

S 34.22 To consider and approve revised syllabi of MBA Programme w.e.f. Academic Session 2019-20.

The Senate in its 33rd meeting held on 08.05.2018 vide agenda item no. S 33.09 while considering recommendations of BOS of Department of Business of Administration suggested to incorporate suggestions of Senators in the syllabi of MBA programme.

The BOS of Department of Business of Administration in its meeting held on 15.09.2018 incorporated the suggestions and approved revision of syllabi of MBA programme vide item no. 02.

The minutes of meeting of BOS of Department of Business of Administration is enclosed as **Annexure S 34.22 (A)** on page 199. The syllabi of revised MBA programme is enclosed as **Annexure S 34.22 (B)** from pages 200 to 313.

The Senate may consider and approve revised syllabi of MBA programme from Academic Session 2019-20.

DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA – 136119

No. DBA/2018/10375

September 17, 2018

A meeting of the Board of Studies was held on Sept. 15, 2018 at 2:30 pm in the office of the undersigned. The following members attended the meeting:

- | | |
|--|-----------------|
| 1. Dr. Neeraj Kaushik | Chairman |
| 2. Prof. T.J. Kamalanabhan, IIT Madras | External Expert |
| 3. Prof. Rajender Kumar | Member |
| 4. Dr. Mohd. Firoz | Member |
| 5. Dr. Manish Kumar Jha | Member |

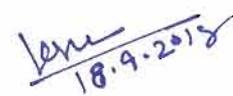
The Following decisions were taken in the meeting:

1. The minutes of the last meeting of the Board of Studies were confirmed.
2. The revision of Syllabi of all MBA Courses was approved.
3. The Syllabus of Intellectual Property Rights, a subject to be introduced in B.Tech 7th sem. as Non-Departmental elective, was approved.
4. Introduction of French language for MBA Students as non-credit course and Certificate/Diploma for B.Tech students was approved.

The meeting ended with a vote of thanks to the chair.

You are kindly requested to include Item Nos. 2, 3 and 4 for the Senate Agenda.


(Neeraj Kaushik)
Chairman, BOS

Dean (Academic) 
18.9.2018

Copy to All Members

**FIRST
YEAR
SYLLABUS**

**FIRST
SEMESTER
SYLLABUS**

PRINCIPLES AND PRACTICES OF MANAGEMENT (MBA 101)

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

Course Objective:

The course will appraise and see the sights for basics of management and a variety of proportions of management. It will assist to categorize the key competencies needed to be an efficient manager. It will also analyze communication situations and extend useful communication strategies and communicate influentially. It will make available the students with the potential to apply theoretical knowledge in simulated and real-life settings. It will also facilitate the students widen ability to work in teams.

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: Introduction to Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline as an Art, a Science, a Profession; Henry Mintzberg's Roles of a Manager: Skills of a manager.

Evolution of Management Thoughts/Approaches: Scientific Management (F.W. Taylor, Gantt, Glibreths); Classical Organization Theory (Henry Fayol, C.I. Barnard, M.P. Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach ; Recent contributions.

Unit-II

Functions of Management: Operative functions – Production, Marketing, Finance, Personnel; Managerial functions –Planning, Organizing, Staffing, Directing, and Controlling. Planning: Concepts, Objectives and Steps in Planning, Types of Plans, Long Range Planning, Determinants of Effective Planning.

Unit-III

Decision Making: Steps of Decision Making, Nature, Types, Models/Approaches Conditions of Risk, Certainty, Uncertainty; Barriers to effective decision making. Organizing: Nature and Significance, Approaches to organizing, Line and Staff Relationship, Delegation and Decentralization, Division of Work, Span of Management, Authority Responsibility and Accountability; Formal and Informal Organisations;

Unit-IV

Staffing: Nature and Significance, Recruitment and Selection, Performance Appraisal and Development; Directing: Nature and Significance, Issues in directing human resource, Motivation, Leadership, Communication;

Unit-V

Controlling: Definition and Elements, Control Techniques, Determinants of an Effective Control System. Issues of Relevance in Management Practices: Globalization, Workforce Diversity, E-business, Knowledge Management, Workplace Spirituality, Managerial Ethics, Human values in Management, Self-Management, Lessons from Ancient Indian traditions, Japanese Management, Search of Excellence. Modern Concepts in Management.

Course Outcome:

Upon successful completion of this course, the student will reliably be able to demonstrate the ability to extend the thoughtful about basic management concepts and principles. They will also get the information relevant to management theories in realistic business set-up. Moreover it will also widen their practical skills of judgment making and leadership in situation to present business set-up. Students will also learn essential business presentation skills and increase their communication skills.

References:

(Text Books)

1. Stoner, Freeman and Gilbert, Jr. (2008). Management. 6th Edition. Prentice Hall of India.
2. Harold, K. and Heinz, W. (2008). Essentials of Management. 5th Edition. Tata McGraw Hill.
3. Koontz, Harold, and Heinz Wehrich (2012). Essentials of Management: An International and Leadership Perspective. 9th Edition. New Delhi. Tata Mc Graw-Hill.

(Reference Books)

4. Robbins and Coulter. (2007). Management. 9th Edition. Prentice Hall of India.
5. Robbins, S. P., and Decenzo, D. A. (2007). Fundamentals of Management: Essential Concepts and Applications. 6th Edition. Pearson Education.
6. Wehrich Heinz and Koontz Harold. (2008). Management: A Global and Entrepreneurial Perspective. 12 Edition. McGraw Hill.
7. Gulati, Mayo, Nohria. (2014). Management. Cengage India.
8. Anil Bhat, Arya Kumar)2008(. Management. Oxford Publications.
9. Dubrin. (2011). Management. Cengage Publications.
10. Jones and George. (2012). Contemporary Management. McGraw Hill.
11. Richard L. Draft. (2012). The New Era of Management. Cengage India.
12. Mullins. (2011) Management and OB, 8th Edition. Pearson Education.
13. Chandan, J.S. (2005). Management Concepts and Strategies. Vikas Publishing House.

ORGANISATIONAL BEHAVIOUR (MBA 103)

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

Course Objective:

This core course aids students to understand, predict and influence individual and group behaviour. The course is designed to give special attention to the major challenges and the paradigm shift faced by individuals and groups in today's organizations. It covers individual understanding of personality, perception, learning, attitudes and values and their influence in organizational context. It will make students aware of one's own behaviour and understand others' behavior.

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

Understanding Organization, Behaviour & OB- Organization as a Social Unit, Concept of Learning Organization, Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB. Historical background of OB: the Hawthorne Studies and the Ahmadabad experiment.

Unit-II

Individual behaviour- Foundations of individual behaviour, Personality: Meaning, "Big –Five" Personality Traits, MBTI. Perception: Meaning, Role of Object, Environment and Observer; Judging Others. Learning: Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behaviour (reinforcement, punishment, & extinction), OB Mod.

Unit-III

Individual Behaviour in Organization- Attitudes: Components, functions, changing attitudes, work attitudes (Job satisfaction, Organizational Commitment & Employee Engagement) Motivation: Concept, Content Theories (Maslow, Herzberg, McClelland, McGregor); Process Theories (Vroom's Model); Contemporary Theories: (Equity Theory, Attribution Theory). Creativity: Nature, process and its facilitation on organization.

Unit-IV

Groups in Organization-Groups-Types, their development stages, concept of role, status, norms size and cohesiveness. Group decision making techniques, Group Think & Group Shift; Transactional Analysis; Four Life positions. Influence, Power & Politics: Concept of influence, bases of power, Political Behaviour: Concept & contributing factors.

Unit-V

Stress & Conflict- meaning & causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills. Communication: Process, types, barriers; Grapevine. Leadership – Concept, Trait, Behavioral and Contingency (Fiedler, Hersey & Blanchard) theories; leadership styles, successful & effective leadership. Organizational Change: concept, resistance to and managing change.

Course Outcome:

After the completion of the course, students will be able to have a basic knowledge of individual and group behaviour as a distinct field in management with an emphasis on practical application. Enhancement in the students' understanding of one's own behaviour and its impact on others will enhance the personal & interpersonal skills of the students. Finally, they will have a meaningful insight to diagnose and effectively deal with human behaviour at the workplace.

References:

(Text Books)

1. Robbins, Judge and Vohra. (2017). Organizational Behaviour. 16th edition. Pearson Education India.
2. Luthans. (2013). Organisational Behavior. 12th edition. Mc Graw Hill education.
3. Pareek, Uday. (2012). Understanding Organisational Behaviour. Oxford University Press.

(Reference Books)

4. Baron and Greenberg. (2011). Behaviour in Organisations. 10th edition. PHI.
5. Kinicki and Krietner. (2011). Organizational Behaviour. Tata McGraw Hill Publications.
6. Newstrom. (2011). Organizational Behavior at Work. Tata McGraw Hill Publications.
7. Kandelwal and Nelson. (2013). Organisational Behaviour. 7th edition. Cengage India
8. Gregory Moorhead, GRicky W .iffin. (2012). Managing Organisational Behaviour. Cengage India.
9. Jones and Mathew. (2011). Organisation Designs. Theory and Change. 7th edition. Pearson Education.
10. Keith, Davis. and John, Newstrom. (2010). Organizational Behavior: Human Behavior at Work. Tata McGraw Hill.
11. Kalliath, Brough and Manimala. (2009). Organisational Behaviour. Tata McGraw Hill.
12. Rao. V. S. P. (2010). Organisational Behaviour. Himalaya Publishing House.

MANAGERIAL ECONOMICS (MBA 105)

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

Course Objective:

The purpose of this course is to provide students with a foundation of economic concepts and tools that have direct managerial applications. The course will sharpen analytical skills of students through integrating knowledge of economic theory with decision-making techniques. The course will help the students to adept at designing and developing business strategy at firm level. Students will gain a rigorous understanding of competitive markets as well alternative market structures.

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 Managerial Economics: - nature, scope and significance. The circular flow of economic activity, Concepts of National Income.

Unit-II

Demand and Supply Analysis:-Demand, Law of demand; Supply, Law of Supply, Market Equilibrium, Elasticity of demand: price, income and cross elasticity. Measurement of Price Elasticity of demand. Demand Forecasting Methods, Uses of elasticity of demand for managerial decision-making.

Unit-III

Production Analysis: Production, Factors of Production, Production function, Laws of Production, Law of variable proportions, Least cost combination.

Unit- IV

Costs and Revenue functions: Nature of Costs and Revenue curves, Short run and long run cost curves, Economies and diseconomies of scale.

Unit-V

Market Structure: Perfect Competition: features, determination of pricing under perfect competition; Monopoly: features, types of monopoly, monopoly power, pricing under monopoly. Price discrimination.

Oligopoly: Features, kinked demand curve, cartels, price leadership. Monopolistic Competition: features, pricing under monopolistic competition.

Course Outcome:

After the completion of the course, students will be able to understand the roles of managers in firms. They will also analyze the demand and supply conditions and assess the position of a company. The students will also be able to design competition strategies, including costing, pricing, product differentiation, and market environment. Finally, they will analyze real-world business problems with a systematic theoretical framework.

References:

(Text Books)

1. Atmanand. (2002). Managerial Economics. 1st Edition. Excel Books.
2. H. Craig Petersen, W. Chris Lewis, Sudhir K. Jain. (2006). Managerial Economics. 1st Edition. Person Education.
3. D. N. Dwivedi. (2009). Managerial Economics. 8th Edition. Vikas Publishing House.
4. Suma, Damodaran. (2010). Managerial Economics. 2nd Edition. Oxford Higher Education.
5. Yogesh, Maheswari. (2012). Managerial Economics. 3rd Edition. Prentice Hall of India.
6. Marshall, Alfred. (2013). Principles of Economics. Macmillan India Ltd.
7. Paul G. Keat. (2013). Managerial Economics: Economic Tools for Today's Decision Makers. 7th Edition. Publisher: Pearson.
8. H. L. Ahuja. (2015). Managerial Economics: Analysis of Managerial Decision Making. 9th Edition. S. Chand and Company PVT. Ltd.

(Reference Books)

9. Paul G. Keat, Philip K. Y. Young, Stephen E. Erfle. (2013). Managerial Economics tools for Today's Decision making. 7th Edition. Prentice Hall Publication.
10. Craig Petersen H., W. Cris Lewis. (2003). Managerial Economics. 4th Edition. Prentice-Hall of India. New Delhi.
11. Christopher R. Thomas, S. Charles Maurice. (2015). Managerial Economics. 12th Edition. Mc Graw Hill Education.
12. Dominick Salvatore. (2015). Managerial Economics in Global Economy. 8th Edition. Oxford University Press. USA.
13. Michael R. Baye. (2017). Managerial Economics and Business Strategy. 7th Edition. McGraw Hill Higher Education.

ACCOUNTING FOR MANAGERS (MBA 107)

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

Course Objective:

To enable students to critically analyze corporate financial statements, importance of cost in the business decisions and to impart the knowledge on Costing methods and techniques including budgetary control.

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, nature and role of accounting; accounting equation; accounting concepts and conventions; Management Accounting - Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting vs. Management Accounting Analysis of Financial Statement - Ratio Analysis, Preparation of fund flow and cash flow statements.

UNIT - II

Cost: Concept, nature, elements and classification, methods for cost variability; cost control decision accounting. Marginal costing and Break Even Analysis; Meaning, cost – volume – profit analysis. Management Application for Marginal Income Accounting. Activity Based Costing - Concept, main activities and their cost drivers, developing ABC System.

UNIT – III

Budgetary control: Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting Concept.

UNIT – IV

Standard Costing-Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead. Responsibility Centres - Cost Centres, Profit Centres and Investment Centres, Inter divisional transfer pricing – concept and methods.

UNIT – V

Current issues-Social Accounting, Human Resource Accounting, Balance Score Card Discussion of real life business Cases.

Course Outcome:

After studying the course, the students would be familiar with various types of tools of financial statement analysis for critically evaluation and methods, techniques of cost accounting for decision making and budgetary control.

References:**(Text Books)**

1. Garrison, Eric and Brewer (2012). Management Accounting, Irwin.
2. Hongren Charles T. (2001). Introduction to Management Accounting, Pearson Education.
3. Bhattacharya S.K. & Dearden John (2011). Accounting for Management, Tata McGraw-Hill.

(Reference Books)

4. Naryanswami (2014). Financial Accounting, Prentice Hall India.
5. Ramanathan (2014). Accounting for Management, Oxford University Press.
6. M A Sahaf (2009). Management Accounting, Vikas Publishing.
7. Shah (2008). Management Accounting, Oxford University Press.

BUSINESS ENVIRONMENT (MBA - 109)

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

Course Objective:

The course is designed to increase the notion of the business organization functioning within the parameters of the internal and external environment. It will also assist students to realize the place of business within the financial system and present some significant economic principles pertinent to the behavior of business in answer to changes in the environment. Further contents of course will aid to communicate facts about and encourage consciousness of, existing issues, facts and events in the local nationwide and worldwide business world.

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- Concept, Features, Relevance for business, Types of environment - internal and external- micro and macro, Economic Environment - Nature and Structure of Indian Economy, Goals of five year plans, strategies and models of economic development in India since Independence. Economic Planning, Industrial policy, Monetary and Fiscal policy and its impact on business. Union & State Budget on business. Macro- economic scenario and its impact on business.

Unit-II

Social-Cultural Environment- Salient features of Indian society – class & caste structure of Indian society Secularism in Indian Society, Rural – Urban differences. Joint family system, Business Participation in social & cultural affairs, Size & growth rate of population, Age structure of population, Demographic dividend & its impact on business & growth. Effects of society and culture on business.

Unit-III

Political & Legal- Basic tenets of the Indian Constitution, Review of functions of Political institution in India-Legislature, Executive & Judiciary, their influence on Indian Business, Centre-State relationships evolving role of state /government.

Unit-IV

Economic Reforms Since 1991- Economic Reforms - Impact of Liberalisation, Globalisation and Privatisation on Indian economy, Financial Sector Reforms Fiscal System, Fiscal Sector Reforms, economic Reforms and Social Justice.

Unit – V

Technological and Natural Environment in India- Technology & competitive Advantage Changing technological environment in India, in house R& D in Indian Industries, difference in the levels of science & technology across countries. Environmental protection & sustainable Industrial development, Environmental Degradation, Environmental policy, EMS Standard, ISO 14000.

Course Outcome:

The students will be able to: know the conception of business organization working within the parameters of the internal and external environment. They will also get the knowledge regarding current business practices lasting promising prospects and issues. More over they will also have the simplicity in undertaking SWOT analysis of business and understanding about fiscal market functioning. Students will become aware of the factors affecting business and they will also come to know that how economic systems in an economy has been developed. The learning about the economic and non-economic aspects related to business will also be acquired by the students.

References:

(Text Books)

1. Aswathappa, K. (2010). Essentials of Business Environment. Himalaya Publishing House.
2. Cherunilam, F. (2010). Business Environment. 18th edition. Himalaya Publishing House.
3. Paul, J. (2008). Business Environment. 3rd Edition. Tata McGraw-Hill Publication.

(Reference Books)

4. Goyal, Dr. A. (2010). Environment For Managers. 1st edition. V.K (India) Enterprises.
5. Neelamegam, V. (2010). Business Environment. Vrinda Publication.
6. F.Chेरunillam (2014) Business Environment Text and Cases, Himalaya Publication.
7. Dutt & Sundaram (2013). Indian Economy. S. Chand Publisher, Delhi.
8. Shaikh, S (2010). Business Environment. Pearson Education India.
9. Goyal, Dr. A. (2010). Environment for Managers. 1st edition. V.K (India) Enterprises.
10. Neelamegam, V. (2010). Business Environment. Vrinda Publication.

SOFT SKILLS DEVELOPMENT (MBA 111)

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

Course Objective:

Introduce the students to the dynamics of Communication in the Business world and help them familiarize and practice the different kinds of communication tools. To give them practice in the nuances of spoken communication. To expose them to the different forms of Business communication and help them improve their competence in using English effectively

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

Self-Development and Assessment, Self-Assessment, Self-Awareness, Perception and Attitudes, Values and Belief System, Personal Goal Setting, Career Planning, Self-Esteem, Building of Self-Confidence,

Unit-II

Components of communication, Principles of communication barriers, listening skills Verbal Communication, Includes Planning, Preparation, Delivery, Feedback and Assessment of activities like Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, Body language.

Unit-III

Written Communication, Technical Writing—Technical Reports, Project Proposals, Brochures, Newsletters, Technical Articles, Technical Manuals, Official/Business Correspondence, Business letters, Memos, Progress report, Minutes of meeting, Event reporting, Use of style, Grammar and Vocabulary for effective technical writing, Use of: Tools, Guidelines for technical writing, Publishing,

Unit-IV

Use of Presentation graphics, Use of Presentation aids, Study of communication.Ethics and Etiquettes, Business Ethics, Etiquettes in social as well as Office settings, Email etiquettes, Telephone Etiquettes, Managerial ethics and ethics as a management professional, Civic Sense.

Unit-V

Other Skills: Managing time, Meditation, Understanding roles of manager and their Responsibility, Exposure to work environment And culture in today's job Places, Improving Personal Memory, Study skills that include Rapid reading, Notes taking, Complex problem solving, creativity.

Course Outcome:

After the completion of course the students will have the understanding of the need of a good communicator in a company and power of communication in building up their careers. It will impact the development of overall personality and personification.

References:

(Text Books)

1. Bovee, C. L., & Thill, J. V. (2012). *Excellence in business communication*. Pearson Higher Ed.
2. Raymond Vincent Lesikar, John D. Pettit Marie Elizabeth Flatley (1996). *Business Communication*.
3. Herta A. Murphy, Herbert William Hildebrandt Jane P. Thomas (2008). *Effective Business Communication*. Tata McGraw Hill.

(Reference Books)

4. Meenakshi Raman, Prakash Singh (2012). *Business Communication*. Oxford Press.
5. Chaturvedi & Chaturvedi (2006). *Business Communication*. Pearsons.
6. Khera, S. (2000). *You can win*. Macmillan..
7. Covey, S. R. (2014). *The 7 habits of highly effective families*. St. Martin's Press..
8. Rogers, J. (2012). *Coaching skills: A handbook: A handbook*. McGraw-Hill Education (UK).
9. Gerson, S. J., Gerson, S. M., & Gerson, S. M. (2014). *Technical communication: Process and product* (Vol. 83). Pearson.
10. Mohan, R. S. K. (2002). *Business Correspondence and Report Writing, 3e*. Tata McGraw-Hill Education.

BUSINESS STATISTICS (MBA-113)

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

Course objective:

The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making.

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

Construction of frequency distributions and their analysis in the form of measures of Central Tendency (Mean, Median, Mode) and Dispersion; Types of measures, their relative merits, limitations and characteristics; Measures of Skewness.

Unit-II

Correlation analysis- meaning & types of correlation, Karl Pearson's coefficient of correlation and Spearman's rank correlation; Regression analysis-meaning and two lines of regression; Relationship between correlation and regression coefficients.

Unit-III

Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance- Hypothesis testing Large samples, Small samples: Chi-square test, Analysis of variance (1-way ANOVA).

Unit-V

Decision theory- decision making under uncertainty and risk, Bayesian analysis, decision trees.

Course Outcome:

After this course, the students will have the understanding of various statistical tools and techniques which will help them for decision making in various scenarios.

References:

(Text Books)

1. Levin & Rubin. (1998). Statistics for Business. Prentice Hall of India, Delhi.
2. Gupta S.P. and Gupta M.P. (1986). Business Statistics. Sultan Chand and Sons. Delhi.
3. Anderson. (2012). Quantitative Methods in Business. Thomson Learning. Bombay.

(Reference Books)

4. Anderson. (2011). Statistics for Business and Economics. Thomson Learning. Bombay.
5. Bhardwaj R.S. (2009). Business Statistics. Excel Books.
6. Kothari C.R. (2009). Quantitative Techniques. Vikas Publishing House, New Delhi.
7. Hooda R.P. (1994). Statistics for Business and Economics. McMillan India Ltd.

COMPUTER APPLICATIONS IN MANAGEMENT (MBA 115)

L-T-P	Total:	100
2-0-2	Practical:	40
(Credit-3.0)	Internals:	60
	Time:	3 hrs

Course Objective:

The objective of this paper is to acquaint the students with latest software packages and the addins as well as the Open Source softwares like R-Studio.

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

Application Software used in Office, Components of Office- Word-Processor. Spreadsheets, Presentations, Database; Applications of in documentation preparation and making reports; preparation of questionnaires, presentations, Tables and Graphs, Online questionnaires, Mail Merge.

Unit-II

Spreadsheet details, Addressing, Formula & Function, Various Functions-date functions, text functions, logical functions, If and Lookup family function, Filter, Conditional formatting, Charts in MS-Excel, Array Functions (Ctrl+Shift+Enter).

Unit-III

Macros and their application, Addins- Megastat, Data Analysis, Random Number Generation, Univariate and Bivariate Analysis using Addins.

Unit-IV

Introduction to Statistical Softwares- Systat/Mystat, E-views etc. Data Handling, Univariate and Bivariate Analysis.

Unit-V

Introduction to R & R-Studio- Concept of Variables/Vector/ Packages, R as Calculator, working on Directories, importing (Excel/SPSS/Stata/SAS) File and Exporting, Results, Univariate and Bivariate Analysis using R-Studio, Various Charts in R: Bar-chart, Pie chart, Scatter plot, Histogram, Boxplots.

Course Outcome:

After this course, the students will have a better understanding of various statistical packages, their usage and the genesis of open source softwares.

References:**(Text Books)**

1. June Jamrich Parsons. (2008). Computer Concepts. 7th Edition. Thomson Learning, Bombay.
2. Ann Shaffer, Patrick Carey, Kathy Finnegan, Joseph Adamski, Beverly Zimmerman. (2010). New Perspectives on Microsoft Office 2007. Brief; Cengage Learning.
3. Lambert, Joan; Frye, Curtis. (2016). Microsoft Office 2016 Step by Step. Microsoft Press, Washington.

(Reference Books)

4. Jelen, Bill. (2016). Advance Excel 2016 in Depth. BPB Publication.
5. Walkenbach, John. (2015). Microsoft Excel 2016 Bible: The Comprehensive Tutorial Resource. Wiley Publication.
6. Alexander, Michael, Kusleika Dick. (2016). Excel 2016 Power Programming with VBA. Wiley Publication.
7. Everitt, B., & Hothorn, T. (2011). An introduction to applied multivariate analysis with R. Springer Science and Business Media.
8. Lander, J. P. (2014). R for Everyone: Advanced analytics and graphics. Pearson Education.

**SECOND
SEMESTER
SYLLABUS**

FINANCIAL MANAGEMENT (MBA 102)

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

Course Objective:

The purpose of this course is to acquaint the students with broad framework of financial decision making in a business unit.

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

Concept Of Finance: Meaning, Scope, and functions of Financial Management; Financial planning and strategies; Forms of Business Organization and Financial Considerations. Nature and Significance of Primary and Secondary Markets, objectives and functions, indices of BSE, NSE and OTCEI and its calculation.

Unit-II

Financing Decisions: Long term Sources of Fund – equity share, preference shares, debentures, bonds, warrants, venture capital and ploughing back of profits. Short Term Sources of Funds – Commercial Paper, Certificate of Deposit, Treasury Bills. Concept and significance of Cost of Capital and its computation; Leverage; operating, financial and combined leverages and its implications, EBIT-EPS analysis; Capital structure: Theories and determinants of capital structure, Financial indifference point.

Unit-III

Investment Decisions: Investment Decisions: nature, importance, Time Value of Money, Appraisal Techniques for risk free projects (Discounted and Non-Discounted Techniques), Estimation of Discount Rate (Cost of Capital).

Working Capital Management - Meaning, Significance & factors influencing the level of working capital management. Management of cash, receivables and inventory.

Unit-IV

Dividend Decisions: Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.

Unit-V

Relevant Issues: Corporate Restructuring: Acquisitions, change in ownership, Lease financing, Shareholders value and its calculation, EVA/VAR, Financial reengineering, Derivatives, Venture capital financing, stock Market Index calculation.

Course Outcome:

Upon successful completion of Financial Management, the student will be able to: demonstrate an understanding of the overall role and importance of the finance function. The students will also be able to exhibit basic finance management knowledge and communicate effectively using standard business terminology.

References:

(Text Books)

1. James Van Horne (1979) : Essentials of Financial Management, Prentice Hall
2. Walker E. W. (1974) : Essentials of Financial Management, Prentice Hall
3. Khan, M .Y . (2010): Financial Management, Tata McGraw Hill, Delhi.

(Reference Books)

4. Pandey, I.M. (2009) : Financial Management, Vikas Publishing
5. Prasanna Chandra (2011) : Financial Management, Tata McGraw-Hill
6. Srivastava, Misra (2008) : Financial Management, Oxford University Press
7. Alice, John & Cheng (2010) : Financial Analysis, Planning and Forecasting, World Scientific

HUMAN RESOURCE MANAGEMENT (MBA 104)

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

Course Objective:

This paper appreciates the importance of human resource management as a field of study and as a central management function. This course introduces the students with the basic concepts, functions and processes of human resource management. It will create awareness in the students regarding the role, functions and functioning of human resource department of the organizations. The main objective of this course is to teach the students that how an organization acquires, rewards, motivates, uses, and generally manages its people effectively by performing the wide range of people related duties in today's increasingly complex workplace.

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-Concept, Scope and Importance, Evolution of Human Resources Management, Challenges of HRM, HRM environment; HR Policies, HR Planning: Its Process and Importance. Job Analysis and Job Design. Contemporary Factors in Job Design.

Unit-II

Human resource acquisition- Recruitment; meaning, definition, importance, factors governing recruitment, Recruitment Process. Selection; Meaning, Definition, Selection Process. Selection testing and selection interview. Placement; meaning and purpose, problems in Placement. Orientation; meaning and purpose, typical orientation programs, requisites, evaluation and problems of orientation. New Developments in Recruitment, Selection, Placement and Induction Practices. Internal Mobility: Promotions, transfers and separations: purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS.

Unit-III

Human resource development- training & development- Nature, Its Importance as source of competitive Advantage, Inputs in Training and Development; Training Needs Identification; Training Process: Deriving Instructional Objectives, Designing, Methods of Training and Development Implementation and Evaluation of the Training Program. New Developments in T&D field. Performance Appraisal: Its Process, Methods and Its Relevance. Performance Management. Potential Appraisal. Job Evaluation; Scope, Process and Methods of Job Evaluation. Career Planning and Development

Unit-IV

Wages and salary administration- employee remuneration- Components of Remuneration, Ideal Remuneration System/Plan; Factor Influencing Employee Remuneration; Devising a Remuneration Plan; Incentive Payments & Schemes; Meaning, Definition, Scope, Importance, Prerequisites for an Effective Incentives System; Other Employee Benefits.

Unit-V

Contemporary issues in HRM- Employee Counseling, Worker's Participation in Management, Employees safety and health, Trade Unions, Grievance handling, Employee empowerment, Issues in Industrial relations and industrial Conflict/Disputes. Six Sigma in HRM, Work-Life Balance, Employee Engagement. Competency Based HRM, HR Analytics: HR Metrics and Analytics, Objectives of HR Analytics, Stages of HR Analytics, HR Analytics and the HR Delivery Model. HR as Human Capital

Course Outcome:

After the completion of this course students will be able to develop a comprehensive knowledge of issues affecting the employer-employee relationship. Based on this knowledge, students will be able to advance appropriate organizational HRM practices and be familiar with each element's key concepts & terminology. They will be able to apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues.

References:

(Text Books)

1. K. Aswathapa. (2017). Human Resource Management: Text and Cases. 6th edition Tata McGraw Hill, New Delhi.
2. Dessler and Varakkey. (2017). Human Resource Management 12th edition. Pearson Education
3. Biswajeet Pattanayak. (2013). Human Resource Management. Prentice Hall of India.
4. Michael Armstrong. (2014). Handbook of HRM Practice. Kogan Page.
5. V.S.P. Rao. (2009). Human Resource Management. Himalaya Publication House.

(Reference Books)

6. Raymond, Noe and Hollenbeck. (2010). Fundamentals of Human Resource Management. Tata McGraw Hill.
7. Debashish Sengupta. (2012). Human Resource Management. Wiley India.
8. Sarah Gilmore. (2013). Human Resource Management. Oxford University Press.
9. Cascio and Nambudri. (2009). Managing HR, Productivity, Quality of Life and Profits. Tata McGraw Hill.
10. Seema Sanghi. (2012). Human Resource Management. Macmillan, India Publication.
11. Aggarwala, Tanuja. (2010). Strategic HRM. Oxford University Press.
12. P. Jyothi. (2012). Human Resource Management. Oxford University Press.
13. Lepak and Gowan. (2011). Human Resource Management. Pearson Education.
14. R.S. Dwivedi (2003). Managing Human Resources and Industrial Relations in Indian Enterprises. Galgotia Publishing Company, New Delhi.

PRODUCTION AND OPERATIONS MANAGEMENT (MBA-106)

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

Course Objective:

The objective of the subject is to provide the various aspects of production management as well as various quantitative techniques which are of great importance for quantitative decision-making.

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

Objectives of Production/Operations Management- Nature and Types of Production/Operation, Production Capacity – Planning and Control, Plant Location.

Unit-II

Plant Layout, Work Design and Measurement, Maintenance and Material Handling Methods, Forecasting.

Unit-III

L P formulation- Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions.

Unit-IV

Transportation problems including transshipment problems- Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman's problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-V

PERT/CPM- Difference between PERT and CPM, network construction, calculating floats & probability considerations in PERT, time -cost trade-off. Game theory, pure and mixed strategy games; principle of dominance; two persons zero sum game;

Course Outcome:

At the end of the course, the students will have an understanding of the various concepts of production and operations management as well as the various techniques of decision making.

References:**(Text Books)**

1. Panneerselvam. R. (2006). Operations Research. PHI, New Delhi.
2. Kapoor, V. K. (2010). Operations Research. Sultan Chand and Sons, New Delhi.
3. Taha, Hamdy A. (2008). Operations Research. Prentice Hall, New Delhi.

(Reference Books)

4. Chary, S. N. (2009). Production and Operations Management. Tata McGraw Hill, New Delhi.
5. Buffa, Sarin. (2007). Modern Production / Operations management.
6. Sharma J.K (2009), "Operations Research" Macmillan, New Delhi.

MARKETING MANAGEMENT (MBA - 108)

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

Course Objective:

This course intends to provide an experienced-based approach to marketing theory and its practical application. Through a combination of interactive discussions, cases, practical examples, individual assignments, and a group project, the course applies marketing topics to consumer and business-to-business products and services.

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: Defining Marketing for 21st Century, Developing marketing strategies and plans, Conducting marketing research and demand, Gathering information and scanning the environment.

Unit-II

Connecting with Customers: Analyzing Consumer and Business Markets, Identifying market segments and targets, Developing Positioning strategy.

Unit-III

Developing value (Product and Pricing): Setting Product strategy, Designing and Managing services, Developing Pricing strategies and Programs.

Unit-IV

Communicating Value: Integrated Marketing Communications, Personal and Mass Communications.

Unit-V

Delivering Value: Designing and Developing Integrated marketing channels, Managing Retailing, Wholesaling and logistics. Introducing new market offerings, Developing a holistic organization, case Studies.

Course Outcome:

In this comprehensive and practical introduction to marketing management, students improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Students gain significant experience in communicating and defending their marketing recommendations and building on the ideas of others.

References:**(Text Book)**

1. Kotler, P., and Keller, K. (1988). L. (2006). Marketing management.

(Reference Books)

2. Ramaswamy. (2009). Marketing Management: Global Perspective, Indian Context. MacMillan Publisher India Ltd. New Delhi.
3. Rajan Sexena. (2010). Marketing Management. 4th edition. Tata McGraw Hill.
4. Edd Applegate, Art Johnsen. (2007). Cases in Advertising and Marketing Management: Real Situations for Tomorrow. Rowman and Littlefield Publishers.
5. Kenneth E. Clow, Donald Baack. (2012). Cases in Marketing Management. Sage Publications.
6. Sharma, D. (2014). MKTG 2/e Cengage Learning.

TOTAL QUALITY MANAGEMENT (MBA-110)

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

Course Objective:

The course will facilitate students to know the Total Quality Management concept and principles and a variety of tools accessible to accomplish Total Quality Management. It will create them to comprehend the statistical approach for quality control. Further it will also craft responsiveness about the ISO and QS certification process and its necessitate for the industries.

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 TQM: What is TQM? Understanding concepts of quality, scope of TQM, TQM: the guiding principle, customer orientation, productivity improvement through quality.

Unit-II

Quality Philosophies: Deming, Juran, Philip, Genichi Taguchi, TQM Model.

Unit-III

Basic Statistical Tools: Introduction, elements of risk, total process risk, step-by-step problem solving process, Pareto Analysis, concentration diagrams, activity sampling, data handling and displaying P-FMEA.

Unit-IV

Problems Solving and Continuous Improvement: Introduction, implementation of six sigma, Kaizen kanban and JIT, 5-S, quality circles and Zero defects

Unit-V

Relevant Issues: Cost of quality, bench-marking, Re-engineering and TQM, HRM and TQM, ISO-9000 series, Quality awards, Emerging Concepts.

Course Outcome:

On successful completion of the course students will be able to understand the essential principles of Total Quality Management and select suitable statistical techniques for getting better processes

They will also be able to write reports to management telling processes and advocating ways to look up them. The course will also develop their research skills that will allocate them to maintain abreast of changes in the field of Total Quality Management.

References:

(Text Books)

1. Dale H. Besterfield, et al. (2004). Total Quality Management. Pearson Education, Inc. ISBN 81-297-0260-6.

(Reference Books)

2. James R. Evans & William M. Lindsay. (2002). The Management and Control of Quality. 5th edition. South-Western (Thomson Learning), ISBN 0-324-06680-5.
3. Feigenbaum. A.V. (1991). Total Quality Management. McGraw-Hill.
4. Oakland. J.S. (1989). Total Quality Management. Butterworth Heinemann Ltd., Oxford.
5. Narayana V. and Sreenivasan, N.S. (1996). Quality Management – Concepts and Tasks. New Age International.
6. Zeiri. (1991). Total Quality Management for Engineers. Wood Head Publishers.
7. Lt. Gen. H. Lal. (1990). Total Quality management. Wiley Eastern Limited.
8. Greg Bounds. (1994). Beyond Total Quality Management. McGraw Hill.
9. Menon, H.G. (1992). TQM in New Product manufacturing. McGraw Hill.
10. Shailendra Nigam. (2005). Total Quality Management an integrated approach. Excel Books.
11. Bester field, Dole, H. Michel, Carol Bester field, Bester-field. (2011). Total Quality Management. Pearson Education.
12. Bharat Wakhlu. (1998). Total Quality Excellence through Organization Wide Transformation. Wheeler Publishing.
13. Samuel Kho. (1995). TQM Integrated Approach. Kogan Page Limited, London.
14. Evans James R. and Dean, James W. (2006). Total Quality Management, Organization and Strategy, Thomson Asian Pvt. Ltd.

BUSINESS ETHICS (MBA -112)

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

Course Objective:

The course will help to provide an overview of current thinking and developments in the field of corporate governance. It will also enable students to critically examine the ethical dilemmas and to understand the importance of ethical principles and governance in globalised economy. Further it will try to develop an understanding of ethics and values in the business community and their relationship to corporate governance.

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: Concept and principles of ethics - need and importance, personal vs. business ethics, code of conduct and ethics for managers, Management and ethics, Ethical decision making, Ethical organizations

Unit-II

Conflicts and Ethical Dilemmas: Concept of ethical dilemmas- Corporate dilemmas over ethical behaviour, Sources of ethical problems, Strategies to resolve ethical dilemmas, Walton's six models of Business conduct, Traditional and Contemporary moral Philosophies.

Unit-III

Ethical Decision Making: A Decision Making Model: Ethics as Making decisions and choices, Kohlberg's Model of Cognitive moral development, factors influencing ethical decision making, Personal values vs. ethical decision making, process of making good ethical decision making

Unit-IV

Ethical Issues in Business Functional Areas: Ethical issues in marketing, finance, human resource, Environmental ethics, Ethics in IT Industry, Globalisation and ethics, Consumer protection and ethics, Whistle Blowing - Concept, Types, guidelines, legal provisions and some cases, Theories of Governance.

Unit-V

Corporate Social Responsibility: Concept, relevance and need of CSR, views about CSR, models of implementing CSR, benefits of CSR, Ethics and CSR, Indian Cases Corporate Governance - Concept of Corporate governance, Significance, issues in corporate governance, areas of corporate

governance, benefits to corporation and community, Indian model of corporate governance, legal provisions, some good governance cases.

Course Outcome:

Upon successful completion of the requirements for this course, students will be able to: define, explain and illustrate the theoretical foundations of business ethics; re-examine their knowledge of business and economic concepts from an ethical perspective; explain and illustrate the importance, for business and the community.

References:

(Text Books)

1. Fernando, A.C. (2006). Corporate Governance: Principles Policies & Practices. Pearson Education.
2. Balachandran, S., Raja, K.C.R. and Nair, B.K. (2008). Ethics, Indian Ethos and Management. 2nd edition. Mumbai: Shroff Publishers and Distributors

(Reference Books)

3. Velasquez, Manuel G. (2012). Business Ethics: Concept & Cases. PHI Learning.
4. Ghosh, B. (2006). Ethics in Management and Indian Ethos. Vikas Publication.
5. Albuquerque, D. (2010). Business Ethics: Principles and Practices. Oxford University Press.
6. Crane, Andrew. (2011). Business Ethics. Oxford University Press.
7. Manuel G (2017). Business Ethics. Velasquez, Pearson Education.
8. Biswanath Ghosh (2009). Ethics in Management and Indian Ethos. Vikas Publication.
9. P.S. Bajaj, Raj Aggarwal. (2004). Business Ethics: An Indian Perspective. Dreamtech Press.
10. S.K. Bhatia. (2004). Business Ethics and Corporate Governance. Deep and Deep Publications.
11. Francis. (2009). Business Ethics. Tata McGraw-Hill Education.
12. Debashis Guha. (2008). Practical and Professional Ethics: Economic and business ethics. Concept Publishing Company.

RESEARCH METHODOLOGY (MBA-114)

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

Course Objective:

The objective of this paper is to impart knowledge about various stages of the research processes and their application in decision making.

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

Nature, scope and need of business research- managerial value of business research; components of theory-concepts, constructs, variables, definitions and hypothesis; the process of research; structure of research proposal.

Unit-II

Research design concept and types- validity and reliability aspects; sampling design and techniques; factors influencing sample size; nature of measurement.

Unit-III

Characteristics of sound measurement-nature of measurement scales; scale construction techniques: sources and methods of data collection; questionnaire designing.

Unit-IV

Data preparation and descriptive analysis- hypothesis testing; parametric and non -parametric tests (analysis of variance, x² test, sign test, the Mann -Whitney U-test, Kruskal – Wallis H-test); computer program for analysis.

Unit-V

Nature of Multivariate-analysis- Introduction to Multivariate techniques, Ingredients of formal reports; construction of formal reports; nature of oral reports; mechanism of documentation and bibliography construction, Online citation builder

Course Outcome:

After completing this course the students will have an understanding of the various aspects of research and this shall help them in their summer internship as well as dissertation reports.

References:

(Text Books)

1. C.R. Kothari. (2004). Research Methodology Methods and Techniques. New Age International Publisher.
2. R. Panneerselvam. (2014). Research Methodology. PHI Learning Pvt. Ltd.

(Reference Books)

3. William Zikmund, Barry Babinjon Carr (2012). Business Research Methods. Cengage Learning.
4. Alan Bryman, Emma Bell (2011). Business Research Methods. 3rd edition. Oxford University Press.
5. Naval Bajpai (2011). Business Research Methods. Pearson Publishers.
6. Levin and Rubin (1997). Statistics for Business. Prentice Hall of India, Delhi.
7. Malhotra, N., Hall, J., Shaw, M., and Oppenheim, P. (2006). Marketing research: An applied orientation. Pearson Education Australia.

MANAGEMENT INFORMATION SYSTEM (MBA-116)

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

Course Objective:

This course aims at providing an insight of various components of information systems, software development methodologies and their stages of development.

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

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS, Technology of MIS. Structure of MIS. Decision Making and role of MIS.

Unit-II

Data communication. Basic H/W required, Channel features and concept of Distributed Data bases. Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

Unit-III

Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

Unit-IV

Planning for MIS- System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods, System implementation Strategies and process; System Evaluation and Maintenance.

Unit-V

Role of CBIS in an Organization, MIS Models, Functional application of MIS (viz. Marketing IS, Manufacturing IS, Accounting IS, Financial IS, Personal IS, Production IS).

Course Outcome:

After this students, the students will have a better understanding of software development methodologies and various function information systems.

References:**(Text Books)**

1. Jawadekar (2013). Management Information Systems. TMH, N Delhi.
2. Brien, James (2008). Management Information System. Tata McGraw Hill, Delhi.
3. Stair (2013). Principles of Management System. Thomson Learning, Bombay.

(Reference Books)

4. Mckeown (1993). Information Technology and the Networked Economy. Thomson Learning, Bombay.
5. Brady (2000). Advance Cases in MIS. Thomson Learning, Bombay.
6. Murdick & Ross (1995). Management Information System. PHI, Delhi.
7. Kanter, J. (1984). Management Information System. PHI, Delhi.

SECOND YEAR SYLLABUS

**THIRD
SEMESTER
COMPULSORY
SUBJECT
SYLLABUS**

INTERNATIONAL BUSINESS (MBA 201)

L-T	Total:	100
3- 1	Theory:	50
(Credits-3.5)	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, Hecksher- Ohlintheory, 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	Total:	100
3- 1	Theory:	50
(Credits-3.5)	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. Singhania (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)

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

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

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

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)

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

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)

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

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, Bara Publishing House, New Delhi.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (MBA-233)

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

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 (OITCE). 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
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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	Total:	100
3- 1	Theory:	50
(Credits-3.5)	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)

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

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)

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

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. J. 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)

L –T
3- 1
(Credits-3.5)

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

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, J. (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	Total:	100
3- 1	Theory:	50
(Credits-3.5)	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)

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

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)

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

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)

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

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. Efrain, 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)

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

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. Haldar, 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 Challanges & 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	Total:	100
3- 1	Theory:	50
(Credits-3.5)	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)

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

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
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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)

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

Total: 100
Theory: 50
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)

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

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., & Ponnampalath, 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	Total:	100
3- 1	Theory:	50
(Credits-3.5)	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)

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

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.

S 34.23 To consider and approve syllabi of Intellectual Property Rights (IPR) course to be offered in B.Tech. 7th semester as Open Elective Course w.e.f. Academic Session 2019-20.

The Senate in its 33rd meeting held on 08.05.2018 vide agenda item no. S 33.09 while considering recommendations of BOS of Department of Business of Administration suggested to incorporate suggestions of Senators in the syllabi of IPR course to be offered as Open Elective course in 7th & 8th semester for B.Tech. programmes.

The BOS of Department of Business of Administration in its meeting held on 15.09.2018 incorporated the suggestions and approved syllabi of IPR course vide item no. 03.

The minutes of meeting of BOS of Department of Business of Administration is enclosed as **Annexure S 34.23 (A)** on page 315. The syllabi of IPR course is enclosed as **Annexure S 34.23 (B)** from pages 316 to 317.

The Senate may consider and approve revised syllabi of IPR course to be offered as Open Elective course in 7th semester for B.Tech. programmes from Academic Session 2019-20.

DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA – 136119

No. DBA/2018/10375

September ~~17~~¹⁸ 2018

A meeting of the Board of Studies was held on Sept. 15, 2018 at 2:30 pm in the office of the undersigned. The following members attended the meeting:

- | | |
|--|-----------------|
| 1. Dr. Neeraj Kaushik | Chairman |
| 2. Prof. T.J. Kamalanabhan, IIT Madras | External Expert |
| 3. Prof. Rajender Kumar | Member |
| 4. Dr. Mohd. Firoz | Member |
| 5. Dr. Manish Kumar Jha | Member |

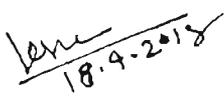
The Following decisions were taken in the meeting:

1. The minutes of the last meeting of the Board of Studies were confirmed.
2. The revision of Syllabi of all MBA Courses was approved.
3. The Syllabus of Intellectual Property Rights, a subject to be introduced in B.Tech 7th sem. as Non-Departmental elective, was approved.
4. Introduction of French language for MBA Students as non-credit course and Certificate/Diploma for B.Tech students was approved.

The meeting ended with a vote of thanks to the chair.

You are kindly requested to include Item Nos. 2, 3 and 4 for the Senate Agenda.


(Neeraj Kaushik)
Chairman, BOS

Dean (Academic) 
18.9.2018

Copy to All Members

**B.Tech 7th Semester Non-Departmental Elective
(Common to all branches)**

INTELLECTUAL PROPERTY RIGHTS

L-T	Total:	100
3- 1	Theory:	50
	Sessionals:	50
	Time:	3 hrs

Objective of the Course:

The prime aim of this course is to provide an overview on IPR to the B.Tech graduates, managers and researchers about the essentials of Intellectual Property Rights. The students will come to know about Patent searching, Patent filing and Patent commercialization. They will also familiar about the problem of plagiarism in their innovations, publications and research projects. This course will also help in the process of Institute industry interaction.

Note for the Paper Setter: Six questions to be set, covering, as far as possible, all the Five units. Out of these the students will be required to attempt five. All questions shall carry equal marks.

Unit-I Concept and Relevance of IPR

Concept of Property; Meaning and Concept of IPR; Relevance of IPR; Role of IPR in Socio-Economic Development and Technological innovation; Role of WTO, Role of WIPO.

Unit-II Content of IPR

Patents- Meaning of Patent; Concept of Novelty, Inventiveness and Utility; Inventions not patentable; Process and Product Patents; provisions of TRIPS Agreement-implications.

Copy right- Meaning & scope of Copy right; Concept of originality; provisions of TRIPS Agreement-Implications.

Trademark-Definition of Trademark; Certification Marks, Service Marks, Property Marks, Well Known Marks, Domain name protection; provisions of TRIPS Agreement- Implications.

Industrial Design- Definition of Design; Concept of Novelty/Originality; Items not protected under Design; provisions of TRIPS Agreement- Implications.

New forms of intellectual property: Plant varieties, Layout Design, Geographical Indications, undisclosed information etc.; provisions of TRIPS Agreement- Implications.

Unit-III Patent searches and Applications

Patent searching methods, Patent application process, Post issuance actions, terms and maintenance of Patents, Commercialization of Patents. Role of Intellectual Property for promoting invention, innovation and Technological Growth.

Unit-VI IPR Issues in India

History of IPR in India; IPR-Related Legislation and Amendments; IPR and Traditional Knowledge in India, National IPR Policy, Recent Developments in the area of IPR in India.

Unit-V Contemporary Issues in IPR

Interface between IPR and Human Rights, IPR and sustainable development, IPR Issues in research, E-Commerce and IPR issues, Public health and Patents.

Outcome:

The students will be able to differentiate between various types of IPRs. They will also learn Patent searching and Patent filing process. The students will be confident in writing and publishing their research papers and research projects.

References:

(Text Books)

1. Richard Stim: (2008) Intellectual Property Copyrights, Trademarks, and Patents (Cengage Learning India Private Limited)
2. Deborah E. Bouchoux (2008) Intellectual Property Rights (Cengage Learning India Private Limited)
3. Kumar Ratnesh (1999) WTO (World Trade Organisation)(Deep & Deep Publications)
4. J. WATAL (2000) Intellectual Property Rights: In the WTO and Developing Countries(Oxford University Press)
5. S.K Datta and Satish Y. Deodhar: Implications of WTO Agreements for Indian Agriculture(Oxford & IBH Publishing Co. Pvt. Ltd. New Delhi)
6. Singer, H. Hatti, N. Tandon, R.: Technology Transfer by Multinationals(Vol. III) (Two Parts) (Ashish Publishing House New Delhi)

(Reference books)

7. W.R. Cornish (2007) Intellectual Property: Patents, Copyright, Trade Marks and Allied Rights (Sweet and Max Well London) Edition: 6th.
8. Blakeney (1996) Trade Related Aspects of Intellectual Property Rights: A Concise Guide to the TRIPS Agreement (Sweet and Max Well London)
9. R. Dreyfuss H, First Edt. (2001) Expanding the Boundaries of Intellectual Property(Oxford University Press)
10. Prabuddha Ganguli (2001) Intellectual Property Rights (Tata McGraw Hill) New Delhi

S 34.24 To consider and approve Introduction of French Language for MBA students as non-credit course and certificate/diploma course for B.Tech. students.

The BOS of Department of Business Administration Department in its BOS meeting decided to offer Introduction of French Language course for MBA students as non-credit course and certificate/diploma for B.Tech. students.

Proposal as submitted by the department and the minutes of meeting of BOS of Department of Business of Administration is enclosed as **Annexure S 34.24 (A)** on page 319 and **Annexure S 34.24 (B)** on page 320.

The Senate may discuss and decide.

DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY, KURKUSHETRA

Ref: DBA/2018/10399

Date: September 20, 2018

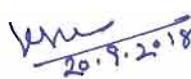
Proposal to introduce Non-credit course in French Language for MBA Students and
Certificate Course for the B. Tech Students

Now-a-days, in most of the Business schools, IITs and IIMS, there are the courses on Foreign Languages are offered. In order to compete with these Academic Institutions and to make globally competitive manpower, the Department of Business Administration is planning to introduce a non-credit course on French Language for the MBA students and a certificate course for the B. Tech Students. Indeed, more than 220 million people speak French on all the five continents. French is a major language of international communication. It is the second most widely learned language after English and the sixth most widely spoken language in the world.

The matter was placed before the Board of Studies, the external expert also appreciated and supported the course. We believe that global competitiveness of our MBA Students will be enhanced by this course.

The modalities to run this course will be finalized in collaboration with the experts of the French Language from the French Embassy of India.

Neeraj
20/9/18
HOD

Dean (Academic) 
20.9.2018

Director 
20/9/18

DEPARTMENT OF BUSINESS ADMINISTRATION
NATIONAL INSTITUTE OF TECHNOLOGY
KURUKSHETRA – 136119

No. DBA/2018/10375

September ~~17~~¹⁸ 2018

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- | | |
|--|-----------------|
| 1. Dr. Neeraj Kaushik | Chairman |
| 2. Prof. T.J. Kamalanabhan, IIT Madras | External Expert |
| 3. Prof. Rajender Kumar | Member |
| 4. Dr. Mohd. Firoz | Member |
| 5. Dr. Manish Kumar Jha | Member |

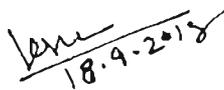
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4. Introduction of French language for MBA Students as non-credit course and Certificate/Diploma for B.Tech students was approved.

The meeting ended with a vote of thanks to the chair.

You are kindly requested to include Item Nos. 2, 3 and 4 for the Senate Agenda.


(Neeraj Kaushik)
Chairman, BOS

Dean (Academic) - 
18.9.2018

Copy to All Members