion of Service and Placing of Distribution Methods for Services. Additional Dimension in Services Marketing – People, Physical Evidence and Process.

UNIT-3

Effective Management of Service Marketing: Marketing Demand and Supply Through Capacity Planning and Segmentation – Internal Marketing of Services – External Versus Internal Orientation of Service Strategy.

UNIT-4

Delivering Quality Service: Causes of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors and Techniques to Resolve this Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors And Strategies for Closing The Gap. External Communication to The Customers – The Promise Versus Delivery Gap – Developing Appropriate And Effective Communication about Service Quality.

UNIT-5

Marketing of Service With Special Reference: Financial Services - Health Service -Hospitality Services Including Travel, Hotels And Tourism - Professional Service - Public Utility Services - Educational Services.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. To understand the basic concept of service marketing and role played by marketing manager.
2. Know in detail about the service sector and apply the 7 P's of service marketing and to emphasize the significance of services marketing in the global economy.
4. To make the students understand the deeper aspects of successful services marketing.
5. Understand the consumer behaviour in service sector and set standard and measure service quality and productivity.
6. To provide insights to the challenges and opportunities in services marketing.

Suggested Readings/ Books:

1. Adrhian Payne, The Essence of Marketing New Delhi, Prentice Hall of India Pvt. Ltd., Yr.2017
2. Chistopher Lovelock, Services Marketing, 4th Edn, Pearson Education Asia, 2018.
3. K. Douglas Hoffman, John. E.G. Bateson, Essentials Of Service Marketing, 2nd Edn, Thomson – South Western Yr.2018
- 4.Helen Woodroffe –Services Marketing, Mcmillan India Ltd., Yr
- 5.S.M. Jha, Services Marketing, New Delhi Himalaya Publishing House.
- 6.Julian J. Gibars, Building Buyer Relationship; Macmillan India Ltd.,

MBA 3rd SEMESTER (MARKETING SPECIALIZATION)

MBAM-514 RETAIL MARKETING

L/T/P: 3/0/0

Course Objective: The purpose of this course to understand the concepts of effective retailing

UNIT-1

Introduction to retail marketing – Retail Environment – The Growing importance of retail industry

UNIT-2

Consumer behavior in the retail context - Buying Decision Process – Its implication for Retail Management, Retail Promotion Strategies.

UNIT-3

Store Lay Out – Design – Merchandising – Private Brands – National brands – Merchandising Buying and Handling, Retail Space Management.

UNIT-4

Retail Marketing Mix – 4 Ps – Merchandise Management – Negotiating Purchase

UNIT-5

Consumerism and ethics in retailing – International Retail Structures – Future of Retailing, Opportunities and problems in Retail Market.

Introduction and meaning of Digital Marketing- Importance of Digital Marketing-SMM (Social Media Marketing),-E.Mail Marketing, Basic Knowledge about SEO and web analytics.

Relevant case studies related to the topics should be discussed

Course Outcomes:

1. Understand the concepts of effective retailing.
2. To provide insights into all functional areas of retailing and to give an account of essential principles of retailing.
3. To give a perspective of the Indian retailing scenario.
4. Know the recent trends in retailing in India.
5. Possess the knowledge of various retail formats and will be understand the retail customer

Suggested Readings/ Books:

1. Andrew J. Navman and Peter Cullon .Retailing Environment – Thomson & Organisation.
2. Berman Retail management, 11th Edn. – Prentice Hall of India
3. Patrick M. Nunne, Robert F. Lusch and David A Griffith. 2018. Retailing
4. David Gilbrath Retail Marketing Management.Prentice Hall
5. A. Nag . Marketing Strategy
6. Sherlekhar, Dr. K. Nirmala Prasand and S.A. Salvardine Victor.Principles of Marketing
7. Digital Marketing for Dummies By Ryan Deiss and Russ Hennesberry, 2017
8. For recommended SEO books, see my Best SEO Books post.

MBA 4th SEMESTER (MARKETING SPECIALIZATION)

MBAM-515 INTERNATIONAL MARKETING

L/T/P: 3/0/0

Course Objective: The objective of this course is to understand the principles & concepts in international Marketing to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

UNIT-1

Meaning and scope of international marketing, difference between domestic and International marketing. Direction & composition of Indian exports.

UNIT-2

International marketing tactics, reasons for entering export marketing and organization of an export department.

UNIT-3

International economic environment, world trade tariff and non-tariff restrictions, role of WTO and trading blocks, international monetary system. SAARC, SAPIA& Trading pattern in South Asia.

UNIT-4

Indian export and import policy export promotion organizations, export incentives. The procedure and practices of processing of an export order, producing for exports, export quality control; export finance, shipment and procedures thereof. Export documents, processing of an export order, organization and structure of export and import houses.

UNIT-5

The selection of export markets, planning of export marketing strategy-product, pricing, promotion, and distribution channel. International marketing research.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. To help the students understand the peculiarities of international marketing and to develop the students' ability to devise marketing mix for international marketing.
2. To make the students understand the concept and techniques of international marketing.
3. To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.
4. Analyze about international marketing, its opportunities and promotional policies of the governments to augment trade.
5. Gain in-depth knowledge on Export – procedure & documentation, product planning and policy, Pricing, Distribution, Promotion and Financing.

Suggested Readings/ Books:

1. Keegan Global, Marketing Management, Pearson Education Asia
2. Cherunilam, International Trade & Export Management, Himalaya Publishing.
3. Onkvisit & Shaw, International Marketing Analysis & Strategy, Prentice Hall.
4. Jain, International Marketing Management, CBS.
5. Catebra, International Marketing, McGraw Hill.

MBA 4th SEMESTER (MARKETING SPECIALIZATION)

MBAM-516 SALES MANAGEMENT

L/T/P: 3/0/0

Course Objective: The objective of this course is to provide marketing students with good understanding and comprehension of the contemporary role of professional selling and the role of management in this respect.

UNIT-1

Objectives of Sales Management, selling process, Personal Selling objectives, Determining Sales Related Marketing Policies. Basic types of sales organization structures: Relationship of sales department with other departments in the organization.

UNIT-2

Managing Distribution Channels. Motivating Sales Personnel Compensating Sales Personnel, Sales Contests. Controlling the Sales Force; - Setting Standards, Comparing Standards to Performance, Control, Sales Budget, Sales Quotas, Sales Territories. Introduction to CRM & Relationship Marketing

UNIT-3

Retailing: Location, In house branding Vs multi branding strategy; Issues & Challenges. Merchandising: Multi branding Vs exclusive stores. Space management Retail Chain management; Issues, challenges & Advantages.

UNIT-4

Role of Information technology & IT Decisions. Franchising: Issues, challenges, advantages & disadvantages Guidelines for effective Franchisee system.

UNIT-5

Introduction, concept & significance, functions, interface with production & marketing. Logistics functions & cost physical distribution, transportation, inventory control, warehousing, packaging, material handling, order processing, location analysis.

UNIT-6

Neglect of physical distribution function in India & its cost. Logistics information system: need, components, design, role of information in Logistics. Transportation modes, mode choice, intermodal transport, containerization, routing. Logistics organization. International Logistics. Introduction Supply chain management. Role of IT in logistics.

Relevant case studies related to the topics should be discussed

Course Outcomes:

1. Helps to explain the basic principles of sales management.
2. Helps to demonstrate an understanding of the role of the sales force as a part of the marketing mix.
3. Helps to apply in a competent manner sales management tools such as sales forecasting, sales compensation methods, sales budgeting, sales reports, routings, quotas, sales analysis, and evaluation of performance by means of a team project that creates a sales force plan.
4. Understanding the role of the function of sales management in the corporate structure.

Suggested Readings/ Books:

1. Manning & Reece, Selling Today Pearson.
2. Bowersox Close & Hat Trick, Logistics Management.
3. Ballou, Basic Business Logistics.
4. Stock & Lambert, Strategic Business Logistics.
5. Khanna, Physical Distribution Management.
6. Cundiff; Govoni & Still, Sales Management Prentice Hall.

MBA 3rd SEMESTER (FINANCE SPECIALIZATION)

MBAF-512 FINANCIAL ENGINEERING

L/T/P: 3/0/0

Course Objective: This course aims at enabling the students to understand & analyze investment problems and developing their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.

UNIT-1

Overview - Meaning, scope, tools used in financial engineering, difference between financial engineering and financial analysis. Growth and Contributory factors to Growth of Financial Engineering Skills and Knowledge Required: Statistical, Modeling, Technology, Legal, Accounting and Taxation.

UNIT-2

Conceptual Tools Required: Time Value of Money, compounding, investment horizons, risk and types of risks, portfolio analysis, asset liability management, hedging, interest rate, yield curve, exchanges rates, speculation and arbitrage.

UNIT-3

Physical Tools of the Financial Engineering: Model for new product development: direction, design, testing Debt market innovations, equity-related instruments, hybrid securities.

UNIT-4

Processes and Strategies: Asset-Liability Management, Risk Management Techniques, Restructuring and leveraged buy-out (LBO), tax-driven strategies, equity-based strategies,

UNIT-5

Future Trends: Financial Engineering and Globalization, Legal protection for innovative instruments: Copy right, trade mark and competition law.

Course Learning Outcomes:

1. Understanding the scope and tools used in financial engineering and apply the knowledge of statistics, technology, legal, accounting and taxation in area of financial engineering.
2. Develop an ability to function on inter-professional teams.
3. An ability to use the data analysis and modeling tools necessary for financial engineering and risk management and learn techniques to design, develop, testing and implementation of innovative financial instruments.
4. Develop an ability to identify, formulate, and solve financial engineering problems.
5. Understand the impact of financial engineering and risk management solutions in a global, economic, environmental, and societal context.

Suggested Readings/ Books:

1. John C.Hull Options, Futures and Other Derivatives, Prentice Hall India.
2. T.V.Somanathan, Derivatives, Tata McGraw Hill.
3. Julian Walmsley, New Financial Instruments, PHI.
4. John F.Marshall and VipuK.Bansal, Financial Engineering, Prentice Hall India.
5. William F.Sharpe, Investments, Prentice Hall India.

MBA 3rd SEMESTER (FINANCE SPECIALIZATION)

MBAF-513 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

L/T/P: 3/0/0

Course Objective: This course provides a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general and to provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios

UNIT- 1

Investment-Meaning, nature, process and alternatives; Stock Market: Nature and functions, Organization of stock exchanges, statutory, regulations of stock of exchange listing requirements and importance of listing.

UNIT- 2

Objectives and benefits of investment analysis and security valuation ; theories of fixed and variable income securities; New Issues Market, Securities & Exchange Board of India (SEBI), under writing of securities.

UNIT- 3

Portfolio – Meaning, advantages and selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing

UNIT- 4

Evaluation of Securities bonds and debentures, preference shares and equity shares. Fundamental Analysis, Economic Analysis Industry Analysis, Company Analysis, Forecasting Mechanism.

UNIT- 5

Technical Analysis, the Theory Types of Trends Chart patterns, their interpretations.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Introduce various securities and the markets where they are being traded.
2. Observe investment regulations and related ethics and professional conduct.
3. Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
4. Value the equities and bonds and understanding the risk and return relationship in terms of the Capital Asset Pricing Model (CAPM) and the Arbitrage Pricing Theory (APT).
5. Understand basics in derivatives and develop an ability to manage the portfolio among the various financial alternative.

Suggested Readings:

1. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
2. Sharpe, Alexander & Wiley, Investment. Prentice Hall of India, New Delhi.
3. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay.
4. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi, 2006.
5. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003.

MBA 3rd SEMESTER (FINANCE SPECIALIZATION)

MBAF-514 FINANCIAL MANAGEMENT

L/T/P: 3/0/0

Course Objective: The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems

UNIT-1

Introduction to financial management: Meaning, Nature, and scope, functions, and relation with other disciplines, objectives of financial management, time value of money, changing role of finance manages, organization of finance functions, Indian financial system.

UNIT-2

Long term investment / Capital budgeting decision: Investment evaluation techniques – traditional methods and discounted criteria, risk analysis of investment proposal including decision tree analysis.

Finance decision: Sources of funds – short term, medium, and long-term source of capital, cost of capital computation of various sources of capital and weighted average of cost of capital.

UNIT-3

Capital structure decision: Meaning and factors affecting capital structure, capital structure theories, leverage – operating, financial and combined leverage and point indifference curve.

Dividend decision: Dividend policies, factors affecting dividend policies, dividend theories, bonus policy guideline relating to dividend declaration and payment.

UNIT-4

Short- term investment decision: Types of working capital, factors affecting working capital, current assets financing policies, estimation of working capital requirement.

UNIT-5

Inventory, cash and receivables management: EOQ, lead time, classification of inventory – ABC, VED, FSN analysis; minimum cash management strategies and cash budget preparation; Credit policy, credit period, credit analysis and credit collection, analysis of extension of credit. Financial Management of e-business.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understanding the basic concept of financial management.
2. Apply the tools from financial management that will facilitate for the decision making in context of capital budgeting, cost of capital and source of fund.
3. Develop analytical skills that would facilitate the financial decision making in capital structure and dividend policy.
4. Estimate working capital requirement of Business concern.
5. Identify the factors affecting the capital structure and significant role of cost of capital.
6. Understanding the concept of inventory, cash and receivables management.

Suggested Readings/ Books:

1. Prasanna Chandra, Financial management, theory and practice, TMH.
2. J.C. Vanhorne, Financial management and policy, PTH.
3. M.Y. Khan and P.K. Jain, Financial management, TMH.
4. I.M. Pandey, Financial management, Vikas Publication.
5. Western and Brigham, Essentials of managerial finance, Dryden Press.

MBA 4th SEMESTER (FINANCE SPECIALIZATION)**MBAF-515 INTERNATIONAL FINANCE****L/T/P: 3/0/0**

Course Objective: The purpose of this subject is to provide the basic knowledge of how international financial markets work. Provide students with an understanding of exchange rates and why currency values fluctuate and provide an in-depth understanding of the process and techniques used to make international investment decisions.

UNIT-1

Financial Management in a global context: The importance, rewards and risks of international finance, Goals of MNCs, the nature and measurement of exposure and risk, International Monetary System, Balance of Payment, international business methods, Govt. influence on forex rate.

UNIT-2

International Financial Markets: Forex markets, forex trading, cash and spot exchange markets, forex rates and quotation, forward markets, exchange rate behavior, cross rate, forex market participants, and Arbitrage profit in forex markets.

UNIT-3

Forex Risk Management: Hedging against forex exposure, forward market, future market including FRA, option markets, currency swaps, interest rate swaps, cross- currency swaps including caps, floors, and collars, hedging through currency of invoicing, hedging through mixed currency invoicing, hedged through selection of supply country.

UNIT-4

Forecasting Forex Rate: Measuring exchange rate movements, exchange rate equilibrium, factors affecting forex rate, forecasting forex rates, international parity relation, interest rate parity, purchasing power parity and Fisher Effect. Forex Exposure: Management of transaction, translation, economic, political and interest rate exposure. International Project Appraisal: Accounting implication of international activities, international taxation.

UNIT-5

International Equity Investment Long-Run Investment Decision: The foreign investment decision, political risk management, country risk analysis, multinational capital budgeting, application and interpretation of cost of capital and capital structure of multinational firm, short- term financial management in a multinational and corporation dividend policy of the multinational.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understand foreign exchange markets, international financial markets and their functions and needs and describe the international financial environment in context of international fund flows and international financial agencies and how they affect the multinational corporations.
2. Understand operations in foreign exchange market and demonstrate knowledge of basic theorems of exchange rate determination, interest rates and inflation and the role of arbitrage in keeping the foreign exchange market efficient.

3. Understand the exchange rate movement, exchange rate equilibrium and factors affecting the foreign exchange rate.
4. Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by multinational corporations.
5. Demonstrate the ability to analyze in order to arrive at a sound financial decision regarding an issue in capital raising, multinational capital budgeting, interpretation of cost of capital, capital structure of multinational firm and corporation dividend policy of the multinational.

Suggested Readings/ Books:

1. P.G. Apte, International Financial Management, TMH.
2. AC Shapiro, Multinational Financial Management, PTH.
3. Maurice .D. Levi, International Financial Management, TMH.
4. Eun and Rensick, International Financial Management.
5. Abdullah .F.A , Financial management for the multinational Firm, Englewood.
6. Bhalla V.K., International Financial Management, Anmol publication.

MBA 4th SEMESTER (FINANCE SPECIALIZATION)

MBAF-516 MANAGEMENT OF FINANCIAL SERVICES

L/T/P: 3/0/0

Course Objective: The objective of this course is to familiarize the students with the nature and scope of various types of financial services and to understand the regulatory environment in which they are undertaken.

UNIT-1

Introduction: Definition and meaning of financial services, nature and scope of financial services, types of financial services – Fee based and fund-based services, regulatory frame work for financial services.

UNIT-2

Leasing and hire purchase: Legal and tax aspects of leasing and hire purchase, financial evaluation of leasing and hire purchase, difference between leasing and hire purchase, consumer credit.

UNIT-3

Factoring, forfeiting and bill discounting: Introduction theoretical frame work and legal frame work, and practices in India; Depositories: An analysis of depositories act, constitution, role and functions of depositories participants, issues and registrars.

UNIT-4

Venture capital financing: Introduction, theoretical frame work and legal frame work, Indian venture capital scenario, SEBI guidelines. Credit rating: Introduction, regulatory frame work, credit rating agencies, rating process and methodology, rating symbols/grades to various instruments including CAMELS, legal guidelines.

UNIT-5

Housing finance: Introduction, National Housing Bank (NHB), extension of equity support, refinance support of NHB. Non-banking financial companies (NBFCs): Types, Formation and regulation of NBFCs. Credit cards: Concept, billing and payment – types and features of credit cards, VISA net – default handling and implication. Merchant Banking in India.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Describe the various financial services, its nature and scope and demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
2. Understand the hire purchase, leasing system and describe the factoring, forfeiting and bill discounting and an analysis of depositories act.
3. Understand the credit rating process and methodology adopted by various institutions
4. Understand theoretical frame work and legal frame work in context of venture capital financing.
5. Understanding the housing finance and non banking financial companies with respect to its formation and regulation.
6. Understand the various types of credit cards and their billing and payments methods and gain the knowledge about merchant banking in India.

Suggested Readings/ Books:

1. M.Y. Khan, Financial services, TMH.
2. H.R. Machiraju, Merchant banking principal and practice.
3. L.M. Bhole, Financial institutional and markets, TMH.
4. M.Y.Khan, Financial Services, Tata McGraw-Hill.
5. Harsh V.Verma, Marketing of Services, Global Business Press.
6. Sames L .Heskett, Managing In the Service Economy, Harvard Business School Press.
7. Meir Kohn, Financial Institutions and Markets, Tata McGraw-Hill, New Delhi,

MBA 3rd SEMESTER (H.R. SPECIALIZATION)**MBAH-512 ORGANIZATIONAL CHANGE AND DEVELOPMENT****L/T/P: 3/0/0**

Course Objective: The objective of this course is to understand the dynamics of changes, both inter and intra to the organization, effecting the functioning of organization and develop sensitivity to improve the effectiveness.

UNIT-1

Introduction to OD; Definitions & its distinguishing characteristics Historical background: various stages, second-generation OD and extent of application, values, assumptions and beliefs in OD., Foundations of OD: Models and theories of planned change, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter Disciplinary Nature of OD

UNIT-2

Action Research and OD, Action Research: A Process and an Approach. Managing OD Process:Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.

UNIT-3

OD Interventions: AN overview, Team Interventions, Intergroup and Third Party Peace Making Interventions, Comprehensive Interventions, Structural Interventions, Training Experience: T Groups, Behavioural Modelling and Career Anchors. Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.

UNIT-4

Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
2. Developing an understanding of the strategic role of change in the organization and the impact of change on organizational performance.
3. Developing a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible.
4. Learning how to apply some of the key concepts and tools organizational development and change leadership and management.
5. Developing an overall awareness of change as relates to a number of different companies and industries, including the issues associated with operational change, process change, cultural change, technology change, strategic repositioning and human relations.
6. Learning how to apply a basic change management process in an organization.

Suggested Readings:

1. Wendell L. French, Cecil H. Bell : Organization Development Prentice Hall
2. Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
3. Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
4. Thomas H. Patten Organization Development through Team Building , Thomas Publication
5. Edgar F. Huse : Organization Development & Change, Thomas Publication
6. Burke W.W.: Organization Development Principles & Practice, Sage Publication
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
8. S. Ramnarayan, and T.V. Rao : OD – Accelerating Learning & Transformation, Sage, New Delhi

MBA 3rd SEMESTER (H.R- SPECIALIZATION)

MBAH-513 COMPENSATION MANAGEMENT

L/T/P: 3/0/0

Course Objective: The objective of compensation management is to offer a total rewards program sufficient to attract, retain, and motivate qualified people needed to run an organization effectively, and to understand the structure and components of wages and salaries, and the wage administration in India.

UNIT-1

Wage concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination. Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration. Laws relating to payment of wages and bonus in India.

UNIT-2

Understanding of economic theory related to reward management; Competitive imperatives; Productivity, quality, service, speed, learning; Planning for improved competitiveness.

UNIT-3

Determination of inter and intra-industry compensation differentials; Internal and external equity in compensation systems; Understanding and compensation packages; compensation of chief executives, senior managers, R & D Staff, etc.

UNIT-4

Understanding different components of compensation packages; compensation practices of Multinational Corporations and Strategic Compensation Systems; Statutory provisions governing different components of reward systems; Working of different institutions related to reward system like wage boards, pay commissions.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Understand the basic concepts of compensation management and design compensation system in an organization.
2. Relate compensation management to behavioral theories and concepts and within the wider context of human resources management.
3. Administer the compensation package for special groups and describe the process and evaluate the implications of job evaluation.
4. Identify the internal and external environmental factors that have an impact on the pay structure of an organization.

Suggested Readings/ Books:

1. Armstrong, Michel and Murlis, Helen, Reward Management, London, Kegan Paul.
2. Bergess, Lenard R., Wage and Salary Administration, London, Charles E-Merril.
3. Capeman, George, Employees Share Ownership, New York, Kogan Page.
4. Henderson, Compensation Management in a Knowledge Based World, Pearson Education.
5. Milkovich, Compensation, Tata McGraw-Hill Publishing.
6. B.D. Singh, Compensation and Reward Management, Excel Books.

MBA 3rd SEMESTER (H.R. SPECIALIZATION)**MBAH-514 HUMAN RESOURCE PLANNING AND DEVELOPMENT****L/T/P: 3/0/0**

Course Objective: The purpose of this course is provide the basic knowledge about the right distribution of manpower in different trades and to provide control measures to ensure that necessary human resources are available. To explain and demonstrate the contribution of HRD in an organization and enable student to develop an ability to decide learning and training needs.

UNIT 1

Macro level manpower planning and micro level manpower planning, human resource Planning and the government. Organizational Human Resource Planning: factors affecting, Process & barriers. Stocktaking, Work Force Flow Mapping Models and Techniques of Manpower. Human capital strategy. 360 Degree organization

UNIT 2

Demand and Supply Forecasting, Behavioral factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies. Career Management and Career Planning, Career Development, Managing Change. Performance Planning, coaching, Potential Appraisals, Multi-skilling, Training Retraining, Negotiating in global business

UNIT 3

HRD evolution, concepts, goals and challenges, HRD climate and processes. Organizing for HRD, HRD strategies and experiences in India. HRD in culturally diverse environment, International HRD experiences. Human Resource Valuation and Accounting.. Change management. Innovation management

UNIT 4

Role of an HRD Professional, Task Analysis, Motivational aspects of HRD Developmental Supervision and Leadership (identifying corporate leaders and analyzing their role in building up their organizations). Counseling and Monitoring, HRD for workers, HRD for Organizational. Management of organizations. Customer relationship Management.

Relevant case studies related to the topics should be discussed

Course Learning Outcomes:

1. Integrated perspective on role of HRM in modern business and ability to plan human resources and implement techniques of job design.
2. Rational design of compensation and salary administration.
3. Competency to recruit, train, and appraise the performance of employees.
4. Ability to handle employee issues and evaluate the new trends in HRM.

Suggested Readings/ Books:

1. Papalia, Diane, Human Development, Tata McGraw-Hill.
2. Lawrence S. Kleiman, HRM: A Managerial Tool for Competitive Advantage, Wiley.
3. Aswathappa, Human Resource Management, Tata McGraw Hill.
4. V.S.P Rao, Human Resource Management, Excel Book.

MBA 4th SEMESTER (H.R. SPECIALIZATION)

MBAH-515 INDUSTRIAL RELATION & LABOUR LEGISLATIONS

L/T/P: 3/0/0

Course Objective: The objective of this course is to understand Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT-1

Industrial Relations: Concept, Scope, Evolution, Approaches, Actors and Models, Conflict and cooperation, Bi-partitism, Tri-partitism, Collective Bargaining, Workers' Participation in Management, Grievance Handling and Disciplinary Action, Code of Conduct, Industrial Relations in changing scenario, Employers' organizations. **Trade Unions:** Concepts, Evolution, Problems of trade unions in India, Recognition, The Trade Unions Act, 1926. Emerging role of trade unions in India.

UNIT- 2

Industrial Disputes: Factors, Forms, Trends, Prevention and Settlement, Role of State and Central Labour Administration, Strikes and Lockouts. The Industrial Employment (Standing Orders) Act, 1946. The Industrial Disputes Act, 1947.

UNIT- 3

Labour Legislation: Objectives, Principles, Classification and Evolution. International Labour Organisation, Social Justice and Labour Legislation, Indian Constitution and Labour Laws. The Factories Act, 1948. ;The Mines Act, 1952. ;The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979; The Contract Labour (Regulation and Abolition) Act, 1970; The Building and other Construction workers (Regulation of employment and conditions of service) Act, 1996; The Child Labour (Prohibition and Regulation) Act, 1986.

UNIT- 4

Wages: Concept, Types, Factors influencing wages, Wage Theories and Wage Differentials The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976, The Payment of Gratuity Act, 1972, The Employees' Provident Fund and Miscellaneous Provisions Act, 1952.

UNIT- 5

Labour Welfare : Concept, Scope, Types, Theories and Principles , Industrial Health and Hygiene, Industrial Accidents and safety, Occupational Diseases ,Social Security: Concept and Scope, Social Assistance and Social assurance.

Relevant case studies related to the topics should be discussed.

Course Learning Outcomes:

1. To make the students understand rationale behind labour laws.
2. To equip students with important provisions of various labour laws.
3. To give students insight into the implementation of labour laws.
- 4 To be able to shape ethical behaviour of employees through right policies.
5. To have apt knowledge of Employee benefits and importance of collective bargaining in industry.

Suggested Readings:

1. Arun Monappa & J.T., Dunlop Industrial System , TATA McGraw Hill
2. C.N.Patil, Collective Bargaining , University press
3. Pramod verma, Industrial Relations, Tata McGraw Hill
4. S.C.Srivastava, Industrial Relation& Labor Laws, Vikas Publications
5. S.Singh and Sinha, Labour Laws in Brief, Excel Books
6. Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
7. Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition.Oxford: Oxford University Press.
8. Padhi, P.K. (2012). Labor and Industrial Laws. Prentice Hall of India.
9. Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books
10. Blain Pane, International Encyclopedia of Industrial Relations.
11. Sinha- Industrial Relation, Trade union and Labour Legislation. (Pearson Education).

MBA 4th SEMESTER (H.R- SPECIALIZATION)

MBAH-516 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L/T/P: 3/0/0

Course Objective: The purpose of this course is to provide the students with knowledge and understanding of international human resource management as well as the ability and skills to analyze international human resource management in contemporary firms

UNIT- 1

Introduction to Cross Cultural Management: Significance of Culture for International Management. Culture Dimensions, Impact of Cross Culture on Organizations, Role of Culture in Strategic Decision-Making. Influence of National Culture on Organizational Culture. Comparing Culture: Cultural and Behavioral Differences in Different Countries, Various Models for Comparing Cultural- Hofstede. GLOBE, Kluchohm & Stood Beck

UNIT- 2

Shift in Culture: Culture as a factor in a people's Response to Change, significance of shift in Culture, Economic Factors and Shifts in National Culture, Foreign Intervention and influence on shifts in Local Cultures. Cross- Cultural Communication: Role of effective communication for international and cross cultural management and in the field of international marketing, Cross, Cultural Verbal Non-Verbal communication across cultures, managing Culture, Specific Perception , Responding the Demographic Change.

UNIT-3

Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams. Cross –cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross , culture Negotiation Process with two illustrations from multi cultural context {India-Europe / India –US setting, for instance}

UNIT-4

Cross-culture ethics: Ethics values across cultures and Ethics dilemma, Overview of culture and management in Asia (India, China and Japan), US and Europe.

Relevant case studies related to the topics should be discussed.

Course Learning Outcomes:

1. Acquire exposure to the concepts, principles and the changes occurring in the field of HRM at the national and international level.
2. Understand international staffing, performance appraisal and management development.
3. To understand the HR challenges of international business.
4. Explain the importance of cultural sensitivity in an international assignment.
5. Critically appraise the impact of cultural and contextual factors in shaping human resource practices in MNCs.
6. From the literature form an opinion and express logically argued views regarding the adequacy of HR systems in international organizations.

Suggested Readings:

1. Deresky Helen 'International management: Managing Across Borders and Cultural', 4th Ed., Prentice Hall India
2. Esen Drlarry, Rchildress John 'The Secret of a Winning Culture: Building High- Performance Teams', Prentice Hall India.
3. Cashby Franklin 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a Hiongh- Performance Organisation, Prentice Hall India.
4. Rao, P.L. International Human Resource Management, Excel books