

MASTER OF BUSINESS ADMINISTRATION

CURRICULUM

(w.e.f. Session 2019-2020)



**DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA-136119**

**SECOND
YEAR
SYLLABUS**

Vision of Department

To be a role model in management education and research responsive to global challenges.

Mission of Department

M1: To impart quality management education.

M2: To develop innovative professionals, entrepreneurs and researchers.

M3: To generate prime knowledge resources for the growth of industry, society and futuristic knowledge focusing on the socio-economic needs.

PEOs Statements

PEO1: To attain managerial position in organizations.

PEO2: To inculcate innovative and sustainable solution to accomplish the dynamic socio-economic needs.

PEO3: To enhance research acumen for the growth of industry and society.

PEO4: To develop entrepreneurial spirit.

**THIRD
SEMESTER
COMPULSORY
SUBJECT
SYLLABUS**

INTERNATIONAL BUSINESS (MBA 201)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

This course examines the international environment for business and offers theoretical and practical background to implement strategies and marketing for successfully penetrating international markets and managing international firms. This course will help the students to look at strategic options for major firm functions such as marketing and finance, and examine how these functions relate to the firm's overall international strategy.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction to International Business: Defining International Business, Types of International Business, the external environment, the economic & political environment, cultural environment.

Unit-II

Balance of Payment and Adjustment Mechanism: Balance of payment structure, balance of trade, BOP effects on MNCs of home & host countries, Automatic adjustment in BOP.

Unit-III

Theories of International Business and International Economic Institutions: Basic trade theories- absolute advantage theory, comparative cost theory, Heckscher- Ohlin theory, Gains from trade. Euro currency market, Multilateral economic institutions- IMF, World Bank, WTO, UNCTAD.

Unit-IV

Export Promotion and Barriers to Trade and Exchange Rate: Free trade zones, export promotion strategies, ECGC, EPCs, Institutional framework in India. Tariff and non-tariff barriers, Forex market mechanisms, exchange rate determination, risks in foreign exchange market, currency risk, forward contract, swap, FIIs.

Unit-V

Economic Integration and MNCs: Regional economic integration and trading agreements (SAARC, NAFTA, BIMSTEC, ASEAN), Basic nature and determinants of Foreign Direct Investment, Multinational corporations- emergence, role in international business.

Course Outcome:

After completing this course the students will learn and understand how business is conducted in the international arena. Students will also learn how managerial skills are used to meet the challenges faced in the global workplace.

References:

(Text Book)

1. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (1998). International business: Environments and operations. Addison-Wesley.
2. Aswathappa, A. (2005). International Business 2nd edition. Tata McGraw-Hill Education.

(Reference Books)

3. Cherunilam, F. (2010). International business: text and cases. PHI Learning Pvt. Ltd.
4. Hill, C. (2008). International business: Competing in the global market place. Strategic Direction. 24(9).
5. Raj Aggarwal (2002). International Business. Excel Books.
6. Suresh Bedi (2009). International Business Environment. Excel Books.
7. Salvatore, D. (2012). International economics. Wiley Global Education.
8. Bhalla, V. K., and Ramu, S. S. (2000). International Business: Environment and Management. Anmol Publications.
9. Charles W. L. Hill (2007). International Business: Competing in the Global Marketplace. McGraw-Hill/Irwin.

BUSINESS LAW AND CORPORATE TAXATION (MBA 203)

L –T
3- 1
(Credits-3.5)

Total:	100
Theory:	50
Sessionals:	50
Time:	3 hrs

Course Objective:

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Intellectual Property Rights (Patent, Trademark and Copy Right).

Unit-II

Cyber Law and Competition Act.

Unit-III

Contract Act and Sales of Goods Act.

Unit-IV

Negotiable Instrument Act and Company Act: Memorandum of Association, Article of Association, and Comparative Provisions related to Public and Private limited Companies, Board Meetings.

Unit-V

Goods and Services Tax (GST)- Applicability, Registration, Return and Penalties, Tax Incentives for Export Business.

Course Outcome:

After completing this course, the students will have an understanding of various aspects and dynamics of legislation that affect any business.

References:

(Text Books)

1. Tulsian P.C. (2014). Business Law McGraw Hill.
2. Kapoor, N. D. (2011). Handbook of Industrial Law. S. Chand.

(Reference Books)

3. Gonga, P. P. S. (2016). A Text book of Company law. S. Chand.
4. Pathak, Akhileshwar (2017). Legal Aspects of Business 5th edition. McGraw Hill Education.
5. Singhanian (2008). Direct Taxes Ready Reckoner. Taxmann Publications Pvt. Ltd.
6. Sen, A. K. and Mitra, J. K. (2013). Commercial Law (including Company Law) and Industrial Law. World Press Pvt Ltd.
7. Mitra, S.D. and Choudhary T. G. (2017). Mitra's Legal and Commercial Dictionary. Eastern Law House.
8. Taxmann (2018). GST Manual with GST Law Guide. 7th Edition.

ENTREPRENEURSHIP DEVELOPMENT (MBA 205)

L –T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessional: 50
Time: 3 hrs

Course Objective:

The main objective of the course is to provide the basics conceptual framework on entrepreneurship development and management of business enterprise. It will help students to understand the contribution of small scale industries in the growth and development of individual and the nation. Further course will help students to acquaint students with the emerging challenges and concepts in the field of entrepreneurship.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction To Entrepreneurship- Concept and Types of entrepreneurs,, Significance of Entrepreneur in Economic Development, Economic, social and psychological need for entrepreneurship, Characteristics, qualities, and pre-requisites of entrepreneur; Creativity and innovation, Methods and procedures to start and expand one's own business, Life cycle of new business and relationship with large enterprise, Achievement motivation, Environmental Factors affecting success of a new business, Reasons for the failure and visible problems for business.

Unit-II

Project Feasibility Study-Preparation of Feasibility Reports: Selection of factory location, Demand Analysis, Market potential measurement, Capital saving and project costing, Working capital requirements, profit and tax planning; Economic, Technical, Financial and Managerial Feasibility of Project.

Unit-III

Sustaining competitiveness in entrepreneurship- Maintaining Competitive Advantage, The Changing Role of the Entrepreneur: Mid Career Dilemmas, Harvesting Strategies versus Go for Growth.

Unit-IV

Government support to new enterprise- Incentives, Sources of Finance, Role of Govt. and Promotional agencies in EDP, Role of DIC, Ministry of MSME, Various government support to MSME.

Unit-V

Entrepreneurship Development Programmes- Entrepreneurship Development Programmes; Role of technical institutions in EDP, Role of various institutions in developing entrepreneurship in India, EDI Ahmedabad.

Course Outcome:

Students will be able to define, identify and apply the principles of entrepreneurial. They will also be able to apply the principles of viability of businesses, new business proposals, and opportunities within existing businesses. Students will also be able to understand for preparing a startup business plan emphasizing financing, marketing, and organizing; Further they will also be able to define, identify and/or apply the principles of new venture financing, growth financing, and growth financing for existing businesses.

References:

(Text Books)

1. Desai.Vasant (2008). Dynamics of Entrepreneurial Development and Management. Mumbai: Himalaya Publishing House.

(Reference Books)

2. Hisrich, Manimala (2013). Entrepreneurship. McGraw-Hill Education India.
3. Gupta, Srinivasan (2013). Entrepreneurship Development in India. Sultan Chand & Sons.
4. K Ramchandran (2008). Entrepreneurship Development. Tata McGraw- Hill Education.
5. David H. Holt (2009). Entrepreneurship. New Venture Creation. PHI Learning.
6. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2013). Entrepreneurship. Tata McGraw Hill Education.
7. H. Nandan (2013). Fundamentals of Entrepreneurship. PHI Learning.

**THIRD
SEMESTER
HUMAN
RESOURCE
MANAGEMENT
SYLLABUS**

LABOUR LAWS (MBA- 211)

L -T
3-1
(Credit-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3hrs

Course Objective:

This course is offered as a human resource management elective in the second year. The objective of this paper is to help the students to understand the legal aspects of the human resources in the organization which governs employment relationships. The paper will develop awareness amongst students about the various acts and existing legislative provisions related to wages, health, safety, compensation, settlement of disputes, bonus, provident funds and many more required for smooth functioning of an organization.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Laws Related to Working Hours, Conditions of Services and Employment-The Factories Act, 1948, The Mines Act 1952, The Contract Labour (Regulation and Abolition) Act, 1970; The Sales Promotion Employees Act 1976.

Unit-II

Laws Related to Industrial Relations-The Trade Union Act, 1926,. The Industrial Disputes Act 1947. The Industrial Employment (Standing Orders) Act, 1946

Unit-III

Laws Related to Wages-The Payment Of Wages Act, 1936 & The Payment of Wages (Amendment) Act,2001. The Minimum Wages Act, 1948: The Payment of Bonus Act, 1965.

Unit-IV

Law Related to Equality and Empowerment of Women, Deprived and Disadvantaged Sections of Society-The Maternity Benefit Act, 1961, The Equal Remuneration Act 1976, The Child Labour(Prohibition and Regulation) Act, 1986.

Unit-V

Laws related to Social Security-The Employee's State Insurance Act, 1948; The Unorganized Worker's Social Security Act 2008. The Workmen Compensation Act, 1923 Employees' Provident Funds and Miscellaneous Provisions Act, 1952; Payment of Gratuity Act 1972.

Course Outcome:

After completing the course, students will be aware of the employer's obligations under the statutes and employee/workers rights under the Acts. The powers of the government/authorities under the Act and the consequences of non compliance of the statutes. Develop understanding of the fundamental principles and how they apply to certain legal problems will certainly enable students in avoiding conflict with labour. Students are expected to demonstrate knowledge in labour laws which protect minimum labour standards and improve working conditions, provide social security benefits, and promote the general welfare of the workers.

References:

(Text Books)

1. Kapoor.N.D. (2013). Elements of Industrial Law. Sultan Chand and Sons.
2. Malik, P.L. (2010). Handbook of Labour and Industrial Laws. Eastern Book Company,
3. Padhi, P.K (2010). Labor and Industrial Laws. Prentice Hall of India.
4. Srivastava, ,(2007). Labour and Industrial Laws. Vikas Publications, New Delhi,.

(Reference Books)

5. C S Venkataratnam (2009). Industrial Relations, Oxford University Press.
6. Mamoria, Mamoria and Gankar (2009). Dynamics of IR, HPH, New Delhi.
7. Sinha, P.R.N. et al (2009). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education,
8. Monappa, Nambudri and Selvaraj (2009). Industrial Relations and Labour Laws, Tata McGraw Hill Publishing India.
9. B D Singh, (2009). Industrial Relations and Labour Laws. Excel Publications.

ORGANISATIONAL CHANGE AND DEVELOPMENT (MBA- 221)

L-T
3-1
(Credit-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3hrs

Course Objective:

An elective course of human resource management in the second year introduces students to the social science techniques and change interventions used to improve organizational effectiveness and also to enhance the personal development of individuals. It focuses on the philosophy, history, and evolving approaches associated with organizational change and development, with special focus on initiating and managing change. This paper also introduces methods which are commonly used to identify organizational problems, understand the underlying causes for these problems, and collect information and data about the causes or problems, and present diagnostic results.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Organisational Change- Concept, Forces for Change, Types of Change in Organisations. Process, Models of Organisational Change, Resistance to Change, Overcoming Resistance to Change

Unit-II

Introduction and Foundations of Organisational Development- Organizational Development: Concept, Scope, Definition and Important Characteristics of OD, Values, Beliefs and Assumptions underlying the field of OD. System Theory, Parallel Learning Structure, Action Research.

Unit-III

Process of Organizational Development- Diagnosis- Relevance of diagnosis for OD, Importance of Correct diagnosis in success of OD, Approaches/Models of Diagnosis: SIX BOX model, 7 S Framework, Force Field Analysis.

Unit-IV

OD Interventions-overview, Team Building Interventions and their Rationales; Intergroup team building and the Organization Mirror Intervention; Personal, Interpersonal and Group Process Interventions; Nature of Comprehensive OD interventions; Structural Interventions & OD, conditions important for successful OD efforts.

Unit-V

OD Consultant & Issues in OD- Choosing the OD Consultant. Role and competencies of the OD Consultant, Ethical issues in OD Consulting, Organizational Power and Politics and its impacts on OD. Future Terms and Applications of OD, OD in Public Sector Enterprises.

Course Outcome:

After completing the course, students will be able to explain organizational change processes and learn approaches and strategies for managing organizational change. They will recognize an improvement in their ability to synthesize, articulate, and disseminate information and knowledge concerning organizational change to others through dialogue and critique.

References:

(Text Books)

1. French, Bell and Vohra (2017). Organization Development. 16th edition, Pearson India Education Services Pvt. Ltd
2. Singh, Kavita (2010). Organizational Change and Development, second edition, Excel Books.

(Reference Books)

3. French and Bell (1991) Organizations Development. Prentice Hall of India. New Delhi,
4. French, W L. etc (1990). Organization Development theory, Practice and research 3rd edition, Universal Book Stall, New Delhi
5. Robbins , Judge and Vohra (2011). Organisational Behaviour, Pearson Education India
6. Kinicki and Krietner (2011). Organisational Behaviour, McGraw Hill Publications
7. Newstrom (2011) Organisational Behaviour at Work, McGraw Hill Publications
8. Baron and Greenberg(2011). Behaviour in Organisations, PHI
9. Jones and Mathew (2011). Organisation Designs, Theory and Change, Pearson Education
10. Pareek, Udai (2012). Understanding Organisational Behaviour. Oxford University Press.

MANAGEMENT TRAINING AND DEVELOPMENT (MBA-231)

	Total:	100
	Theory:	50
	Sessional:	50
L-T	Time:	3hrs
3- 1		
(Credits-3.5)		

Course Objective:

This course aims to cover the essential concepts in training and development to provide a sound foundation for understanding the key issues and to provide an in-depth understanding of the role of the training in the human resource development. This course enables the students to manage training processes and system for developing human resource of the organization. This course will help the students to gain a understanding of management development and evaluation of training programme.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction: Training concept, types, need, principles - Training and Development– Training Process – an overview. Role and responsibilities of training manager. Training and Development in India. Training Needs Analysis (TNA): The Process, Approaches, Scope of TNA, and Organizational Analysis: Training Process Design, Output of TNA.

Unit-II

Training Program Designing: Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers& Trainees, Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting) Methods /Techniques: Training Climate and Pedagogy - Different training methods and techniques.

Unit-III

Evaluation: Evaluation of Training Programmes – Need, Principles, Criteria, Levels, and Types & Methods/Techniques of evaluation- Traditional and modern methods, Transfer of Training: Strategies for effective training transfer.

Unit-IV

Management Development: Need, Importance, Process, Methods/Techniques, Evaluation of Management Development Programs. Mentoring and Coaching: Concept, Need, Importance and Styles, Career Management.

Unit-V

Contemporary Approaches/Issues in Training & Development: E-Learning & Use of Technology in Training, Future Issues in Training & Development: New Technologies, Virtual Work Arrangement, Multiple Delivery Methods, Outsourcing Training, Future Trends in Trainers' Skills and Competencies.

Course Outcome:

After the completion of this course, students will be able to understand the importance of training and development for organization as well as for employees. The students will also be aware about the contemporary approaches and issues in training and development.

References:

(Text Books)

1. Noe, Raymond & Kodwani, Amitabh (2018), Employee Training and Development, 7th Edition, Tata McGraw Hill Education, New Delhi.
2. Deb, Tapomoy, (2008), Training and Development: Concepts and Applications, 5th Edition, Ane Books India.
3. Garry Dessler and Biju Varakkey, (2012), Human Resource Management, 14th Edition, Pearson Education.

(References Books)

4. Michael Armstrong, (2014), Handbook of Human Resource Management Practice, 12th Edition. Kogan Page India.
5. Lynton, R. Pareek, U., (2012), Training for Development, 3rd Revised Edition, Sage Publications, New Delhi, 2012.
6. Sahu RK (2009), Management Training for Development, Excel Publication.
7. Janakiram, B. (2009), Training and Development, Biztantra.
8. Blanchard and Thacker (2005), Effective Training Systems, Strategies and Practices, 4th Edition, Pearson Publication.

COUNSELLING SKILLS FOR MANAGERS (MBA- 241)

L-T	Total:	100
3-1	Theory:	50
(Credit-3.5)	Sessionals:	50
	Time:	3hrs

Course Objective:

The objective of this course is to help the students understand the workplace in today's competitive world and to know the importance of counseling. This course also covers roles and skills of counselor, applications of counselling, counselling strategies, ethics and codes. This course takes students through the therapies of counseling.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction and Process: Counselling: Definition, Approaches, Types, Values and Goals of Counselling, Emergence and Growth of Counselling. Counselling Process: Initial encounter with the client, Developing relationship, Problem Identification, Goal Setting, Plan of Action and its Implementation, Termination of Relationship and Follow-up.

Unit-II

Roles and Skills of Counselor: Referral Procedures, Role of Counselor & Client in various stages. Skills and Attitudes required in Counselling: Verbal and Non-verbal Communication skills, Listening Skills; Advanced Skills in Counselling: Advanced empathy, theme identification, self-disclosure, perception-check, interpretation, clarification, confrontation and immediacy.

Unit-III

Applications of Counselling: Key Competencies, Qualities & Values for a Professional Counselor, Dilemmas for a managerial counsellor. Applications of Counseling Skills in Modern Organisations. Performance Counselling: Meaning, Objectives and Process.

Unit-IV

Therapies: Counselling Therapies: Cognitive Therapy, Behavioural Therapy, Cognitive-Behavioural Therapy (CBT), Psychoanalytic Therapy, Person-Centered Therapy, Gestalt and Existential Therapy.

Unit-V

Counselling Strategies, Ethics and Codes: Counselling Strategies & Interventions: Behavioural, Decision Making, Problem Solving Techniques. Ethics in Counselling: Ethical Principles & codes of conduct for professional counselors. Guidelines for Effective Counselling.

Course Outcome:

After completing this course the students will be conversant with counselling concept, goals and its process. The students will be able to understand the skill and advanced skills which are required in counselling. The students will be well versed with the performance counselling and different counselling therapies.

References:

(Text Books)

1. Singh, Kavita (2010), Counseling Skills for Managers, 2nd Edition, Prentice Hall of India, Delhi.
2. Rao, S. Narayana, (2007), Counselling and Guidance, 2nd edition, Tata McGraw Hill Education.
3. Mitchell and Gibson, (2007), Counselling and Guidance, 7th Edition, Pearson Education India.

(References Books)

4. Gladding, S.T., (2017), Counselling A Comprehensive Profession, 7th Edition, Pearson Education
5. Patterson, Lewis, (2008) The Counselling Process, 6th Edition, Cengage Learning India.
6. Burnard, Philip, (2009), Counselling Skills Training, 2nd Edition, Kogan Page India.
7. Feltham and Dryden, (2012), Brief Counselling, 2nd Edition, McGraw Hill Publishing.
8. Kotler, Jeffrey, (2008), Counselling Theories and Practices, Cengage Learning India.

PERFORMANCE MANAGEMENT (MBA-251)

L –T-P	Total:	100
3- 1-0	Theory:	50
3.5)	Sessionals:	50 (Credit-
	Time:	3 hrs

Course Objective:

This course observes the significance of an efficient performance management system in helping organizations describe and attain short and long term aims. It gives detail and strengthens the idea that performance management is not a one-time managerial event, but an in progress process of planning, assisting, measuring and improving individual and organizational performance. In adding together, the course highlights the importance of evaluating the usefulness of human resource activities that are intended to augment individual and organizational performance.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

UNIT-I

Introduction to Performance Management- Concept, aims and role of performance management system, performance management contribution, challenges of performance management, theoretical foundations of performance management.

UNIT-II

Overview of Performance Management Process- Performance management process: prerequisites; performance planning, execution, performance assessment, performance review and performance renewal and recontracting.

UNIT-III

Performance Management and Strategic Planning-definition and objective of strategic planning, process of linking performance management to the strategic plan: strategic planning, developing strategic plans at the unit level, job descriptions, individual and team performance

Unit-IV

Implementation- Defining performance and choosing measurement approach: determinants of performance, performance dimensions and approaches to measuring performance; measuring results and behaviors: systems of measuring result and behaviour; gathering performance information: criteria of determining performance; implementing a performance management: process of performance management implementation system.

Unit-V

Key Issues-Reward-based performance management; team-based performance management and leadership-based performance management-concepts, significance, interventions and drivers; competency mapping: meaning, methods, linkage to performance planning; strategy maps and Balance score card; counselling and coaching; role and challenges of HR professionals in performance management; ethics in performance management.

Course Outcome:

Upon successful completion of this course, the student will reliably able to demonstrate the ability to: devise an organization's performance management procedure that is submissive with law and holds up organizational mission and plan, evaluate and distinguish a variety of organizational performance management programs and most excellent practices and describe qualities of effectual performance management systems.

References:

(Text Books)

1. Deb Tapomoy (2009). Performance & Reward Management.,Ane Books Pvt. Ltd.
2. Bhattacharyya, Dipak Kumar (2011). *Performance Management, Systems and Strategies*, 1/e; New Delhi: Pearson

(Reference Books)

3. Herman Aguinis (2009). Performance Management, Pearson Education.
4. T. V. Rao (2002). Appraising & Developing Managerial Performance, Excel Books
5. GaneshShermon (2004). Competency Based HRM, TMH.
6. Seema Sanghi(2004). A Handbook of Competency Mapping, Response Books.
7. Radha R Sharma (2006). 360 Degree Feedback, Competency Mapping and Assessment Centers, , TMH.
8. Armstrong, Michael,(2014) 'Performance Management – Key strategies and Practical Guidelines', Kogan Page
9. Shields, John, (2007) Managing Employees Performance and Reward', Cambridge University Press India.
10. Dipak Kumar Bhattacharyya,(2009) Performance Management System & Strategies, Pearson Education. New Delhi
11. Robert Bacal, (2011) Performance Management ,McGraw Hill
12. Dines K. Srivastava (2005) Strategies for Performance Management, Excel Books New Delhi
13. Candela, Srinivas (2009) Performance Management: Strategies, Interventions and Drivers, PHI,
14. Saks, Account and Be court (2008) Performance Management through training and development Cengage India Learning.

**THIRD
SEMESTER
FINANCIAL
MANAGEMENT
SYLLABUS**

FINANCIAL INSTITUTIONS AND MARKETS (MBA-213)

L–T
3- 1
(Credits-3.5)

Total:	100
Theory:	50
Sessionals:	50
Time:	3 hrs

Course Objective:

The course seeks to make understood the students with the various aspects of money and capital market of India namely its operating system, various instruments, participants and legal framework. It seeks to develop the analytical skills required for the stock market analysis and operations in the context of capital market.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Indian Financial System – An Overview: Introduction: nature and role of Financial System; Financial System and Financial markets; financial system and economic development.

Unit-II

Financial Markets: Money and capital markets; Money market - meaning, constituents and functions; Money market instruments – call money, treasury bills, certificates of deposits, commercial bills, trade bills etc.; Recent trends in Indian money market; Capital market : primary and secondary markets; Depository system; Government securities market; Recent development in Indian capital market; Role of SEBI – an overview.

Unit-III

Reserve Bank of India: Organization, management and functions; Credit creation and credit control; Monetary Policy. Commercial Banks: Meaning, functions, management and investment policies, E-banking and E-trading; Present structure and recent developments in commercial banking.

Unit-IV

Development Banks: Concept, objectives and functions of development banks; Operational and promotional activities of development Banks; IFCI, ICICI, IDBI, IRBI, SIDBI, state development banks and state financial corporations.

Unit-V

Non-Banking Financial Institutions and Mutual Funds: Meaning & Functions of NBFIs, Concept, performance appraisal and regulation of mutual funds (with special reference of SEBI guidelines); Designing and marketing of mutual funds schemes; Latest mutual fund schemes in India – an overview.

Course Outcome:

The course seeks to enable the students to apply the knowledge gained relating to the various topics of financial market and institutions in corporate, government and other real situations.

Reference:

(Text Book)

1. Khan, M.Y. (2009). Indian Financial System. Tata McGraw Hill, Delhi.
2. Bhole, L M. (1982). Financial Markets and Institutions. Tata McGraw Hill, Delhi
3. Avdhani, (2017). Investment and Securities Markets in India, Himalaya Publications, Delhi.
4. Pathak, Bharti (2014). Indian Financial System., Pearsons
5. P.N. Varshney (2017). Indian Financial System, Sultan Chand & Sons.

(References Book)

6. Goldsmith, Raymond W. (1969). Financial Structure and Development. Yale University Press, New Haven.
7. Bascom, Wilbert O. (1994). "The Economics of Financial Reform in Developing Countries". St. Martin's Press. Inc. New York.

MERCHANT BANKING AND FINANCIAL SERVICES (MBA-223)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

The course seeks to familiarize the students with the various concepts and aspects of traditional and emerging financial services. It would enable the students in understanding the various aspects of issue management namely issue pricing, preparation of prospectus, book building process, underwriting etc. The course would also enable the students in understanding the conceptual framework of various fee and fund based services namely leasing, hire purchase, credit rating, credit syndication, factoring etc.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks

Unit-I

Merchant Banking: Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking – Legal and Regulatory Frameworks – Relevant Provisions of Companies Act-SERA – SEBI Guidelines – FEMA, etc. – Relation with Stock Exchanges, OTCEI and NSE.

Unit-II

Issue Management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparation of Prospectus, selection of Bankers, Advertising Consultants, etc. – Role of Registrations – underwriting Arrangements. Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers – Offer for Sale – Book – Building – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MGs, FIIs, etc., off – shore Issues – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

Unit-III

Other Fee Based Management: Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation.

Unit-IV

Funds Based Financial Services: Leasing and Hire Purchasing – Basics of Leasing and Hire Purchasing – Financial Evaluation – Tax Implication.

Unit-V

Other Fund Based Financial Services: Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Recent Developments in Factoring – Venture Capital.

Course Outcome:

The course seeks to enable the students to apply and use the insight and theoretical knowledge gained of the concepts and analytical aspects of financial services in corporate, government and real situations.

References:

(Text Book)

1. Khan, M. Y. (2005). Financial Services. Tata McGraw-Hill, 3rd Edition.
2. Bhalla. V. K. (2009). Management of Financial Services. Anmol, New Delhi.
3. Machiraju (2002). Indian Financial System. Vikas Publishing House 2nd Edition.
4. Varshney P.N. & Mittal D.K. (2014). Indian Financial System. Sultan Chand and Sons, New Delhi.

(Reference Book)

5. J.C. Varma, Credit Rating, Bharat Publishing House, New Delhi (latest edition).
6. Verma J.C. 1995, Corporate Mergers Amalgamations & Takeovers, Barat Publishing House, New Delhi.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (MBA-233)

L –T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

The course seeks to develop the understanding about the various concepts and theories of security analysis and investment management. It would enable the students in acquiring the requisite skills required to manage the fund in competitive environment.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

UNIT - I

Introduction to Investment: Meaning of investment, Investment speculation and gambling. Investment objectives. Investment process, investment alternative, Impact of taxation on Investments Relationship between primary and secondary market. Function of primary market, Parties involved in new issues _ Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Share groups- group A,B and C. Settlement cycle. Carry forward system. Over the counter exchange of India (OITCEI). Listing of securities.

UNIT - II

Capital Markets: Over view of capital market, Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory. Securities and Exchange Board of India - Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE Sensex, NSE 50 (NIFTY). S& P CNX 500.

UNIT - III

Valuation of Securities: Valuation of Securities-The three steps process of valuation- economic analysis, industry analysis, and company analysis. General framework of valuation. Value- price relationship. Valuation of fixed income securities. Valuation of preference share and valuation of equity shares. Risk - Meaning, systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk. Measurement of risk.

UNIT – IV

Efficient Market Theory: Fundamental Analysis- Economic analysis, industry analysis, company analysis. Earning of company, Growth in earnings. Technical analysis. Tools of technical analysis. Dow Theory, trend – primary intermediate and short term trends. Indicators – volume of trade, breadth of market, short sales. Odd lot trading. Moving average. Oscillators. Relative strength index (RSI). ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies.

UNIT - V

Portfolio Management: Traditional portfolio analysis. Effects of combining securities. Markowitz Risk- returns optimization. Risk and investor preference, calculation of risk and return for portfolio of securities, optimizing the portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection. Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision.

Course Outcome:

The course seeks to enable the students to apply and use the various theories and principles of security analysis and fund management in corporate, industrial and real situations.

References:

(Text Book)

1. Fabozzi, Frank, Modigliani, Franco (2009). Capital Markets: Institutions and Instruments Prentice-Hall.
2. Sasidharan K (2011). Security Analysis and Portfolio Management. Tata McGraw-Hill.
3. Martin J. (2009). Modern Portfolio Theory and Investment Analysis. Wiley Publications.
4. V.K. Bhalla (2006). Investment Management. S. Chand and Company Ltd.
5. Punithavathy Pandian (2015). Security Analysis & Portfolio Management. Vikas Publishing

(Reference Book☺)

6. Fischer Donald E& Jordan Ronald J. (1991). Security Analysis and Portfolio Management. Prentice-Hall.
7. Kevin S. (2006). Security Analysis and Portfolio Management. Prentice-Hall.

INSURANCE AND RISK MANAGEMENT (MBA-243)

L –T
3- 1-0
(Credits-3.5)

Total:	100
Theory:	50
Sessionals:	50
Time:	3 hrs

Course Objective:

The course seeks to acquaint the students with the various concepts and principles of insurance relating to risk, uncertainty, typology, hedging tools and other financial aspects thereof. It seeks to develop the analytical skills for the risk management in the context of insurance.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

UNIT - I

Risk – Conceptual Framework-Meaning of risk, Risk versus Uncertainty. Risk distinguished from peril and hazards. Classification of Risk – Financial and Non-financial Risks & Static and Dynamic Risk. Scope of Riskmanagement, Process, Identification and Risk Control. Risk Retention and Transfer, Alternatives to buying commercial Insurance.

UNIT – II

Insurance – An Introduction-Meaning and significance of Insurance. Cost and Benefits of Insurance. Principles –Indemnity, Utmost good faith, Subrogation and Insurable Interest. Basic Principles of Insurance – utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause.

UNIT – III

Classification of Insurance Business-Life and General Insurance Business, Personal and Commercial (Business) Insurances, Voluntary (Private) and Compulsory Insurance. Types of Life Insurance – Whole Life, Endowment, Assurance for children, Term Assurance, Participating and non-participating policies. Termination of Life Insurance policies – surrender, lapses and paid-up. Classification of General Insurance Business – Fire, Marine, Motor, Miscellaneous etc.

UNIT - IV

Insurance Devices-Probability theory and its usage in Insurance. Dual application of the law of Large Numbers. Pooling in Insurance – forms, cost, benefits and advantages.

UNIT - V

Financial Aspects of Insurance-Share Capital – Authorized, Issued & subscribed and Called-up & Paid-up.Reserves - General and Specialized. Solvency of an Insurance company.

Course Outcome:

The course seeks to enable the students to apply and use the theoretical knowledge gained of the various principles and concepts of insurance and risk management in corporate, industrial, government and other real situations.

References

(Text Book)

1. P S Palande (2013). Insurance in India. Sage Publications India.
2. Prava Nalini Tripathy and Prabir Pal (2005). Insurance Theory and Practice. PHI Learning.
3. Ajay Kumar, D.P. Chatterjee, C. Chandrasekhar D.G. Patwardhan Ajay Kumar (2005). Risk Management. Macmillan India.
4. Jadhav, Narendra (1994). Challenges to Indian Banking. Macmillan, New Delhi.
5. Tripathy, Nalini Prava (2006). Insurance Theory and Practice. PHI.

(Reference Book)

6. George, E. Rejda (2011). Principles of Risk Management and Insurance. (Publisher).
7. Dinsdale, W. A (1949). Elements of Insurance. Pitman.
8. Bakerwelford, A.W. and W.W. Otter Bany (1948). Law Relating to Fire-Insurance Butterworth and Co. Ltd., London.
9. James S. Reichmann, Robert Hoyt (2012). Risk Management and Insurance. South-Western and David Sommer College Pub.
10. Julia Holyoake (2002). Insurance. Chartered Institute of Bankers.

PROJECT FINANCE (MBA-253)

L –T
3- 1
(Credits-3.5)

Total:	100
Theory:	50
Sessionals:	50
Time:	3 hrs

Course Objective:

The course would enable the students in understanding the various aspects of project finance namely sources of financing, project appraisal, financial analysis, economic and social cost benefit analysis, risk analysis, infrastructure financing and other emerging topics of project finance.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction: Fundamental Topics: Project Management and corporate planning, Corporate financial objectives, Time Value of money, Interest rate and basics of cost of capital, Cost of capital.

Unit-II

Concept Stage: Strategic Investment decisions and project ideas, Project feasibility study, Project financing.

Unit-III

Analysis Stage: Cost benefit analysis, financial analysis, Critical examination of evaluation techniques, Required Rate of return from projects, Economic and social cost benefit analysis, Project risk management, Project risk analysis, Project portfolio risk.

Unit-IV

Planning, Execution and Completion Stage: Allocation of limited capital, Network analysis and execution plan, Project execution and Control, Post completion audit.

Unit-V

Special Topics: Inflation and project investment, Economic life of projects and Replacement theory, Infrastructure projects, International Capital Budgeting.

Course Outcome:

The course seeks to enable the students to apply and use the theoretical knowledge gained of the various aspects of project financing and management in corporate, industrial, government and other real situations.

References**(Text Book)**

1. B.M. Patel (2012). Project Management. VikasPublishing House, Delhi.
2. H.R. machiraju (2001). Introduction to project finance. Vikas Publishing House, Delhi.
3. Gopalan (2006). Project Management. Wiley India.

(Reference Book)

4. Burke (2009). Project Management. Wiley India.

**THIRD
SEMESTER
MARKETING
MANAGEMENT
SYLLABUS**

INTEGRATED MARKETING COMMUNICATION (MBA 215)

	Total:	100
	Theory:	50
	Sessionals:	50
L–T	Time:	3 hrs
3- 1		
(Credits-3.5)		

Course Objective:

This course will help a student in acquainting with marketing communication aspects. The students will be aware of the Concept of Creativity and will learn the art of copywriting. This will teach the implementation of advertisement making to practical life.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction to IMC: Advertising: Concepts, types and importance, Role of IMC in the marketing process; Legal, ethical and social aspects of advertising, Primary and selective demand, Theory of cognitive dissonance and clues for advertising strategist – Case studies

Unit-II

Facilitators of Promotion: Advertising Organization: selection, compensation and appraisal of an agency; Electronic media buying, Case studies

Unit-III

Media Planning: Conventional and Emerging Medias, Media plan development, Media scheduling, Evaluation of Media – Case studies.

Unit-IV

Budgeting and Evaluation: Budgeting of an advertising campaign; Evaluation: rationale of testing opinion and aptitude tests, measurement of advertising effectiveness – Case studies

Unit-V

Advertisement Programme and Public Relations: Campaign planning, Designing of an advertisement: copywriting, creative strategy; Campaign Building Program. Introduction to public relation, Publicity, Sales Promotion, Corporate advertising – case studies.

Course Outcome:

After the completion of the course the students will have the art of ad making for an analysed business product and situations they will understand that how highly paid and rewarding the career of advertising is. It will also acquaint them with an art of influencing more in fewer words.

References:

(Text Books)

1. Belch, G. E., Belch, M. A., Kerr, G. F., & Powell, I. (2014). *Advertising: An integrated marketing communication perspective*. McGraw-Hill Education.
2. Luxton, S., Reid, M., & Mavondo, F. (2015). Integrated marketing communication capability and brand performance. *Journal of Advertising*, 44(1), 37-46.

(Reference Books)

3. Bhupathi, M. M. (2016). Integrated Marketing Communications. In *Strategic Marketing Management in Asia: Case Studies and Lessons across Industries* (pp. 425-445). Emerald Group Publishing Limited.
4. Scott, L. M. (2015). *Integrated marketing communication in Chinese business-to-business markets: a case study* (Doctoral dissertation).
5. Aaker, D. A. (1997). Myer. John G and Batra Rajeev, Advertising Management.
6. Thomas O'Guinn, Chris Allen, Richard Semenik (2014). Advertising and Integrated Brand Promotion 7th edition, Cengage Learning, Stamford USA
7. Bovee, C. L. and Arens, W. F. (1992). Contemporary advertising. Homewood, IL: Irwin.

SALES AND DISTRIBUTION MANAGEMENT (MBA 225)

	Total:	100
	Theory:	50
	Sessionals:	50
L –T	Time:	3 hrs
3- 1		
(Credits-3.5)		

Course Objective:

The prime objective is to teach the students the basics and fundamentals of selling in order to make the student adopt the habit of selling. This course will also make the students understand that distribution activity in itself is an entire industry and will teach them the power of distribution network.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Meaning and Functions: Nature, scope and objectives of sales management, theories of selling, functions of sales manager, selling operations– case studies.

Unit-II

Sales Force Management: Personal selling, salesmanship, sales forecasting, determination of size of sales force, sales organization: recruitment and conducting sales training programmes. Designing and administering compensation plan, motivating and supervising sales personnel, sales meetings and contests, direct marketing, sales display and sales promotion – case studies.

Unit-III

Sales Volume and Territory Management: Designing territories and allocating sales efforts, sales quota, sales evaluation programme, sales budgeting and control, International Sales management – case studies.

Unit-IV

Distribution Management: Distribution Channel Management- an introduction, Designing customer-oriented marketing channels, logistics management warehousing, transportation, inventory, communication, managing channel member behaviour – Case studies.

Unit-V

Managing Marketing Intermediaries: Introduction, Wholesaler, Intermediaries, Merchant Wholesalers, Sole Distributors, Supermarkets, Retail Outlets, Department Stores, Channel design – Case studies.

Course Outcome:

After the completion of the course the students will adapt the art of selling an ethical product in an competitive market. This will also give them the motivation to adapt selling as a rewarding career. They will learn the managerial skill of implementation of quota and territory designing techniques to real life.

References:

(Text Books)

1. Gupta, S. L. (2009). Sales and Distribution Management. Excel Books India..
2. Anderson, R. E., Hair, J. F., & Bush, A. J. (1988). Professional sales management. Vol. 2. New York: McGraw-hill.
3. Cron, W. L., De Carlo, T. E., & Dalrymple, D. J. (2010). Sales management: concepts and cases. John Wiley & Sons.

(Reference Books)

4. Havaladar (2006). Sales & Distribution Mgmt - Text & Cases, Tata McGraw Hill
5. Robert Calvin (2007). Sales Management Demystified, McGraw Hill
6. Richard Ralph Still, Norman A. P. Govoni, Edward W. Cundiff (1994). Sales Management: Decisions, Strategies, and Cases; Prentice-Hall
7. Sales, M. I. S. I. (2017). Sales & Distribution Management.
8. Agnihotri, R. (2018). Ramendra Singh: sales and distribution management: a practice-based approach.
9. Rushton, A., Croucher, P., & Baker, P. (2014). *The handbook of logistics and distribution management: Understanding the supply chain*. Kogan Page Publishers.
10. Lancaster, G., & Massingham, L. (2017). Sales management. In *Essentials of Marketing Management* (pp. 243-269). Routledge.

PRODUCT AND BRAND MANAGEMENT (MBA 235)

	Total:	100
	Theory:	50
	Sessionals:	50
L –T	Time:	3 hrs
3- 1		
(Credits-3.5)		

Course Objective:

Identify the critical information needed to develop a product and brand strategy that generates both quick-wins and long-term value. The course will provide insights into how profitable brand strategies can be created by building, measuring and managing brand equity. This course will provide appropriate theories, models and other tools on which to make better product and branding decisions.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Managing Product: Product planning and Management: Product Concepts and levels, product line and product mix decisions, product life cycle and marketing strategy implications. New Product Development Process: Developing product strategy, financial analysis of product management– case studies.

Unit-II

Managing Brand: Branding Strategies: Importance of branding, branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, product versus corporate branding– case studies.

Unit-III

Major Branding Decisions: Major branding decisions: selecting a brand name, brand extension decision, family versus Individual brand names, multiple branding, private versus national branding, handling brand name changes – case studies.

Unit-IV

Branding Strategies: Brand positioning and re-launch: brand building and communication. Branding in specific sectors. Brand equity: sources & benefits, designing marketing programme to built brand equity, measurement of brand equity – case studies.

Unit-V

Strategy to Implementation: Brand visioning, organization culture and brand, brand objective formulation, brand sphere auditing, implementing and recouring brands, brand valuation – case studies.

Course Outcome:

As a result of studying this course, students will have better understanding of building and maintaining strong and powerful brands, one of the most valuable assets a company can have today. Through this course, students will have relevant skills and abilities needed to have competitive advantage within the corporate world.

References:

(Text Books)

1. Keller, K. L., Parameswaran, M. G., and Jacob, I. (2011). Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India.
2. Verma, H. V. (2006). Brand management: Text and cases. Excel Books India.

(Reference Books)

3. Lehmann, D. R., & Winer, R. S. (1997). Product management. McGraw-Hill/Irwin.
4. Cowley, D. (Ed.). (1996). Understanding brands: by 10 people who do. Kogan Page Limited..
5. Czerniawski, R. D., & Maloney, M. W. (1999). Creating brand loyalty: the management of power positioning and really great advertising. Amacom.
6. Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategic thinking. Kogan page publishers.

CONSUMER BEHAVIOR (MBA 245)

L –T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

The objective is to gain an understanding of the theoretical and conceptual concepts of buyer behavior and apply them to real life marketing situations and practices. This course will help students to become familiar with consumer behavior models of decision-making, taking a closer look at how consumers process information, develop preferences and make choices and how different marketing tactics are used by business/organizations to influence consumers.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Origin and Meaning of Consumer Behaviour- Process and Strategic applications of Consumer Behaviour, Consumer Research and Market Segmentation – case studies.

Unit-II

Consumer Adoption- Meaning and Definition, Process, Stages, Factors affecting consumer adoption, Role of behavioral intention in consumer adoption, Consumer Involvement, Personality and Consumer Behaviour, Consumer Perception and its formation, Consumer imagery- Case studies.

Unit-III

Consumer Attitude formation and Change, Changing Attitude, Consumer values, Communication and Consumer Behaviour– Case Studies. Reference groups influence on Consumers, Family influence, Influence of Culture and Social class on Consumer behaviour – Case Studies.

Unit-IV

Consumer Behaviour Models, Consumer decision making in the 21st Century, Diffusion of Innovation– Case Studies.

Unit-V

Consumerism, Analyzing Rural consumers behaviors in present day environment (through studies), Emerging Concepts in Consumer Behaviour – Case Studies.

Course Outcome:

At the end of the course, the student will have an understanding of the behavior of the buyer in the marketplace. The course will help the students take a holistic view of the buyer, which will help them with knowledge of various models and framework in understanding buyer's behavior and align the knowledge with formulation of appropriate marketing strategies.

References:

(Text Books)

1. Schiffman, L. G., & Kanuk, L. L. (2012). Consumer behaviour.
2. Solomon, M. R., Dahl, D. W., White, K., Zaichkowsky, J. L., & Polegato, R

(Reference Books)

3. Assael, H. (2005). *Consumer Behavior A Strategic Approach (2005 Indian*. Dreamtech Press.
4. Engel, J. F., Blackwell, R. D., & Miniard, P. W. (1995). Consumer behavior, 8th. *New York: Dryder*.
5. . (2014). *Consumer behavior: Buying, having, and being* (Vol. 10). London: Pearson.
6. Foxall, G. R., Goldsmith, R. E., & Brown, S. (1998). *Consumer psychology for marketing* (Vol. 1). Cengage Learning EMEA.
7. Kazmi, S. H. H., & Batra, S. K. (2009). *Consumer Behavior: Text & Cases*.
8. Peter, J. P., Olson, J. C., & Grunert, K. G. (1999). *Consumer behavior and marketing strategy*.
9. Wayne D. Hoyer (2012). *Consumer Behaviour*. Cengage Learning; 6 edition.

EMERGING CONCEPTS IN MARKETING-I (MBA 255)

L –T
3- 1
(Credits-3.5)

Total:	100
Theory:	50
Sessionals:	50
Time:	3 hrs

Course Objective:

Marketing is constantly evolving. It can be hard to keep up with ongoing changes. With the help of this course student will learn latest marketing concept like Political Marketing, Rural Marketing and industrial marketing.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Concepts and Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets, Rural Marketing Environment, Rural Consumer Behavior – Characteristics of Rural Consumer, Researching Rural Market – Case studies.

Unit-II

Nature of Industrial Marketing- Meaning, Industrial v/s Consumer Marketing, Original Equipment Marketing, Understanding Industrial Markets- Types of Industrial customers, Classification of Industrial products and services, Marketing Implications for Industrial products and services, Industrial segmenting, Targeting and Positioning, analysis of Buyer Seller Relationships in Industrial markets – case studies.

Unit-III

Political marketing – Origin, Concept, Scope; Political marketing strategy, Political marketing consumers; Political branding –Political and democratic issues; Internal marketing, Campaign designing, Political marketing internationally, Role of Digital Marketing & social media in political marketing – Case studies

Unit-IV

Concept and Importance of International Marketing, Strategies for Domestic and International marketing, Factors influencing Export Marketing, Logistics in Export Marketing, Export Pricing Strategies, Exports Documentation and Procedure.

Unit-V

Contemporary Marketing Modes- Content Marketing, Guerrilla Marketing, Word-to-mouth Marketing, Surrogate Marketing, Umbrella Marketing, Event Marketing, Ambush Marketing, Reverse Marketing- Case Studies.

Course Outcome:

After completing this course the students will learn and understand different tools, techniques and methods in political, rural and industrial marketing

References:

(Text Books)

1. Pradeep, K., & Raut, S. (2006). The Rural Marketing Book. Biztantra (Dremtech Press), New Delhi, 83.
2. T.P. Gopal Swamy (2009), Rural Marketing - Environment, Problems And Strategies, 3E, Vikas Publishing House, Noida
3. Sanal Kumar Velayudhan (2007), Rural Marketing: Targeting the Non-urban Consumer, Sage Publications

(Reference Books)

4. Lees-Marshment, J. (2009). Political marketing: principles and applications. Routledge.
5. Havaladar, K. K. (2005). Industrial Marketing: Text and Cases. Tata McGraw-Hill Education.
6. Reeder, R. R., Brierty, E. G., & Reeder, B. H. (1991). Industrial marketing: Analysis, planning, and control. Englewood Cliffs, NJ: Prentice Hall.
7. Wright, R. (2004). Business-to-business marketing: a step-by-step guide. Pearson Education.
8. Ellis, N. (2010). Business to business marketing: Relationships, networks and strategies. Oxford University Press.
9. Richard Marvin Hill, Ralph Samuel Alexander, James Shorten Cross (1975) Industrial marketing, R. D. Irwin
10. Frederick E. Webster (1995) Industrial Marketing Strategy, Wiley Publications.

**FOURTH
SEMESTER
COMPULSORY
SUBJECT
SYLLABUS**

STRATEGIC MANAGEMENT (MBA 202)

	Total:	100
	Theory:	50
L–T	Sessionals:	50
3- 1	Time:	3 hrs
(Credits-3.5)		

Course Objective:

The course will help to understand the nature of strategic management and its competitive and institutional context. It will also try to appreciate the strengths and limitations of strategic analysis, and how it fits into the overall strategy process. Further it will help to master a range of methods and techniques of strategic analysis and have a clear appreciation of their theoretical and empirical foundations, range of applicability, qualifications and limitations.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I INTRODUCTION

Strategic management – concept as a field of study- views of different schools of thought on strategy – Strategic Management Process – Mission and Objectives – Linking Strategic Management with Ethics and Social Responsibility.

Unit-II EXTERNAL ANALYSIS AND COMPETITIVE ANALYSIS

Environmental factors – Global Environment for MNCs – Industry Analysis: Porter’s Five Forces Model – Assessment of Organization’s Resources and Capabilities – Internal Resources and Capabilities – Core Competencies – Value Chain Analysis – SWOT Analysis.

Unit-III STRATEGIC OPTIONS, ANALYSIS AND CHOICE

Alternative Grand Strategies: Stability, Growth, Retrenchment, Combination – Outsourcing Strategies – Mergers Acquisitions – Strategic Alliance – Strategy and Competitive Advantage. Process of Strategic Choice – Different tools and Techniques in Strategy Formulation- Role of Board of Directors : Corporate Governance.

Unit-IV STRATEGY IMPLEMENTATION AND EVALUATION

Important Issues in Implementation – Resource Allocation ,Leadership Implementation – Structural Consideration : Structure and Strategy, Organizational Design. Functional Strategies: Marketing, Human Resource, Production, R&D, Technology, Finance/Accounts. Strategy Evaluation Framework – Criteria for Strategy Evaluation – Measuring and Monitoring Performance : The Balanced Scorecard and other approaches.

Unit-V CONTEMPORARY ISSUES IN STRATEGIC MANAGEMENT

Managing Technology and Innovation – Entrepreneurial Ventures and Small Business Strategic issues for Non-Profit Organizations.

Course Outcome:

On successful completion of this course, students will be able to identify and demonstrate the key components of the strategic management process and how it can be applied in organizations in order to increase value propositions for all the organization's stakeholders. The students will effectively communicate the change management strategies in various forums to an array of audiences with accuracy, clarity, specificity and professionalism.

References:

(Text Books)

1. Thompson, Strickland, Gamble & Jain. (2005). *Crafting and Executing Strategy*. 14th Edition. New Delhi: Tata McGraw Hill Publication
2. Azhar, K. (2008). *Business Policy and Strategic Management*. New Delhi: Tata McGraw Hill Publication.
3. Hamel, G. & Prahalad, C. K. (2003). *Competing for the Future*. Harvard Business School.

(Reference Books)

4. Hunger, D. J., & Wheelen, T. L. (2008). Concepts in strategic management and business policy..
5. Jauch, L. R., & Glueck, W. F. (1988). *Business policy and strategic management* (5th ed.). Singapore: McGraw-Hill.
6. Pearce, J. A., & Robinson, R. B. (2000). *Strategic management: Formulation, implementation, and control*. Irwin/McGraw-Hill.'
7. Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance*. Simon and Schuster.
8. Gupta, V., Gollakota, K., & Srinivasan, R. (2007). *Business policy and strategic management: Concepts and applications*. PHI Learning Pvt. Ltd.

DIGITAL MARKETING & E-COMMERCE (MBA 204)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

This course will update the knowledge of concept of advertising on new age medium and make them aware of basic fundamentals of E-commerce industry. This course will acquaint them with knowledge of fundamental rules for advertising on the digital platform. This will also provide knowledge for designing a marketing campaign for social media platforms and how is it different from traditional media.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I E-COMMERCE TECHNOLOGY

E-Commerce – Concept, Framework, Classifications; Data Warehousing – Data Storage & Processing, OALP & Data mining; Networking Infrastructure – IP, TCP HTTP, HTML– Cryptography – Case studies.

Unit-II DIGITAL MARKETING & CONCEPTS

Digital Marketing – Concept, Need in 21st Century, Planning; Related concepts–Email Marketing, Mobile Marketing, Social Media engagement, Search Engine Optimization, Online Public Relation – Case studies.

Unit-III DIGITAL MARKETING MANAGMENT

E-Tailing, E-Supply Chain Management, Electronic Payment System, E-Auctions– Case Studies.

Unit-IV E-COMMERCE IMPACT

E-Commerce Impact on – Job Market, Growth, Trade, International Co-operation; Application of E- commerce in different sectors – service, industry, domestic; Multidisciplinary approach to E-commerce–Case studies.

Unit-V LEGAL ISSUES

Laws–Intellectual property law, Copyrights, Trademark, Patents, Contract law for E-commerce, Warranties and New Products, Cyber law issues–Privacy and Trans-border flows, Frauds; E-Security–Case Studies.

Course Outcome:

On completion of this course the students will have the understanding of the facts for advertising on digital media and different aspects and approaches of various digital media vehicles and social media platforms. The future of business in digital world and the eminence presence of it which is growing rapidly and they will be able to match up to the speed.

References:

(Text Books)

1. Efraim, T., Jae, L., David, K., & Michael, C. H. (2002). Electronic Commerce: a managerial perspective. *Electronic Payment*, 13.

(Reference Books)

2. Ryan, D. (2014). *Understanding digital marketing: Marketing strategies for engaging the digital generation*. Kogan Page Publishers.
3. Kalakota & Winston – “Frontiers of Electronic Commerce”, Addison Wesley, 2001.
4. Greenstein, M., & Feinman, T. M. (1999). *Electronic commerce: security risk management and control*. McGraw-Hill Higher Education.
5. Trepper, C. (2000). *ECommerce Strategies*. Microsoft Press.
6. David Whiteley, E-Commerce: Strategy Technologies, and Application, Tata McGraw Hill.

**FOURTH
SEMESTER
HUMAN
RESOURCE
MANAGEMENT
SYLLABUS**

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS (MBA-212)

L–T	Total:	100
3- 1	Theory:	50
(Credits-3.5)	Sessionals:	50
	Time:	3hrs

Course Objective:

The course objective is to extend a planned understanding of the function of HRD in modern business organisations, with prominence on the association between HRD, the on the whole company objectives and its incorporation with other strategic human resource management strategies and practices.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

HRD Introduction- Concept, goals, challenges, HRD methods, Changing paradigm of HRD- Concepts-Scope-Objectives, Principles, Framework, HRD Climate, Global perspectives on HRD

Unit-II

HRD Sub-Systems- Performance Management, Potential Appraisal & Development Training & Development, Coaching & Mentoring, Potential Appraisal, Competency Mapping & Development, Career Planning & Development, Succession Planning; Contribution of sub-systems to HRD goals.

Unit-III

Planning and Organizing HRD System- Principles in Designing HRD system, Challenges of future HRD professionals- Roles and competency requirements of HRD professionals.

Unit-IV

Developing HRD Strategies: Approaches: Strategic HR Framework Approach, Integrative framework, Human Capital Appraisal Approach, HRD Score card approach, PCMM Approach.

Unit-V

HRD for Special Groups: HRD for Workers, HRD for other special groups; HRD Interventions Strategies; HRD Approaches for coping with Organizational Changes, Future of HRD in India

Course Outcome:

The outcomes of the course will give understanding and professional competence in the areas like understanding for facts of the assumption and practice of HR, knowledge and skills to significantly appraise existing paradigms and practice in HRD in the course of examining current HRD programmes and their theoretical underpinnings, the importance of HRD in its input to the improvement of organisations and workforce and the role of HRD as a collection of technologies for protecting organisational change in today's business climate;

References:

(Text Books)

1. Rao, V.S.P. (2010). Human Resources Management. Excel Books. New Delhi.
2. Aswathappa, K. (2013). Human Resource Management: Text and Cases, 7/e; New Delhi, McGraw-Hill

(Reference Books)

3. Rao, T.V. (2008). HRD Audit - Evaluating the Human Resource Function for Business Improvement, 1/e; New Delhi: Response Books
4. Kandula, R Srinivas (2006). Strategic Human Resource Development, 1/e; New Delhi: PHI Learning.
5. Mankin, David (2012). Human Resource Development, Oxford University Press,
6. Halder, Udai(2010) Human Resource Development, Oxford University Press..
7. Dayal, Ishwar (1996). Successful Application of HRD, New concepts, New Delhi..
8. Dayal Ishwar (1993). Designing HRD Systems, Concept, New Delhi,
9. Gupta Santosh & Deep Sachin Gupta (2008). Human Resource Development, 2ndEd. Deep and Deep Publications.
10. Kohli, Uddesh and Sinha, Dharni P.(1995). HRD - Global Challenges & Strategies in 2000, AD ISTD, New Delhi..
11. Krishnaveni, R. (2008). Human Resource Development: A Researcher's Perspective, Excel books,
12. Kaushal H. (2010). Case Studies in Human Resource Development, McMillan India.
13. Maheshwari, B. L. and Sinha Dharni P. (1991.) Management of Change through HRD, TATA McGraw Hill, New Delhi,
14. Rao, T.V. (1988). Alternative Approaches & Strategies of Human Resource Development. Rawat, Jaipur,
15. Silver, DN (1991). HRD: The Indian Experience. India, New Delhi,
16. Udai Pareek and Rao T.V. (2012). Designing and Managing Human Resource Systems, 3/e; New Delhi: Oxford & IBH Publishing Co.

DYNAMICS OF INDUSTRIAL RELATIONS (MBA- 222)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessional: 50
Time: 3 hrs

Course Objective:

Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations, industrial conflicts and disputes, grievance handling, trade union and worker's education.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction to Industrial Relation-Concept, Evolution, Characteristics, Scope, Components, Factors Affecting Industrial Relations, Approaches to IR, IR in India, Prerequisites of successful industrial relation programme. Emerging issues in IR: Industrial Relation and Technological Change. Major Incidents of Industrial unrest in India. Main Recommendations of the Second National Labour Commission, International Labour Organization (ILO) and Industrial Relations, The Future Direction of Industrial Relations.

Unit-II

Industrial Conflicts/Disputes- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Forms of disputes: Strikes and Lock-outs , Right to strike and lock-out, Prevention of strikes and lock-Outs, Gheraos.

Unit-III

Negotiation and collective bargaining- Preventive machinery-Grievances handling, Meaning, Nature, Causes of Grievances, procedure for Redressal. Collective bargaining-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India. Standing orders. Code of discipline Settlement Machinery-Mediation , Conciliation, Arbitration, Adjudication.

Unit-IV

Trade Union- Concept, Purpose, Functions, Types, Trade Union and politics, Problems of Trade Unions in India, NCL's recommendations for Trade unions. Major Central trade unions in India, Employers' Organizations, Recent Trends in Trade Union Movement in India.

Unit-V

Workers' Participation in Management- concept, determinants, form and levels of participation, schemes of workers' participation in management in India. Workers' Education-content, significance, rationale behind workers' education, workers' education scheme in India- objectives, functions and problems.

Course Outcome:

After the completion of this course, the students will be familiar with concept, evaluation and scope of Industrial relation. The students will be able to get knowledge about collective bargaining, settlement machinery and ways of grievance handling as well as industrial peace. They will know about recent trends in trade union movement in India and workers' participation in management also.

References:

(Text Books)

1. Mamoria, Mamoria and Gawker, (2009), Dynamics of Industrial Relations, 16th Revised Edition, Himalaya Publishing House.
2. Sharma, R. C. (2016), Industrial Relational and Labour Legislation, Prentice Hall of India

(Reference Books)

3. C. S. Venkataratnam, (2009), Industrial Relations, Oxford University Press.
4. Sinha, P.R.N. et. Al. (2009), Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education.
5. Blyton, P. & Turnbull, P. (2004), The Dynamics of Employee Relations, Palgrave Macmillan.
6. Ackers, P. & Wilkinson, A. (2003), Understanding Work & Employment: Industrial Relations in Transition, Oxford: Oxford University Press.
7. Padhi, P.K. (2010), Labor and Industrial Laws, Prentice Hall of India.
8. Singh, B.D. (2009), Industrial Relations: Emerging Paradigms, Excel Books.
9. Sen, R., (2009), Industrial Relations: Text and Cases, Macmillan India.
10. Sen, Ratna (2010), Industrial Relations in India, Macmillan publishers.
11. B. D. Singh, (2008), Industrial Relations, Excel Publications.

INTERPERSONAL AND GROUP DYNAMICS (MBA-232)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

The purpose of this course is to advance understanding regarding interpersonal and group processes, socialization and group decision making. It will also help the student to examine source of conflict in groups and conflict resolution.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Group- Concept, Nature and Classification of groups. Team–Concept, Types, Team Effectiveness, Team Building. Difference between Group and Team. Group dynamics– Meaning, Homan’s model, Measurement in Group dynamics; Group formation.

Unit-II

Interpersonal Behavior and Influence Processes- Interpersonal Awareness and Feedback process including Johari Window, Life Script Analysis, Transactional Analysis and 360 Degree Feedback. Interpersonal trust: CBT, IBT, violation of trust, Fundamental Interpersonal Relations Orientation (FIRO-B), Career Roles & Identity. Self Awareness-GROW, DOTS & Holland Models. Behavioural modification Models. Emotions: Emotional Labour, Emotional Baggage, Emotional Quotient and Emotional Intelligence.

Unit-III

Learning social behavior- Social learning theories, Group development, Models of group development: Tuckman model, Fisher’s Theory, Tubbs’ systems Model, Wheelan model – Group socialization; Group Structure, Group Norms, Group Roles, Group Authority, Group Attraction, Group communication networks, Group Cohesiveness, Group Conformity, Group Obedience, Group Synergy, Group Interdependence, group Interaction.

Unit-IV

Group Decision Making- Meaning, Benefits, Techniques of group decision-making. Groupthink, Group Polarization.

Unit-V

Group Conflict-Sources of Conflict in Groups, Conflict process, Coalitions, conflict resolution; Power and Politics – Power Tactics, Power in Groups. Groups and Change-The Group as an agent of change, Sources of change in groups.

Course Outcome:

The course will enable the students to have the conceptual as well a practical knowledge of group dynamics. This paper will help the students to improve their interpersonal behaviour and help them to practice the techniques of group decision-making. Students will know how to develop a group, group socialization process and issue related to group conflict.

References:

(Text Books)

1. Robbins, Stephen, Judge and Vohra (2012), Organizational Behavior, 14th Edition, Pearson Publication.
2. V S P Rao, (2010), Organisational Behaviour, Himalaya Publishing House

(Reference Books)

3. Donelson Forsyth (2009), Group Dynamics, Cengage Education.
4. Laurie J. Mullins (2011) Essentials of Organizational Behaviour, Pearson Learning
5. Udai Pareek (2012) Understanding Organisational Behaviour, Oxford University Press,
6. Kieth Davis & John Newstrom (2010) Organizational Behavior: Human Behavior at Work, Tata McGraw Hill
7. Kalliath, Brough, Manimala, (2009) Organisational Behaviour, Tata McGraw Hill
8. Bennis, W.G (1979) Essay in Interpersonal Dynamics, U.S.A., Dorsey Press,
9. Davis, Keith (2002) Organizational Behaviour, 11th Edition, McGraw /Irwin,
10. Greenberg, (2010), Behavior in Organizations, 10th Edition, Pearson Edition
11. Luthans, Fred, (2008) Organizational Behaviour, 12th Edition, Long learning education

COMPENSATION MANAGEMENT (MBA-242)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

This course would enable the students to understand new developments as well as established approaches to compensation decisions. Students will explore the theory, concepts, and methods used to design compensation and benefits systems in a way that contributes to achieve the goals of the organization.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction: Compensation: concept, definition and objectives of compensation, Forms of pay: Base, incentives and benefits. Determination of inter and intra-industry compensation differentials, internal and external equity in compensation systems.

Unit-II

Determining the Structure: Internal Alignment: Structures vary among organizations, Factors shaping internal structures, Strategic choices in designing internal structures.

Unit-III

Determining Pay Level: Labour market forces: demand side , supply side, organization factors, relevant markets, competitive pay policy alternatives, Designing pay levels, mix and pay structures: competitive pay policy, purpose of the survey, select relevant market competitors, design and interpret the survey.

Unit- IV

Determining Individual Pay: Employee contributions: pay-for-performance plans: short term, team incentives, long term plans.

Unit- V

Employee Benefits: Benefit determination process, Statutory benefits including health care, employee welfare and retirement benefits, Compensation of special groups, Trade union role in wage and salary administration. Issues in Compensation Management: International pay systems, Government and legal issues: Wage boards and Pay commissions, Public sector pay, other issues:

Managing Labour cost, Embedded controls, Control salary levels. Innovations in the area of compensation management in Indian and MNCs operating in India and abroad.

Course Outcome:

At the end of the course the students will be able to demonstrate knowledge in various components of total compensation, the methods and aims of different forms of payment systems. Students will develop an understanding of the issues in designing the reward systems and establishing different pay rates . They will come to know about the employers' obligations under labor statutes governing wage and salary administration. Learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits.

References:

(Text Books)

1. Milkovich , Newman and Venkata Ratnam (2017). 'Compensation', ninth edition, McGraw-Hill Education India Pvt. Ltd
2. Armstrong, Michel and Murlis, Helen (2010). Reward Management. Kogan Page.
3. Henderson, Richard I. (2004). Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd,

(Reference Books)

4. Joseph. J. Martocchio (2004). Strategic Compensation- A Human Resource Management Approach, Prentice-Hall.
5. Milkovich and Newman (2005). Compensation: Tata McGraw Hill, New Delhi, Eighth Edition.
6. Singh, B.D. (2007). Compensation and Reward Management. Excel Books,
7. Gerhart, B. and Rynes, S.L. (2008). Compensation, Evidence, and Strategic Implications. Sage Publication,
8. Berger and Berger. (2008). The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill Education.

CROSS CULTURAL MANAGEMENT (MBA-252)

L –T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

This course will facilitate the students to comprehend the complexities of managing human resources in an international context. At the end of the course students would be able to give explanation the significance and application of international HRM practices that assists global companies to increase competitive improvement.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction-The genesis and concepts of culture, Dimensions and determinants of organizational Culture, Importance of cross cultural management in globalized business environment.

Unit-II

Various Scientific Approaches to the Cross Cultural Issue-Theory of Hall, Trompenaars, Geert Hofstede and John Mole. Mapping cross-cultural differences within and across nations.

Unit-III

Implications of Cross-Cultural Management- in Globalization, Diversity, culture shock, Technology, Organizational change, mergers and acquisitions and Quality management system (BPR, TQM, Lean and Six Sigma.).

Unit-IV

Training of the specific skills– Cross cultural decision making, staffing, Expatriation and Repatriation; Communication and cooperation in an international team, Managing culturally appropriate leadership style, Designing result oriented motivational tools , Intercultural negotiation and conflicts management.

Unit-V

Ethical Issues and Values in Cross Cultural Management- Cultural clustering of individual countries, Case Studies.

Course Outcome:

By the end of the courses students will: identify and analyze human resource concerns for making successful results in the contemporary business situation and will be able to think tactically and recognize the fundamentals of business and organizations in order to administer change more efficiently in the global business environment. They will be able to make learn the relevant core features of human resource management in an worldwide context and will also be able to expand capability to outline explanations to multifaceted business problems.

References:

(Text Books)

1. Dhar, R.L.(2008),Strategic Human resource management, excel book publication, new Delhi.
2. Peter J. Dowling, Denice E. Welch & Randall S. Schuler (2009) International Human Resource Management. Managing People in a Multinational Context, South-Western College Publications, 3.ed.
3. Dowling, Peter J., Marion Festing, and Allen D. Engle (2013). International Human Resource Management, 6/e; New Delhi: Cengage Learning

(Reference Books)

4. Aswathappa, K. and Sadhana Dash (2013). International Human Resource Management, 2/e; New Delhi: McGraw-Hill
5. Edwards, Tony and Chris Rees (2013). International Human Resource Management, 1/e; New Delhi: Pearson
6. Sharma, A. & Khandekar, A.(2010), Strategic human resource management, Response books, New Delhi.
7. Rao, V.S.P. (2010), Human resource management,Excel books, New Delhi.
8. Mark Mendenhall & Gary Oddou: Readings and Cases in International Human Resource Management, South-Western College Publications, 3.ed, 1999.
9. Dowling, Peter J., Marion Festing, and Allen D. Engle (2013). International Human Resource Management, 6/e; New Delhi: Cengage Learning.

**FOURTH
SEMESTER
FINANCIAL
MANAGEMENT
SYLLABUS**

INTERNATIONAL FINANCIAL MANAGEMENT (MBA-214)

L-T	Total:	100
3-1	Theory:	50
(3.5 Credits)	Sessionals:	50
	Time:	3hrs

Course Objective:

The objective of the paper is to give students an overall view of the international financial system and how multinational corporations operate.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

UNIT – I

Overview of Global Market and Risk: Environment of International Financial Management, functions of international financial management, International monetary system.

Foreign exchange markets, exchange rates, exchange rate theories – Interest parity, Purchasing Power Parity (PPP), interest rate and inflation rate Fischer Effect, Balance of Payments theory, Stable and flexible exchange rate, International fisher effect. Overview of Forward contracts, currency futures and currency options. Currency swaps and interest rate swaps.

UNIT - II

Exposure and Risk Management: Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies. Benefits of international equity and bond investing. International capital asset pricing model (ICAPM), The national FDI policy framework.

UNIT – III

International Capital Budgeting: Basic framework for analysis, Issues and strategic in international capital budgeting, The adjusted present value approach (APV). Financial risk and cost of capital, Exchange risk and cost of capital, Political risk and cost of capital, Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax, Foreign sales corporations, Benefits for Holding-Subsidiary in tax havens.

UNIT – IV

International Working Capital Management: International cash management: The cash positioning decision, Advantages and disadvantages of centralized cash management, Multilateral netting, Intra corporate transfer of funds, Transfer pricing, problems of international cash management. International Receivables management: Domestic v/s International receivables management, Letter of credit, International factoring & Accounts receivables. International inventory management: Advance inventory purchases, Stockpiling.

UNIT – V

International Financing Decisions: Euro-money and Euro bond Markets. Size of the Euro currency market, Growth of Euro Dollar market, Instruments and rate of Euro Currency Markets, Creation of Euro deposits, Syndicated Euro currency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds. International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

Course Outcome:

By the end of the course, the students should be able to understand international capital and foreign exchange market, identify risk relating to exchange rate fluctuations and develop strategies to deal with them, identify and appraise investment opportunities in the international environment, develop strategies to deal with other types of country risks associated with foreign operations and express well considered opinion on issues relating to international financial management.

References:

(Text Book)

1. P.G. Apte (1995) Global Financial Management, Tata McGraw-Hill Education.
2. Sharan (2011) International Financial Management, Prentice-Hall.

(Reference Book)

3. Zenoff David B. & Zwick Jack (1969) International Financial Management, Prentice-Hall.
4. Click & Coval (2002) Theory and Practice of International Financial Management, Prentice-Hall.
5. Alan C. Shapiro (2004) Foundations of Multinational Financial Management, Wiley.
6. Maurice D. Levi (2005) International Finance, Taylor & Francis.

WORKING CAPITAL MANAGEMENT (MBA – 224)

L-T	Total:	100
3-1	Theory:	50
(3.5 Credits)	Sessionals:	50
	Time:	3hrs

Course Objective:

The objective of the course is to acquaint the students with the importance of the working capital and the techniques used for effective working capital management.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Conceptual Framework- Tradeoff between liquidity and profitability, Operating Environment of Working Capital, Determinants of working capital, Determination of Working Capital, Theories and Approach.

Unit-II

Receivable Management- Determining the Appropriate receivable Policy, Marginal Analysis, Credit Analysis and Decision, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis. Inventory Management Kinds of Inventories, Benefits and Costs of Holding Inventories, Inventory management and Valuation, Inventory Control Models.

Unit-III

Management of Cash- Motives for Holding Cash and marketable securities; Cash System Managing the Cash Flows, Types Collection Systems, Cash Concentration Strategies Disbursement Tools, Investment in marketable Securities, Forecasting Cash Flows; Managing Corporate Liquidity and Financial Flexibility; Measures of Liquidity, Determining the Optimum Level of Cash Balances – Baumol Mode, Beranek Model, Miller-Orr Model, Stone Model

Unit-IV

Bank Credit- Basic Principles and Practices, Bank Credit – Methods of Assessment and Appraisal, Other Sources of Short Term Finance

Unit-V

Payables Management, Short-Term International Financial Transactions, Integrating Working Capital and Capital Investment Process, Emerging Trends in Working Capital

Course Outcome:

By the end of the course, the students should be able to evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility, evaluate the importance of effective working capital management and its role in

meeting the firm's strategic objectives and its impact in value creation, investigate funds flow cycles and their impact on working capital management objectives, apply corporate cash management, accounts receivable management, bank relations, and inventory management techniques to maximize the share holders' value and write a plan for a balanced integration of cash, credit and other short-term funding and policies.

References:

(Text Book)

1. Khan, M.Y. (2007) Financial Management TMH, New Delhi.
2. Bhalla, V.K. (2014) Working Capital Management Text and Cases.
3. Bhattacharya, Hrishikesh (2014) Working Capital Management PHI, New Delhi.

(Reference Book)

4. Hampton, J. J. and C. L. Wagner (1989) Working Capital Management
5. Scherer, F. C. (1989) Modern Working Capital.

DERIVATIVES MANAGEMENT (MBA-234)

L-T	Total:	100
3-1	Theory:	50
(3.5 Credits)	Sessionals:	50
	Time:	3Hours

Course Objective:

To provide a comprehensive understanding of derivatives and introduce the analytics of derivative valuation and application of derivatives in formulating simple corporate financial management strategies.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction: Derivatives –Definition -Types – Forward Contracts – Futures Contracts – Options - Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risk in Derivatives – Cases.

Unit-II

Futures Contract: Specifications of Futures Contract – Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Futures Prices, Forward Prices and Future Spot Prices.

Unit-III

Options: Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options - American and European Options – Intrinsic Value and Time Value of Options – Option payoff options on Securities, Stock Indices, Currencies and Futures –Options pricing models – Differences between future and Options contracts.

Unit-IV

SWAPS: Definition of SWAP – Interest Rate SWAP – Currency SWAP –Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs –Credit Risk.

Unit –V

Derivatives in India: Evolution of Derivatives Market in India – Regulations –Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Futures and Index futures in NSE- Contract Terminology and Specifications for Interest Rate Derivatives.

Course Outcome:

Upon completion of this course, students should be able to understand the structural differences among derivative instruments, understand how derivatives are traded in exchanges and/or OTC markets, price derivative securities with different pricing models and use Derivatives for hedging and/or speculation purposes.

References:**(Text Book)**

1. Bhaskar, P.(2003) Derivatives Simplified, Sage Publishing
2. Gupta S.L. (2017) Financial Derivatives, PHI, New Delhi.

(Reference Book)

3. John. C. Hull (2016) Options, Futures and other Derivative Securities, PHI, New Delhi.
4. Keith, Redhead (1997) Financial Derivatives, PHI, New Delhi.
5. Jean-Philippe Bouchaud, Marc Potters (2011). Theory of Financial Risk and Derivative Pricing, Cambridge University Press

MICROFINANCE (MBA – 244)

L-T	Total:	100
3-1	Theory:	50
(3.5 Credits)	Sessionals:	50
	Time:	3 hrs

Course Objective:

The objective of the course is to acquaint the students with the importance of the microfinance models and policies thereof with special references to India.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Overview of Microfinance and its Evolution-Genesis and evolution of microfinance: Definition of micro finance - Products and Services: Lending and Saving Products.

Unit-II

Micro finance different models in India and International context- SHG Bank Linkage, Grameen model, Banking correspondent and facilitator model, Major opportunities and challenges of Indian microfinance sector.

Unit-III

Major policy initiatives taken by government in the area of social banking- Evolution of concept of priority sector, regional rural banks, nationalization of commercial banks, subsidy based credit facility, setting of NABARD, Introduction of Lead Bank scheme.

Unit-IV

Measuring micro finance performance and impact assessment, managing the viability Legal and regulatory issues in micro finance sector in India.

Unit – V

Operational Aspects of Micro-Finance-Commercial Banks as Micro lenders, The Technological Base:Payment Systems and Banking Software, Building the Market for Investing in Microfinance, Operating Costs, Risk Management

Course Outcome:

The students would be able to apply the knowledge about various models, practices and policies of micro-finance for the effective management of micro finance institutions

References:**(Text Book)**

1. Debadutta K. Panda (2009) Understanding Microfinance Wiley India
2. Girija Srinivasan (2013) Microfinance India Sage India
3. Micro-Finance Perspectives and Operations: Indian Institute of Finance (2008) Macmillan India

(Reference Book)

4. Aghion, Jonathan Morduch (2005) The Economics of Microfinance MIT Press

COMMERCIAL BANK MANAGEMENT (MBA - 254)

L-T	Total:	100
3-1	Theory:	50
(3.5 Credits)	Sessionals:	50
	Time:	3 Hours

Course Objective:

This course aims at enabling the students to understand and to contribute to the strategic operational policies and practices of commercial bank management in a competitive environment.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Indian Banking System: Evolution of Commercial banking in India, Banking Structure in India, Appraisal of present Banking system, Banking Sector reforms, emerging trends, issues and challenges in Banking System.

Unit-II

Bank Balance Sheet Structure: Accounts - Categories, Analysis, Prudential Norms, Capital adequacy, Cost of funds, RBI guidelines for implementation of Basel III Capital Regulations in India.

Unit-III

Credit Management: Credit Appraisal - Assessment of Credit Requirements, Credit Rating, and Pricing of Loans. Loan Delivery and Monitoring of Accounts, Management of Guarantees and other Fee based business.

Unit- IV

Management of NPAs: Prudential norms on Income Recognition, Asset Classification and Provisioning pertaining to Advances. Legal and Non-legal Measures, Credit Risk Models and Credit Derivatives.

Unit- V

Investment Management in Banks: Management of SLR and non-SLR securities, Asset-Liability Management, Risk Management in Banks.

Course Outcome:

As a result of taking this course, the student should be able to critically evaluate the role of banking in the economy, their structure, and the regulatory environment in which they operate. They will also be able to discuss the analytical foundations related to the asset-liability management (ALM) of financial institutions, the risks involved, and the impact on the valuation of financial institutions. After that they will be able to analyze and evaluate the management of the lending, investment and trading activities of financial institutions, the related risks and the management of these risks. Finally they will be able to understand the role and the risks of off-balance sheet activities.

References:**(Text Book)**

1. M.L.Tanan, (2008) Banking Law and Practice Wadhwa & Company, Nagpur C.R. Data & S.K. Kataria
2. Advanced Bank Management (2010) Indian Institute of Banking & Finance - Macmillan Publication
3. Bank Financial Management (2010) Indian Institute of Banking & Finance - Macmillan Publication

(Reference Book)

4. Timothy W. Koch (2009) Bank Management, South Western Publication.

**FOURTH
SEMESTER
MARKETING
MANAGEMENT
SYLLABUS**

RETAIL MANAGEMENT (MBA 216)

L –T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

The main objective is to make students learn the basics and fundamentals of retailing concept in India. To acquaint the students with the art of designing a retail outlet and teach them the concept of supply chain and logistics in retailing. It'll teach the implementation distribution planning and cross docking strategy in retailing, It will provide the basic understanding of the new technology like RFID and Big data used in retailing.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction to Retail: Retailing definition, structure, different formats, marketing concepts in retailing consumer purchase behavior, cultural and social group influence – Case Studies.

Unit-II

Key Marketing Factors in Retailing: Retailing Mix- Social forces, economic forces, technological forces, competitive forces, Theories in retailing management – Case Studies.

Unit-III

Retail Location: Retail store location- store site selection, site selection models, return on per square feet of space; Exteriors and layout- creativity display; Merchandise Planning- stocks turns, credit management, Retail pricing – Case Studies.

Unit-IV

Retail Promotions: Staying ahead of competition, Supply chain management, Warehousing, Franchising, Direct marketing/ Direct selling – Case Studies.

Unit-V

Major Retailing Decisions: Emerging formats- issues & options, Retail equity, Technology in retailing, Retailing through the Internet, HRM in retailing, International retailing – Case Studies.

Course Outcome:

On course completion the student will have an understanding of the operations of retail outlets. They will be aware of career opportunities in retailing and will understand that how the term creativity in retailing is used for sales.

References:

(Text Books)

1. Berman, B., Evans, J. R., & Mathur, M. (2011). Retail management: a strategic approach 11/e Pearson Education
2. Swapna, P. (2013). Retail management. *McGraw hill publication*.
3. Levy, M., & Barton, A. Weitz (2007). Retailing Management 6/e, Tata McGraw Hill
4. Newman, Andrew, and Peter Cullen (2002) Retailing: environment & operations. Cengage Learning EMEA.

(Reference Books)

5. Gilbert, D. (1999). Retail marketing management 2/e. Pearson Education.
6. Gibson G. Vedamani (2003). Retail Management: Functional Principles and Practices (4th Edition), JAICO Publishing House
7. Fernie, J., & Sparks, L. (2014). *Logistics and retail management: emerging issues and new challenges in the retail supply chain*. Kogan page publishers.
8. Varley, R., & Rafiq, M. (2014). *Principles of retailing*. Palgrave macmillan.
9. Paul, R., & Ponnampalasa, A. (2018). Teaching Customer Experience Quality and its Significance in Retail Management: A Role Playing Game using Chinese Puzzle 'Tangram'. *Decision Sciences Journal of Innovative Education*, 16(2), 126-139.
10. Sengupta, A. (2008). Emergence of modern Indian retail: an historical perspective. *International Journal of Retail & Distribution Management*, 36(9), 689-700.
11. Padmavathy, C., Balaji, M. S., & Sivakumar, V. J. (2012). Measuring effectiveness of customer relationship management in Indian retail banks. *International Journal of Bank Marketing*, 30(4), 246-266.

RELATIONSHIP MARKETING (MBA 226)

L–T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

The course aims to develop a clear understanding of customer relationship management concepts and frameworks. This will also help the students by touching upon the areas of relationship marketing, customer behavior, customer satisfaction and loyalty. It will provide a rigorous understanding in learning effective CRM strategies used by companies to align business process with customer centric strategies using people, technology, and knowledge.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Conceptual foundation of Relationship Marketing- Nordic school approach, Six markets model, Relationship marketing versus Transactional marketing, Customer Relationship management, Customer Retention and experience Management, Concept of Customer Lifetime Value– Case Studies.

Unit-II

Customer Satisfaction- Meaning and definition of Satisfaction, Concept of consumer satisfaction, Identification of determinants of customer satisfaction, Assessing customer satisfaction, relationship between customer satisfaction and service quality – Case Studies.

Unit-III

Customer Loyalty-Meaning and definition of Customer Loyalty, Customer Loyalty formation, Customer Loyalty outcomes, Emotion quadrant model of Customer Loyalty, Customer Loyalty Assessment – Case Studies.

Unit-IV

Enablers of Relationship Marketing-CRM Technologies, Role of Call Centres, Enterprise Marketing management, People factor in relationship marketing, Customer centric recruitment, selection and development of employees, Informational technology and Relationship marketing, Profitability and Relationship marketing – Case Studies.

Unit-V

CRM Softwares- Data Warehousing and Data Mining, Artificial Intelligence and its role in CRM, Future of Relationship marketing and its implications on organizations – Case Studies.

Course Outcome:

At the completion of the course, student will be able to analyse relationship theory and relationship economics from the point of view of the customer and the organisation. Students will be able to critically analyse an organisation's relational strategies with different stakeholder groups. Finally they will be able to formulate and assess strategic, operational and tactical CRM decisions as well.

References:

(Text Books)

1. AtulParvatiyar and Sheth (1999). Handbook of Relationship Marketing, Sage publications.
2. Parvatiyar, A., and Sheth, J. N. (2001). Customer relationship management: emerging practice, process, and discipline. Journal of Economic and Social research, 3(2), 1-34.

(Reference Books)

3. Godson, M. (2009). Relationship marketing. Oxford University Press.
4. Mukerjee Kaushik (2007). Customer Relationship Management: A Strategic Approach to Marketing 1st Edition.
5. Zikmund, W. G., McLeod, R., and Gilbert, F. W. (2003). Customer relationship management: Integrating marketing strategy and information technology. Wiley.
6. Baron, S., Conway, T., and Warnaby, G. (2010). Relationship marketing: A consumer experience approach. Sage Publications.
7. Biswas, S. (2011). Relationship marketing: Concepts, theories and cases. PHI Learning Pvt. Ltd.
8. Alok Kumar Rai (2012). Customer Relationship Management: Concepts and Cases, Prentice Hall of India.

MARKETING OF SERVICES (MBA 236)

L –T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

This will make students learn the basics and fundamentals of service industry and acquaint them with the art of pleasing a customer for satisfaction and loyalty. This will teach them the concept of SERVQUAL and how important the concept is to the industry and why. This will also provide the basic understanding of designing of service blueprints.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction to Services Marketing: Services economy-evaluation and growth of service sector, nature and scope of services, characteristics, classification, service market potential, expanded marketing mix for services, service quality, introduction to gaps model – Case Studies.

Unit-II

Focus on Customers: Assessing service-marketing opportunities, customer expectations and perceptions of services, customer behaviour specific to usage of services, service markets segmentation, market targeting and selection – Case Studies.

Unit-III

Service Design: Levels of service product, service life cycle, new service development, service blue print, physical evidence and service scope, competitive differentiation of services, pricing of services- methods and specific issues – Case Studies.

Unit-IV

Service Delivery: People in service, service process-direct distribution, channel functions, channels selection, impact of information technology, designing communications mix for promoting services, building service customer relationships and service recovery, role of internal marketing in service delivery – Case Studies.

Unit-V

Marketing Services for Different Industries: Formulating service marketing strategies for health, hospitality, tourism, logistics, financial, information technology, educational, entertainment and public utility services – Case Studies.

Course Outcome:

On course completion students will have an understanding of the facts that why service sector is the most rewarding sector to an economy this course will familiarize them with the terminologies for using in field. The students will start the implementation of quality in services and excellence in their own work.

References:

(Text Books)

1. Lovelock, C. (2011). Services Marketing, 7/e. Pearson Education India.
2. Zeithaml (2011). Services Marketing – Sie, Tata McGraw-Hill Education.

(Reference Books)

3. Nimit Chowdhary and Monika Chaudhary (2005). Text book of marketing of Services, the Indian Experience, Macmillan Publishing Co.
4. Shanker, R. (2002). Services Marketing in Indian Perspective. Excel Books India.
5. Wilson, A., Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2012). Services marketing: Integrating customer focus across the firm 6/e, McGraw Hill.
6. Peter Mudie, Angela Pirrie (2012). Services Marketing Management, Routledge.
7. Kapoor (2011). Service Marketing: Concepts & Practices, Tata McGraw Hill.

SUPPLY CHAIN MANAGEMENT (MBA 246)

L –T
3- 1
(Credits-3.5)

Total:	100
Theory:	50
Sessionals:	50
Time:	3 hrs

Course Objective:

From corporate giants to small businesses, product-manufacturing industries operating within all verticals constantly attempt to enhance logistics and operations techniques and practices. This course introduces the concept of supply chain management and evaluates the core fundamentals of supply chain. Students develop the ability to conceptualize, design, and implement supply chains aligned with product, market, and customer characteristics. With the help of this course students develop the ability to evaluate how information flows can substitute for the stock of physical resources, such as inventory.

Note for the Paper Setter: The number of questions to be set will be Six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Introduction and Drivers of SCM: Introduction to Logistics & Supply Chain Management, Definition, Objectives, Significance, Decision Phase, Supply chain characteristics & Relationships. Drivers of SCM Performance, global supply chain management, forecasting-types, static method forecasting, adaptive method, procuring raw material and purchase process, errors – Case Studies.

Unit-II

Components of SCM: Inventory Management- defining, costs of keeping inventory, EOQ- Approach, ABC Analysis, Risk & Uncertainty Models, Lead time – Case Studies.

Unit-III

Location and Transportation: Warehousing-role and concept of warehousing, types of warehousing, planning Warehouse operations, site selection, layout, material handling, management of receipts and issues. Importance and modes of transportation, selection of transportation modes, documents and carrier liabilities, transportation management, multimodal transportation – Case Studies.

Unit-IV

Packaging and Communication: Defining package & packaging, importance to customer service, utilization, importance in SCM Role of information, information processing at each step, role of IT in SCM, importance of communication at each level – Case Studies.

Unit-V

Additional Dimensions: JIT philosophy, Quick response logistics, distribution control and performance evaluation – Case Studies.

Course Outcome:

At the completion of this course, the student should be able to examine the design and performance of supply networks and processes in different business contexts. Students develop capabilities in forecasting, coordination for supply chain integration, inventory management, procurement, JIT, product and process design, and global supply chain management.

References:

(Text Books)

1. Bowersox (1973). Physical Distribution Management, Tata McGraw Hill.
2. Stern, L. W., El-Ansary, A. I., & Coughlan, A. T. (1996). Marketing channels,, Vol. 5, Upper Saddle River, NJ: Prentice Hall.

(Reference Books)

3. Khanna, K. K. (1985). Physical Distribution Management: Logistical Approach. Himalaya Publishing House.
4. Stock & Lambert, (2001). Strategic Logistics Management, Tata McGraw Hill.
5. William Y. C. Wang, Michael S. H. Heng, Patrick Y. K. Chau (2007). Supply Chain Management: Issues in the New Era of Collaboration and Competition, Idea Group Inc (IGI).
6. Janat Shah (2009). Supply Chain Management: Text and Cases, Pearson Education.
7. Lawrence D. Fredendall, Ed Hill (2000). Basics of Supply Chain Management, CRC Press.
8. Birgit Dam Jespersen, Tage Skjott-Larsen (2005). Supply Chain Management: In Theory and Practice, Copenhagen Business School Press.
9. Charles C. Poirier (1999). Advanced Supply Chain Management: How to Build a Sustained Competitive Advantage, Berrett-Koehler Publishers.
10. James B. Ayers (2006). Handbook of Supply Chain Management, Second Edition, Auerbach Publications.

EMERGING CONCEPTS IN MARKETING-II (MBA-II 256)

L –T
3- 1
(Credits-3.5)

Total: 100
Theory: 50
Sessionals: 50
Time: 3 hrs

Course Objective:

The major aim of this paper is to familiarize the students the emerging marketing concept. The students understanding of the concept of green marketing and Neuro marketing will increase to the level providing inputs to the organisation on the matter related to it in an organisation. Social marketing these days is enjoying as limelight in the corporate sector. This course aims to teach how to use social and cause-related factors for the benefit of company's profitability.

Note for the Paper Setter: The number of questions to be set will be six, at least one from each unit. Out of these one question will be compulsory. The examinee will be required to attempt the compulsory one and any other four questions. All questions shall carry equal marks.

Unit-I

Neuro Marketing- The Rationale, The Human Brain and Marketing, Nervous System and Brand Communication, Brand Communication and Memory, Advertising and Seven Sins of Memory, Applications of Neuro Marketing, Neuro Marketing and Product Life-Cycle – Case studies.

Unit-II

Green Marketing- An overview of Green Marketing, Strategic Green Planning, Sustainable Marketing- The Environment and Consumption, The Environmental Effects of Consumption, Discovering Value via Market Analysis, Delivering Value via Sustainable Supply Cycle Strategies, Monitoring and Reporting Sustainability Efforts – Case studies

Unit-III

Cause Related Marketing- Meaning, Concept and Impact of Cause Related Marketing, Understanding Social Marketing - Defining Social Marketing, 10 Steps in the Strategic Marketing and Planning Process, 7 Ps of Social Marketing– Case Studies

Unit-IV

Social Marketing Environment- Determining Research Needs and Options, Choosing a Purpose and Focus for your Plan and Conducting a Situation Analysis. Selecting Target Audiences, Objectives and Goals -Segmenting, Evaluating and Selecting Target Audience, Setting Behavior Objectives and Goals– Case Studies.

Unit-V

Marketing Analytics- Concept and Importance, Disruptive technologies, Big Data- Brief Introduction, Introduction to Machine Learning & Deep Learning, Text Mining, Recent Advances in Marketing Analytics- Case Studies

Course Outcome:

After the completion of the course the students will be able to apply sustainable marketing techniques in the favor of an organisation. They will understand the psychology of a customer better in technicality and logically. This course will also acquaint the students with the understanding of social factor impact on customer psychology and also how to utilize the same to fame and defame certain organisations.

References:

(Text Books)

1. Sharma J. K., Agarwal D. P., Singh Deepali, Deepak K. K (2010). Neuromarketing: A Peep Into Customers Minds, Print Edition, PHI Publications
2. Deshpande, S., & Lee, N. R. (2014). Social Marketing in India. SAGE Publications India.
3. Evans, D. (2012). Social media marketing: An hour a day. John Wiley & Sons.
4. Jacquelyn Ottman (2011). The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding, Berrett-Koehler Publishers
5. John Grant (2009). The Green Marketing Manifesto, John Wiley & Sons

(Reference Books)

6. Robert Dahlstrom (2011). Green Marketing Management, Cengage Learning
7. John F. Wasik (1996) Green Marketing and Management: A Global Perspective, Wiley Publications
8. Gerard Hastings, Kathryn Angus, Carol Bryant (2011). The SAGE Handbook of Social Marketing, Sage Publications
9. Dan Zarrella (2010). The Social Media Marketing Book, "O'Reilly Media, Inc
10. Alan R. Andreasen (2006). Social Marketing in the 21st Century, SAGE Publications
11. Stephen Genco, Andrew Pohlmann, Peter Steidl (2013). Neuromarketing For Dummies, John Wiley & Sons
12. Patrick Renvoise (2007). Neuromarketing: Understanding the Buy Buttons in Your Customer's Brain, Thomas Nelson Inc
13. Leon Zurawicki (2013). Neuromarketing: Exploring the Brain of the Consumer, Springer Publications
14. Avinash, K. (2011). Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
15. Jeffery, M. (2010). Data-driven marketing: the 15 metrics everyone in marketing should know. John Wiley & Sons.
16. Cutroni, J. (2010). Google Analytics: Understanding Visitor Behavior. " O'Reilly Media, Inc."
17. Hemann, C., & Burbary, K. (2013). Digital marketing analytics: Making sense of consumer data in a digital world. Pearson Education.
18. Kotler, P., & Zaltman, G. (1971). Social marketing: an approach to planned social change. The Journal of Marketing, 3-12.