

SHRI GURU RAM RAI UNIVERSITY

[Estd. by govt. of Uttarakhand, vide Shri Guru Ram Rai University Act no. 03 of 2017
& recognized by UGC u/s (2f) of UGC Act 1956]



Syllabus for Master of Business Administration (MBA)

College of Management and Commerce Studies

Effective from Academic Session

2017-2018

COURSE STRUCTURE FOR MBA -2 YEARS (FULL TIME)**SEMESTER - I**

S.No.	Subject	Paper Code
1	Principles and Practice of Management	PPOM-101
2	Managerial Economics	MECO-102
3	Statistics for Management	STMG-103
4	Financial Accounting	FIAC-104
5	Business Environment	BSEV-105
6	Business Communication	BSCM-106
7	Computer Application in Business	CABS-107
8	Business Law	BSLA-108
9	Compressive Viva	VIVA-109

EXAMINATION SCHEME

S.No	Course Code	Subject	Credit	Evaluation – Scheme							
				Period			Sessional			Examination	
				L	T	P	TA	CT	TOT	ESE	Sub. Total
Theory											
1.	PPOM-101	Principles and Practice of Management	4	3	1	-	10	30	40	60	100
2.	MECO-102	Managerial Economics	4	3	1	-	10	30	40	60	100
3.	STMG-103	Statistics for Management	4	3	1	-	10	30	40	60	100
4.	FIAC-104	Financial Accounting	4	3	1	-	10	30	40	60	100
5.	BSEV-105	Business Environment	4	3	1	-	10	30	40	60	100
6.	BSCM-106	Business Communication	4	3	-	1	10	30	40	60	100

7.	CABS-107	Computer Application in Business	5	3	-	2	10	30	40	60	100
8.	BSLA-108	Business Law	4	3	1	-	10	30	40	60	100
9.	VIVA-109	Compressive Viva	4			4				100	100
Total			37	24	6	7	-	-	320	580	900

SEMESTER: II

S.No.	Subject	Paper Code
1	Organizational Behaviour	OGBH-201
2	Management Accounting	MGAC-202
3	Operation Research	OPRE-203
4	Financial Management	FIMG-204
5	Marketing Management	MKMG-205
6	Production and Operation Management	POMG-206
7	Business Research Methods	BSRM-207
8	Human Resource Management	HRMG208
9	Compressive Viva	VIVA-209

EXAMINATION SCHEME

S.No	Course Code	Subject	Credit	Evaluation – Scheme							
				Period			Sessional			Examination	
				L	T	P	TA	CT	TOT	ESE	Sub. Total
Theory											
1.	OGBH-201	Organizational Behaviour	4	3	1	-	10	30	40	60	100
2.	MGAC-202	Management Accounting	4	3	1	-	10	30	40	60	100

3.	OPRE-203	Operation Research	4	3	1	-	10	30	40	60	100
4.	FIMG-204	Financial Management	4	3	1	-	10	30	40	60	100
5.	MKMG-205	Marketing Management	4	3	1	-	10	30	40	60	100
6.	POMG-206	Production and Operation	4	3	1	-	10	30	40	60	100
7.	BSRM-207	Business Research Methods	4	3	1	-	10	30	40	60	100
8.	HRMG208	Human Resource Management	4	3	1	-	10	30	40	60	100
9.	VIVA-209	Compressive Viva	4			4				100	100
Total			36	24	8	4	-	-	320	580	900

SEMESTER: III

S.No.	Subject	Paper Code
1	Total Quality Management	TQMG-301
2	Project Management	PRMG-302
3	International Business	INBS-303
4	Elective Major 1	
5	Elective Major 2	
6	Elective Major 3	
7	Elective Minor 1	
8	Summer Training Report	SUTR-309

ELECTIVES

<u>Human Resource Management Group</u>		
1	Industrial Relations and Labour Laws	IRLL-304
2	Performance Management	PRMG-304
3	Human Resource Planning and Development	HRPD-304
4	Industrial Psychology	IDYP-304
5	Organizational Structure and Change	OGSC-304
<u>Marketing Management Group</u>		
I	Advertising Management	ADMG-305
2	Marketing of Services	MKSR-305
3	Consumer Behaviour	CMBH-305
4	Marketing Research	MRRE-305
5	Retail Management	REMG-305
<u>Financial Management Group</u>		
1	Financial Markets and Institutions	FMIT-306
2	Security Analysis and Portfolio Management	SAPM-306
3	International Financial Management	IFMG-306
4	Corporate Tax Planning	CPTP-306

5	Risk Management and Insurance	RMIN-306
<u>International Business Group</u>		
1	Import Export Management	IEMG-307
2	Management of Multinational Corporations	MGMC-307
3	International Business Logistics	INBL-307
4	International Trade Financing and Instruments	ITFI-307
5	International Business Environment	INBE-307
<u>Information Technology Group</u>		
1	Data Base Management System	DBMS-308
2	Computer Architecture and Operating System	CAOS-308
3	Visual Basics	VIBS-308
4	Internet Application	INAP-308
5	System Analysis and Design	SAAD-308

EXAMINATION SCHEME

S.No	Course Code	Subject	Credit	Evaluation – Scheme								
				Period			Sessional			Examination		
				L	T	P	TA	CT	TOT	ESE	Sub. Total	

Theory											
1.	TQMG-301	Total Quality Management	4	3	1	-	10	30	40	60	100
2.	PRMG-302	Project Management	4	3	1	-	10	30	40	60	100
3.	INBS-303	International Business	4	3	1	-	10	30	40	60	100
4.		Elective Major 1	5	3	2	-	10	30	40	60	100
5.		Elective Major 2	5	3	2	-	10	30	40	60	100
6.		Elective Major 3	5	3	2	-	10	30	40	60	100
7.		Elective Minor1	5	3	2	-	10	30	40	60	100
8.	SUTR-309	Summer Training Report	5	-	-	5	-	-	50	50	100
9.	VIVA-310	Compressive Viva	4			4				100	100
Total			41	21	11	9	-	-	330	570	900

SEMESTER :IV

S.N.	Subject	Paper Code
1	Strategic Management	STMG-401
2	Business Ethics and Corporate Governance	ECSR-402
3	Entrepreneurship Development	EPDP-403
5	Elective Major 4	
6	Elective Major 5	
7	Elective Minor 2	
4	Research Project Dissertation /Case Study	RPDC-409
8	Viva-Voce	VIVA-410

ELECTIVES

<u>Human Resource Management Group</u>		
1	Corporate Leadership	CRLD-404
2	Compensation Management	COMG-404
3	International Human Resource Management	IHRM-404
<u>Marketing Management Group</u>		
1	Sales and Distribution Management	SGMG-405
2	International Marketing Management	IMMG-405
3	Rural Marketing	RUMG-405

Financial Management Group

1	Management of Financial Services	MGFS-406
2	Financial Derivatives	FIDV-406
3	Mergers and Acquisitions	MRAC-406

International Business Group

1	Cross-Cultural Business Management	CCBM-407
2	International Laws and Treaties in trade and business	ILTB-407
3	For-ex Management	FRMG-407

Information Technology Group

1	Paradigms of Programming	PDRM-408
2	Computer Networks	CMNT-408
3	Foundation of E-Commerce	FECO-408

EXAMINATION SCHEME

S.No	Course Code	Subject	Credit	Evaluation – Scheme								
				Period			Sessional			Examination		
				L	T	P	TA	CT	TOT	ESE	Sub. Total	
Theory												
1.	STMG-401	Strategic Management	4	3	1	-	10	30	40	60	100	
2.	ECSR-402	Business Ethics and Corporate Governance	4	3	1	-	10	30	40	60	100	
3.	EPDP-403	Entrepreneurship Development	4	3	1		10	30	40	60	100	
4.		Elective Major 1	5	3	2	-	10	30	40	60	100	
5.		Elective Major 2	5	3	2	-	10	30	40	60	100	
6.		Elective Minor 1	5	3	2	-	10	30	40	60	100	
4.	RPDC-409	Dissertation Project	5	-	-	5	100	-	100	100	200	
7.	VIVA-410	Viva-Voce	5	-	-	5	-	-	-	100	100	
Total			37	18	9	10	-	-	340	560	900	

MBA**PPOM -101****PRINCIPLES AND PRACTICES OF MANAGEMENT**

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.

Lectures: 48

Unit 1**Introduction**

Lectures: 14

Nature and Purpose, Managing: Science or Art. Function of Manager: Planning, Organising, Staffing, Leading and Controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

Evolution of Management Thought: Evolution of Management Theory Approaches of Management, Early Evolution of Management, Different Schools of Management Thought. Motivation Theories: McGregor Theory of X and Y , Maslow Hierarchy of Needs Theroy, Herzberg's Motivation-Hygiene Theroy, Expectancy Theory, Equity Theory, Goal Setting Theroy.

Unit 2

Lectures: 8

Planning: Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

Unit 3

Lectures: 8

Organising: Nature of Organising, Formal an Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Deligation of Authority, Organisation Charts.

Unit 4

Lectures: 10

Staffing: Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

Leading: Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making.

Communication: Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective.

Unit 5

Lectures: 8

Controlling: Concepts and Process, Controlling as a Feed Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

Suggested Readings:

1. Terry and Franklin -Principles of Management.
2. Harald Koontz and Heinz Weihrich, Elements of Management. 9th ed., TMH. New Delhi 2012.
3. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., Management, 8th ed., Pearson, New Delhi 2010.
4. Drucker, F. Peter -Management-Tasks, Responsibilities & Practices.
5. Stoner -Principles of Management.

MBA**MECO-102****MANAGERIAL ECONOMICS****Objective:**

To make the students aware of the various economic issues and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Total Lectures: 48**Unit 1****Lectures: 8**

Introduction to Managerial Economics: Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Introduction to Managerial Economics, Scope and Significance, Circular Flow in an Economy, Production Possibility Frontier.

Unit 2**Lectures: 10**

Demand Analysis and Demand Forecasting: Theory of Demand. Types of Demand and their characteristics.. Elasticity of Demand and its measurement.. Techniques of Demand Forecasting. **Supply Analysis:** Objective of supply analysis; Determinants of supply, Elasticity of supply.

Unit 3**Lectures: 10****Production Function and Cost Analysis**

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses;

Laws of Production and analysis: Empirical Estimates of Production

and Cost; short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.

Unit 4**Lectures: 12**

Market Structure and Product Pricing: Perfect and Imperfect Market Structures. Conditions of Perfect Competition.. Pricing under Perfect Competition. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Baumol's Marries' and O. Williamsons Model.

Unit 5**Lectures: 8**

Factor Pricing: Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit.

.Suggested Readings:

1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, Managerial Economics, PHI Learning /Pearson, New Delhi, 2004.
2. Goel Dean, Managerial Economics.
3. GS Gupta, Managerial Economics, 2nd Edition, Tata McGraw-Hill Punlishing Co. Ltd., New Delhi, 2011.
4. Dominique Salvatore, Managerial Economics in a Global Ecomomy, 4th ed., Cengage Learning, 2006.
5. DN Dwivedi, Managerial Economics, 4th ed., Vikas Publishing House, New Delhi, 2006.
6. Koutsoyiannis A., Modern Micro Economics, MacMillan, 2000.
7. Paul Samuelson and Nordhaus, Economics, 19th ed. Tata McGraw-Hill, New Delhi.
8. H.L. Ahuja, Managerial Economics, S. Chand, Organization Human Resources.

MBA**STMG-103****STATISTICS FOR MANAGEMENT****Objective:**

The Objective of course is to make the students familiar with some basic quantitative techniques. The main focus however is in their application in business decision-making.

Total Lectures: 48**Unit 1****Lectures: 8****Introduction**

Definition of Statistics, Characteristics, Functions, Importance, Limitations and Types of Statistics, Uses of Statistics in Functional Areas of Management. Frequency Distribution- Discrete and Continuous Frequency Distribution; Diagrammatic and Graphic Representation- Line, Bar, Rectangle and Pie Diagram, Graphs- Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives- Advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.

Unit 2**Lectures: 12****Measures of Central Tendency and Dispersion**

Average- Concept, Types, Mathematical Averages- Arithmetic, Geometric, and Harmonic mean, Position and Locational Averages, Median, Mode. Measures of Dispersion: Range, Quartile Deviation- Mean and Standard Deviation, Variance- Coefficient of Variance- Comparison of various measures of Dispersion, Skewness- Relative Measures of Skewness- Karl Pearson, Bowley, Kelly- Coefficient of Skewness, Kurtosis.

Unit 3**Lectures: 8****Correlation and Regression**

Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, Spearman's Coefficient of Rank Correlation; Regression- Method of Least Squares, Regression Coefficient, Properties of Regression Coefficient, Application of Regression equations.

Unit 4**Lectures: 8****Time Series and Forecasting**

Time Series- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series- Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation, Methods of Estimating Trend, Choosing Appropriate Forecasting Model.

Unit 5**Lectures: 12****Probability and Probability Distribution**

Classical and Axiomatic Approaches, Basic Theorems- Addition, Multiplication- Conditional and Bayes Theorem, Random variables and concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson, and Normal Distribution and its problems.

Suggested Readings:

1. Richard I Levin and David S. Rubin, Statistics for Management, 8th ed., New Delhi: Pearson Education, 2011.
2. David M. Levine, Timothy C. Kribbeil, Mark Berenson and P.K. Vishawanath, Basic Statistics: A First Course, 5th ed., New Delhi: Pearson Education, 2011.
3. G.C. Beri, Business Statistics, Tata McGraw Hill, 2nd ed., (New Delhi), 2005.
4. J.K. Sharma, Business Statistics, 2nd ed., (New Delhi): Pearson Education, 2007.
5. Gerald Keller Introduction to Statistics (New Delhi): Cengage Learning, 2012.
6. Levine, Stephan, Kribbeil and Borenjon, Statistics for Managers using Microsoft Excel, New Delhi: PHI, 2nd Ed., 2007.

MBA**FIAC-104****FINANCIAL ACCOUNTING****Objective:**

The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

Total Lectures: 48**Lectures: 8****Unit 1**

Introduction to Financial Accounting: Meaning, Nature, Scope, objectives and Importance of Financial Accounting, GAAP, Conventions and Concepts, Users of Accounting information, Role of Accounting in Economic Development, Accounting Policies, Accounting Standards, International Financial Reporting System

Lectures: 7**Unit 2**

Accounting System and Accounting Equation: Business transactions and their effects on Accounting Equation, Classification of Accounts: Owner's Equity, Revenues and Expenses.

The Journal, Ledger, Trail balance, Subsidiary books.

Lectures: 9**Unit 3**

Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different books and Accounts, Introduction to Corporate Accounting, Computerized Accounting.

Lectures: 8**Unit 4**

Depreciation and Inventory Valuation: Meaning, causes & methods of Depreciation, Depreciation Methods employed by Indian companies, Inventory Valuation and Methods of Inventory Valuation

Unit 5

Financial Statement Analysis: Analysis and interpretation of financial statements, techniques of financial statement analysis, ratio analysis, classification of ratios, Du Pont analysis, Cash Flow Analysis and its preparation, AS-3 (Revised).

Suggested Readings:

1. Tulsian PC “Financial Accounting, Pearson Education.
2. Management Accounting, M.Y.Khan & P.K.Jain.
3. Ashish Bhattacharyya, Essentials of Financial Accounting, PHI.
4. Maheshwari, SN and Sunil “Financial Accounting: Sultanchand and Sons, New Delhi.
5. Financial Accounting for managers, T.P.Ghosh.
6. Financial Accounting, R. Narayanswamy.

BSEV -105**BUSINESS ENVIRONMENT**

Objective: To equip students with the necessary inside into the environment of business and linking the organizations strategies with the changing environment. The course will focus on Indian cases, approaches and experiences.

Total Lectures: 48

UNIT-I

Lectures: 10

Business and its concept, definitions, Approaches and Significance of Environment, Business Environment and Society Concept, Social responsibility of Business, Business Ethics, Technological Development and Social Changes, case studies and field work.

UNIT-II

Lectures: 10

Business and Economy: Economic System, Capitalism, Socialism, Mixed Economy, Features of Indian Economy, Public Sector, Private Sector, Small Scale industries: Concept, Significance, Issues and Priorities. Role of Public Sector in Indian Economy and its Problems, case studies and field work.

UNIT-III

Lectures: 12

Business and Government: Role of Government in Economic Planning in India, Introduction to Economic Policies, Industrial Policy, Monetary Policy, Fiscal Policy, case studies and field work.

UNIT-IV

Lectures: 6

Legal framework of business, consumer protection act, MRTP and TRCCI, FSSAI, Industrial acts, case studies and field work.

UNIT-V

Lectures: 10

International Business Environment- An overview, International Economic Groupings: GATT, WTO, UNCTAD, World Bank, IMF, European Union, FDI, case studies and field surveys.

Suggestion Readings:

I.C. Dhingra, Indian Economics: Environment and Policy, 25th ed., Sultan Chand & Sons, New Delhi, 2012.

SK Mishra and VK puri, 4th ed., Economic Environment of Business, Himalaya Publishing House, Mumbai, 2011.

Cherunilam Francis - Business Environment.

Ghose A N - Indian Economy-Its Nature and Problems.

Agarwal A N - Emerging Dimensions of Indian Management.

Datta R and Sundharan K P M - Indian Economy.

Adhikari M - Economic Environment of Business.

MBA**BSCM- 106****BUSINESS COMMUNICATION**

Objective: The objective of this paper is to equip students of the MBA course effectively to acquire skills in reading, writing, comprehension and communication, as also to use electronic media for business communication.

Total lectures 48

Unit 1

Lectures: 8

Importance of communication skills in Business, Growth of business communication in recent years, The Communication Process, Barriers and Gateways to communication, Communication Models, Channels and dimensions of communication.

Unit 2

Lectures: 14

Verbal Communication, Types of managerial speeches, Group discussions, Meetings, Seminars and Conferences, Importance of non-verbal communication – positive gestures, symbols and signs, physical appearance & the art of self-presentation & conduct. Interviewing Skills: Facing different types of interviews, Exit interviews, Making Power point presentations; The art of effective listening, Principles of effective listening, factors affecting listening.

Unit 3

Lectures: 7

Business letters and its types, Offers and Quotations, Correspondence with banks, insurance companies; Writing direct messages, Writing indirect messages; Preparing a professional resume and cover letter, follow-up message; Internal communication, Modern forms of communication, Using Web as a source of knowledge Sharing.

Unit 4

Lectures: 9

The art of public speaking, Group Discussion- Nature, uses and importance, guidelines for GD. Effective Oral presentations, structuring, rehearsing, and delivery methods, Drafting the Employment Notice, Job Application Letter; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References. Writing effective Business Reports.

Unit 5**Lectures: 10**

Business and Social Etiquettes; Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquettes; Table etiquettes.

Listening exercise-oral, written and video sessions. Language lab class for practical in business communication.

Suggested Readings:

1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). Business Communication: Building Critical Skills, 3/e, TMH. New Delhi.
2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neerja Pande (2009) , Business Communication: Making Connections in a Digital World, 11/e. TMH. New Delhi.
3. Booher, Dianna (2001). E-Writing: 21st Century Tools for Effective Communication. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen (2006). E-book--Business Communication: Process and Product. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.
5. Aggarwal Rohini-Business Communication and organisation & Management, Taxmann's
6. Bovee, Thill and Schatzman, 'Business Communication Today', Pearson ed. 2007 (4th ed.)
7. Penrose, Rasberry,Myers. Business communication for managers- An advanced Approach, Fifth Edition, Cengage Learning.

MBA**CABS-107****Computer Applications in Business**

Objective: The main aim is to introduce the students with the computer, its applications, and logic development for programming and application software used in the different offices.

Total lectures 48

Lectures: 10

UNIT-I

Computer Fundamentals - Brief History of Computers, Generation and Its Evolution. Characteristics of Computers, Hardware, Software with types (Application, System and Programming), Block diagram of Computer, Organizations and Functions of different Units of Computer, Advantages and Disadvantages of Computers.

UNIT-II

Lectures: 8

Types of Computers: Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.

UNIT-III

Lectures: 12

Input- Output Devices: Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types(Cache, RAM, ROM).

Data and Information Concepts: Definition, Meaning and concept of data and information, data processing, data mining and warehousing.

Fundamental of Data Communication, Introduction to internet and its applications.

UNIT-IV

Lectures: 6

MS Office

MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook).

UNIT-V**Lectures: 12****Information Systems in Global Business Today**

The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

Business Application of MIS: e-commerce, Electronic Payments Systems, Enterprise ResourcePlanning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related Technologies, Data Warehousing, Data Mining, Business Information System, Business Expert Systems, Role of Expert Systems in Complex Decision. Introduction to SPSS.

Suggested Readings:

1. Lucas Jr. H C, Information Technology for Management, Mc Graw Hill, New York, 1997.
2. Kenneth C. Laudon and Jane P. Laudon (2004), Management Information Systems, 8/E, Pearson Education.
3. James A.O. Brien (200), Management Information Systems. 5/E, Tata Mcgraw-Hill.
4. Saxena S, First Course in Computers; Vikas Publication, New Delhi, 2003.
5. Leao, Alexis & Mathews- Information Technology, Vikas Publications, 2006.
6. Sinha, P K-Fundamentals of Computers, BPB Publications, New Delhi, 2011.

MBA**BSLA - 108****BUSINESS LAWS**

Objective: To gain knowledge of the various acts of law which relate to business transactions, certain corporate bodies and related matters. Also to understand the applications of these laws to practical commercial situations.

Total lectures: 48

Unit 1

Lectures: 10

Laws of Contract (The Indian Contract Act, 1872)

Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.

Unit 2

Lectures: 10

The Sale of Goods Act, 1930

Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.

Unit 3

Lectures: 12

The Negotiable Instruments Act, 1881

Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder in due Course; Endorsement and delivery of a negotiable

instrument; Presentation of Negotiable Instrument.

Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.

Unit 4**Lectures: 8**

The Consumer Protection Act, 1986: Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal, Major Decided Cases.

Unit 5**Lectures: 8****The Companies Act**

An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.

Suggested Readings:

1. M.C. Kuchhal - Business Law, Vikas Publishing House, Delhi.
2. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 2011.
3. N.D.Kapoor , Elements of Mercantile Law, Excel Books.
4. Avtar Singh, Business Laws, Eastern Law Publishing, Lucknow.
5. MC Kuchhal, Indian Company Law, Shri Mahavir Book Depot, Delhi, 2011, Latest edition.

MBA
Compressive Viva

Subject Code: VIVA-109

Credit Points: 04

Each student shall undergo Viva –Voce at the end of each semester. Marks shall be awarded both by internal and external examiner and the total will be added for the determination of grades.

MBA**OGBH-201****ORGANIZATIONAL BEHAVIOUR**

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.

Total lectures: 48

UNIT-I

Lectures: 7

Introduction: Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

UNIT-II

Lectures: 12

Individual behaviour: Models of individual behaviour, factors affecting individual

(a) **Perception**, Attitude, and Values: Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect;

(b) Concept; Theories of Learning: Conditioning, Social Learning, and cognitive theory . Managerial Implication of Learning Theories.

(c) **Motivation:** Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

UNIT-III**Lectures: 12**

(a) **Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Holland's Typology of Personality and Congruent Occupations.

(b) **Leadership:** Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational / Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.

(c) **Stress:** Concept; Consequences and sources; Stress Management: Approaches. Handling stress at work place.

UNIT-IV**Lectures: 8**

(a) **Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual. Group dynamics and Kurt Lewin's model of group formation.

(b) **Interpersonal Relationships:** Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.

(c) **Conflict Management:** Concept; Causes; Types; Stages; Effects; Management of Conflicts.

UNIT-V**Lectures: 9**

(a) **Organisation Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Different types of Powers (explicit and implicit) Concept and People's Response to Organisational Politics, The Concept of Impressing Management.

(b) **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.

(c) **Organisational Changes:** Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

Suggested Readings:

- 1) Organizational Behavior (13th Edition), Stephen Paul Robbins, Timothy A. Judge, Pearson/Prentice Hall, 2007.
- 2) Organizational Behavior (2nd edition), Ray French , Charlotte Rayner, Gary Rees, Sally Rumbles, John Wiley & Sons Inc.
- 3) Organisational Behaviour: Managing People and Organisations, Ricky W. Griffin, Gregory Moorehead, South Western, Cengage Learning.
- 4) Organizational Behaviour, G A Cole, Thomson Learning 2005.

MBA**MGAC-202****Management Accounting**

Objective: To acquaint students with role of Management Accounting in planning, control and decision-making.

Total lectures: 48

UNIT-I Conceptual Issues and Behavioral implications.

Lectures: 10

Nature, scope of management accounting: meaning, definition, nature and scope of Management accounting; comparison of management accounting with cost accounting and financial accounting. Cost concepts: meaning, scope, objectives, and importance of Cost accounting; cost, costing, cost control, and cost reduction; elements of cost, Components of total cost, cost sheet. Classification of costs: Historical development of management accounting. Key differences between financial, cost and management accounting. Analyze the current influences on management accounting. The roles of management accountants.

UNIT-II Budgeting

Lectures: 8

Concepts and Objectives, Types of budget. Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting.

Identify and analyze the human behavioral challenges to the budgeting. Process in organizations .Explain the nature of budgets and the reasons that organizations use budgets Preparation of an operations budget, flexible budget and cash budget.

UNIT-III Cost Behavior and CVP analysis

Lectures: 6

Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin, Managerial Decision Making Areas – Product Mix, Make or Buy, Pricing Decisions.

UNIT-IV Standard Costing**Lectures: 8**

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales Variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

UNIT-V Performance Measurement and Evaluation**Lectures: 16**

Responsibility centers, Investigating Variance Control Action, Performance Measures, characteristics and purpose of performance measurement Systems, Analyze the different types of financial performance measures and their Limitations. The Balance Scorecard Reward System. Characteristics of the Balanced Scorecard and its advantages over traditional performance measurement systems. Meaning and functions of Inventory, Need, Scope And importance. Techniques of inventory management. ABC analysis, EOQ and different stock levels. Just In Time Inventory Management, Inventory Ratio, aging schedule of inventory, Inventory Audit.

Suggested Readings:

1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, 14th ed., Prentice-Pearson Education, Delhi, 2008.
2. Khan, M.Y., and P.K. Jain, Management Accounting, 6th ed., Tata McGraw-Hill, New Delhi, 2009.
3. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
4. S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers).

MBA**OPRE -203****OPERATIONS RESEARCH**

Objective: The Objective of this course is to introduce the students the basic concepts of operation research. The important tools, techniques and methods of Operation Research will be discussed with their business applications.

Total lectures: 48

Unit 1**Management Science**

Lectures: 6

Basic Concepts, Models and their role in Decision-Making, Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Duality and Sensitivity Analysis.

Unit 2**Assignment Models**

Lectures: 12

Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem, Transportation Models: Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem, Maximization in Transportation Problems.

Unit 3**Simulation**

Lectures: 10

Definition, Types, Uses, Limitations and Phases of Simulation, Even Type, Monte-Carlo Simulation, Queuing Theory: Waiting Line Models.

Unit 4**Game theory and Replacement Model**

Lectures: 10

Characteristic of Game Theory, Minimax Criterion and Optimal Strategy, Saddle Point, Minimax Theorem, Replacement Models and Systems, Reliability- Replacement of items that Deteriorate.

Unit 5**Lectures: 10****Job Sequencing and PERT/CPM**

Assumptions, Processing and Job sequencing on two and three machines, Project Management by PERT and CPM.

Suggested Readings:

1. J K Sharma, Operations Research-Theories and Applications, Macmillian India Ltd., New Delhi, 2009.
2. H A Taha, Operations Research-An Introduction, Mc-Millan, New York, 2002.
3. Barry Render, Ralph M. & Michael E. Hanna, Quantitative Analysis.
4. Hira and Gupta, Operations Research, S. Chand & Sons, New Delhi 2011.
5. Budnik Frank S., Dennis Mcleavey, Richard Mojena, Principles of Operations Research, , All India Traveller Booksheller, New Delhi, 2003.

MBA**FIMG- 204****FINANCIAL MANAGEMENT**

Objective: This Paper will enable the students to analyze the health of a company through their annual reports and will equip them to understand what an asset is worth and what determines that value.

Total lectures: 48

UNIT 1**Financial Management**

Lectures: 8

Nature, Objectives ,Nature ,Scope and Concepts of Financial management Financial Manager – Functions ,Role ,Types of Financial Decisions Risk Return Framework for Financial Decision Making, Time Value of Money –Present Value and Future Value.

Unit 2**Cost of capital:**

Lectures: 10

Basic Valuation Models-Debt, Equity, Preferential Shares ,Retained Earnings.

Capital Structure:

Concept, Financial Leverage and its Impact on the Valuation of Firm

Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

Unit 3**Investment Decisions**

Lectures: 8

Capital Budgeting : Techniques of Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty ,Economic Life , Analysis of Real Life Capital Budgeting Decisions.

Unit 4**Lectures: 12**

Dividend Decisions: Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

Working Capital Management: Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

Unit 5**Lectures: 10****Corporate Restructuring**

Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies and Project Assignment : The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed and Assignments.

Suggested Readings:

1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India 12th Ed, 2008.
2. Brearly ,R.A. and Myers S.C.: Principles of Corporate finance, McGraw Hill, 6th Edition .
3. Prashna Chandra: Financial Management. McGraw Hill.
4. Pandey, I.M: Financial Management. 9th Ed. Vikas Publishing.
5. Khan and Jain: Financial Management. McGraw Hill.
6. Financial Decision Making :Concepts and Cases , John J Hampton ISBN-13: 978-0133152500
7. How To Borrow From Banks and Financial Institutions ,Nabhi Publications New Delhi (2017).

MBA**MKMG-205****MARKETING MANAGEMENT**

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.

Total lectures: 48

UNIT-I

Lectures: 10

Marketing era, Marketing Concepts, Marketing Mix and Marketing Environment, Meaning and Dimensions of Market, STP, Portfolio analysis, importance of marketing in developing nations, extended marketing mix, case studies and field work.

UNIT-II

Lectures: 10

Consumer Behavior: Meaning and its Importance, Consumer Buying Behaviour, Determinants of Consumer Behavior, Models of consumer behavior, Product, Meaning, Role, Product Planning and Process, Product Life Cycle, Branding, case studies and field work.

UNIT-III

Lectures: 10

Pricing-Meaning, Role, Theory and Practice of Pricing , types of pricing and its objectives, channel of distribution, role and objectives, levels of channels, unconventional channels, case studies and field work.

UNIT-IV

Lectures: 10

Promotion mix, Advertising, role and objectives, publicity, sales promotion, personal selling, IMC , specialty media, case studies and field work.

UNIT-V

Lectures: 8

Services marketing, characteristics, importance in Indian economy, types of services, role of people component, case studies and field work.

Suggestion Readings:

1. Rajan Saxena, Marketing Management, 3rd ed, Tata MCGraw Hill, New Delhi, 2009.
2. Kotler, Philip - Marketing Management : Analysis Planning and Control.
3. Stanton W J - Fundamentals of Marketing.
4. Cunduff Still - Fundamentals of Marketing and Goiani Cundiff Rusenberg, L J – Marketing.
5. Ramaswami and Nama Kumari - Marketing Management.

MBA**POMG-206****PRODUCTION AND OPERATIONS MANAGEMENT**

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.

Total lectures: 48

Lectures: 10

Unit 1 – Production Management – Meaning, definition & function of Production & Operations, Objectives of Production Manager. Production flow types, Manufacturing Systems. Challenges offered by various Systems, JIT & Lean Manufacturing. Production, Planning & Control, Forecasting.

Lectures: 10

Unit 2 – Line Balancing, EBQ, Scheduling techniques for Job Shop system, Johnson's Technique. Plant Location – Factors affecting plant location & location analysis. Plant layout, its features & types of layout, Material Handling. Capacity and Capacity Design. Aggregate Planning.

Lectures: 8

Unit 3 – Product Design & Development and its techniques. Work Study, Flow Process charts, SIMO chart. Calculation of Standard time.

Lectures: 10

Unit 4 – Materials Management its scope and significance, Inventory Control Techniques, EOQ Models, e-procurement. Material Requirement Planning. Maintenance, its objectives and types, Total Productive Maintenance (TPM), Plant Safety.

Lectures: 10

Unit 5 - Quality control & inspection. Control Charts, Quality Assurance, Quality Circle, Concept of TQM, Acceptance Sampling. ISO-9000 & 14000, ERP, Six Sigma & Kaizen.

Suggestion Readings:

1. Charry SN, Production and Operation Management-Concepts Methods and Strategy, PHI New Delhi 2005.
2. Baff. ES, Modern Production Management; John Willey, New York 1993.
3. Garg, Ajay-Production and Operations Management, TMH, Delhi.
4. Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J.-Operations and Supply Management TMH, Delhi.
5. Pannesseluam, R., Production and Operations Management, PHT, Delhi.
6. Aswathappa, K, Production and Operations Management, TMH, Delhi.
7. Madan, Pankaj; Production and Operation Management; New Delhi; Global Vision Publishing 2010.

MBA**BSRM -207****BUSINESS RESEARCH METHODS**

Objective: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision – making.

Total lectures: 48

Unit I

Lectures: 8

Meaning and significance of research in management, Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, managerial value of business research.

Unit II

Lectures: 10

Types of research, the research process, Research Design Process and types of Research Designs Features of a good research design. Formulation of a Research Problem: Defining a Research Problem, Techniques involved in defining a problem. Methods of data collection, Selection of Appropriate method of Data Collection, Pitfalls in the use of Secondary data.

Unit III

Lectures: 10

Measurement and scaling concepts and importance in business research, Types of scales, attitude measurement, rating scales, Qualitative research, Questionnaire designing, Principles of Designing a Questionnaire and Schedule, Characteristics of a good questionnaire, Limitations of Questionnaire, Reliability, Validity of Questionnaire.

Unit IV

Lectures: 10

Sampling design and sampling procedures – Concept of sampling, Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

Unit V**Lectures: 10**

Data analysis and presentation- Editing, Coding, Tabulation and Processing of Data, Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and Analysis of Variance (ANOVA), Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.

Suggested Readings:

1. Zikmund : Business Research Methods, Cengage Learning 2011-12.
2. Cooper and Schindler : Business Research Methods, Tata Mc Graw Hill, 2011.
3. Saunders: Research Methods for Business: Pearson Education, 2010.
4. Bryman and Bell : Business Research Methods, Oxford.
5. Malhotra and Dash: Marketing Research – An applied orientation, Pearson education, 2010.
6. Kothari : Research Methodology – Methods and Techniques, New Age International.
7. R. Panneerselvam - Research Methodology - Prentice Hall of India, New Delhi, - 2004.

MBA**HRMG-208****HUMAN RESOURCE MANAGEMENT**

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Total lectures: 48

Lectures: 8

UNIT-I Fundamentals of Human Resource Management:

(a) Evolution of HRM (b) Objectives and Function of HRM (c) Structure of HR Department (d) Role and Responsibilities of HR Manager (e) Relevance of HRM (f) HRM in Global environment (g) Strategic HRM.

UNIT-II Staffing the Organization:

Lectures: 12

(a) Job Analysis: Job Description and Job Specification.

(b) Human Resource Planning (c) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (d) Employee Orientation and Placement (e) Role of HR department in Orientation.

Developing the employees:

(a) Training concept, Needs, Training Methods, (b) Developing Effective Training Programmes (c) Executive Development methods (d) Evaluating training and Development effectiveness (e) Cross-cultural Training & development.

UNIT-III Establishing Reward and pay plans :**Lectures: 10**

(a) Job evaluation; (b) Intrinsic vs. extrinsic rewards, (c) Compensation administration – Concept & components, Factors affecting Compensation (d) Concept of Wages, Wage Boards, Wage policy (e) Incentives and Benefits.

Maintaining High Performance:

(a) Performance Management Systems (b) The Appraisal Process (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Appraisal Methods (f) Distortions in performance appraisal.

UNIT-IV Labour Relations and Collective Bargaining :**Lectures: 8**

(a) Concept and Significance of Industrial Relations. (b) Collective Bargaining-Concept, Types and Procedure, (c) Grievance reasons and redressal Process.

UNIT-V Inter Mobility and Separation:**Lectures: 10**

(a) Promotion- Purpose, Principles and Types; (b) Transfer: Reasons, Principles and Types; (c) Employee Discipline –Separation, Lay-Off, Resignation, Dismissal, Retrenchment.

Suggested Readings:

1. Dessler, Gray, and Biju Varkkey, Human Resource Management, 11th ed., Pearson Education, New Delhi, 2009 Human Resource and Personnel Management, Aswathappa K, Tata McGraw Hill.
2. Human Resource Management, Text and Cases, Rao VSP, Excel Books.
3. Human Resource Management, Gary Dessler, Pearson Education.
4. Human Resource Management, David A. DeCenzo, Stephen P. Robbins, Wiley.

MBA

Compressive Viva

Subject Code: VIVA-209

Credit Points: 04

Each student shall undergo Viva –Voce at the end of each semester. Marks shall be awarded both by internal and external examiner and the total will be added for the determination of grades.

MBA**TOMG-301****TOTAL QUALITY MANAGEMENT**

Objective: The objective of this paper is to help students to acquire conceptual knowledge of the total quality management and to impart practical skills for decision making.

Lectures: 48

Unit 1**Total Quality Management (TQM) Concept and Fundamentals**

6 Lectures

Approaches to Quality Management, TQM Framework and Features, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, Evolution of TQM.

Unit 2**Human Aspect of Total Quality Management (TQM)**

10 Lectures

Human Elements of TQM, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

Unit 3**Quality Management System**

11 Lectures

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization.

Unit 4**Total Quality Management (TQM) Practices**

12 Lectures

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross-Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

Unit 5**Quality Management Standards****9 Lectures**

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Organisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Process of ISO Certification, Implementing the System, Post Certification.

Suggested Readings:

1. Dale, Carol, Glen, Mary, Total Quality Management, 3rd ed., Pearson Education, New Delhi.
2. Ross, Total Quality Management: Text, Cases, and Readings, 2nd ed. St. Lucie Press.
3. H Lal, Total Quality Management: A Practical Approach, New Age International, New Delhi.
4. Hand Book for ISO certification.

MBA
PRMG-302

PROJECT MANAGEMENT

Objective: The objective of this paper is to help students to acquire conceptual knowledge of the project management tools and techniques and to impart practical skills for decision making.

Lectures: 48

Unit 1

Introduction

9 Lectures

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, Project management life cycles and uncertainty. Project Planning.

Unit 2

Project Organization

8 Lectures

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls.

Unit 3

Project Financing

6 Lectures

Project Financing, Project Cost Estimation, Sources of Finance Contract Management, Types of Contracts.

Unit 4

Project Implementation and Monitoring

15 Lectures

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained, Scheduling, Project Audits.

Unit 5**Project Direction and Control****10 Lectures**

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures.

Suggested Readings:

1. Project management-for 21st century-Beenet P Lientz, Kathyn-Pearson Academic Press, 1995.
2. Project Management-Denislok.
3. Project management-David I Cleland-McGraw Hill International Edition, 1999.
4. Project management-Gopalakrishnan- McMillian India Ltd.
5. Project Management-Harry-Maylor-Pearson Publication.
6. Project Management-Gray & Larson- Tata McGraw Hill.
7. Project Management- Prasanna Chandra- Tata McGraw Hill 2004.

MBA**INBS-303****INTERNATIONAL BUSINESS**

Objective: The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations. **Lectures: 48**

UNIT 1**8 Lectures**

International Business- An Overview, Types of International Business- The External Environment, The Economic Environment, The Political Environment, Legal Environment, Human Culture Environment, Influence on Trade Investment and Trade Patterns.

UNIT –II**10 Lectures**

Recent World Trade and Foreign Investment Trends, Balance of Payments Accounts and the Dollar Deficit, Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies. Macroeconomic Management Theories and Institutions, Approaches to International Business.

UNIT –III**10 Lectures**

World Financial Environment, Cross-National Cooperation and Agreements, Tariff and Non-Tariff Barriers, WTO, Regional Blocks, International Marketing Decisions- Mode of Entry, Marketing Mix Decision for International Business. WTO and Developing Countries, IMF, World Bank, UNCTAD, International commodity trading and agreements.

UNIT-IV**10 Lectures**

Global Competitiveness, Export Management, Licensing Joint Venture Technology and Global Competition, Quality Control and Pre-Shipment Inspection, Role of Clearing and Forwarding Agents, Shipment of Export Cargo, Excise and Customer Clearance, Shipping System and Freight Structure.

UNIT –V**10 Lectures**

Export and Import Documents, Export Incentives, Export Promotion Schemes with Special Reference to India. Challenges in International Business, Export Trading Companies- Topology of ETC's, Structure, Process, Foreign Exchange Regulations and Formalities, Bank Documents, Letter of Credit, Role and Schemes of ECGC and Commercial Banks.

Suggested Readings:

- 1) Justin, Paul and Raunack Kapoor, International Business, 2nd ed., Prentice-Hall of India Ltd., 2012.
- 2) International Business, Rakesh Mohan Joshi, Oxford University Ppress.
- 3) International Business, EHUD MENIPAZ Amit Menipaz, Sage publication.
- 4) International Business by Dr Vimal Jaiswal –Himalaya Publishing House.
- 5) International Business Environment, Bhalla V.K. - (Anmol).

MBA**Summer Training Report****Subject Code: STUR-309****Credit Points: 05**

Each student shall undergo practical training of eight weeks during the vacation after IInd semester in an approved business/industrial/service organization and submit two copies of summer training report to the Director/Principal of the Institution before the Viva-Voce. On the basis of training report, Viva –Voce shall be conducted within a month of the submission of the report. Marks shall be awarded by internal and external examiner and added to determine the grades of the students.

MBA**Compressive Viva****Subject Code: VIVA-310****Credit Points: 04**

Each student shall undergo Viva –Voce at the end of IIIrd semester. Marks shall be awarded both by internal and external examiner and the total will be added for the determination of grades.

MBA
IRLL-304

INDUSTRIAL RELATIONS AND LABOUR LAWS

Objective: The objective of this course is to help the students to develop an understanding of the concepts of industrial relations. It also gives a deep insight about the various provisions of industrial laws. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

UNIT-I

Lectures: 8

Introduction Concept and Determinants of Industrial Relations, Industrial Relations in India, Managing IR Changes, IR: Welfare and Productivity, Technology and IR, Effective Communication Systems and IR Management, Indian Culture and IR. Three parties to IR and role of govt.

UNIT-II

Lectures:12

Labour Administration and Trade Unions ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Impact of Royal Commission on IR. Trade Unions- Purpose, Functions and Structure of Trade Unions, Trade Union, Legislation, Trade Union Act 1926, Social Responsibility of Trade Unions, Trade Union Movement in India.

UNIT-III

Lectures: 10

Grievance Redressal Machinery: Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), Attrition- issues and Challenges. Disciplinary Action: Purposes and Procedures, Conciliation, Arbitration, Adjudication, Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining), The Bargaining Process - Strengths and Skills. Overview of Industrial Disputes act 1947 ((Strikes, Lockouts). Contemporary Trends and Future of Industrial Relations in India.

UNIT-IV

Lectures:6

Labour Laws Introduction and Development of Labour Law in India, Need for Labour Legislation, Indian Constitution and labour regulations- ILO and Labour Legislations.

UNIT-V

Lectures: 12

Welfare Measures and Social Security Measures Factories Act 1948, Minimum Wages Act, 1948 and recent amendments, Payment of Wages Act 1936 Payment of Bonus Act 1965, Child Labour (Prohibition and Regulation Act, 1986, The Contract Labour (Regulation and Abolition Act, 1970, (Only Important Provisions of the Act). Employment Standing Orders (Principles of Natural Justice), 1946. Social Security Measures- The Employees Provident Funds and Miscellaneous Provisions

Act, 1952, The Employees` State Insurance Act, 1948, Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Workmen`s Compensation Act, 1923, (Only Important Provisions of the Act). Apprentices Act-Law relating to Apprentices Act of 1961 (Only Important Provisions of the Act).

Suggested Readings:

1. Industrial Relations: Theory and Practice, Paul Edwards, Wiley,2003.
2. Specification of Industrial Relation & Labour Laws (6th Edition), S.C. Srivastava, Vikas Publication House.
3. Industrial Relation & Labour Laws, Arun Manappa, Tata McGraw-Hill.
4. C.S.Venkata Ratnam- Industrial Relations (Oxford Pub.,2008).

MBA**PRMG-304****PERFORMANCE MANAGEMENT**

Objective: To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Lectures: 48

UNIT-I

Lectures: 8

Approaches to Counseling. Counselors- Client Relationship. Understanding Client's Behavior. Developing and termination a Counseling Relationship and Follow Up. Assessing Client's Problem. Special Problems in Counseling. Counselor's Attitudes. Skills of Counseling. Counseling Strategies. Counseling Strategies. Counseling Therapies- Insight Oriented Therapy.

UNIT-II

Lectures: 10

Behavior Therapy and Group Theory. Communication and Persuasion. Communication Strategies and Reference Group and their Role in Understanding Client's Problem. Motivation and Incentive Requirement of Productivity. Role of Counseling in Understanding of Low Productivity of Indian Workers. Need of Counseling Cell in the Organization. Application of Counseling to Organizational Situations with a focus on Performance Counseling.

UNIT-III

Lectures: 12

Developing a Performance Management, Culture Objectives of a Performance Management System (PMS), Role of the Line Manager in successful PMSs, Motivational benefits of a PMS, The Ten 'Performance Commandments', Dialogue between each Manager and his/her employee, Expectations about the requirements of the job Feedback on performance, Timely treatment of the first three components of the D E F T model.

UNIT-IV

Lectures: 10

Linking performance and pay across an organization, Complexity of pay for performance, Rewarding behaviors and achievement, Decisions on 'weighting' of reward criteria, Consistency and fairness of reward, Critical Success Factors, Role of top management, Integration of PMS with Organisation systems, Participative dialogue, Quality Feedback skills, Best practice coaching and training, Regular recognition of good performance- significance & methods, Personal development strategies.

UNIT-V**Lectures: 8**

Current Developments and Emerging Issues in Performance Management

Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management.

Suggested Readings:

- 1) Counseling Skills for Managers, Kavita singh, PHI Learning Pvt, Ltd.,2007.
- 2) Basic Counseling Skills, Richard Nelson Jones, SAGE 2002.
- 3) Performance Management, Robert L. Cardy, M. E. Sharpe, 2003.
- 4) Performance Management and Appraisal Systems, T V Rao, SAGE, 2004.
- 5) Lance A. Berger and Dorothy (2007). The Talent Management Hand Book. Tata Mc-Graw Hill.

MBA**HRPD-304****HUMAN RESOURCE PLANNING AND DEVELOPMENT**

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

UNIT-I

Lectures: 12

Human Resource Planning Approaches to Human Resource Planning, Concept, importance, Need for Human Resource Planning, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches- Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Planning Process, Approches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning. Method of HRP and manpower forecasting.

UNIT-II

Lectures: 10

Career planning Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Succession planning, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development. Career pathing and dual career path.

UNIT-III

Lectures: 10

Evolution and Concept of HRD System concept, Role of HRD, Professionals, HRD climate, Evaluation frame work; collecting, data for evaluation and its element, HRD Matrix, HRD Function, HRD Process and HRD practices, Role of line Managers and supervisors in HRD.

UNIT-IV

Lectures: 8

Assessing and Implementing HRD Programmes Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, Training Vs HRD, HRD intervention, Quality of Work life. Empowerment.

UNIT-V

Lectures: 8

Organizational Culture and HRD, Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues.

Suggested Readings:

1. Planning and managing human resources (2nd Edition), William J. Rothwell & H. C. Kazanas, Human Resource Development Press Inc.
2. Human Resource Planning, James W. Walker, McGraw-Hill, 1980.
3. Human resource development, Jon M. Werner, Randy L. DeSimone, Cengage Learning, 2009.
4. Foundations of human resource development, Ed Holton, Berrett-Koehler Publishers, 2001.

MBA**IDPY-304****INDUSTRIAL PSYCHOLOGY**

Objective: The objective of this course is to help the students to provide certain deep insights into certain concepts of Industrial Psychology. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

UNIT-I

Lectures: 8

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organizational Psychology, Industrialization in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

UNIT-II

Lectures: 10

The role of the Psychologist in Industry, Occupational Psychology: Study of Behavior in work situation And application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

UNIT-III

Lectures: 8

Industrial Behaviour: Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

UNIT-IV**Lectures: 12**

Industrial Efficiency: Efficiency at Work, the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work., Personal Factors; Age Abilities, Interest, job Satisfaction.

UNIT – V**Lectures: 10**

Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

Suggested Readings:

1. Industrial Psychology, Asha Rani, Centrum Press.
2. Industrial Psychology, R. Jayprakash Reddy, APH Publishing Corp.
3. Industrial Psychology, Alison Thomas Cottingham, Random House Publishers.
4. Tiffin, J and McCormic E.J.: Industrial Psychology, (Prentice Hall), 6th Edn., 1975.
5. McCormic E.J.: Human Factors Engineering and Design (McGraw Hill), 4th Edn., 1976.

MBA**OGSC-304****ORGANIZATION STRUCTURE AND CHANGE**

Objective: The objective of this course is to help the students to develop an understanding of the concept of organizational structure and the changes in the field of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

UNIT-I

Lectures: 8

Structure Org Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary- Less Organizations, Organizational Design and Strategy in Changing Global Framework.

UNIT-II

Lectures: 10

Concept of Organizational Structure, Organizational Culture, Organizational Environment Specific and General Organisational Efficiency and Effectiveness Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organizational Effectiveness, Organizational Effectiveness and Technology.

UNIT-III

Lectures: 12

Organizational Change Concepts and Importance of Organizational Change Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organizational Change, Resistance to Organizational Change- Organizational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation Managing Changes: Action Research- Diagnosing The Organization, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.

UNIT-IV

Lectures: 8

Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D.

Determination of Desired Future State, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations.

UNIT-V**Lectures: 10**

Organisational Transformation Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth. O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change; O.D. intervention: Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter- Group Development Innovations – Learning Organisations.

Suggested Readings:

- 1) Organization Change and Development, Kavita Singh.
- 2) Organization Development, Veena Vohra, Dorling & Kinderstley.
- 3) Managing Change in Organization, Nilanjan Sengupta.
- 4) Wendell L. French Cecil H. Bell, Jr.: Organisational Development, McGraw-Hill. 6/e, 2005.
- 5) Ian Palmer, Richard Dundford, Gib Akin, Managing Organisational Change: A Multiple Perspectives Approach, McGraw-Hill, 2/e, 2009.

MBA
ADMG-305
Advertising Management

Objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing and effective advertising programme.

Lectures: 48

Unit I

Lectures: 8

Advertising- Meaning - Evolution - Features - Active participants - Functions - Overview and scope of advertising industry in India - Trends in advertising and advertising industry in India – IMC, Digital marketing.

Unit II

Lectures: 10

Role of advertising in Product Life Cycle (PLC), low involvement and high involvement products – In brand building – Consumer behavior – Target audience and market segmentation- Advertising message decisions- Message content- message structure-message format and source.

Unit III

Lectures: 10

Setting Communication Objectives for the ad campaign – DAGMAR- factors affecting determination of Advertising budget – Methods of setting ad budget - Media planning - Media buying - Media objectives - Factors to be considered while selecting media, Developing a media strategy with media-mix, Role of Media in Advertising, types of media, Comparative Study of different Advertising Media.

Unit IV

Lectures: 12

Role of creativity in advertising - Determining the message theme- Unique Selling Proposition (USP) - Positioning strategies - Types of advertising appeals – Role of source in ads and celebrities as source in Indian ads - Copywriting for print - Out-of-home, television, radio and web, Objectives and methods of pre-testing and post-testing Advertising campaign, Copywriting - its elements, Developing Effective Advertising copy, types of advertising copies, Creativity and Visualization in Advertising.

Unit V

Lectures: 8

Economic impact of advertising - Advertising and Society - Ethical and social issues in advertising - Advertising and Indian values / culture - Regulatory system for control on advertising in India – Advertising Standard Council of India (ASCI) - Various laws and enactments concerning advertising in India.

Suggested Readings:

1. Wright, Winters and Zeiglas -Advertising Management.
2. Belch & Belch - Advertising and Promotions - Tata McGraw Hill.
3. Foundations of Advertising Theory & Practice- S.A. Chunawalla & K.C. Sethia- HPH.
4. Gupta and Ratna- Advertising and Sales Promotion Management-An Indian Perspective(Text and Cases)- Sultan Chand & Sons.
5. Aaker, Myers and Batra -Advertising Management - Prentice Hall.

MBA
MKSR-305
MARKETING OF SERVICES

Objective: This course aims to familiarize students with the services in marketing. It will equip the students with understanding of the components of marketing. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

UNIT-I

Lectures: 12

The Nature of Services Marketing –Introduction, Definition and Characteristics of Services, Classification of Services, Evolution of Services Marketing, Importance of Services Marketing In Indian Economy. The Services Marketing Mix-Importance of 7 Ps in Services Marketing.

UNIT-II

Lectures: 10

The Services Marketing-The People Component, Services And The Importance of The People Component, Using People To Differentiate Services, Internal Marketing, Employee Motivation And Implication For Service Delivery.

UNIT-III

Lectures: 10

Market Segmentation, Selection of Market and Positioning of Services, Quantity and Quality of Services, GAP model, RATER, SERVQUAL

UNIT-IV

Lectures: 10

Application of The Components of Marketing of Services in Financial Services with special reference to Banking, Mutual Fund, Portfolio Management Services. Hospitals, Consultancy Services, Education and Training Services.

UNIT-V

Lectures: 6

Application of the Components of Marketing of Services in Marketing of Tourism, Travel and Transport Services.

Suggested Readings:

- 1) Services Marketing, A pearce Richard, B robbinson Junior , Amita Mittal, Tata MC hill.
- 2) Services Marketing, CH Lovelock johenwitrz, Tata MC hill.
- 3) Services Marketing, R Srinivasan, PHI learning.
- 4) Marketing Of Services, Chaudhary, Mac million.
- 5) eithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw-Hill, 5th ed., 2011.
- 6) Christopher Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5th ed., 2011.

MBA
CMBH-305
Consumer Behaviour

Objective: The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Lectures:48

Unit I

Lectures: 8

Introduction- Nature and Scope of Consumer Behaviour - Importance of the Study of Consumer Behaviour - Types of Buying Behaviour - Market Segmentation - Basis of Segmentation - Criteria for effective Targeting of Market Segments - Consumer research and its role in understanding consumer behavior.

Unit II

Lectures: 10

Individual determinants of consumer behavior – Consumer Needs and Motivation- Personality and Self Concept- Consumer Perception, Consumer Attitudes- Attitude and Intention, Attitude Formation and Attitude Change, Consumer as a Learner, impact of media and globalization on consumer behavior.

Unit III

Lectures: 10

Consumer Psychographics, Psychographics Vs. Demographics, Concept of VALS ,**Sociological Influences on Consumer Decision Making** - Consumer groups – Consumer reference groups – Family – The changing structure of family – family decision making -Family Life cycle - Social class and Mobility, Lifestyle Analysis - Culture; Sub-Culture-Cross Culture-Interpersonal Communication and influence -Opinion Leadership.

Unit IV

Lectures: 10

Consumer Decision Process, Purchase Process, Rationality in Buying- Models of Consumer Behaviour -The Economic model- Learning model-Psychoanalytic model-The sociological model-The Howard Sheth model of Buying Behaviour-The Nicosia model-The Engel - Kollat - Blackwell Model-Engel, Blackwell and Miniard (EBM) model.

Unit V

Lectures: 10

Pre and Post Purchase behaviour of consumers and its importance-Consumer Satisfaction and Dissatisfaction, Repeated Buying, Brand and Shifting Loyalty, Complaint Behaviour, Diffusion of innovation, organizational buying behaviour, consumerism, its evolution, buyers and sellers rights, effect of consumerism.

Suggested Readings:

1. Schiffman and Kanuk: Consumer Behaviour, PHI Learning.
2. Engle, Blackwell and Miniard: Consumer Behaviour, Thomson/South-Western, 2006.
3. Loudon and Della Bitta: Consumer Behaviour, TMH.
4. Wright Ray: Consumer Behaviour, Thompson.
5. Zaltman and Wallendorf -Consumer Behaviour , John Wiley & Sons Inc.

MBA
MRRE-305

MARKETING RESEARCH

Objective: The course is designed to equip students with the knowledge of marketing of research, its role and the techniques used in analyzing the data. The course also focuses on the application of marketing research in decision making.

Lectures: 48

UNIT I

Lectures: 10

Marketing Research dynamics- Introduction, Meaning, Nature and Scope of Research, Characteristics of Research, Importance and Role of research in Marketing; The marketing research industry; Approaches to Marketing intelligence, Types of research; research approaches; significance of Market research, criteria of good marketing research, problems encountered by marketing research in India, Marketing research Value and Cost of Information, Marketing Research trends in the India.

UNIT II

Lectures: 6

Research Design, Meaning of research design, types of research designs and marketing decision process, choosing a good research design, Data Collection sources and methods, merits and demerits, Hypothesis Testing, Steps involved in hypothesis testing, Type I and Type II errors.

Unit III

Lectures: 8

Designing a questionnaire, steps involved in construction of a questionnaire, Questionnaire format and Question composition, Pilot testing the questionnaire, Sampling meaning, importance, Process of Sampling, determining Sample Size, Sampling Methods, selecting an appropriate sampling technique, Types of sampling errors.

UNIT IV

Lectures: 12

Data Analysis and Interpretation: Editing, Coding, Tabulation and Processing of Data, Data Cleaning, Measures of central tendency, Dispersion, correlation, regression, ANOVA and CO-ANOVA, Conjoint Analysis, Discriminant Analysis, Factor analysis, T-Test, Z-Test, Chi Square Test.

Applications of marketing research: Consumer market research, Business to Business Market research, Product Research, Pricing research, Distribution research, Motivational research, Sales analysis and Forecasting, Data Mining.

UNIT V

Lectures: 12

Recent Trends in Marketing research: Online Marketing research, Research in Lifestyle Retail, Marketing research and Social Marketing, Rural Marketing research, Trends in services marketing research, Branding research.

Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format and components, Revising and finalising the research report, Responsibilities of a market research report writer, Guidelines for evaluating a report.

Suggested Readings:

1. Naresh K Malhotra, Satyabhushan Dash, (2009). Marketing Research- An Applied Orientation, 5/e, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). Marketing research –Measurement & Method, PHI Private Limited, New Delhi.
3. Donald R. Cooper, Pamela S Schindler, (2007). Marketing Research-Concepts and Cases. Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Hair, Bush, Ortinau, (2006). Marketing Research, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Nigel Bradley, (2007). Marketing research –Tools and Techniques. Oxford University Press, New Delhi.

MBA
REMG-305
Retail Management

Objective: The primary objective of the course is to have students develop marketing competencies in retailing and retail consulting. The course is designed to prepare students for positions in the retail sector or positions in the retail divisions of consulting companies.

Lectures: 48

Unit I

Lectures: 8

Introduction to Retailing, Definition, Characteristics, Evolution of Retailing in India, Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry.

Unit II

Lectures: 12

Retail Formats: Retail Sales by ownership, On the basis of Merchandise offered, non-store Based retail mix & Nontraditional selling.

Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit III

Lectures: 8

Retail Marketing: Advertising & Sales Promotion, Store Positioning, Retail Marketing. Mix, CRM, Advertising in Retailing.

Unit IV

Lectures: 12

Retail Merchandising: Buying function, Markups & Markdown in merchandise management, shrinkage in Retail merchandise management.

Merchandise Pricing: Concept of Merchandise Pricing, Pricing Options, Pricing Strategies, Pricing Objectives, Types of Pricing.

Unit V

Lectures: 8

Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Customer Service, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Suggested Readings:

1. Cullen & Newman: Retailing – Environment & Operations, Cengage Learning EMEA
2. Berman & Evarly: Retail Management, Perntice Hall.
3. Bajaj, Tuli & Srivastava: Retail Management- Oxford University Publications.
4. Gibson G Vedamani: Retail Management: Functional principles & practices, Jaico Publishing
5. Harjit Singh: Retail Management, S. Chand Publication.

MBA
FMIT-306
FINANCE MARKETS AND INSTITUTIONS

Objective: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

- | | |
|---|---------------------|
| Unit 1 | Lectures: 48 |
| Financial System -Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondarymarkets; Money Markets. | Lectures: 10 |
| Unit 2 | Lectures: 10 |
| Management of Commercial Banks -An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks. | |
| Unit 3 | Lectures: 8 |
| Risk of Financial Inter-Mediation -Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk. | |
| Unit 4 | Lectures: 8 |
| Risk Management in Financial Institutions -Evaluating Risk and Returns of Assets and Liabilities of Financial Institutions. | |
| Unit 5 | Lectures: 12 |
| Management of Non-Banking Financial Institutions and Depositories -Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions- IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository. | |

Suggested Readings:

1. K Sasidharan, Financial Services and System (2008), McGraw-Hill Publishing Company New Delhi.
2. Clifford Gomez, Financial Markets Institutions and Financial Services, Prentice-Hall of India, 2008.
3. Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw-Hill Publishing Company, New Delhi.
4. M.Y. Khan, Financial Services, 4th ed., McGraw-Hill Publishing Company, New Delhi 2008.
5. Anthony Saunders, Financial Institutions Management- A Risk Management Approach, 6th ed., McGraw-Hill Publishing Company, New Delhi.
6. M.Y. Khan, Indian Financial System, 6th ed., McGraw-Hill Publishing Company, New Delhi, 2008.
7. L.M. Bhole, Financial Institutions and Markets, 4th ed., McGraw-Hill Co., New Delhi, 2008.
8. Economic-Surveys, Govt. of India.

MBA
SAPM-306

Security Analysis and Portfolio Management

Objective: The aim of this course is to provide a conceptual framework for analysis from an investor's perspective of maximizing return on investment – a sound theoretical base with examples and references related to the Indian financial system

Lectures: 48

Unit 1

Lectures: 10

Introduction of Investment

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling. Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Market Intermediaries and regulators, Primary and secondary market, Stock market in India ,BSE and NSE , market Index .New Issue market-Issue management, merchant bankers, lead Managers, listing ,registrars ,Bankers to issue, underwriters, Trading of Securities, Broker, BOLT, SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

Unit 2

Lectures: 8

Risk and Return

Systematic Risk and Unsystematic Risk ,beta, Security valuation-Fixed and variable return securities., Dividend Policy and interest rates .Bond Valuation –Duration and Modified Duration.

Unit 3

Lectures: 8

Analysis of Securities

Fundamental Analysis Economic, Industrial and Company Analysis. Technical Analysis and Efficient Market Hypothesis,

Unit 4

Lectures: 10

Portfolio Analysis

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe index Model, Security market line and capital Market line .Capital Asset Pricing Model, Arbitrage Pricing Theory. Sharpes optimal portfolio.

Unit 5

Lectures: 12

Portfolio Revision and Evaluations

Portfolio Revision and Porfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Jensen,Sharpe and Treynor Measures,Types of Mutual funds,NAV, Mutual Fund Industry.SEBI and Mutual Fund regulation.

Suggested Readings:

1. Fischer, Donald, E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall India, New Delhi, 6th ed.
2. Sharpe, William ,F.Alexander,and Bailey,Investment,PHI New Delhi.
3. Kevin,S.Portfolio Management,PHI New Delhi.
4. Singh,Preeti ,Investment Management.

MBA
IFMG-306
International Financial Management

Objective: The objective of this paper is to equip the students with the techniques that can help them in managing the financial issues in international environment. This course will help them to manage MNCs in more effective manner.

Lectures: 48

Unit 1

Lectures: 10

Financial Management in Global Perspective: Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

Exchange Rate Determination: Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.. Fisher's Effect.

Unit 2

Lectures: 8

Foreign Exchange Market

Structure; Types of Transactions, exchange rate quotation, Spot and Forward, transaction and settlement dates, exchange rate quotations and arbitrage, forward quotations, pricing of Short date and broken date contracts ,exchange rate regimes ,Participants in Foreign Exchange Market- Arbitraging with and without transaction costs, cross-rates , Hedging and Speculation.

Unit 3

Lectures: 8

Risk Exposures and Their Management

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

Unit 4

Lectures: 10

International Long term Financial Management

International Equity Investment ,Risk and return,International Capital Pricing Model,Equity Financing in International Markets,FII.International Project Appraisal,Adjusted Present Value,Exchange rate risk and cost of capital,FDI and International joint ventures.

Unit 5

Lectures: 12

International Financial Markets: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions, Euromarkets.

Multinational Working Capital Management: Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

Suggested Readings:

1. Shapiro AC: Multinational Financial Management: PHI.
2. Levi, Maurice: International Finance, Routledge, 2009.
3. Eiteman, David K: Arthur Stonehill and Michael H. Moffett, Multinational Business Finance,Pearson, 2008.
4. Vij, Madhu: International Financial Management, Excel Publications, 2006.
5. Apte : International Financial Management: PHI.
6. Seth, A.K.: International Financial Management.

MBA
CPTP-306
Corporate Tax Planning

Objective: This course is designed to provide an understanding of the various tax and corporate laws. It helps the students to get an insight of the various provisions of the corporate taxes and their effects on future decision making.

Lectures: 48

Unit 1
Basic Concepts

Lectures: 10

Concept and Definition of Income, Receipts which are not income, Exemption from Charge of Income Tax. Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax.

Unit 2
Corporate Tax in India

Lectures: 8

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

Unit 3
Tax Planning

Lectures: 12

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Dividend Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation.

Unit 4
Special Provisions Relating to Non-Residents

Lectures: 10

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

Unit 5
Tax Planning with Reference to Business Restructuring

Lectures: 8

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

Suggested Readings:

1. Ahuja, Grish, and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, 2017, Delhi.
2. Singhanian, Vinod K., Kapil Singhanian, and Monica Singhanian, Direct Taxes Planning and Management, Taxmann Publications Pvt. Ltd., New Delhi.
3. Pagare, Dinkar, Direct Tax Planning and Management, Sultan Chand and Sons, New Delhi.
4. SP Goyal, Direct Tax Planning, Sahitya Bhawan, Agra.
5. Prasad Bhagwati – Income Tax Law & Practice (Vishwa Prakashan) 1997, 23rd ed
6. Bare Acts of relevant enactments.

MBA
RMIN-306

RISK MANAGEMENT AND INSURANCE

Objective: This course is designed to provide an understanding of the concepts of insurance. It helps the students to get an insight of the various types of life and non-life insurance and their importance.

Lectures: 48

Unit 1

Introduction

Lectures: 8

An overview of Risk and Risk Management, Risk and its Management, Objectives of Risk Management, Risk identification and Measurement, Beta, Risk-Premium.

Unit 2

Risk Aversion and Risk Management

Lectures: 12

Risk Aversion and Demand for Insurance by Individual; Business Risk Management and Demand for Insurance; Expected Utility Application of Statistical Techniques in Risk Avoidance; Disaster Risk Management; Insurability of Risk, Contractual Provisions and Legal Doctrines; Premium Loading; Moral Hazards; Deductibles and Claim Processing Costs; Risk Retention and Transfer; Legal Aspects of Insurance Contract; Principle of Indemnity; Estoppels, Endowment Insurance.

Unit 3

Types of Insurance

Lectures: 10

Fire and Motor Insurance; Health Insurance; Social Insurance; Home-Owners Insurance; Life Insurance and Annuities; Term Insurance; Endowment Insurance; Whole Life Insurance; Employees Benefits Group; Medical Coverage; Retirement Plans; Marine Insurance; Ships and Goods Policy; Marine Risk Institute Cargo Clauses Reinsurance, Insurance Principles.

Unit 4

Assessment and Control

Lectures: 10

Control of Malpractices; Negligence, Loss Assessment and Loss Control; Exclusion of Perils, Actuaries, Computation of Insurance Premium.

Unit 5

Globalization of Insurance Sector

Lectures: 8

Globalization of Insurance Sector; Regulation of Risk Reduction by IRDA; Reinsurance; Coinsurance Assignment.

Suggested Readings:

1. Scott Harrington and Gregory Niehaus, Risk Management and Insurance, 2nd ed., Tata McGraw-Hill,
2. Dorfman, Risk Management and Insurance, PHI
3. Panda, GS, Principles and Practices of Insurance, Kalyani Pub.
4. Mishra, MN, Principles and Practices of Insurance, S. Chand and Co.
5. Gupta, PK, Insurance and Risk Management, Himalaya Publishing House.
6. Jeevanandam, C, Risk Management, Sultan Chand and Sons.

MBA
IEMG-307
IMPORT –EXPORT MANAGEMENT

Objective: The objective of this paper is to introduce students to the impact of import and export polices on the business. It also highlights the impact of these polices on trade and business.

Lectures: 48

UNIT-I

Lectures: 12

Import Management in a developing economy, Objectives of Import Policy, Types of Import Licenses, Foreign Exchange Budgeting, Global Procurement, Conceptual Framework, Methods of Import Procurement, and Import Procurement planning at corporate level, identifying sources of supply, supplier identification, selection and evaluation.

UNIT-II

Lectures: 8

Import Financing Purchase price analysis-, canalisation of import, and import under counter trade, market research for import procurement monitoring and follow-up of contracts.

UNIT-III

Lectures: 10

Buying of technology, import procedure in India, custom clearance of imported cargo, custom valuation of imported cargo, import documentation, material management for projects, and procurement under World Bank Project.

UNIT-IV

Lectures: 12

Export Management- Concept and Scope, Form of Organisation, Export Marketing Environment, Export Planning, Organizing for Export, Organisation chart, Building a team, Executive Action, and Management Control.

UNIT-V

Lectures: 6

Barriers and Bottleneck in export with specific reference to India.

Suggested Readings:

- | | |
|-------------------------|----------------------------|
| 1. TAS Balagopal | - Export Management |
| 2. B.S. Rathore | - Export Marketing |
| 3. P. Kumar and AK Gosh | - Export Management |
| 4. Ronald R. | - International Purchasing |

MBA**MGMC-307****MANAGEMENT OF MULTINATIONAL CORPORATIONS**

Objective: The objective of this paper is to give an insight to students regarding the management of multinational corporations and their impact on Indian business. The course also provides an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions.

Lectures: 48**Unit 1****Lectures: 10****International Management**

Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

Unit 2**Lectures: 8****Growth and Development of MNCs**

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

Unit 3**Lectures: 10****Organizational Design and Structure of International Corporations**

Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

Unit 4**Lectures: 12****International Business Strategy**

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

Unit 5**Lectures: 8****Indian Perspectives and Policy**

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIs.

Suggested Readings:

1. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.
2. Koonts and Wheelrich: Management: The Global Perspective , Tata McGraw Hill, New Delhi.
3. Nagandhi, Anant.R: International Management, Prentice Hall of India Ltd., New Delhi. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: International Management: Concepts and Cases, Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, Transnational Management: Text and Cases, Tata Mc Graw Hill, New Delhi.
5. Deresky, Helen: International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India, New Delhi.

MBA**INBL-307****International Business Logistics**

Objective: The objective of this paper is to give an insight to students regarding the management of international logistics multinational corporations and their impact on Indian business. It also gives an insight of the Supply Chain Management and logistics network configuration.

Lectures: 48

Unit 1

Lectures: 6

Global Logistics

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

Unit2

Lectures: 12

Components of Logistics

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

Unit 3

Lectures: 12

General Structure of Shipping and Developments in Ocean Transportation

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

Unit 4**Lectures: 10****Air Transportation**

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

Unit 5**Lectures: 8****Supply Chain Management**

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR.

Suggested Readings:

1. Asopa, V.N: Shipping Management: Cases and Concepts, Macmillan, New Delhi.
2. Desai, H.P: Indian Shipping Perspectives, Anupam Publications, Delhi.
3. Khanna, K.K.: Physical Distribution, Himalaya Publishing, Delhi.
4. Bowersox , Donal J and Closs , David J: Logistical Management, Tata McGraw Hill, New Delhi.
5. Shipping Documents and Reports, UNCTAD.
6. Sople, V V: Logistics Management, Pearson, New Delhi.
7. Agarwal, D K: Text Book of Logistics and Supply Chain Management, Macmillian, New Delhi.
8. Muthiah , Krishnaveni: Logistics and World Sea Borne Trade, Himalaya Publishing House, Mumbai.
9. Chopra, Sunil. Meindl, Peter and Kalra, D V: Supply Chain Management, Pearson, New Delhi.

MBA**ITFI-307****International Trade Financing and Instruments**

Objective: The objective of this paper is to give an insight to students regarding the financing of international trade and the various instruments used for financing it. It also familiarize the students with International Monetary System and Financial Institutions.

Lectures: 48

Unit 1

Lectures: 8

Global Financial Markets

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

Unit 2

Lectures: 8

Euro Currency Market

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets-Transactions, Regulatory Systems and Measure Instruments.

Unit 3

Lectures: 10

International Money Markets

GDR's, ADR's , IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

Unit 4**Lectures: 10****Global Capital markets**

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

Unit 5**Lectures: 12****Foreign Portfolio Investment**

As an alternative Sures, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

Suggested Readings:

1. Shaprio, A.C: Multinational Financial Management, Prentice Hall of India, New Delhi
2. Buckley, Adrian: Multinational Finance, Prentice Hall of India, New Delhi.
3. Maurice, Levi: International Finance, McGraw Hill, Int., Ed., New York.
4. Bhalla V.K: Investment- Security Analysis- S.Chand (New Delhi) Management and Portfolio Management.
5. Henning C.N., Piggot, W. and Scott, W.H: International Financial Management, McGraw Hill, Int. Ed., New York.
6. P.G: Global Financial System, TMH, Delhi.
7. Apte P.G: Global Financial System; TMH, Delhi.

MBA**INBE- 307****INTERNATIONAL BUSINESS ENVIRONMENT**

Objective: To get the students acquainted with the present economic environment in India and abroad. To enable the students understand the various issues involved in the macro management of the economy.

Lectures: 48

UNIT-I**Lectures: 8**

Introduction or International Business: Importance, Nature and Scope of International Business; Model of Entry into International Business; Internationalization Process and Managerial Implications.

UNIT-II**Lectures: 8**

Environment Context of International Business: Framework for Analyzing International Business Environment, Domestic, Foreign and Global Environments and their Impact on International Business Decisions.

UNIT-III**Lectures: 8**

Global Trading Environment: World Trade in Goods and Services. Major Trends and Development; World Trade and Protectionism – Tariff and Non-tariff Barriers; Growing Concern for Ecology.

UNIT-IV**Lectures: 12**

International Financial Environment: Foreign investments Pattern, Structure and Effects; Movements in Foreign Exchange and interest Rates and their impact on Trade and Investment flows. International Economic Institutions and Agreements: WTO, IMF , World Bank, UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, IPR and other International agreements ,International commodity trading and agreements.

UNIT-V**Lectures: 12**

Regional Economic Groupings. Regionalism vs. multilateralism, Structure and functioning of EU and NAFTA; Regional economic cooperation. Multinational Corporations and their involvement in International Business: Issues in foreign investments, technology transfer, pricing and regulations, International collaborative arrangements and strategic alliances.

Suggested Readings:

1. Bennet, Roger, International Business, Pitman Publishing, London, 1999.
2. Czinkota, Michael R., et.al., International Business, The Dryden Press, Fortworth, 1999.
3. Dances, John D. and Radebaugh, Lee H., International Business, -Environment and Operations, 8th.ed., Addison Wesley, Readings, 1998.
4. Griffin, Ricky W. and Pustay, Michael W, International Business! A Managerial perspective, Addison Wesley, Readings, 1999.
5. Hill, Charles W.L., International Business, McGraw Hill, New York, 2000.

MBA**DBMS-308****DATA BASE MANAGEMENT SYSTEM**

Objective: This course provides the students to understand the problems with file processing system and how it can be handled effectively in Database System through various design tools, design techniques and algorithms. Computer Lab classes shall be allotted to learn computerized accounts and extraction of data from a financial database.

Lectures: 48**UNIT –I****Lectures: 12**

An overview of Database Management System, Database System Vs File System, Database system concepts and architecture, data models schema and instances, data independence and data base language and interfaces, Data definitions language, DML, Overall Database Structure.

UNIT –II**Lectures: 8**

ER model concepts, notation for ER diagram, mapping constraints, keys, Concepts of Super Key, candidate key, primary key, Generalization, aggregation, reduction of an ER diagrams to tables, extended ER model, relationships of higher degree.

UNIT –III**Lectures: 10**

Components of DBMS Data Models in Databases, Relational Data Base Management System Relational Algebra, Data Models based on Implementation, Traditional Set Operators, Union, Special Relational Operators, election, Relational Database model, Integrity constraints: entity integrity, referential integrity, Keys constraints, Domain constraints, relational algebra, relational calculus, tuple and domain calculus.

UNIT –IV**Lectures: 10**

Introduction to SQL: Characteristics of SQL, Advantages of SQL, SQL data types and literals, Types of SQL commands, SQL operators and their procedure, Tables, views and indexes, Queries and sub queries, Aggregate functions, Insert, update and delete operations, Joins, Unions, Intersection, Minus, Cursors in SQL.

UNIT –V**Lectures: 8**

Data Base Design & Normalization: Functional dependencies, normal forms, first, second, third normal forms. Role of Database Administrator, Transactions, Database Recovery.

Suggested Readings:

1. Bipin D Desai – An introduction to Database System.
2. C J Date - Introduction to Database System.
3. Korth and Sillberschatz – Database System Concepts.
4. Pratt – Concept of Database Management.

MBA**CAOS-308****COMPUTER ARCHITECTURE AND OPERATING SYSTEM**

Objective: The course provides the understanding about internal architecture of a computer system. Further Operating System and its various roles will be discussed.

Lectures: 48

UNIT –I**Lectures: 12**

Overview of Computer Architecture, Introduction to Parallel computing; Parallelism in Uni-processor Systems, Parallel computer structures, Architectural Classification schemes, parallel processing applications.

UNIT –II**Lectures: 8**

RISC and CISC Architecture, Need of Operating System, Types of Operating System.

UNIT –III**Lectures: 8**

Process concept, Process scheduling, Cooperating processes.

UNIT –IV**Lectures: 10**

Memory Management-Logical and Physical Address Space, Swapping, Contiguous Allocation and Non-Continuous Allocation.

UNIT –V**Lectures: 10**

File Management - File systems, secondary Storage Structure, File concept, access methods, directory implementation, Efficiency and performance, recovery.

Suggested Readings:

1. Galvin – Operating System Concepts.
2. MilenKovic – Operating System.
3. Parthosarthy – Advanced computer Architecture.
4. Hwang & Briggs – Computer Architecture and Parallel Processing.

MBA**VIBS-308****VISUAL BASIC**

Objective: This course develops an understanding of Visual Basic programming language. Various controls and designing GUI applications will be explained.

UNIT –I**Lectures: 48****Lectures: 10**

Introduction to VB, Environment of VB, properties, Managing data, working with controls: textboxes, buttons, labels etc., variables, controlling program flow.

UNIT –II**Lectures: 8**

Control Constructs: if-else, while, select cases etc. Inbuilt functions, User defined functions, arrays, Files, procedures.

UNIT –III**Lectures: 12**

Advanced System Defined Controls, Tool box: Timer, Frame, Status Bar, Picture, Image List, Progress Bar , command button, label, OLE, Scroll Bar, Data Control, Form, Check Box, Option Button, etc.

UNIT –IV**Lectures: 10**

Design GUI Applications: Showing and Hiding forms, Basic form events, Menu creation, Handling MDI parent/child forms, navigation through forms, connectivity with Database.

Unit-V**Lectures: 8**

Different types of applications developed with VB: Exe application, Active X, DLL, Wizard Application, Connectivity through Data Control, ODBC, OLEDB.

Suggested Readings:

- 1) Teach yourself Visual Basic -6 in 21 days.
- 2) Brain Seler and Jeff Spolts – Using Visual Basic 6.
- 3) Mostasavi – Visual Basic 2005 by Practice.

MBA
INAP-308
INTERNET APPLICATIONS

Objective: The objective of this course is to acquaint the students with Information Technology tools like internet and gives an insight about the computer languages.

Lectures: 48

UNIT-I

Lectures: 8

History of the web, Growth of the Web, Protocols governing the web, Introduction to Cyber Laws in India, Introduction to International Cyber laws, Web project, Web Team, Team dynamics.

UNIT-II

Lectures: 8

Communication Issues, the client, Multi-departmental & Large scale Websites, Quality Assurance and testing, Technological advances and Impact on Web Teams.

UNIT-III

Lectures: 12

HTML: Formatting Tags, Links, List, Tables, Frames, forms, Comments in HTML, DHTML. Java Script: Introduction, Documents, Documents, forms, statements, functions, objects in Java Script, Events and Event Handling, Arrays, FORMS, Buttons, Checkboxes, Text fields and Text areas.

UNIT-IV

Lectures: 12

XML: Introduction, Display and XML Documents, Data Interchange with an XML document, Document types definitions, Parsers using XML, Client-side usage, Server Side usage.

UNIT-V

Lectures: 8

Common Gateway Interface (CGI), PERL, RMI, COM/DCOM, VBScript, Active Server Pages (ASP).

Suggested Readings:

1. Burdman, "Collaborative Web Development", Addison Wesley.
2. Sharma & Sharma, "Developing E-Commerce Sites" Addison Wesley.
3. Iva Bayross, "Web Technologies Part-II" BPB Publications.
1. Shishir Gundavarma, CGI Programming on the World Wide Web" O'Reilly & Associate.
4. DON Box, "Essential COM" Addison Wesley.
5. Greg Buczek, " ASP Developer's Guide" TMH.

MBA
SAAD-308
SYSTEM ANALYSIS AND DESIGN

Objective: This course is aimed at to acquaint the students with applications of Information Systems in business world, its design and development and its use in decision-making.

Lectures: 48

UNIT –I

Lectures: 12

The System Concept, Characteristics of Systems , Physical and abstract System, Open and closed System, Business Systems Concepts, Categories and elements of Information Systems, Using Systems approach for problem solving and information systems design Determining the scope and structure of a system.

UNIT –II

Lectures: 10

System Life Cycle Development: Interviewing and Questionnaires, observation, Recognition of need-Feasibility Study, Analysis, Design, Implementation. Models of System Development Life Cycle. Role of System Analyst- Academic and Personal Qualifications Structured system Analysis.

UNIT –III

Lectures: 8

System Planning and Initial Investigation :Information Gathering, Tools for Structured Analysis (DFDs, Data Dictionary, Decision Tree and Structured English), Feasibility Study, Cost/Benefit Analysis.

UNIT –IV

Lectures: 12

Structured System Design: Process and stages of system design, Logical and physical Design, Major Development Activities, Processing controls and data validation, Studies of design tools, Application Architecture and Modeling, Database Design, Output Design and Prototyping, Input Design and Prototyping, User Interface Design.

UNIT –V

Lectures: 6

Case studies for SDLC implementation. (Min 2 case studies)

Suggested Readings:

- 1) Satringer – System Analysis and Design.
- 2) Shelly : system Analysis and Design.
- 3) Jalota, Pankaj – An integrated approach to Software Engg.
- 4) Pressman – Software Engineering.

MBA**STMG-401****STRATEGIC MANAGEMENT**

Objective: The purpose of this paper is to enable the students learn nature, scope and structure of Strategic Management and understand the influence of various environmental factors on business operations.

Lectures: 48

UNIT-I

10 Lectures

Introduction to Business Policy and Strategic Management, Nature, Meaning and Scope, Importance of Business Policy and Strategic Management, difference between business policy and strategy, strategy and tactics, Corporate strategy, Business Strategy, Functional Strategy.

UNIT-II

8 Lectures

Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategy Decision Making, Mission, Objectives and Goals.

UNIT-III

10 Lectures

Major Strategic Options-Stability Strategy, Growth or Expansion Strategy, Diversification Strategy, Retrenchment Strategy and its Variations. Combination Strategy, Turnaround Strategy, External Growth Strategy, Factors Influencing Choice of Strategy, Business strategies and functional strategies.

UNIT-IV

8 Lectures

Strategy Implementation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation and Control techniques.

UNIT-V

12 Lectures

Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

Suggested Readings:

1. John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), Strategic Management – Formulation, Implementation and Control, 1/e, Tata McGraw-Hill, New Delhi.
2. Strategic Management, A Pearce ,Richard B robbinson Junior , Amita Mittal, Tata
3. MC hill.
4. Strategic Management, A nag, Vikas Publication.
5. Strategic Management, R Srinivasan, PHI learning.
6. Strategic Management, Azhar Kazmi.
7. Strategic Management, N Chandrasekaran PS ananthnarayan.

MBA
ECSR-402
Ethics, Corporate Governance and Social Responsibility of Business

Objective: To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

Lectures: 48

Unit I

8 Lectures

Conceptual Framework Of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.

Unit II

8 Lectures

Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions- remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

Unit III

7 Lectures

An International Perspective on Corporate Governance: Legislative framework of corporate governance in United Kingdom, USA, Australia, China, Russia, South Africa; Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999.

Unit IV

10 Lectures

Major Corporate Governance Failures: Bank of credit and commerce international (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com(USA); Andersen worldwide (USA); Vivendi (France); News of the world (UK); Satyam computer services ltd (India); Sahara (India); Kingfisher ltd (India); common governance problems noticed in various corporate failures.

Unit V**18 Lectures**

Whistle-blowing and Corporate Governance: The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India. Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India.

Suggested Readings:

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press. Department of Commerce, University of Delhi
3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar.
4. Sharma, J.P., Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.

MBA
EPDP- 403
ENTREPRENEURSHIP DEVELOPMENT

Objective: The purpose of this paper is to enable the students learn the importance of Entrepreneurship and understand the role of Entrepreneurship on environmental factors.

Lectures: 48

Unit 1

Foundation of Entrepreneurship Development

8 Lectures

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur. Entrepreneurial motivation.

Units 2

Theories of Entrepreneurship

16 Lectures

Schumpeter's view on entrepreneurship, Walker's view on entrepreneurship Drucker's view on entrepreneurship . Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: meaning , definition, function, qualities ,Challenges and achievements of women entrepreneurs.

Unit 3

Business Planning Process

10 Lectures

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

Unit 4

Project Planning for Entrepreneurs

8 Lectures

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

Unit 5

Entrepreneurship Development and Government

6 Lectures

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

Suggested Reading:

1. Khanna, S.S., Entrepreneurial Development, S. Chand, New Delhi.
2. Zimmerer W. Thomas, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, PHI, 4th ed.
3. Holt H. David, Entrepreneurship: New Venture Creation, Prentice- Hall of India, New Delhi, Latest edition.
4. Kuratko, F. Donald, Richard M. Hodgetts, Entrepreneurship: Theory, Process, Practice, Thomson, 7th ed.
5. Desai, Vasant, Dynamics of Entrepreneurship: New Venture Creation, Prentice-Hall of India, New Delhi, Latest edition.

MBA**Research Project Dissertation /Case Study****Subject Code: RPDC-409****Credit Points: 05**

Each student shall undergo a Research Project Dissertation/Case Study at the end of IVth semester. Marks shall be awarded by internal examiner and will be added for the determination of grades.

MBA**Viva- Voce****Subject Code: VIVA-410****Credit Points: 05**

Each student shall undergo Viva –Voce at the end of IVth semester. Marks shall be awarded both by internal and external examiner and the total will be added for the determination of grades.

MBA
CRLD-404
CORPORATE LEADERSHIP

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of corporate leadership in the field of human resource management. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

UNIT-I

Lectures: 8

Organizational Leadership Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

UNIT-II

Lectures: 12

Communication Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

UNIT-III

Lectures: 10

Power and Politics Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation.

UNIT-IV

Lectures: 10

Team Leadership Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management.

UNIT-V**Lectures: 8**

Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

Suggested Readings:

1. Enhancing the Lessons of Experience, Hughes, Ginnett, Curphy, Tata Mc Graw Hill, 5 Ed.
2. Counseling Skills for Managers, Singh Kavita, PHI, 1st Ed.
3. Leadership in Organizations, Yukl G, Pearson, 6th Ed.
4. Effective Team Work, West Michael, Excel Books, 1st Ed.
5. Leadership, Sadler Philip, Crest Publishing House.
6. Fundamentals of Organizational Behaviour, Stephen P. Robbins, Nancy Langton By Robbins, Stephen P., 1943 Pearson Education Canada, 2001.
7. (5th edition) (2010). Author: Peter Northouse. Sage press. Leadership in Organisations. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.

MBA**COMG-404****COMPENSATION MANAGEMENT**

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of compensation management. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

UNIT-I

Lectures: 10

Introduction Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Employee's acceptance of wage level; wage and motivators. Concept of total rewards.

UNIT-II

Lectures: 8

Job Evaluation: Processes and Schemes Salient features of Job Evaluation , Concept of Job enrichment and Job Enlargement – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

UNIT-III

Lectures: 12

Wages and Salary Administration Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Pay surveys; Economic and behavioural theories related to wages . Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentives: Incentive schemes and types of incentive plans. Spot awards. Team incentives; Design of a pay roll system (using Accounting software). Legal Constraints on Pay System.

UNIT-IV

Lectures: 8

Compensation Strategies Concept of Competency Mapping with pay scale. Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance'. Compensation as a retention strategy.

UNIT-V

Lectures: 10

Rewarding Performance and Executive Compensation Individual-based compensation; team-based compensation; Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension

understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad. International Compensation.

Suggested Readings:

1. Compensation Management, P.Jyoti \$ Venkatash, Oxford Publication.
2. Compensation Management, Dipak kumar Bhattacharya , OOP Industrial.
3. Richard.I. Henderson (2005). Compensation Management in Knowledge- based World. Prentice-Hall.
4. Thomas.P.Plannery, David.A.Hofrichter & Paul.E.Platten (2002). People, Performance & Pay: Dynamic Compensation for Changing Organizations. Free Press.

MBA**IHRM-404****INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Objective: The objective of this course is to help the students to develop an understanding of the concept & techniques of international human resource management. The course will use and focus on Indian experiences, approaches and cases.

Lectures: 48

Lectures: 8

UNIT-I

Global Business Environment and Human Component Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication.

UNIT-II

Lectures: 8

Cross Cultural Management Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

UNIT-III

Lectures: 12

International Human Resource Management Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective.

UNIT-IV

Lectures: 8

International HRM International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

UNIT-V

Lectures: 12

Key issues in International Labour Relations Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

Suggested Readings:

1. International Human Resource Management, Chris Rees, Tony Edwards, PEARSONS.
2. International Human Resource Management, Monir Tayeb, Oxford University Press.
3. International Human Resource Management, P. L. Rao, Excel Books India.
4. Doweing , P.J. – International Dimensions of Human Resource Management End Edition Words Worth.
5. G. Hofstede – Cultures Consequence; International Differences in Work related Values – Sage.

MBA**SGMG-405****Sales and Distribution Management**

Objective: This course would help students develop an understanding about the role of sales management, marketing channels and distribution. The course would acquaint the students with various concepts.

Lectures: 48

UNIT I

Lectures: 10

Basic Concepts-Selling Functions, Types of Selling - Direct Selling, Institutional Selling, Tele Marketing and other concepts. Nature of Sales Management Situation where Personal Selling is more effective than Advertising.

UNIT II

Lectures: 8

Theories of Selling, AIDA Model, Right Set of Circumstances Theory, Buying Formula Theories, Behavioural Equation Theory.

UNIT III

Lectures: 10

Process of Effecting Selling- Prospecting, Pre-approach, Presentation and Demonstration, Handling Objections, Closing the sale, Post sale Activities, Quality of Successful Sales Person.

UNIT IV

Lectures: 12

Sales Management- Importance, Scope and Functions of Sales Management, Organization for sales, Sales Planning-Market Potential Analysis, Sales Forecasting, Fixing Sales Objectives, Territory Allocation, Sales Quota, Participative Sales Planning and Behavioural Considerations.

UNIT V

Lectures: 8

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

Suggested Readings:

1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5th ed., Sales Management: Decision, Strategies and Cases, Pearson Education, New Delhi, 2009.
2. Russel, Beachand Brukirk -Selling .
3. Still, Cundiff, and Govoni- Sales Management.
4. K Patel- Sales.
5. Johnson, Kirtz and Schueing - Sales Management.

MBA
IMMG-405

INTERNATIONAL MARKETING MANAGEMENT

Objective: This course would help students develop an understanding about the role of international marketing concepts, strategies and pricing decisions.

Lectures: 48

UNIT I

Lectures: 6

The Marketing Concept and Its Extension to International Marketing, International Marketing Tasks, Nature of International Marketing.

UNIT II

Lectures: 12

Selection of Foreign Markets, The Concept of International Marketing Mix, Implementation of Marketing Strategies and Seven Ps, Organization and Control for International Marketing. Identifying Foreign Markets- Political Considerations and Governmental Influences, Cultural and Social Dynamics, Economic Development and Geographical Conditions, Dynamics of Competitive Environment, Legal, Regulatory and Financial Influences.

UNIT III

Lectures: 12

International Market Segmentation, Market Entry and Operation Strategies- Export, Joint Ventures, Direct Investment, Strategic Alliances, Multinational Operations. International Product Policies, Strategic Considerations in Making Product Decisions, Alternative Strategies in Multi-National Product Planning, Methodology in Making Product Decision for International Markets.

UNIT IV

Lectures: 8

International Pricing Decisions, Price Escalation, International Transfer Pricing, Factors Influencing the Pricing decisions for International Markets, Export pricing and Differential pricing.

UNIT V**Lectures: 10**

International Distribution System and Logistics, International Marketing Channel Decisions, Importance and Scope of Channel decisions, Nature of International Distribution Channels, Factors Influencing Channel Decisions.

Suggested Readings:

1. RC Varshney and B.Bhattacharya, International Marketing- Indian Perspective, Sultan Chand & Sons New Delhi, 2006.
2. Leighton - International Marketing.
3. Scравanavel P - International Marketing.
4. Kotler, Armstrong - Principles of Marketing.
5. Keegan - Managing Global Marketing.
6. Franklin R Root - International Marketing.
7. Foss and Caleore - International Marketing.

MBA
RUMG-405
RURAL MARKETING

Objective: This course would help students develop an understanding about the role of rural marketing channels in the distribution of goods. It also exposes the students to the rural market environment and the emerging challenges in the globalization of the economies.

Lectures: 48

UNIT I

Lectures: 8

Introduction to Rural Markets Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

UNIT II

Lectures: 10

Understanding the Rural Consumer Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Rural ethics and social structure of Indian rural consumers.

UNIT III

Lectures: 10

Marketing Mix in Rural Markets Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operatives.

UNIT IV

Lectures: 10

Innovation in Rural Markets Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, e-business for rural enterprises Emergence of Organised retailing in Rural India.

UNIT-V

Lectures: 10

Future of Rural Marketing Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments.

Suggested Readings:

1. R V Badi, N V Badi, Rural Marketing, 2008, Himalaya Publishing House.
2. Arora, R.C. : Integrated Rural Development.
3. Rajgopal : Managing Rural Business.
4. Gopaldaswamy, T.P. : Rural Marketing.

MBA
MGFS-406

MANAGEMENT OF FINANCIAL SERVICES

Objective: The objective of this paper is to know the different aspects of Investment banking, mergers and acquisition and the detailed SEBI guidelines on issue management.

Lectures: 48

Unit 1

Financial Services

Lectures: 10

Meaning and Concepts, Need for Financial Services, Regulatory framework for financial services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

Unit 2

Depositories and Financial Services

Lectures: 10

Commercial Banks and their changing role, Functioning of Banks, Financial Services and Banking System.

Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds, Housing finance and Pricing financial services.

Unit 3

Merchant Banking and Venture Capital

Lectures: 10

The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India- Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The

Concept and Characteristics, Growth of Venture Capital Services in India.

Unit 4

Lectures: 10

Leasing: Concept, Types, Legal and Tax Aspects, Factoring in India, Hire- Purchase, Lease Structuring.

Factoring: Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting.

Forfaiting: Meaning and Mechanism of Forfaiting.

Unit 5

Credit Rating Services

Lectures: 8

Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

Suggested Readings:

1. Bhole L.M.: Financial Institutions and Markets, 4th ed., McGraw Hill Co. New Delhi, 2008.
2. Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y: Financial Services and System (2008), McGraw Hill Publishing Company, New Delhi.
4. Clifford Gomez, Financial Markets, Institutions management-A Risk management Approach, 6th ed., McGraw Hill Publishing Company New Delhi.
5. M.Y. Khan Indian Financial System, 6th ed., McGraw Hill Publishing Company, New Delhi, 2008.
6. Bhalla, V.K Indian Financial System, Anmol, New Delhi.

MBA
FIDV406
FINANCIAL DERIVATIVES

Objective: The objective of this paper is to know the different aspects of security markets and their functioning. It also highlights the working of different agencies in the currency market.

Lectures: 48

Unit 1

Lectures: 8

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative centrails and Market Liquidity.

Unit 2

Lectures: 12

Future-Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Stode Index Futures.

Unit 3

Lectures: 8

Financial SWAPS-Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

Unit 4

Lectures: 10

Financial Options-Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

Option Models

Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

Unit 5

Lectures: 10

Carry Trades and speculative Derivatives- Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging-objectives and Process.

Suggested Readings:

1. David A. Dubofsky and Thomas W. Miller, J.R. Derivatives: Valuation and Risk Management, Oxford.
2. Vohra, N.D. and Bagri, B.R., Future and Options, TMH
3. Kumar, Financial Derivatives, PHI.
4. Marshall & Bansal: Financial Engineering, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S, Derivatives and Risk management, Excel Books.
6. Bhalla V.K, Investment Management Security Analysis and Portfolio Management – S.Chand.
7. Anthony Saunders, Financial Markets and Institutions, 4th ed., McGraw Hill Publishing Company, New Delhi.

MBA
MRAC-406

MERGERS AND ACQUISITIONS

Objective: This course is designed to provide an understanding of the essential elements of Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options available.

Lectures: 48

Course Content:

Unit 1

Lectures: 10

Introduction-Introduction to mergers, Motives Behind Mergers; Theories of Mergers-operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle-Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover. Demerger, types of demerger, reverse merger.

Unit 2

Lectures: 8

Corporate Restructuring-Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP).

Unit 3

Lectures: 10

Mergers and Acquisition Process-Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.

Unit 4

Lectures: 10

Valuation-Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)-Methods of Financing Mergers- Cash Offer, Share Exchange Ratio- Merger as Capital Budgeting Decision.

Unit 5

Lectures: 10

Defensive Strategies in Restructuring -Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.

Suggested Readings:

1. Weston. F, Chung. K, and Hoag, S. (2008). Mergers, Restructuring, and Corporate Control, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan (2007). Mergers, Acquisitions and Corporate Restructurings, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda(2003), Finance For Strategic Decision Making- What non-Financial managers Need to Know, Jossey- Bass, Wiley India.
4. Reuvid Jonathan, (2005). Mergers and Acquisitions, Kogan Page.
5. Robert Brown(2007), Applied Mergers and Acquisitions, John Willey and Sons.
6. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.

MBA**CCBM-407****CROSS CULTURAL BUSINESS MANAGEMENT**

Objective: The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing. The cross cultural communication and management styles shall also be taught.

Lectures: 48

Unit 1

Lectures: 6

Globalization and Culture

Globalization in Cross Cultural Context, Factors that promoted Globalization.

Unit 2

Lectures: 10

Introduction to Culture

Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

Unit 3

Lectures: 10

Cross Culture Communication

Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

Unit 4**Lectures: 10****International HRM and Cross Cultural Issues**

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

Unit 5**Lectures: 12****Comparative Management**

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

Suggested Readings:

1. Deresky Helen, International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India.
2. Esenn Drlarry, Rchildress John: The Secret of a Winning Culture - Building High-Performance Teams, Prentice Hall India, New Delhi.
3. Cashby Franklin, Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization, Cashby Franklin, Prentice Hall India, New Delhi.
4. Journals- International Journal of Cross Cultural Management.
5. Hodgetts, Richard M. and Luthans, Fred: International Management. Tata McGraw Hill, New Delhi.
6. Cullen, John B: International Management a Strategic Perspective, Cengage Learning, Delhi.

MBA**ILTB-407****INTERNATIONAL LAWS AND TREATIES IN TRADE AND BUSINESS**

Objective: The paper aims to provide a thorough understanding of the basis for international laws and treaties. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Lectures: 48

Unit 1

Lectures: 12

Legal Framework of International Business

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

Unit 2

Lectures: 10

Regulatory Framework of WTO

Basic Principals and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

Unit 3

Lectures: 10

Implications of WTO to Important Sectors

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.

Unit 4

Lectures: 8

Regulatory Framework and Taxation

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

Unit 5**Lectures: 8****Indian Laws and Regulations Governing International Transactions**

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

Suggested Readings:

1. Lew, Julton D.M and Clive Stand brook (ed.), International Trade Law and Practice, Euromoney Publications, London.
2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.
4. Motiwal OP, awasthi HIC: International Trade – The law and Practice: Bhowmik and company, New Delhi.
5. Kapoor ND: Commercial Law; Sultan Chand & Co. New Delhi.
6. Subarao: “International Business” Himalaya Publishing House, New Delhi.

MBA**FRMG-407****For-ex Management**

Objective: It gives an insight of the functioning of the Foreign Exchange Markets and exchange rate determination for multinational firm will be the essential component of this course.

Lectures: 48

Unit 1

Lectures: 10

The Foreign Exchange Market Organisation- Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

Unit 2

Lectures: 10

Exchange Rates

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems-Determinants of Exchange Rates- Exchange Controls.

Unit 3

Lectures: 10

Foreign Exchange Transactions

Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

Unit 4

Lectures: 8

Exchange Rates

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts

Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Position – Cash position.

Unit 5**Lectures: 10****Currency Derivatives as Hedging Mechanism**

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

Suggested Readings:

1. Alan C Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.
2. Francis Cherunilam: International Economics, Tata McGraw Hill Pub Ltd, New Delhi.
3. Ian H Giddy: Global Financial Markets, AITBS Publishers and Distributors, New Delhi.
4. C Jeevanandam, Foreign Exchange: Practice, Concepts, Sultan Chand & Sons, New Delhi.s
5. Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi.
6. Apte P.G – Global Financial System, TMH.

MBA
PDPR- 408
PARADIGMS OF PROGRAMMING

Objective: The course on IT Programming is designed to provide the students with fundamental know how's of different topics in programming.

Lectures: 48

UNIT –I

Lectures: 10

Introduction: Characteristics of programming Languages, Factors influencing the evolution of programming language, Development in programming methodologies, desirable features and design issues. Programming Language processors: Structures and operations of translators, software simulated computer, syntax, semantics, structure, virtual computers, binding and binding time.

UNIT- II

Lectures: 12

Elementary and structured data type: Data object variables, constants, data type, elementary data types, declaration, assignments and initialization, enumeration, characters strings. Structured data type and objects: Specification of data structured types, vectors and arrays, records, variable size data structure, pointers and programmer constructed data structure, Set files. Imperative Languages: Block structure, Scope rules, Parameter Passing, Construct like co-routines, Tasks etc.

UNIT –III

Lectures: 8

Object Oriented languages: The class notion- Information hiding and data abstraction using classes, derived classes and inheritance– Polymorphism – Parameterized types.

UNIT –IV

Lectures: 10

Functional languages: Functional programming concepts – Referential transparency – Types – Type systems - Names, bindings, environment and scope – Recursive functions – Polymorphic functions – Type variables – High order functions – Curried functions – Lists and programming with lists – Definition of new user defined types in ML – Abstract data types – Evaluation methods.

UNIT –V

Lectures: 8

Logic languages: Review of predicate logic – Clause-form logic – Logic as a programming language- Unification algorithm - Abstract interpreter for logic programs – Theory of logic programs – SLD resolution – Negation as failure extension.

Suggested Readings:

1. Terrance W Pratt, "Programming Languages: Design and Implementation", PHI.
2. Sethi, "Programming Language", Addison Wesley.
3. E Horowitz, "Fundamental of Programming Languages", Galgotia.
4. Pratt, Zolkowitz, "Programming Languages Design Implementation", Pearson Edition.
5. Tucker Noonan, "Programming languages: Principles and Paradigms", TMH.
6. D. A. Watt, "Programming Languages and Paradigms", PHI.
7. J. Lloyd, "Foundation of Logic Programming", Springer verlag.
8. M. Hennessey, "The Semantics of Programming Languages", John Wiley.
9. C. Reade, "Elements of Functional Programming", AW.

MBA**CMNT-408****COMPUTER NETWORKS**

Objective: Computer Networking is the vital part of any organization these days. This course provides a foundation to understand various principles, protocols and design aspects of Computer Networks and also helps to achieve the fundamental purpose of computer networks in the form of providing access to shared resources.

Lectures: 48

UNIT-I

Lectures: 10

Introductory Concepts: Goals and Applications of Networks, Network structure and architecture, the OSI reference model, services, networks topology, Physical Layer- transmission, switching methods, Integrated services digital networks, terminal handling.

UNIT-II

Lectures: 12

Medium access sub layer: Channel allocations, LAN protocols, ALOHA Protocols- Pure ALOHA, slotted ALOHA, Carrier Sense Multiple Access Protocols, CSMA with Collision Detection, Collision free Protocols, IEEE standards, FDDI, Data Link Layer- elementary data link protocols, sliding windows protocols, error handling, High Level Data Link Control

UNIT-III

Lectures: 8

Network Layer: Point-to Point networks, routing algorithms, congestion control algorithms, internetworking, TCP/IP packet, IP addresses, IPv6.

UNIT-IV

Lectures: 8

Transport Layer: Design issues, connection management, TCP window Management, User Datagram Protocol, Transmission Control Protocol.

UNIT-V

Lectures: 10

Application Layer: Network Security, DES, RSA algorithms, Domain Name System, Simple Network Management Protocol, Electronic mail, File Transfer Protocol, Hyper Text Transfer Protocol, Cryptography and compression Techniques.

Suggested Readings:

- 1.A. S Tanenbaum, “Computer Networks, 3rd Edition”, PHI.
- 2.W. Stallings, “Data and Computer Communication”, Macmillan Press.
- 3.Comer, “Computer Networks & Internet”, PHI.
- 4.Comer, “Internetworking with TCP/IP”, PHI.
- 5.Forouzan, “Data Communication and Networking”, TMH

MBA
FECO-408
FOUNDATION OF E-COMMERCE

Objective: Big corporations and financial institutions use the internet to exchange financial data to facilitate domestic and international business. Data integrity and security are very hot and pressing issues for electronic commerce. This course provides a better understanding of the technical aspect and process of E- Commerce.

Lectures: 48

UNIT -I

Lectures: 12

Introduction: Electronic Commerce - Technology and Prospects, Definition of E- Commerce, Economic potential of electronic commerce, Incentives for engaging in electronic commerce, forces behind E-Commerce, Advantages and Disadvantages, Architectural framework, Impact of E-commerce on business.

Network Infrastructure for E- Commerce: Internet and Intranet based E-commerce- Issues, problems and prospects, Network Infrastructure, Network Access Equipments, Broadband telecommunication (ATM, ISDN, FRAME RELAY).

UNIT II

Lectures: 6

Mobile Commerce: Introduction, Wireless Application Protocol, WAP technology, Mobile Information device, Mobile Computing Applications.

UNIT III

Lectures: 9

Web Security: Security Issues on web, Importance of Firewall, components of Firewall, Transaction security, Emerging client server, Security Threats, Network Security, Factors to consider in Firewall design, Limitation of Firewalls.

UNIT IV

Lectures: 9

Encryption: Encryption techniques, Symmetric Encryption- Keys and data encryption standard, Triple encryption, Asymmetric encryption- Secret key encryption, public and private pair key encryption, Digital Signatures, Virtual Private Network.

UNIT V

Lectures: 12

Electronic Payments: Overview, The SET protocol, Payment Gateway, certificate, digital Tokens, Smart card, credit card, magnetic strip card, E-Checks, Credit/Debit card based EPS, online Banking.

EDI Application in business, E- Commerce Law, Forms of Agreement, Govt. policies and Agenda.

Suggested Readings:

1. Ravi Kalakota, Andrew Winston, "Frontiers of Electronic Commerce", Addison Wesley.
2. Bajaj and Nag, "E-Commerce the cutting edge of Business", TMH.
3. P. Loshin, John Vacca, "Electronic commerce", Firewall Media, New Delhi.