

SYLLABUS

For

2 YEARS MASTER OF BUSINESS ADMINISTRATION PROGRAMME

(Revised Syllabus Approved by Academic Council)



*Dept. of
Business Administration*

JUNE, 2019

UNIVERSITY OF SCIENCE & TECHNOLOGY, MEGHALAYA

Techno City, 9th Mile, Baridua, Ri-Bhoi, Meghalaya, 793101

Syllabus Contents

Course: Master of Business Administration

Department: Business Administration

School: SBUS

About the Department:

The Department of Business Administration under the school of Business Sciences started its progress in the year 2012 after the establishment of the University of Science & Technology, Meghalaya in the year 2011. The department offers 2 year full time course in Master of Business Administration and 3 year full time course in Bachelors of Business Administration with specialization in Human Resource Management, Finance, Marketing, Entrepreneurship and Agri-Business management. The department also offers the Ph.D programme in Management. The department is committed to groom professionally the students, maintaining discipline, active participation with ethical accountability and effective work culture. It is also emphasized from the department side to encourage for excellence academic record and professional performance, enabling them with professional behaviour and attitude for the competitive market and for the all round development of the students.

Academic Focus:

MBA is an inter-disciplinary approach that focus on professional competency which are required to be absorbed in corporate house as well as to be sound on professional performance. Hence the focus of the department is on imparting quality management education and the course curriculum has been designed keeping in mind industry specific needs. It is based on teamwork and uses a number of pedagogical methods, including the case studies, lectures, group discussion, simulation and integrative exercise. Our curriculum provides students with a lifelong framework of practical and intellectual skills that will serve them throughout their career.

Career Scope:

The curriculum of Business Administration in USTM is designed in such a way that it help in developing and enabling the students in identifying their strength and doing excel on it to sustain in the competitive world, which includes leadership, problem solving, teamwork, effective promotional strategies, identification of entrepreneurial prospects and entrepreneurial attitude etc. The different areas of Business Administration provide a broad range of career scopes to students like in corporate house, research work in corporate house, data analytics, counseling in different organisation, legal advisor in corporate house, banking industry both in nationalized and private sector, motivational speaker, trainer in different organisation, welfare organisation, tea industry, teaching profession, public relation officer, financial institutions, different public sector and government sector organisations, different survey and market research work for different organisation, hospital industry, hotel industry etc. It will be worthy mentioned that Management is one of the subject where National-State level different competitive exam, NET exam and Civil service exam is also conducted along with other subjects.

Programme Details:

Master of Business Administration (MBA) is a 2 year duration programme with four semesters. This programme is consists of basic and required sets of courses like emergence and evolution of management and its allied branches which help the students in understanding programme easily. It also equips the students with professional knowledge which can be applied in their professional life to achieve better performance and result. The course is also having specialisation where students can opt diverse elective courses according to their choice, excellence and interest. The specialisation helps the students in knowing the subject matter more elaborately and deeply along with the emerging trends and changing pattern in the respective fields.

Programme Objectives (PO):

Business Administration tries to understand and develop all aspects of organisation which includes individuals in the form of employees through motivation, leadership, teamwork, network establishment and channelizing all required elements so that growth of organisation,

employees and society can be ensured with proper code of conduct and ethical practices. It also provides a sound platform in students' career.

PROGRAMME SPECIFIC OUTCOMES (PSO):

A master of Business Administration would be able to develop:

PSO1. It would develop the knowledge and skill to apply the principles and practice of Management, Finance, Marketing, HR, Business Law and IT to solve various problems faced in a business enterprise

PSO2. It will develop the innovative and critical thinking ability to identify and analyse various business situation and problems and also provide possible solutions towards the identified problems

PSO3. It would enable in develop attitude for teamwork and leadership quality in managing and leading human resource in a problem in a business enterprise

PSO4. It will develop the fundamental knowledge in the understanding of contemporary business areas and forthcoming challenges

PSO5. It will enable the students to develop skills on fundamental application of computers like MS Office, internet, ecommerce, professional software along with effective reporting and presentation skills.

Programme Structure: The MBA programme is a two year course divided into four semesters. The programme is of 120 credits and for the award of degree a student will be required to complete the credits as per the University norm.

Semester	Paper Code	Title of the Paper	Distribution of Credits			Distribution of Marks			
			T	P	Total	IA	T	P	Total
I	MBA 101	Management Process and Organizational Behaviour	4		4	30	70		100
	MBA 102	Marketing Management – I	3		3	30	70		100
	MBA 103	Human Resource Management – I	3		3	30	70		100
	MBA 104	Financial Accounting	4		4	30	70		100
	MBA 105	Quantitative Techniques	4		4	30	70		100
	MBA 106	Information Technology in Business	2		2	30	70		100

	MBA 107	Managerial Economics	4		4	30	70		100
	MBA 108	Business Environment	2		2	30	70		100
II	MBA 201	Marketing Management – II	3		3	30	70		100
	MBA 202	Human Resource Management –II	3		3	30	70		100
	MBA 203	Cost and Management Accounting	4		4	30	70		100
	MBA 204	Financial Management	4		4	30	70		100
	MBA 205	Business Research Methods	4		4	30	70		100
	MBA 206	Production & Operation Management	4		4	30	70		100
	MBA 207	Strategic Technology Management and Intellectual Property Right/ Social Marketing	2		2	30	70		100
	MBA 208	Business Regulatory Framework	2		2	30	70		100
	MBA 209	Soft Skill and Business Negotiation	2		2	30	70		100
III	MBA 301	Strategic Management	4		4	30	70		100
	MBA 302	Digital Business – I	2		2	30	70		100
	MBA 303 A	Consumer Behaviour	4		4	30	70		100
	MBA 304 A	International Marketing	4		4	30	70		100
	MBA 305 A	Product & Brand Management	4		4	30	70		100
	MBA 303 B/C/D/E	Specialization – Group B/C/D/E	4		4				
	MBA 304 B/C/D/E	Specialization – Group B/C/D/E	4		4	30	70		100
	MBA 305 B/C/D/E	Specialization – Group B/C/D/E	4		4	30	70		100
	MBA 306	Multi – Disciplinary Subject - 1	4		4	30	70		100
IV	MBA 401	Supply Chain Management	4		4	30	70		100
	MBA 402	Digital Business – II/ Corporate Governance and Business Ethics	2		2	30	70		100
	MBA 403 A	Service Marketing	4		4	30	70		100
	MBA 404 A	Advertising & Sales Management	4		4	30	70		100
	MBA 403	Specialization B/C/D/E	4		4	30	70		100

	B/C/D/E							
	MBA 404 B/C/D/E	Specialization B/C/D/E	4		4			
	MBA 405 B/C/D/E	Summer Project Report	3		3	30	70	100
	MBA 405 B/C/D/E	Summer Project Viva	3		3	30	70	100
	MBA 406	Multi-Disciplinary Subject - II	4		4	30	70	100

IA: Internal assessment; **T:** Theory; **P:** Practical (Lab/ Fieldwork/ Dissertation/ Project etc.)

Semester	Core Courses (17)	Ability Enhancement Compulsory Course (2)	Skill Enhancement course [SEC] (2)	Discipline Specific Elective [DSE] (10)	Generic Elective [GE] (2)
I	Management Process and Organizational Behaviour	Business Environment	Information Technology in Business		
	Marketing Management – 1				
	Human Resource Management – I				
	Financial Accounting				
	Quantitative Techniques				
	Managerial Economics				
II	Marketing Management – II		Soft Skill and Business Negotiation		Strategic Technology Management and Intellectual Property Right
	Human Resource Management –II				Social Marketing
	Cost and Management Accounting				
	Financial Management				
	Business Research Methods				
	Production & Operation Management				
	Business Regulatory Framework				
	Strategic Management	Digital Business – I		Consumer Behaviour	Corporate Governance And

III					Corporate Social Responsibility
				International Marketing	
				Product & Brand Management	
III				Manpower Planning And Resourcing	
				Employee Relationship Management And Labour Laws	
				Management And Organizational Development	
				Banking And Insurance	
				Security Analysis And Portfolio Management	
				International Finance	
				Entrepreneurship And Small Business Management	
				Introduction To Industry Verticals	
				Project Formulation And Reporting	
				Environment And Agri Business Management	
				Agri Business And Rural Marketing	
				Agri Input Management	
IV	Supply Chain Management			Service Marketing	Digital Business – II
	Summer Project Report			Advertising & Sales Management	Corporate Governance and Business Ethics
	Summer Project Viva			Compensation Management & Welfare Laws	Basics of Management
				Talent Management	
				Advance Financial Services	
				Management of	

				Financial Derivatives	
				New Enterprise Financing and Appraisal	
				Business Opportunity and Modelling	
				Agri Business Technology Management and Agricultural Marketing Institutions	
				Agri Business Opportunities	

Semester-wise Papers for MBA in Sociology, 2018

Code	
	Semester I
MBA 101	Management Process and Organizational Behaviour
MBA 102	Marketing Management – 1
MBA 103	Human Resource Management – I
MBA 104	Financial Accounting
MBA 105	Quantitative Techniques
MBA 106	Information Technology in Business
MBA 107	Managerial Economics
MBA 108	Business Environment
	Semester II
MBA 201	Marketing Management – II
MBA 202	Human Resource Management –II
MBA 203	Cost and Management Accounting
MBA 204	Financial Management
MBA 205	Business Research Methods
MBA 206	Production & Operation Management
MBA 207	Strategic Technology Management and Intellectual Property Right/ Social Marketing
MBA 208	Business Regulatory Framework
MBA 209	Soft Skill and Business Negotiation
	Semester III
MBA 301	Strategic Management
MBA 302	Digital Business – I

MBA 303 A	Consumer Behaviour
MBA 304 A	International Marketing
MBA 305 A	Product & Brand Management
MBA 303 B/C/D/E	Specialization – Group B/C/D/E
MBA 304 B/C/D/E	Specialization – Group B/C/D/E
MBA 305 B/C/D/E	Specialization – Group B/C/D/E
MBA 306	Multi – Disciplinary Subject - 1
Semester IV	
MBA 401	Supply Chain Management
MBA 402	Digital Business – II/ Corporate Governance and Business Ethics
MBA 403 A	Service Marketing
MBA 404 A	Advertising & Sales Management
MBA 403 B/C/D/E	Specialization B/C/D/E
MBA 404 B/C/D/E	Specialization B/C/D/E
MBA 405 B/C/D/E	Summer Project Report
MBA 405 B/C/D/E	Summer Project Viva
MBA 406	Multi-Disciplinary Subject - II

SPECIALIZATION PAPERS (SEMETER III)

SPECIALIZATION	PAPER CODE	PAPER NAME
GROUP - B HUMAN RESOURCE MANAGEMENT	MBA - 303 B	MANPOWER PLANNING AND RESOURCING
	MBA - 304 B	EMPLOYEE RELATIONSHIP MANAGEMENT AND LABOUR LAWS
	MBA - 305 B	MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT
GROUP - C FINANCE	MBA - 303 C	BANKING AND INSURANCE
	MBA - 304 C	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
	MBA - 305 C	INTERNATIONAL FINANCE
GROUP - D ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	MBA - 303 D	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
	MBA - 304 D	INTRODUCTION TO INDUSTRY VERTICALS
	MBA - 305 D	PROJECT FORMULATION AND REPORTING

GROUP - E AGRI - BUSINESS MANAGEMENT	MBA - 303 E	ENVIRONMENT AND AGRI BUSINESS MANAGEMENT
	MBA - 304 E	AGRI BUSINESS AND RURAL MARKETING
	MBA - 305 E	AGRI INPUT MANAGEMENT
	MBA 306	CORPORATE GOVERNANCE AND CORPORAT SOCIAL RESPONSIBILITY

SPECIALIZATION PAPERS (SEMESTER IV)

SPECIALIZATION	PAPER CODE	PAPER NAME
GROUP - B HUMAN RESOURCE MANAGEMENT	MBA - 403 B	Compensation Management & Welfare Laws
	MBA - 404 B	Talent Management
GROUP - C FINANCE	MBA - 403 C	Advance Financial Services
	MBA - 404 C	Management of Financial Derivatives
GROUP - D ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	MBA - 403 D	New Enterprise Financing and Appraisal
	MBA - 404 D	Business Opportunity and Modelling
GROUP - E AGRI - BUSINESS MANAGEMENT	MBA - 403 E	Agri Business Technology Management and Agricultural Marketing Institutions
	MBA - 404 E	Agri Business Opportunities
MDC	MBA 407	Basics of Management

**DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY OF SCIENCE & TECHNOLOGY, MEGHALAYA**

Course Wise Content for Master of Business Administration programme

Semester-I

PAPER CODE: MBA-101

PAPER NAME: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

TOTAL CREDITS: 4

Course Objective- Objective of this paper is to acquaint the students with the concept of Management in general, give them knowledge about different managerial functions and its application in practical world. This paper also intends at understanding the relationship between individuals in an organisation and factors underlying organizational behaviour.

Course Outcomes:

CO1. To acquaint the students with the advance concept of Management.

CO2. To give them the knowledge about different managerial functions and its application in practical world.

CO3. To explain students about organization and organizational behaviour in general. Explain the fundamental forces and models of OB along with Challenges and Opportunities of OB.

CO4. To make students understand the individual behaviour by giving them an idea about Personality development, Perception, Attitude, Value etc.

CO5. This paper basically intends to have the outcome at understanding the relationship between individuals in an organisation and factors underlying organizational behaviour.

COURSE CONTENTS:

Unit 1: Introduction

(12 hrs)

- 1:1 Concept of Management –Definitions, Management Process and Management Functions, Purposes, Importance and Characteristics of Management.
- 1:2 Levels of Management & Functions of different levels of Management; Objectives of Management
- 1:3 Role of a manager, Managerial Skills.
- 1:4 Management as Science as well as Arts, Management Challenges.

Unit 2: Planning and Organizing (14hrs)

- 2:1 Planning- Concept, Definition, Nature and Characteristics, Significance of planning; Planning process – Steps in Planning Process, Advantage and Disadvantage of Planning,
- 2:2 Management by Objectives: Definition, Characteristics, Process, Benefits and weakness ofMBO.
- 2.3 Organizing- Concept, Definition and Principles of Organising.
- 2:4 Organisation Structure- Formal and Informal Organization Structure, Tall and Flat Organization Structure; Span of management, Factors determining the Span of Management; Organization Divisions: Departmentation.

Unit 3: Staffing, Directing and Controlling (12hrs)

- 3:1 Staffing- Concept, Definition, Significance and Functions and Sub-functions of Staffing;
- 3:2 Directing- Concept, Definition, Characteristics and Functions of Directing.
- 3:3 Coordination- Concept and Definition and Principles of Co-ordination.
- 3:4 Controlling- Concept and Definition of Controlling, Process of Control, Types of Control.

Unit 4: Organization Behaviour (15hrs)

- 4:1 Introduction to Organization Behaviour, Concept, Definition, Goals and Contributing Discipline of Organization Behaviour.
- 4:2 Fundamental Concepts of Organizational Forces
- 4:3 Models of Organizational Behaviour
- 4:4 Challenges and Opportunities of Organizational Behaviour

Unit 5: The Individual (12hrs)

- 5:1 Foundations of Individual Behaviour, Personality- Concept, Definition and Factors Influence Personality, Personality Traits.
- 5:2 Perception- Concept, Definition, Perception Process, Factors influencing Perception Process.
- 5:3 Attitude- Concept, Definition and Components of Attitude
- 5:4 Value- Concept, Definition and Types of Value.

Text Books-

1. Koontz H. and Weihrich H., Mc- Graw- Hill, Singapore, 5th edition, 2012.
2. Tripathi P.C and Reddy P.N., Principles of management, Tata McGraw Hill, New Delhi, 4th edition 2011.
3. Robins S.P. andDecenzo D.A., Fundamentals of Management, Pearson education, New Delhi, 5thedition, 2009.

4. Robbins S. P / Jugde T A, Essentials of Organisational Behaviour, Pearson Education, 10th Edition, 2011.

Suggested Books-

1. Anderson D.R., An Introduction to mgt science, Thomson publication, Australia, 11th Edition, 2007.
 2. Duening T. N., Management Principles and guidelines, Biztantra publication, New Delhi 4th edition, 2003.
 3. Hillier, F.S. Introduction to Management Science, Tata McGraw Hill, New Delhi, 2nd, edition 2006.
 4. Rao V.S.P. and Bajaj P.S. Excel books, New Delhi, 1st edition, 2005.
 5. Rao V.S.P. and Krishna V.H. , Management, Excel books, New Delhi, 1st edition, 2002.
 6. Singh, B.D. Managing conflict and Negotiation, Excel Books, New Delhi, 1st edition, 2008.
 7. Smarth M. W. and Siriya P.M. , Fundamentals of management, S.Chand & Company, New- Delhi, 1st edition, 2001.
 8. Singh B.P. and Singh A.K., Essentials of Management, Excel books, New Delhi, 2nd, edition, 2002.
 9. Tripathi P.C and Reddy P.N. , Principles of management, Tata McGraw Hill, New Delhi, 3rd edition, 2007.
 10. Luthans F, Organisational Behaviour, McGraw Hill Companies, 8th Edition, 1998.
 11. Newstrom J W , Organizational Behaviour, Tata McGraw Hill Z Ltd, 12th Edition, 2009
 12. Pareek U / Understanding Organisation Behaviour, Oxford University Press, 2nd Edition, 2007
 13. Robbins S. P / Jugde T A, Organisational Behaviour, Pearson Education, 13th Edition, 2009.
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PAPER CODE: MBA-102

PAPER NAME: MARKETING MANAGEMENT-1

TOTAL CREDITS: 3

Course Objective: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Outcomes:

CO1. Learn the fundamentals of marketing management

CO2. Obtain in depth idea about consumer market and consumer behaviour

CO3. Learn the STP in the context of domestic products and international products

CO4. Understand the basic strategies of marketing mix

CO5. Develop an analytical ability through solving caselets or other real life issues

COURSE CONTENTS:

UNIT 1: INTRODUCTION TO MARKETING

(14 HRS)

Concept of Marketing; Need, Want, Demand; Evolution of Marketing concept; Holistic Marketing; Marketing Mix; Marketing Environment- Global and Indian context; Types of markets

UNIT 2: CONSUMERS AND MARKETS

(14 HRS)

Consumer Behaviour; Factors influencing buying behaviour; Psychological process underlying consumer behaviour; Buying motives and roles; Shopping behaviour; Stages of purchase

decision; Business buyer; Business markets vs. Consumer markets; Indian consumers and consumer market of India

UNIT 3: SEGMENTATION, TARGETING, POSITIONING (13 HRS)

Market segmentations, targeting, positioning

UNIT 4: MARKETING MIX (15 HRS)

Product; Product Life cycle; New Product Development; Product Mix; Brand; Types of pricing; Factors influencing pricing decision; Integrated marketing communication; Role of marketing communication; Marketing channel and Value networks; Role of Marketing channels

UNIT 5: CASE STUDY (9 HRS)

Suggested Reading:

1. Kotler, Philip- Marketing Management – Pearson Education
2. Kotler and Keller – Marketing Management – Prentice Hall
3. Ramaswamy V.S/ Namakumar S - Marketing Management – Prentice Hall
4. Saxena R- Marketing Management - Tata McGraw Hill

PAPER CODE: MBA -103

PAPER NAME: HUMAN RESOURCE MANAGEMENT-1

TOTAL CREDITS: 3

Course Objective: This course intends at understanding the relationship between individuals in an organisation and factors underlying organizational behaviour.

Course Outcomes:

CO1. It helps in getting the idea on past management and the changing trend of management along with different organisational design.

CO2. It helps in knowing the importance of different policy in performing organisation's different functions both in Internal and External environment.

CO3. It facilitates in creating diversified groups with the help of action and goal oriented leader and also helps in understanding the importance of Communication.

CO4. It helps in getting better interpersonal relationship and also helps in knowing how the better interpersonal can be achieved by introducing different motivational components.

COURSE CONTENTS:

UNIT-1: HUMAN RESOURCE MANAGEMENT (13 hrs)

Evolution of Management, Introduction and Meaning, Definition, Objectives, Nature of HRM, Need for HRM Approach, Importance of HRM, HRM and Personnel Management, Scope of HRM, Limitations of HRM, Organizational Design, HRM Environment: External Environment & Internal Environment, Jobs and career in HRM.

UNIT-2: PERSONNEL MANAGEMENT (15 hrs)

Introduction and Meaning, Definitions, Nature, Objectives, Challenges to Personnel Management, Functions of Personnel Management: Managerial Functions & Operative Functions, Personnel Policy: Factors, Objectives and Principles.

UNIT 3: THE GROUP

(12 hrs)

- 3.1 Group- Meaning, Types, Reasons for group formation
- 3.2 Stages of Group development
- 3.3 Group Properties – Role, Norms, Conformity, Size, Cohesiveness, Difference between Group and Team
- 3.4 Communication - Nature of Communication, Process of Communication, Channels of Communication, Barriers to Communication.

UNIT 4: INTERPERSON RELATIONSHIP & CONFLICT MANAGEMENT (11hrs)

- 4.1 Organisational Conflict – Sources, Thoughts on conflict, Levels of conflict, Types of conflict
- 4.2 Traditional & Modern Approach
- 4.3 Conflict Management Techniques
- 4.4 Transactional Analysis
- 4.5 Negotiation - Negotiation Process
- 4.6 Inter Group Behaviour - Inter Group Conflicts, Inter Person Communication

UNIT 5: LEADERSHIP AND MOTIVATION

(14hrs)

- 5.1 Leadership – Concept, Meaning, Difference with Management
- 5.2. Approaches - Trait, Behavioural and Situational Leadership Approaches
- 5.3 Leadership Theories - Fiedler's Contingency Theory, Blake & Mouton's Leadership Grid
- 5.4 Leadership Styles - Charismatic & Transformational Leadership, Authentic Leadership
- 5.5 Motivation: Meaning, Types, Techniques of Motivation
- 5.7 Theories of Motivation: Maslow's Need Hierarchy, Herzberg Two-Factor Theory, ERG Theory, Vroom's Expectancy Theory and Mc Gregor Theory.

Suggested Readings:

1. Bhattacharya D. K / Bilner M J, OrganisationalBehaviour, Oxford University Press, 1st Edition, 2009
2. Dwivedi R S, Human Relations and OrganisationalBehaviour, Mac Millan, 5th Edition, 2009
3. Hersey P & Blanchard K H, Management of Organizational Behaviour, 7th Edition, 2008
4. Luthans F, OrganisationalBehaviour, McGraw Hill Companies, 8th Edition, 1998.
5. Newstrom J W , Organizational Behaviour, Tata McGraw Hill Z Ltd, 12th Edition, 2009
6. Pareek U / Understanding OrganisationBehaviour, Oxford University Press, 2nd Edition, 2007
7. Robbins S. P / Jugde T A, Essentials of OrganisationalBehaviour, Pearson Education, 10th Edition, 2011.
8. Robbins S. P / Jugde T A, OrganisationalBehaviour, Pearson Education, 13th Edition, 2009.
9. Saiyadain M. S, OrganisationalBehaviour, Tata McGraw Hill, 1st Edition, 2010.
10. Sekaran U, OrganisationalBehaviour, Tata McGraw Hill, 2nd Edition, 2010.
11. Slocum J. W / Hellriegel D, Fundamentals of Organizational Behaviour, Cengage Learning, 1st Edition, 2008

PAPER CODE: MBA 104

PAPER NAME: FINANCIAL ACCOUNTING

TOTAL CREDITS: 4

Course objective: The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Outcomes:

CO1. Enable the students in developing the ability to understand accounting language which would be helpful in resolving the problems in the corporate organization.

CO2. The students would learn to apply techniques of accounting in real life situation.

CO3. The students would develop skills to prepare financial statements of corporate organizations.

CO4. The students would also develop skills how to analyse and interpret financial statements.

CO5. The students would develop skills to take decisions using accounting information.

COURSE CONTENTS:

Unit I: Introduction to Accounting (13 Hrs)

1.1. Need and Branches of Accounting, Accounting Terminology, Accounting Information System,

Users of Accounting Information,

1.2. Accounting Principles- Accounting Concepts - Business Entity, Money Measurement, Going

Concern, Cost Periodicity, Matching and Realization; -Accounting Conventions - Consistency, Full

Disclosure, Conservatism and Materiality.

1.3. Indian Accounting Standards

1.4. Preparation on Subsidiary Books, Ledger and Trial Balance.

Unit II: Preparation of Annual Accounts (14Hrs)

2.1. Final Accounts of Sole trader- Trading, Profit & Loss A/C and Balance Sheet

2.2. Form of Company Annual Accounts as per Companies Act, 1956, preparation of Statement of

Profit & Loss, Balance Sheet;

Unit III: Valuation of Assets: (13 Hrs)

3.1. Depreciations- Meaning, Objectives and Methods- Original Cost and Diminishing Balance Method.

Unit IV: Value Added Accounting :

Introduction of Value Added Accounting, Importance VAA, Preparation of Value Added Statement

Unit V: Financial Shenanigans: Meaning, Importance, Technique followed by companies. Examples of financial shenanigans-case study.

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Suggested Readings:

1. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
2. Banerjee-Financial Accounting(Excel Books)
3. Dhamija - Financial Accounting for managers :(Prentice Hall).
4. Maheshwari&Maheshwari – A text book of Accounting for Management (Vikas, 10th Edition)
5. Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
7. Ramchandran&Kakani - Financial Accounting for Management (TMH, 2nd dition).
8. Sharma & Gupta, Management Accounting - Kalyani Publications (2013).

PAPER CODE: MBA-105
PAPER NAME: QUANTITATIVE TECHNIQUES
TOTAL CREDITS: 4

Course Objective: To make the students familiar with the application of basic statistical tools and techniques in managerial decision-making.

Course Outcomes:

CO1. It would enable the students to understand the application of quantitative techniques in business world scenario.

CO2. It would hone the skills of students for application of statistical tools for analysing various business data as well as make decisions on the basis of that.

CO3. The students would be able to analyse output from various business problems.

CO4. The students would be able to learn use of statistics in carrying out researches for various business as well as social issues.

CO5. The students would be able to learn to interpret the results of quantitative analysis.

COURSE CONTENTS:

Unit – I:

(10 Hours)

Introduction to Statistics ; Applications of inferential statistics in managerial decision making ; Classification and Tabulation ; Measures of central tendency: Mean, Median, Mode and their implications ; Measures of Dispersion : Range, Quartile Deviation, Mean Deviation , Standard Deviation, Coefficient of Variation(C.V),Skewness, Kurtosis.

Unit- II:

(10 Hours)

Time series analysis: Concept, Applications in business decision making, Components of time series, Techniques of Time series analysis: Moving Average Method, Semi Average Method, and Least Square Method.

Index Numbers: Concepts, Construction of Price, Quantity and Volume indices, Fixed Base and Chain Base index, Uses of index numbers.

Unit-III: (10 Hours)

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.
Regression: Meaning, Simple and Multiple Regression Analysis.

Unit-IV: (12 Hours)

Probability: Definition of probability and different approaches, Addition theorem, Multiplication theorem, Conditional Probability, Bayes' Theorem, Random Variable, Mathematical Expectation.

Probability Distributions: Binomial distribution, Poisson distribution, Normal distribution.

Unit –V: (9 Hours)

Sampling Distribution & Estimation: Concept of sampling, Types of Sampling, Parameter and Statistic, Sampling Distribution of a statistic, Standard error of statistics. Methods of Estimation (concept only). Characteristic of good estimator.

Unit –VI: (14 Hours)

Hypothesis Testing: Null Hypothesis & Alternative Hypothesis, Type-I and Type-II Error, t-test, Z-test, F-test, & Chi-Square test.

Text Books:

1. Sharma, J. K. : Business Statistics, Pearson Education , Inc . New Delhi(2009).
2. Gupta S.C. and Kapoor V.K: Fundamental of Mathematical Statistics, Sultan Chand and Sons (2011).

Reference Books:

1. Gupta, S.P.: Statistical Methods S. Chand & Sons, N. Delhi (2011).
2. Beri ,G. C. : Business Statistics, TMG, N. Delhi (2012)
3. Render, B., Stair, R.M.: Quantitative Analysis for Management. Pentice -Hall Pvt.Ltd. New Delhi(2011)
4. Elhance, D.: Fundamentals of Statistics, KitabMahal, N. Delhi.(2010)
5. Anderson, Sweeney and Williamm.: Statistics for Business and Economics Thomson, South Western.(2000)
6. Levin &Rubbin.: Statistics for Management Prentice Hall of India, N. Delhi.(2002)
7. Keller, G. : Statistics for Management ,Cengage learning , New Delhi, (2010)
8. Gupta S.C. and Kapoor V.K: Fundamental of Applied Statistics, Sultan Chand and Sons (2011).)
9. Rubin,D.S.& Levin, R I : Statistics for Management , Pearson Education , Inc . New Delhi (2009)
10. Stephan, D. Levine DM : Statistics for Management Pearson Education , New Delhi (2008)
11. Kothari, C. R. : Quantitative Techniques , Vikas publishing New Delhi (2009)

12. Anderson D. R. , Sweeney , D. J. : Quantitative Methods for Business , Cengage Learning (2009)

13.. Vohra .N.D., Quantitative Technique in management Tata McGraw Hill. New Delhi(2009)

PAPER CODE: MBA 106

PAPER NAME: INFORMATION TECHNOLOGY IN BUSSINESS

TOTAL CREDITS: 2

Course Objective: This course introduces students to key information technology and information systems concepts from a business perspective. Information technology and systems are crucial in every discipline of business and commerce. Today, information technology and systems are used by business for communicating with, and supporting, customers, and they underpin business functions ranging from marketing, human resource, accounting and finance. Students will learn the role of information technology and systems in business, and how these can be leveraged to create and sustain competitive advantage.

Course Outcomes:

CO1. Explain the social impact of information technology, both locally and globally, and the need for security, privacy and ethical implications in information systems usage

CO2. Demonstrate problem-solving skills by identifying and resolving issues relating to information technology systems and their components

CO3. Demonstrate the application of online collaboration and website development tools to support productivity and communication in business contexts

CO4. Describe current information and communication, how they are selected, developed and used by organisations to produce goods and services, and to cooperate and/or compete with other organisations

COURSE CONTENTS:

Unit I:

(15Hours)

Introduction to Computers, Advantages and Characteristics of Computers in Business, History and Generations of Computing, Classifications of Computers, Basic Component and Block Structure of Computers, Types of Usage of Computer in Business, Different input Devices and their functionalities, Introduction of Shortcut Keys and their Usages, Introduction of Control Keys and their Usages, Operations of Output devices and their types, Introduction of Basic

operations of Computer – preparing document, Filling operations, Photo Formatting and others.
Introduction and Different Information Models

Unit II: (13Hours)

Definition of Software, Advantages and Requirement of Software, Classification of Software, Definition of Operating System, Firmware, Application Software and Utility Programs, Introduction to Windows Operating System and Classifications, Introduction to Linux and Unix System and Classifications, Application of Application Software in Trade and Commerce. Applications of Utility Software – Compression Tools, Anti-virus Software, File Management Tools, Disk Management Tools, Application Software. Applications of Application Software – MS Office Packages, Open Office Packages

Unit III: (12Hours)

Definitions of DBMS, RDBMS Concepts Business Data Processing Data, Information and Knowledge, Data Processing Functions and Modes, Business Data, Processing Applications, Records, Files, Classification of Business Files, File Organizations, File Operations, File Processing, Activities, Reporting. Steps in programming, Characteristics of a good program, Software development process, System design techniques – top down and bottom up, Structured programming concepts, Software aids for programming Data Structures.

Unit V: (12Hours)

Definition of Network and its applications in business, Definitions and applications of file sharing, Information Technology, Concepts of Networks, Elementary Terminologies related to Networks, Internet – related Terminologies, Security and Maintenance, Introduction to Internet and their applications in trade practice, Definitions of browsers and their types,

Unit V: (13Hours)

Definition of E-Commerce, Types of E –Commerce, Requirement and necessity of the E-commerce, Difference between E-Business and traditional mode of Business, Scope of Business in digital mode, Available options for Start-Up through digital communications, Definition of Internet of Things. Meaning and different type of Pop-up, hand hold utilities, Internet Information Services (IIS), Component of User Friendly environment in Web practice. Meaning of Digital cash, Steps in E-Cash Payments, Security in digital transaction and e-Payment System.

Suggested Readings:

1. Fundamentals of Computers – V. Rajaraman, PHI
2. Fundamentals of Information Technology – Deepak Bharihoke, Excel Books
3. DOEACC ‘O’ Level Course books
4. Inside Windows 98 – Boyce, BPB
5. Teach Yourself Windows ME in 24 Hours – Perry, BPB
6. Teach Yourself Windows XP in 24 Hours – Perry, BPB
7. MS Office 2000 Complete, Sybex
8. MS Office XP Complete, Sybex

PAPER CODE: MBA-107

PAPER NAME: MANAGERIAL ECONOMICS

TOTAL CREDITS: 4

Course Objectives: The course develops managerial perspective to economic fundamentals as aids to decision making.

Course Outcomes:

CO1.To know about the need of study of economics for the students of management. Demand forecasting for the entrepreneur and what will happen to the market demand when price got change is studied here through price elasticity of demand.

CO2. Analyze the production function, which implies about how to bring all factors of production to make production possible. Law of variable proportion indicates that how in short run by changing the variable factor (labour) we can increase the production up to a certain limit. Similarly in long run how production got change by changing all factors production simultaneously and also the idea about the economies of scale.

CO3.This unit provides the information about the cost of production. Cost analysis is most important part of the management study. It introduces different types of cost and how these are related with each other. It throws light over which cost influences in production in short run or in long run.

CO4.After study of this unit students will come to know about the different forms of market , their features and how they are different from each other.

CO5. After the study students will be able to determine price at different market situations

COURSE CONTENTS:

Unit -I: Introduction:

(12Hrs)

1.1 Nature, Scope and Significance of Managerial Economics.

1.2 Micro and Macro level of analysis. Static and Dynamic analysis.

1.3 Demand and supply analysis and forecasting.

1.4 Determinants of Demand Elasticity.

Unit-II: Production Analysis:

(14Hrs)

2.1 Production function

2.2 Isoquants, Marginal rate of substitution.

2.3 Laws of variable proportions

2.4 Return to scale, Economies of Scales, Production possibility curve.

Unit- III: Theory of Cost:

(16Hrs)

3.1 Conceptual difference between Economical and Account's Cost.

3.2 Opportunity Cost, Social and Private cost. All alternative cost concepts.

3.3 Cost of multiple products.

3.4 Long run & Short-run cost.

3.5 Marginal and average cost.

Unit- IV: Pricing Analysis:

(12Hrs)

4.1 Price and Output relationship under different market structures

4.2 Methods of price determination in practice; Pricing of multiple products.

4.3 Price discrimination, International price discrimination & Dumping, Transfer Pricing.

Unit-V: Theory of profit Management:

(10Hrs)

5.1 Theory of Profit measurement

5.2 Reasons for limiting profits.

5.3 Profit for control

Unit VI Advertisement:

(15 Hrs)

6.1 Criterion and methods of determining advertisement outlay.

6.2 Simplified theory of advertisement.

6.3 Bokanand's theory of advertisement.

Suggested Readings:

1. Joel Dean: Managerial Economics- Prentice Hall, Delhi(2010).
2. H. L. Ahuja, Business Economics, S. Chand & Co. New Delhi (2012)
3. Bharti Singh, Managerial Economics, Excel Books, New Delhi (2012)

PAPER CODE: MBA-108

PAPER NAME: BUSINESS ENVIRONMENT

TOTAL CREDIT: 2

Course Objective: The course lays down a broad detail about the field of business internationally and provide the scope for further specialisation in this field.

Course outcomes:

CO1. Analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.

CO2. Familiarize the students with the nature of business environment and its components.

CO3 The students will be able to demonstrate and develop conceptual framework of business environment and generate interest in international business.

CO4. It helps the students to analyse political, social, economic, technological aspects that are related to cross border trade.

COURSE CONTENTS:

Unit I: Introduction to Business Environment

(16hrs)

- 1.1. Concept of Business Environment
- 1.2. Meaning Of Business
- 1.3. Characteristics Of Business
- 1.4. Meaning Of Business Environment
- 1.5. Nature Of Business Environment
- 1.6. Features Of Business Environment
- 1.7. Objectives Of Business Environment:
- 1.8. Importance Of Business Environment
- 1.9. Significance Of Business Environment
- 1.10. Types Of Business Environment

- 1.2.1 Industrial Policy
- 1.2.2 Features of Industrial Policy
- 1.2.3 Recent Industrial Policy of India.
- 1.3 Licensing policy
 - 1.3.1 Features of licensing Policy
 - 1.3.2 India's Licensing Policy
- 1.4 Role of public and private sector;
- 1.5 Basic features of Indian planning.

Unit II: Resources

(12 hrs)

- 2.1 Human and Natural Resources
- 2.2 Size, composition and growth rate of population;
- 2.3 Problems and policies relating to population in India.
- 2.4 Natural Resources: A brief study of
 - 2.4.1 Land
 - 2.4.2 Minerals
 - 2.4.3 Water
 - 2.4.4 Power
 - 2.4.5 Fishers
- 2.5 Significance of natural Resources in the process of economic development.
- 2.6 Deforestation and maintenance of ecological balance and control of pollution

Unit III: Agriculture

(14 hrs)

- 3.1 Place of agriculture in Indian Economy;
- 3.2 Role of Agriculture in Developing Economy
- 3.3 Challenges to Agriculture.
- 3.4 Policy towards development of Agriculture.
- 3.5 Principal crops and growth rates of agriculture.
- 3.6 Green and white revolutions – main problems,
- 3.7 Role of co-operative movement in rural life of India

Unit IV: Industries

(11hrs)

- 4.1 Principal Industries – A brief study of present position, recent developments, problems and future prospects of
 - 4.1.1 Iron and steel, industries
 - 4.1.2 cotton textile, industries
 - 4.1.3 cement, industries
 - 4.1.4 Sugar, industries
 - 4.1.5 Jute and fertilizer industries of India; Govt. policy. Small Scale and Cottage Industries: their role, problems and prospects in India.

Unit V: Foreign Trade

(12hrs)

- 5.1 Foreign Trade –
- 5.1 Recent trends in Foreign Trade,
- 5.2 Structure and direction of foreign trade of India;
- 5.3 Tariff policy Non-resident investment.
- 5.4 Transport – Its significance in economic development;
 - 5.4.1 principal modes of transport –
 - 5.4.1.1 Railway,
 - 5.4.1.2 Road,
 - 5.4.1.3 Air and shipping.

Suggested Readings:

1. Agarwal, A.N.: Indian Economy, New Age International, New Delhi.
2. Cherunilan Francis: Business Environment, Himalaya Publishing House, Delhi.
3. Dutta & Sundaram: Indian Economy, S. Chand, New Delhi.
4. Khan, Farooq A.: Business & Society, S. Chand, Delhi.
5. Sengupta, N.K.: Government and Business, Vikas Publishing House Pvt. Ltd.
6. Agarwal R, Business Environment, Excel Books, New Delhi, 2000. 1st publication

Semester II

PAPER CODE: MBA -201

PAPER NAME: MARKETING MANAGEMENT -II

TOTAL CREDITS: 3

Course Objectives: This course seeks to develop the different analytical perspectives, management decision tools, planning, designing and implementing marketing strategy to achieve the long-term objectives for any firm in a competitive market situation.

Course Outcomes:

CO1. To formulate a marketing plan including marketing objectives, marketing mix, strategies.

CO2. Recommend profitable customer relationship management strategies that are consistent with organizational marketing objectives.

CO3. To analyze the market based on segmentation, targeting and positioning.

CO4. To communicate marketing information persuasively and accurately in oral, written and graphic formats.

COURSE CONTENTS:

UNIT 1: MARKET RESEARCH & MARKETING STRATEGY

(15 HRS)

Marketing strategies and plans, Forecast/Estimation of demand, Marketing Research Process (Neuro Marketing) - quantitative and qualitative techniques, strategic Planning, marketing & customer value, marketing intelligence, Marketing Matrices- Ansoff Matrix, BCG Matrix, Development Chart, Feature comparison, Competitive strategies Matrix, Flow Process Chart, Porter's Value Chain, Positioning Mapping

UNIT 2: CUSTOMER VALUE AND CUSTOMER RELATIONSHIP (15 HRS)

Building Customer Value, Satisfaction and Customer Relationship; Customer Lifetime Value; Acquiring and Retaining Customer; Customer Loyalty; Buying Behaviour and Business Buyer; Purchasing/ Procurement Process; Features of Business Buying Behaviour

UNIT 3: SEGMENTATION, TARGETING, POSITIONING (13 HRS)

Contemporary bases of segmentation; Positioning (POD & POP); Alternate Approaches to Positioning; Developing and establishing Brand Positioning

UNIT 4: MARKETING MIX STRATEGIES (14 HRS)

Setting product strategy; Developing pricing strategies and programme; Designing and managing integrated marketing channels; Designing and managing integrated marketing communication.

UNIT 5: CASE STUDY (8 HRS)

Suggested Reading:

1. Kotler, Philip- Marketing Management – Pearson Education
2. Kotler and Keller – Marketing Management – Prentice Hall
3. Ramaswamy V.S/ Namakumar S - Marketing Management – Prentice Hall
4. Saxena R- Marketing Management - Tata McGraw Hill
5. Fundamentals of Marketing – Stanton
6. Case Studies in Marketing – Indian context – R. Srinivas

PAPER CODE: MBA - 202

PAPER NAME: HUMAN RESOURCE MANAGEMENT-II

TOTAL CREDITS: 3

Course Objective- Objective of this course is to acquaint the students with the advance concept of HRM, give them knowledge about various Human Resource functions including Strategic HRM and its application in practical world.

Course Outcomes:

CO1. To formulate a marketing plan including marketing objectives, marketing mix, strategies.

CO2. Recommend profitable customer relationship management strategies that are consistent with organizational marketing objectives.

CO3. To analyze the market based on segmentation, targeting and positioning.

CO4. To communicate marketing information persuasively and accurately in oral, written and graphic formats.

COURSE CONTENTS:

Unit 1: Concept of HRM and Human Resource Planning (12 hrs)

1:1 Concept: Definition and evolution of Human Resource Management,

1:2 Objectives, Significance, Importance and Functions of Human Resource Management,

1:3 HRM in changing environment, Relevance of HRM in today's context, Challenges faced By Human Resource Management.

1:4 Human Resource Planning – Concept and Definition of HRP; Need and Benefits of Human Resource Planning; Human Resource Planning Process and HRP Activities.

Unit 2: Recruitment, Selection, Placement and Career Planning (13 hrs)

2:1 Recruitment: Definition, Objectives, Factors affecting Recruitment, Sources of Recruitment, Process of Recruitment, Techniques and methods of Recruitment.

2:2 Selections: Definition, Model Procedure for Effective Personnel Selection and steps in

Selection Process.

2:3 Placement & Induction: Definitions, Objective of Induction Program, Steps of Induction Process

2:4. Career Planning: Concept, Definition and Advantages of Career Planning, Career Development Cycle

Unit 3: Training & Development, Performance Appraisal, and Job Evaluation (15 hrs)

3:1 Training: Definition, Need & Purposes, Objectives, Steps of Training Program, Methods / Techniques of Training, Definition of Development, Differences between Training & Development.

3:2 Performance Appraisal – Concept and Definition of Performance Appraisal, Importance And Purposes, Need, Objectives of Performance Appraisal, Parameters of measuring Performance Appraisal, Performance Evaluation process, Methods of Performance Appraisal- Traditional Methods and Modern Methods, Problems of Appraisal.

3:3 Job Evaluation: Definition, Objectives, Functions, Procedure, Principles, Methods/ Techniques, Advantage and Disadvantage of Job Evaluation.

3:4 Promotion, Demotion and Transfer of employees

Unit 4: Wage and Salary Administration (14 hrs)

4:1 Wages and salary Administration – Definition of Compensation, Wage, Salary & Wage Structure; Types of Compensation, Objectives of Wage & Salary Administration, Purpose of Wage Administration.

4:2 Process of Wage Determination, Factors influence wage determination, Elements of a good wage Plan, Techniques/ methods of wage determination.

4:3 Rewards and Incentives: Meaning and Definition, Determinants of Incentives, Categories Of Rewards and Incentives, Wage Incentive Schemes- Definition & Objectives.

4:4 Fringe benefits- Concept, Definition, Objective, Features, categories/Elements of Fringe Benefits.

Unit 5: Strategic HRM (11 hrs)

5:1 Strategic Human Resource Management- Concept, Definition and Scope of SHRM.

5:2 SHRM & Functions of HRM; Role of Strategic HRM.

5:3 Factors influencing HR Strategy: External environment, Changing Workforce and Organization Culture, Organization Structure & Technology.

5:5 Strategic HRM Models: Life Cycle Model and Competitive Advantage Model

Text Books-

1. Memoria C.B, Personal Management: Management of Human Resource, Himalaya Publication House, New Delhi, 12th edition, 2004.
2. Aswathappa K, Human Resource Management, Tata McGraw Hill Ltd, 6th edition, 2011.
3. Pattanayak B, Human Resource Management, PHI Learning Pvt. Ltd. 3rd Edition, 2012.

4. Sanghi S. Human Resource Management, Vikas Publishing House Pvt. Ltd. 1st Edition, 2014

Suggested Readings:

1. Aswathappa K, Cases, Tata McGraw Hill Ltd, 6th edition, 2010.
2. Agarwal T., Strategic Human Resource Management, Oxford University press, New delhi, 1st edition, 2007.
3. Blanchard P.N. , Effective training, Pearson Education Inc, New Delhi, 2nd, edition 2006.
5. Chhabra T.N., Human Resource Management, DhanpatRai Publication, 5th edition, 2005.
6. Dowling P.J. and Welch D.E., International Human Resource Management, Cengage learning, New delhi, 4th edition , 2008.
7. Dessler and G, Human Resource Management, Pearson Education Inc, U.S.A., 10th edition 2005.
8. Dwivedi R.S. , Human relations & Organizational Behavior, Mac- Millans, New delhi, 5th edition, 2009.
9. Dessler G and VarkkeyB , Human Resource Management, Pearson Education, 12th edition, 2011.
10. Green C.R. Strategic Human Resource Management, Pearson Education Inc, New delhi, 2nd edition, 2006.
11. Ivancvich J.M., Human Resource Management, Tata McGraw Hill , New Delhi, 10th edition, 2008.
12. Monappa A. and Saiyadain M.S., Personnel management, TataMcGraw Hill , New Delhi, 2nd edition, 2009.
13. Pattanayak B, Human Resource Management, PHI Learning Pvt. Ltd. 3rd Edition, 2012.
14. Rao V.S.P. and Krishna V.H., Management, Excel books, New Delhi, 1st edition, 2002.
15. Robins S.P. and Cecenzo D.A., Human Resource Management, Prentice-Hall Pvt ltd, New Delhi, 3rd edition, 2002.

PAPER CODE: MBA-203

PAPER NAME: COST AND MANAGEMENT ACCOUNTING

TOTAL CREDITS: 4

Course Objective: The present paper aims at familiarizing the students with the application aspect of accounting and various techniques that are used to obtain accounting information used for decision making. The paper explains the concepts of management accounting and elucidates the methods of accounting and control which intends to help the future managers in understanding and utilizing the accounting information effectively.

Course Outcomes:

CO1. To familiarise the students with various functions of Human Resource management usually adopted in an organization.

CO2. To give students the basic knowledge about Human Resource Planning, Recruitment, Selection, Performance Appraisal, compensation, training & development etc.

CO3. To give them knowledge about advance concept of HRM strategies, HRM & its various models, Wage & salary administration etc.

CO4. The outcome of this paper is to make students understand HRM in detail & its application in practical world.

COURSE CONTENTS:

UNIT –I: Introduction

(12 Hrs)

1.1. Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting;

1.2. Cost – Analysis, Concepts and Classifications:

1.3. Elements of Cost, Preparation of Cost Sheet, Cost Concepts, Types of Cost Centres and Classifications.

1.4. Reconciliation of Cost and Financial Accounting.

UNIT –II: Cost Elements**(15 Hrs)**

2.1. Inventory: Management of Inventory- objectives, Inventory Control System- stock levels, determination of safety stock, system of ordering inventory. Tools and Techniques of Inventory Management: ABC Analysis, VED Analysis, Economic Order Quantity.

2.2. Labour Cost and Remuneration: Type of Labour, Labour Costs, Control over Labour Costs, Labour Turnover- Causes Labour Turnover, Effects of Labour Turnover, Cost of Labour Turnover, Statement of Labour Cost Remuneration and Incentives: Essential Features of Good Wages System, Systems of Wage Payment, Premium and Bonus Plan- Halsey and Rowan Plan.

2.3. Overhead- Classifications, Accounting and Control

UNIT –III: Application of Marginal Costing and Differential Costing (13 Hrs)

3.1. Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio, Analysis and their implications, Concept and uses of Contribution & BEP and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

3.2. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

UNIT –IV: Budgeting and Budgetary Control**(12 Hrs)**

4.1. Concept of Budget, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, and Master Budget, Advantages and Limitations of Budgetary Control.

4.2. Performance Budgeting and Zero-Base Budgeting.

UNIT –V: Standard Costing and Neo concepts for Decision Making (13 Hrs)

5.1. Meaning and Concept of standard costs, establishing various cost standards, Types of Standard and their revision, Difference between budgeting and standard costing. Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead. Kinds of Variances, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

5.2. Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing: concept, strategies and applications of each.

Suggested Reading:

1. Khan and Jain, Management Accounting, Tata Mcgraw Hill (2013)
2. Sharma & Gupta, Management Accounting - Kalyani Publications (2013).
3. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, Accounting: Text and Cases, 13th ed., Tata McGraw-Hill, New Delhi, 2010
5. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, Introduction to Management Accounting, 14th ed., Prentice-Pearson Education, Delhi, 2008
6. Jawaharlal – Cost Accounting - Tata Mcgraw Hill

7. Jain and Narang, Cost Accounting, Kalyni Publishers, New Delhi, 2013.
8. J. Madegowda, Accounting for Managers, Himalaya Publishing House 2nd Ed, 2012.

PAPER CODE: MBA-204

PAPER NAME: FINANCIAL MANAGEMENT

TOTAL CREDITS: 4

Course Objective: The student would be able to learn the importance of financial management and the role of financial manager in the modern day enterprise. The student would also be able to develop their skills in financial analysis, capital budgeting decisions.

Course Outcomes:

CO1. The students would understand various issues involved in financial management of a firm and hone their skills for making sound financial decisions and policies.

CO2. The students would be able to develop knowledge about the various sources of finance for a corporate organisation alongwith financial markets.

CO3. It would enable the students in developing skills for analysis and interpretation business information and application of financial theory in financing related decisions by using various tools and techniques of financial management.

CO4. It would enable in developing skills for various techniques applied for appraisal of capital expenditure decisions in corporate investment decisions.

CO5. It would enable in developing skills for understanding the importance of working capital management, estimating the working capital requirement etc..

COURSE CONTENTS:

Unit 1: Introduction

(11 hrs)

1.1 Introduction to Financial management

1.1.1 Meaning and significance of Financial Management

1.1.2 Objectives of Financial Management

1.2 Finance functions

1.3 Organization of finance functions

1.4 Agency problem

1.5 Role of Financial Management

Unit II: Financial Management (13 hrs)

2.1 Financial Analysis

2.1.1 Meaning

2.1.2 Objectives and importance of Financial Analysis

2.2 Tools of Financial Analysis

2.2.1 Ratio Analysis-meaning, significance and Types of Ratios – liquidity ratios, solvency ratios, profitability ratios and activity ratios

2.3 Comparative Statement Analysis

2.4 Common Size Statement Analysis, Trend Analysis

Unit III: Time Preference for Money and Capital Budgeting Decision (13 hrs)

3.1 Time Preference for Money

3.1.1 Future value and Present Value of money: Single cash flow, series of cash flows and Annuity; Capital Recovery

3.2 Capital Budgeting Decision

3.2.1 Meaning and significance of capital budgeting

3.2.2 Steps involved in capital budgeting process

3.2.3 Investment Evaluation Criteria – Discounted and Non-discounted Cash Flow Techniques

Unit IV: Cost of Capital and Capital Structure (16 hrs)

4.1 Cost of Capital

4.1.1 Concept and significance of cost of capital

4.2.1 Determining components of cost of capital: Cost of debt, Cost of Preference capital, Cost of Equity capital; The weighted Average Cost of capital.

4.3 Capital Structure

4.3.1 Meaning of Capital Structure

4.3.2 Optimum Capital Structure

4.3.3 Determinants of Capital Structure;

4.3.4 Theories of capital structure – Net Income Approach, Net Operating Approach, Traditional Approach and Modigliani-Miller Approach

4.3.5 Capital Structure Planning: EBIT-EPS Analysis.

Unit V: Working Capital and Receivable Management (12 hrs)

5.1 Working Capital

5.1.1 Concepts of Working Capital

5.1.2 Determinants of Working Capital

5.1.3 Operating Cycle

5.2 Accounts receivables

5.2.1 Meaning of accounts receivables, factors affecting size of accounts receivable

5.2.2 Objectives of accounts receivables management

5.2.3 Credit Policy: Credit policy variables

Suggested Readings:

1. Pandey, I.M: Financial Management, Vikas Publishing House, New Delhi, 2011
2. Khan, M.Y. & Jain, P.K: Financial Management, Tata McGraw Hill, N. Delhi, 2011
3. Chandra, P. : Financial Management, Tata McGraw Hill, Delhi, 2011
4. Bose, D.C: Fundamentals of Financial Management, Prentice Hall of India Pvt Ltd., New Delhi, 2006
5. Horne J.C.V & Wachowicz, J.M: Fundamentals of Financial Management, PHI Learning, New Delhi, 2011
6. Banerjee, B, Fundamentals of Financial Management, PHI Learning, 2010
7. Shim, J.K & Siegel, J.G, Financial Management, Tata MacGraw Hill, New Delhi, 2004
8. Vanhorne, J.C: Financial Management and Policy, PHI Learning, New Delhi, 2002
9. Srivastava, R & Mishra, A.: Financial Management, Tata McGraw Hill, New Delhi, 2008

PAPER CODE: MBA-205

PAPER NAME: BUSINESS RESEARCH METHODS

TOTAL CREDITS: 4

Course Objective: The objective of this course is to develop the research skills of the Students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of Systematic reports.

Course Outcomes:

CO1. It would help the students to understand nature of research carrying out in business scenerio.

CO2. It would enable the students to carry out maket research with hands on experience with the field study

CO3. Identify and analyse the relevant literature pertaining to the research problem

CO4. Conduct research on business problem in a scientific manner helping the students in application of statistics in business research for analysis of the data.

CO5. Conduct research on business problem in a scientific manner and Formulate and present effective business report

COURSE CONTENTS:

UNIT- I: Introduction:

(20 Hrs)

1.1 Concept of Research and its application in various functions of Management, 1.2 Types of Research, 1.3 Significance of research in business, 1.4 Research Process: Steps Involved in Research Process. 1.5 Research problem – Identification, selection and formulation of research problem. 1.6 Literature Review and Critical Reading, 1.7 Importance of Literature Review, 1.8 Research design: Various Methods of Research Design.

UNIT- II: Sampling Design:

(12 Hrs)

2.1 Concept of Sample 2.2 Census method and sampling method for investigation, 2.3 Methods of sampling – Probability and non-probability sampling methods, 2.4 Determination of Sample size, 2.5 Sampling and non-sampling errors.

UNIT- III: Sources and Collection of Data: (10 Hrs)

3.1 Types of Data – Primary and secondary data; 3.2 Methods of data collection: Observation, Interview, Schedule, & Questionnaire method, 3.3 Preparation of Questionnaire & Schedule 3.4 Format of a good questionnaire, 3.5 Secondary Data Collection method 3.6 Scaling Techniques.

UNIT- IV: Processing and Analysis of Data: (14 Hrs)

4.1. Processing of data : Editing ,Coding ,Tabulation of Data.
4.2 Various kinds of Charts &Diagrams 4.3. Testing of Hypothesis: Fundamentals on Test Procedure 4.4 Z -test , t –test, F-test, Chi-square test & ANOVA 4.5. Introduction to Discriminant Analysis 4.6 Factor Analysis 4.7 Conjoint Analysis. 4.8 Use of EXCEL and SPSS in data analysis.

UNIT -V: Report Writing: (9 Hrs)

5.1. Role and types of reports 5.2 Contents of research report 5.3 Steps involved in drafting reports 5.4. Principles of good report writing
5.5 Footnoting, Bibliography and Index Preparation.

Text Books:

- . C.R. Kothari, Research Methodology: Methods and Techniques, 2009
- Deepak Chawla & Neena Sondhi, Research Methodology; Concepts And Cases, ikas Publishing House Pvt Ltd, 2011.

REFERENCES

1. John W Best & James V. Kahn, Research in Education, Allyn and Bacon, 2009
2. Anderson et-al, Thesis and Assignment Writing, Wiley, New Delhi, 1989.
3. William J. Goode and Paul K. Hatt, Methods of Social Research, McGraw Hill, 1981.
4. Wilkinson and Bhandarkar, Methods and Techniques of Social Research, 2003, HPH.
5. Earl R. Babbie Robert, The Practice of Social Research, Cengage Learning, 2010.
6. B. Burns & A. Burns, Business Research Methods and Statistics Using SPSS, Sage Pub. 2008.
7. Krishnaswami and Ranganatham, Research Methodology in Social Sciences, HPH, Mumbai
8. Bryman & Bell: Business Research Methods, OUP.
9. Pauline V Young, Scientific Social Surveys and Research, Prentice-Hall, 2007.
- 10 Adams, Khan, Raeside and White, Research Methods for Graduate Business and Social Science Students, Response Books, New Delhi.

PAPER CODE: MBA - 206

PAPER NAME: PRODUCTION AND OPERATION MANAGEMENT

TOTAL CREDITS: 4

Course Objective: To familiar with the production and operation management concerning planning, design and management of production and quality control.

Course Outcomes:

CO1. To get familiar with the production & Operation management concerning planning, design & management of production & quality control of products i.e. the transformation process of resources, facilities into finished product.

CO2. Decision making levels in different departments of an organization

CO3. Perspective of Quality control tools, quality certification, quality management for any kind of organization and also the importance of these things.

CO4. To know about the Facility location selection and also the different layouts of plants for different types of products

CO5. To know about the Inventory management, inventory control models, Material management as well as purchasing management and what are the importance of these topics in an organization

COURSE CONTENTS:

Unit I: Introduction to Production and Operation Management

(13 hrs)

- Nature of Production
- Production as a System
- Production as an Organisational Function.
- Decision Making in Production
- Importance of production Function
- Production Management and Operations Management.
- Characteristics of Modern Production and Operation Function.

- Recent Trends in Production / Operations Management.

Unit II: Design of Production Systems and Capacity Planning

(14hrs)

- Product Design
- Process Design
- Production Design
- Factors Influencing Product Design
- Approaches to product design
- Process Planning and Process Design
 - Process Planning
 - Process Strategy
- Major Process Decision
 - Make or Buy Decisions
 - Make or Buy Analysis.

Unit III: Facility – Location and Layout

(13 hrs)

- Location Theories
- Freedom of Location
- Steps in Location Selection
- Relative Importance of Location Factors
- Location Models
- Definition of Layout
- Principles of Layout
- Types of Layout
- Service Facility Layout
- Location of Receiving and Shipping Departments

Unit IV: Production Planning, Lean Management, Control, Quality Management

(14hrs)

- Production Planning
 - Factors Determining production Planning Procedures
 - Production Planning System
- Production Control
 - Production Control System
 - Factors determining production control Procedures
 - Role of Production Planning and control in operations management
- Lean Management
 - Concept of Lean thinking
 - Identifying waste in Production Process
- Quality Control
 - Statistical Quality Control
 - Types of Control Charts
- Quality management

- Definition of Quality Management
- Modern Quality Management

Unit V: Inventory Management

(11hrs)

- Inventory – Meaning, definition and Objectives
- Inventory Management and Control
- Inventory control Techniques
 - ABC Analysis
 - HML Analysis
- Just- In -Time systems (JIT)
 - Characteristics of JIT
 - Implementation of JIT.

Text Books:

1. Aswathappa. K.; Bhat. K. S.: Production and Operations Management, Himalayan Publishing House, New Delhi (2012)
2. Chary, S.N.: Production and Operations Management, TMHCL, New Delhi (2005)

Suggested Readings:

1. Bose, D.C.: Inventory Management, PHI Learning, New Delhi (2010)
2. Sontakki, C. N: Production Management, Kalyani Publishers New Delhi (2010)
3. Mageo&Boodman: Elements of Production Planning and Control. (2008)
4. Muhtemam, Oakland: Production and Operations Management – Macmillan &Luckyer (2008)
5. Manocha, R.C.: Production and Operations Management, Excel Books New Delhi (2008)
6. Sontakki, C. N: Production Management, Kalyani Publishers New Delhi (2010)
7. Panneerseluam, R.: Production and Operations Management, PHI Learning (2010)
8. Morton, T.E.: Production and Operations Management, Thomas, New Delhi (2008)
9. Martinich, J.S.: Production and Operations Management, John Wiley and Sons, New Delhi (2010)

PAPER CODE: MBA –207

PAPER NAME: STRATEGIC TECHNOLOGY MANAGEMENT AND INTELLECTUAL PROPERTY RIGHT (GENERAL ELECTIVE)

TOTAL CREDITS: 2

Course Objective- Technology has always been intertwined with society's progress but never before, in history, has technology been so visibly linked to improvements in standards of living. The great disruptions have been created by technology in the realm of business. Hence this paper seeks to impart insight into the aspects of technology management in today's business environment and with it, also touch upon issues related to management of intellectual property rights.

Course Outcomes:

CO1. Analyze how technology is related to economic goals of a country.

CO2. Understand and utilize the concepts of technology forecasting and technology life cycle.

CO3. Understand business process re-engineering concepts.

CO4. Understand IPR and the processes to register for IPR.

COURSE CONTENTS:

Unit 1 Introduction to Strategic Technology Management (12 hrs)

- Technology & Economic Goals
- Technology Strategy and Core Competence
- Process of Technological Innovation
- Critical Factors of Strategic Technology Management
- Technology Strategy Framework
- Case Study

Unit 2 Elements of Forecasting Change (14 hrs)

- Forecasting Market Conditions

- Forecasting Technological Change
- Technology Life Cycle
- Managing Innovations within Product Development Cycle
- Case Study

Unit 3 Business Process Reengineering (14 hrs)

- Evolution of Business and Business Process Re-engineering
- Characteristics & Implications of Re-engineered Process
- Role of Information Technology, Creativity and Human Resources in Reengineering
- Planning & Design for Business Process Re-engineering
- Business Process Reengineering Implementation
- Case Study

Unit 4 Acquisition, Transfer and Exploitation of Technology (13 hrs)

- Research Strategy
- Implementing Technology in Products & Services
- Technology Implementation in Production & Operations
- Acquiring new technology
- Technology Transfer
- Case Study

Unit 5 Management of Intellectual Property Rights (12 hrs)

- Constituents of Intellectual Property Rights
- Managing Intellectual Property Rights in Business Organisations
- Trading with Intellectual Property Rights
- Process for filing Intellectual Property Rights
- Case Study

Text Books:

1. Strategic Technology Management by: Fredrick Betz, McGraw Hill Inc., New York, 1994
2. Reengineering the Corporation – A manifesto for business revolution – Michael Hammer and James Champy, Nicholas Brealey Publishing, London, 1993
3. International Technology Transfer – Pawan Kumar Chugan, Himalaya, 2000
Technology Absorption – A V Desai, Wiley, 1998

Suggested Books

1. Management of Technology by: Terek M. Khalil, McGraw Hill, Boston, 2000
2. The Re-engineering Handbook, Raymond L Manganelli, AMACOM, New York, 1996
3. A Practical Guide to Business Process Re-engineering, Mike Robson and Phillip Ullah, Gower Publishing Limited, England, 1996
4. Technology Transfer and in house R&D in Indian Industry, Vol 1-2, Allied, 1995

PAPER CODE: MBA-207

PAPER NAME: SOCIAL MARKETING (GENERAL ELECTIVE)

TOTAL CREDITS: 2

Course Objective: The course aims to make the students under the meaning and nature of social marketing and assess the role of branding, social advertising and other communications in achieving behavioural changes.

Course Outcomes:

CO1. Describe and explain the meaning and nature of social marketing

CO2. Analyse social marketing problems and suggest ways of solving these

CO3. Recognise the range of stakeholders involved in social marketing programmes and their role as target markets

CO4. Assess the role of branding, social advertising and other communications in achieving behavioural change.

COURSE CONTENTS:

UNIT 1: UNDERSTANDING SOCIAL MARKETING

(16 Hrs)

- Defining and distinguishing social marketing from other marketing concepts, concept of social marketing
- Difference of social marketing from commercial marketing, Behavior change theories and models.
- marketing mix: concept, models of marketing mix, communication process models, developing effective communications, factors in setting the marketing communication mix

- Social Marketing's Unique Value Proposition, benefits of social issues from social marketing.
- Social Marketer's role in influencing upstream factors and midstream audiences, Developing a social marketing plan.

UNIT 2: ANALYSIS OF SOCIAL MARKETING PLAN (12 Hrs)

- Determining Research needs and options
- Steps in developing a research plan, choosing a social issue, purpose and focus for the plan and conducting the situation.
- Conducting a situation analysis
- Review of past or similar efforts, role of exploratory research in social marketing.
- Ethical consideration when choosing a focus for a plan.

UNIT 3: SELECTING TARGET AUDIENCES, OBJECTIVES AND GOALS (13 Hrs)

- Segmenting, selecting and evaluating target audience.
- Steps involved in selecting target audience, variables used to make segments.
- Criteria for evaluating segments, how target audiences are selected.
- Approaches and ethical considerations while selecting target audiences.
- Using Psychographic segmentation to select target strategies, setting behavior objectives and goals

UNIT 4: DEVELOPING SOCIAL MARKETING STRATEGIES (15 Hrs)

- Crafting a desired position, develop a positioning statement.
- Behavior focused positioning, barrier-focused positioning, benefits-focused positioning, competition-focused positioning.
- Repositioning, how position relates to branding
- Developing the social market product platform, design thinking, branding.
- Social franchising, managing distribution channels, pretesting

UNIT 5: MANAGING SOCIAL MARKETING PROGRAMS (9Hrs)

- Developing a plan for evaluating and monitoring
- Establishing budgets and finding fundings
- Corporate Social Marketing: Determining budgets, justifying budget, appealing to funders.
- Creating an implementation plan and sustaining behavior.

Suggested Readings:

- 1) Social Marketing: Changing Behaviors for Good -Philip A. Kotler, Nancy R. Lee, 5th Edition.

2) Social Marketing in India , 1st Edition , Sameer Deshpande.

PAPER CODE: MBA-208

PAPER NAME: LEGAL REGULATORY FRAMEWORK

TOTAL CREDITS: 2

Course Objective: To give orientation about different forms of organizations, functions in organizations, business strategies and environment, along with an exposure to elements of business laws and entrepreneurship.

Course Outcomes:

CO1. Basic and practical knowledge regarding formation of company and the duties and responsibilities of managerial people ,

CO2. How a company winds up, the legal aspects of forming a valid contract the consequences of breach of its breach

CO3. How to file a complaint in a consumer forum, constitution and jurisdiction of the forum, etc.

CO4. Get conversed with various sections of different laws and regulations and their impact in running a company, dealing with banks, customers and entering into contracts

COURSE CONTENTS:

UNIT I: The Indian Companies Act, 2013.

(15 Hrs)

Definition and features of company –Formation of a company-Memorandum and Articles of Association and their comparison-Company Management: Appointment of directors, their duties and liabilities-Company Meetings-Winding up of Companies.

UNIT II: The Indian Contract Act,1872

(10 Hrs)

Definition of contract-Essential elements of a valid contract –Offer and Acceptance-Legal rules regarding a valid offer-Agreement-Difference between void and voidable agreement-Quasi contract.

UNIT III: The Sale of Goods Act, 1930

(15 Hrs)

Definition-Essentials of a contract of sale-Distinction between Sale and Agreement to sell-Conditions and Warranties-Distinction-Transfer of property (ownership)-Rules regarding transfer of property-Unpaid seller defined-Rights of an unpaid seller-Remedies to a buyer and a seller in breach of a contract of sale.

UNIT IV: The Consumer Protection Act,1986.

(12 Hrs)

Objects and applicability of the Act-Consumer: Definition-Rights of consumers-Redressal Machinery under the Act-District Forum, State Commission and National Commission-Their composition and Jurisdiction.

UNIT V: The Negotiable Instruments Act,1881

(13 Hrs)

Meaning and characteristics-Types: Promissory Note, Bill of Exchange, Cheque-Essentials-Distinctions between P/N and B/E,Cheque and B/E- Parties to N/I--Holder in due course-Presentment-Dishonour of a N/I .

CASE STUDY:

Suggested Readings:

1. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 4th Edition
2. Avtar Singh - Principles of Mercantile Law, Eastern Book Company, 7th Edition.
3. K.R.Bulchandani, Business Law for Management, Himalaya Publications, revised 6th Edition.
4. Kuchhal M.C.-Business Law (Vikas Publication, 4th Edition)
5. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand, 32nd Edition
6. S.S.Gulshan, Business Law, Excel Books, 4th Edition.
7. V K Sareen, Mukesh Sharma, R C Chawla, K C Garg - Mercantile Law, Kalyani Publishers
8. Relevant Bare Acts.

PAPER CODE: MBA 209

PAPER NAME: SOFT SKILL & BUSINESS NEGOTIATION

TOTAL CREDITS: 2

Course Objective: The objective is to identify the essential soft skills and to practically train them using various activities. This would pave the way for professional success and subsequently a society of content citizens.

Course Outcome:

CO1. Able to more self aware and understand the perceptions and change them. It will also enable the student to be develop their EQ, and give them the skills when it comes to people management or situation management.

CO2. The students will be able to manage their emotions and develop leadership qualities along with the ability to think critically and creatively.

CO3. They will be able to develop Interpersonal relationships through effective communication and will be able to solve problems and take decisions and train their minds to success.

COURSE CONTENTS:

Unit 01 (4 hrs)

- Definition of Soft Skills
- Importance of Soft Skills

Unit 02 (4 hrs)

- Understanding Oneself
- Creative Innovative Thinking

Unit 03 (4 hrs)

- Problem Management
- Stress and emotion management

Unit 4 (4 hrs)

- Leadership
- Teaming up

Unit 5 (4 hrs)

- Communication
- Negotiation Skill

Semester III

PAPER CODE: 301

PAPER NAME: STRATEGIC MANAGEMENT

TOTAL CREDITS: 4

Course Objective: The objective of this paper is to help students understand strategy making Process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment.

Course Outcomes:

CO1. Identify and recognize the various levels at which strategic decision making happens in an organization.

CO2. Discuss and define the factors that shape the SWOT analysis of a firm.

CO3. Develop a PESTEL analysis that will lead to formulation of strategic plans.

CO4. Analyze the suitability of strategies that firms have developed in the real world scenario to achieve valuable outcomes.

CO5. Devise strategic approaches to managing a business successfully in a global context

COURSE CONTENTS:

UNIT I: BASIC CONCEPTS OF STRATEGIC MANAGEMENT (15 HRS)

1.1 Strategic Management – Meaning, Phases, Benefits

1.2 Overview of strategic management process – Environmental Scanning, Strategy Formulation, Strategy Implementation, Evaluation & Control

1.3 Strategic decision making: Characteristics, Mintzberg's Models, Process

1.4 Corporate Governance – Role of BOD, Responsibilities, Role of the BOD in Strategic Management, Role of Top Management

1.5 Social responsibility – Friedman's view, Carroll's view, Guidelines for Ethical Behaviour.

UNIT II: SCANNING THE ENVIRONMENT & INTERNAL SCANNING (13 HRS)

- 2.1 Identifying external environmental variable - Mega Environment, The Micro Environment
- 2.2 Tools of External Analysis - SWOT Analysis, Pestle Analysis
- 2.3 Industry Analysis – Porter’s Approach to industry analysis, Categorising International Industries.
- 2.4 Strategic Groups – Meaning, Types
- 2.5 Organisational Analysis – Value Chain Analysis, Industry & Corporate value chain analysis.
- 2.6 Resource – Meaning, VRIO framework, Sustainability

UNIT III: STRATEGY FORMULATION (15 HRS)

- 3.1 Mission & Vision statement – Meaning, Formulation, Setting objectives
- 3.2 Business Strategies – Porter’s Competitive Strategies, Risk’s of Generic Competitive Strategies.
- 3.3 Competitive Tactics – Timing Tactics, Market Location Tactics, Defensive Tactics.
- 3.4 Corporate Directional Strategies – Growth, Stability, Retrenchment
- 3.5 International Entry Options – Exporting, Licensing, Franchising etc

UNIT IV: COMPETITIVE ENVIRONMENT ANALYSIS (12 HRS)

- 4.1 Competitive environment analysis Tools: Perceptual mapping, BCG Matrix, Benchmarking, experience curve, GE Business Screen.
- 4.2 International Portfolio Analysis: Meaning, Advantages & Limitations, Corporate Parenting
- 4.3 Strategic Choice: HRM Strategy, Logistics Strategy, Operations Strategy, Financial Strategy, Marketing Strategy, Functional Strategy.
- 4.4 Strategy Implementation: Programs, Budgets, Procedures, Organizing for Action
- 4.5 Advanced Organisational Structures: Matrix Structure, Network Structure

UNIT V: EVALUATION & CONTROL (10 HRS)

- 5.1 Evaluation & Control Process – Five Step feedback model, Measuring Performance
- 5.2 Types of Control – Behaviour controls, Output controls, Input controls.
- 5.3 Strategic Audit – Meaning, Evaluating Corporate Performance.
- 5.4 Impact of Internet on Evaluation & Control.

Suggested Reading

1. Aaker D A / Batra R, Strategic Market Management, John Wiley, 6th Edition, 2007
2. Gupta V / Gollkota K, Business Policy and Strategic Management, Prentice Hall Pvt. Ltd 2nd Edition, 2007
3. Jauch L R / Glueck W F, Business Policy and Strategic Management, MHBC, 12th Edition, 2003
4. Kazmi A, Business Policy, Tata McGraw Hill, 10^t Edition, 2008
5. Kishore R M, Strategic Management, Taxman, 1st Edition, 2010
6. Prasad L M, Strategic Management, S. Chand & Sons, 5th Edition, 2008.
7. Ramaswamy V S / NamaKumar S, Strategic Planning, Macmillan, 1st Edition, 2000
8. Werther W B / Chandler D, Strategic Corporate Social Responsibility, Sage Publication, 1st Edition, 2009

9. Wheelen T L / Hunger J D, Concepts in Strategic Management and Business Policy, Pearson Education, 5th Edition, 2004

PAPER CODE: MBA 302
PAPER NAME: DIGITAL BUSINESS-I
TOTAL CREDITS: 2

Course Objectives: The objective of this paper is to expose the students to the basics of Digitization of the organizations i.e. digital marketing as well as different aspects of it and to make students familiar with the various techniques of using digital marketing. It will also help the students to gain expertise in various digital Media aspects like Keyword Planning, SEO, Social Media Marketing, Search Engine Marketing, Email Marketing etc.

Course Outcomes:

- CO1.** To know the business models of e-commerce, the overall process of an e-commerce website how they work, the payment methods and also the application of e-commerce
- CO2.** To get the idea of different computer systems being used by organization for storing data, communications etc. To understand about the different types of Management Information System like Decision support System, Executive Information System.
- CO3.** To understand the concept of digital marketing and also the difference in traditional and digital marketing
- CO4.** To know about the Search Engine Optimization and how it works.

COURSE CONTENTS:

UNIT-1: INTRODUCTION TO E-COMMERCE

(13 hrs)

- Meaning, nature and scope
- Channels of e-commerce
- Adoption of e-commerce
- Business models of e-commerce: B2B, B2C, B2G
- Online marketing and advertising through E-commerce

- Applications of E-commerce: Retail and wholesale, Finance, Manufacturing, Auction.
- Changing trends of E-commerce technology

UNIT-2: CONCEPT OF ELECTRONIC DATA INTERCHANGE (EDI) (15 hrs)

- Meaning, features and overview of EDI
- EDI architecture and standards
- EDI and paperless trading, internet based EDI
- Electronic data Interchange (EDI) to e-commerce
- Cost of EDI infrastructure, reasons for slow acceptability of EDI for trading

UNIT 3: E-MARKETING AND COMPUTER SYSTEMS IN MANAGEMENT (13hrs)

- Concept of Information systems
- Traditional web promotions, Web Advertisements
- Expert system, artificial intelligence
- Decision Support System (DSS)
- Information reporting System (IRS)
- Management Support Systems (MSS)
- Executive Information System (EIS)

UNIT 4: INTRODUCTION TO DIGITAL MARKETING (13hrs)

- Digital Marketing- definition, concept and characteristics.
- Difference between Traditional Marketing and Digital Marketing
- Digital Marketing Channels included in Digital Marketing : SEO, Social Media Marketing, Online paid Advertising, E-mail Marketing, Mobile App Marketing
- Web Analytics- meaning and process.

UNIT-5: SEARCH ENGINE OPTIMISATION (SEO) (11hrs)

- Concept of Search Engine Optimization (SEO), How SEO works, Long-tail concept and theory
- On-page SEO: Website Content, URL Structure, Title tags and meta tags, headline tags, internal linking.
- Off-page SEO: Using Social Media to Spread Content, Using Email to spread Content.
- Identifying keywords : Concept of keywords, Different types of keywords, Keyword Spamming and Stuffing

Suggested Readings:

1. U.S Pandey/Saurabh Shukla, E-commerce and Mobile Communication Technologies, 2nd Edition, 2007.
- 2) David Whiteley, E-commerce: Strategy, Technology and Applications, 1st Edition, 2001

3)Damian Ryan/ Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation , 3rd Edition , 2012

PAPER CODE: MBA 303A

PAPER NAME: CONSUMER BEHAVIOUR

TOTAL CREDITS: 4

Course Objective: The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

Course Outcomes:

CO1. Identify and explain factors which influence consumer behavior.

CO2. To analyse the principles and concepts of consume behavior and consumption theory and apply them in consumption setting

CO3. Demonstrate how knowledge of consumer behaviour can be applied to marketing

CO4. Work effectively to prepare a professional, logical and coherent report on consumer behaviour issues within a specific context

CO5. Recognise social and ethical implications of marketing actions on consumer behaviour

COURSE CONTENTS:

UNIT 1: INTRODUCTION TO CONSUMER BEHAVIOUR (13 hrs)

Scope and application of consumer behaviour; relationship of consumer behaviour to marketing, interdisciplinary nature of Consumer Behavior (Psychology, Social psychology, Economics, Anthropology), Profiling of consumers and understanding their needs, segmentation, consumer decision making process,

UNIT 2: MODELS OF CONSUMER BEHAVIOUR (15hrs)

Economic Model, Learning Model, Psychoanalytic Model, Sociological Model, Howard Seth Model of Buying Behavior, Nicosia Model, The Engel Kollad Blackwell (EKB) Model, Engel Blackwell Miniard Model, Webster & Wind Model of Organisational buying behaviour, Sheth Model of Industrial buying

UNIT 3: ROLE OF PSYCHOLOGICAL FACTORS IN CONSUMER BEHAVIOUR (19hrs)

Emotions & Mood, Attitude: emotion, mood, attitude & attitude change, measurement of attitude, attribution theory, cognitive dissonance theory, persuasion and persuasibility

Need & motivation: theories of motivation and application, learning, learning theories- conditioning theory, cognitive learning theory, consumer involvement, involvement theory and application

Personality, self concept and self image: concept of multiple self, development of self, image congruence assumption, self esteem, fashion, cosmetics and conspicuous consumption

Consumer Perception, risk, imagery: perception, threshold of perception, subliminal perception, perceptual mapping methods, multi dimensional scaling, consumer imagery.

UNIT 4: ROLE OF SOCIOLOGICAL FACTORS IN CONSUMER BEHAVIOUR(10 hrs)

- Psychographic and lifestyle, reference group influence
- Family, family life cycle & decision making,
- Social class, prestige product & status, diffusion of innovation & opinion leadership
- Culture, sub-culture, cross culture

UNIT 5: CASE STUDY

(8 hrs)

Suggested Reading

1. Schiffman L G/ Kanuk L L, Consumer Behaviour, Pearson Education
2. Peter J P/ Olson J C, Consumer Behaviour, Tata McGraw Hill
3. Gupta SL/ Sumitra Paul, Consumer Behaviour: An Indian Perspective, Sultan Chand & Sons
4. Solomon M R, Consumer Behaviour, Prentice Hall

PAPER CODE: MBA 304A
PAPER NAME: INTERNATIONAL MARKETING
TOTAL CREDITS: 4

Course Objective: The major objective of this course is to provide an exposure to the area of Marketing in the International perspective

Course Outcomes:

CO1. Apply the key terms, definitions, and concepts used in marketing with an international perspective.

CO2. Compare the value of developing global awareness vs. a local perspective in marketing.

CO3. Evaluate different cultural, political, and legal environments influencing international trade.

CO4. Distinguish the advantages and disadvantages of products and services possess in international marketing in both emerging markets and mature markets.

CO5. Explain the impact of global and regional influences on products and services for consumers and businesses.

COURSE CONTENTS:

UNIT 1: INTRODUCTION

(13hrs)

Introduction to global marketing, Regional Market Characteristics and Trade Agreements, Understanding Global Business Environment, International Marketing Information System and Marketing Research

UNIT 2: MARKET SEGMENTATION AND GLOBAL MARKET (16hrs)

Global Segmentation and Positioning- Criteria for Market Segmentation, Positioning and Marketing Mix,

Global Competitive Analysis - Role of Information Technologies, Drivers of Globalization, Global Marketing Strategies - what are the approaches of different firms? Applicability of SWOT analysis

Global Market Entry Strategies, Market selection, Market Coverage Strategy (Concentrated Strategy, Differentiated Strategy, Market Expansion)

UNIT 3: INTERNATIONAL PRODUCT & PRICING DECISIONS (15hrs)

Product concept, PLC & international marketing, product mix, Branding decisions, packaging & labelling, product decisions (adaptation, extension, New Products development),

Pricing objectives, factors affecting pricing decisions, transfer pricing, dumping, steps in pricing, requirements for export pricing

UNIT 4: INTERNATIONAL DISTRIBUTION & INTERNATIONAL PROMOTION

(13 hrs)

International channel systems, marketing environment and internal distribution, decisions in international marketing communication, communication mix, role of export promotion organisation, trade and exhibition, personal selling, challenges in international marketing communication

UNIT 5: CASE STUDY (8 hrs)

Suggested Reading

1. Francis Cherunilam, International Business, PHI Learning
2. Oak Onkvisit / JJ Shaw, International Marketing, Prentice Hall, India
3. P R Eateora, International Marketing, Irwin Chicago
4. Varshney R L/ Bhattacharyya b, International Marketing Management – An Indian Perspective, Sultan Chand & Sons

PAPER CODE: MBA-305A

PAPER NAME: PRODUCT AND BRAND MANAGEMENT

TOTAL CREDITS: 4

Course Objectives: To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management.

Course Outcomes:

CO1. Understand the product and brand operation from customer point of view

CO2. Understand and analyse the challenges in the contemporary business using the different theories and models

CO3. Ability to develop, interpret and evaluate different product and brand strategies

CO4. Identify and develop the factors critical for the product or brand

CO5. Knowledge about the competition in different sectors

COURSE CONTENTS:

UNIT- 1 - FUNDAMENTALS OF PRODUCT MANAGEMENT (14hrs)

Concept of product, classification, product hierarchy, product line analysis, product mix pricing, packaging, labelling, warranties and guarantees, product differentiation and product positioning, repositioning

UNIT- 2 - NEW PRODUCT DEVELOPEMENT (13hrs)

Innovation and product need for new products, classification of new products, stages for new product development, success and failure of new product, Niche Marketing

UNIT- 3 – FUNDAMENTALS OF BRAND

(17hrs)

Understanding of brands, brand mark and trademark, different types of brand (family, individual, private), selecting a brand name, functions, branding decisions, influencing factors, brand vision, brand ambassadors, brand as personality and trading asset, brand extension, brand positioning, brand image building

UNIT- 4 - BRAND DEVELOPEMENT

(13 hrs)

Branding impact on buyers, competitors, brand loyalty, brand equity, brand audit, brand rejuvenation and re-launch, brand development through acquisition, takes over and merger, co-branding

UNIT- 5 CASE STUDY

(8hrs)

Suggested Readings

1. Keller, Kevin; Brand Management, Prentice Hall
2. Verma, H K, Brand Management, Excel Book
3. Mukherjee K; Product Management Tests & Cases, PHI Learning
4. Kumar Arun/ Meenakshi, N; Marketing Management, Vikas Publishing House

HUMAN RESOURCE SPECIALIZATION (GROUP-B)

PAPER CODE: MBA – 303B

PAPER NAME: MANPOWER PLANNING AND RESOURCING

TOTAL CREDITS: 4

Course Objective- Objective of this paper is to acquaint the students with the concept of Man power planning, Human resource accounting, forecasting techniques and its application in practical world.

Course Outcomes:

CO1. To disseminate students with the basic concept of Man power planning along with its need, importance, benefits etc.

CO2. To give them knowledge about Human resource accounting and growing trends of HRA.

CO3. To make students aware of various recent forecasting techniques to measure man power requirement and how those techniques can be adopted in an organization to do proper calculation regarding Man power planning.

CO4. The outcome of this paper is to give students a very good idea about various strategies related to Man power planning and its application in today's competitive environment.

CO5. To make students the knowledge about resourcing strategy

COURSE CONTENTS:

Unit-1: Man Power Planning

(14 classes)

- 1:1 Introduction to Manpower Planning, Definition and Objectives of Manpower Planning.
- 1:2 Need, Importance and Benefits of Man Power Planning; Usefulness of MPP in Different Levels- National, Sector, Industry and Individual level.
- 1:3 Process of Man power planning; Components of Man Power Planning.
- 1:4 Responsibilities of Personnel Department and Staff Manager for Manpower Planning, Ranges of Manpower Forecasting, Strategies for Manpower planners.

Unit-2: Human Resource Accounting (11 classes)

- 2:1 Human Resource Accounting-Meaning & Definition.
- 2:2 Basic Premise and Significance of Human Resource Accounting.
- 2:3 Objectives, Advantage and Disadvantage of Human Resource Accounting.
- 2:4 Methods of Human Resource Accounting.

Unit-3: Manpower Planning, Functions and Forecasting Techniques (14 classes)

- 3:1 Man power Planning- Definition, Key Elements, Functions, Strength and Barriers of Man Power Planning.
- 3:2 Human Resource Forecasting Techniques- Different types.
- 3:3 Demand forecast and Supply forecast- Concept, Definition and characteristics & Factors,
- 3:4 Judgement & Experience, Delphi Techniques – Concept, Definition, characteristics, Factors and Process.

Unit-4: Recent Trends in Manpower Planning and Development (16 classes)

- 4:1 Recent trends in Man power Planning and Development- Concept and Meaning.
- 4:2 Knowledge Management- Concept and Definition, Process and Benefits.
- 4:3 Virtual Organization- Definition, Characteristics, Human Resource Trends and Employee Features in Virtual Organization, Partial Virtual Organization.
- 4:4 Learning Organization- Concept, Definition and Need of Learning Organization.

Unit-5: Resourcing Strategy (10 classes)

- 5:1 Resourcing Strategy – Concept and Definition and Characteristics of Resourcing Strategy, Components of Resourcing Strategy.
- 5:2 Scenario planning- Concept, Definition, Objectives and Process of Scenario Planning.
- 5:3 Talent Management- Concept, Definition and Elements of Talent Management; Career Management- Succession Planning and Career Planning.
- 5:4 Recruitment, Selection, Induction, and Release from Organization.

Text Books-

1. Dessler. G., Human Resource Management, Pearson Education Inc, U.S.A., 10th edition, 2005.
2. Robins S.P. and Decenzo D.A. , Fundamentals of Management, Pearson education, New Delhi, 5th edition, 2009.
3. Memoria C.B, Personal Management: Management of Human Resource, Himalaya Publication House, New Delhi, 12th edition, 2004.

Suggested Reading:

1. Anderson D.R., An Introduction to mgt science, Thomson publication, Australia, 11th edition, 2007.
2. Dwivedi R.S., Human relations & Organizational Behavior, Mac- Millans, New delhi, 5th edition, 2009.
3. Hillier F.S., Introduction to Management Science, Tata McGraw Hill, New Delhi, 2nd edition, 2006.
4. Fitz-rnz J. , How to measure Human Resource Management, , Himalaya Publications, New Delhi, 1st edition, 2007.
5. Nair S.R. , Management, Himalaya Publications, New Delhi, 1st edition, 2010.
6. Rao V.S.P. and Krishna V.H., Management, Excel books, New Delhi, 1st edition, 2002.
7. Robins S.P. and Decenzo D.A., Human Resource Management, Prentice-Hall Pvt Ltd, New Delhi, 3rd edition, 2002.
8. Ratnam C.S.V. and Srivastava B.K., Personelmgt and Human Resources, Tata McGraw Hill, New Delhi, 9th edition, 2011.
9. Rao V.S.P., Managing people, Excel books, New Delhi, 1st edition, 2004.
10. Subba Rao, Human Resource Management, Excel Books, New Delhi 3rd edition. 2009.

PAPER CODE: MBA 304B

PAPER NAME: EMPLOYEE RELATIONSHIP MANAGEMENT AND LABOUR LAWS

TOTAL CREDITS: 4

Course Objective: To know how a good relation can be achieved in organization with the help of labour laws.

Course Outcomes:

CO1. It gives the different bases to know of having relationships among the people of organisation as well as the benefits of having good industrial relation.

CO2. It also helps in establishing very healthy industrial relationship with the help of Labour laws.

CO3. It helps in knowing the role of Trade Union, the importance of presence of Ethical codes, Discipline, organisation's own grievance handling mechanism etc.

CO4. It gives a better understanding why workers' participation in management and collective bargaining are important very much in organisation.

CO5: It gives understanding on how social security can be ensured with the employees of organisation.

COURSE CONTENTS

Unit I: Industrial Relations and its Perspectives: (12 hrs)

1.1 Industrial Relations-Meaning, Definition, Objectives, Scopes and Parties/Components involve to Industrial Relations, Evolution of IR

1.2 Perspectives/Approach to Industrial Relations: Psychological Approach, Sociological Approach, Giri Approach, Gandhian Approach, Human Relation Approach, System Approach of Industrial Relation

1.3 Changing Dimensions of Industrial Relations in India, IR in globalised economy.

Unit II: Industrial Conflict and Disputes Resolution: (18 hrs)

2.1 Industrial Dispute: Meaning, Definition, Causes and Types of Industrial Dispute, Methods of Industrial Disputes resolution

2.2 Industrial Relations Machinery in India, Provisions under the Industrial Disputes Act, 1947: Objective of the Act, Applicability of the Act, Meaning of Industrial Dispute, Under this Act who can Raise a Dispute, Authorities under the Act, Reference of Disputes to Bard, Courts or Tribunals and Grievance Settlement Authorities, Awards and its Commencement, Settlement, Penalties, Lay-off and Retrenchments.

Unit III: Trade Unionism, Negotiations, Collective Bargaining and Workers' Participation in Management (11 hrs)

3.1 Trade Union-Meaning, Concept, Definition, Objectives, Functions of Trade Union- Intramural, Extramural, Theories of Trade Union, Problems and Trade Union movement in India.

3.2 Provisions of Trade Union Act, 1926: Objective of the Act, Definitions, Procedure of Register a Trade Union, Responsibilities of a Union after Register, Right to Inspection, Political Fund, Offences and Penalties

3.3 Collective Bargaining and Negotiation: Meaning, Nature, Functions, Types of CB. Negotiations in CB agreement.

3.4 Workers' Participation in Management: Meaning, Concept, Definition, Types or levels of workers participation, Consultative bodies (Bipartite and Tripartite) and IR strategies.

Unit IV: Labour Legislation: (19 hrs)

4.1 Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946

4.2 The Contract Labour (Regulation & Abolition) Act, 1970; The Plantation Labour Act, 1951

4.3 The Maternity Benefit Act, 1961; The Employee State Insurance Act, 1948

Unit V:

Cases will be discussed of the above mentioned fields for greater understanding. (5 hrs)

Suggested Readings:

1. Mamoria, C.V.: Industrial Relations, Himalayan Publishing House
2. Srivastava, S.C: Industrial Relations and Labour Laws, Vikas Publication, 6th edition.
3. Gupta, S.K, Joshi R : Human Resource Management, Kalyani Publisher
4. Davar: Personnel Management & Industrial Relations
5. Mamoria, C.B, Mamoria, S, Gankar S.V: Dynamics of Industrial Relations, Himalayan Publishing House
6. Ivancovich, J.M: Human Resource Management, Tata McGraw-Hill Publication, 10th edition, 2008
7. Rao, V.S, Krishna, V.H: Management, Excel Books, 2002

8. Dessler, G: Human Resource Management, Pearson Education, 10th edition, USA, 2005
9. Singh. B. D: Labour Laws for Managers, ExelBooks, IST, New Delhi, 2009
10. Kapoor. N. D: Handbook of Industrial Law, S. Chands Son, 13th edition, New Delhi, 2008
11. Singh. B. D: Industrial Relations and Labour Laws, ExelBook, IST, New Delhi, 2008
12. Sinha. P. R. N and Sinha. I. B: Industrial Relations Trade Union and Labour, Pearson Education, IST, New Delhi, 2008

PAPER CODE: MBA-305B

PAPER NAME: MANAGEMENT AND ORGANIZATION DEVELOPMENT

TOTAL CREDITS: 4

Course Objective- To get the knowledge about different activities through which organizational development can be achieved

Course Outcomes:

CO1. To define various terms relating to organizational development & change

CO2. Apply theories and current research concerning individuals, groups, and organizations to the process of change

CO3. Identify organizational situations that would benefit from OD interventions and understand OD diagnostic models

CO4. Analyze/diagnose ongoing activities within an organization and design and plan the implementation of selected OD interventions.

CO5. Understand multiple methods for collecting diagnostic data in organizations, and the benefits and shortfalls of each

COURSE CONTENTS:

Unit-1: Organisation Development (12 hrs)

1.1 Organisation development- Meaning, Concept, Definition, Objectives, Characteristics

1.2 Historical overview of Organisational Development

1.3 Values and Behavioural Science in Organisational Development

1.4 Diagnosis strategies in Organisational Development

Unit-2: Organisation Development Intervention (24 hrs)

- 2.1 Organisation Development Intervention-Meaning, Definition, Objectives and Classification of Organisation Development interventions.
- 2.2 Different Organisation Development Intervention: Team Building Intervention, Process Consultation Intervention, Process Consultation Intervention, Process Consultation Intervention, Technostructural Intervention, Strategic Intervention, Role Analysis Technique, Role Negotiation Technique, Management By Objective (MBO).
- 2.3 Re-engineering concept in Organisation Development Intervention

Unit 3: Process of Change and Organisation Development and OD-Practitioner (11 hrs)

- 3.1. Organisation Development Process- Entering, Contracting, Diagnosis, Feedback, Planning change, Intervention, Evaluation
- 3.2. Kurt Lewin Planned Change Theory-Unfreezing, Changing, Refreezing
- 3.3. OD-Practitioner: Types, Role, Competencies and Model of OD-Practitioner,

Unit 4: Future and Organisation Development (11hrs)

- 4.1. Concept of Quality Circle
- 4.2. Concept, Future Challenges of OD future
- 4.3. Concept of Six- sigma, Social Applications of OD.

Unit 5: Relevant cases of above mentioned OD-Intervention will be discussed. (7 hrs)

Suggested Books:

1. W.L French, C.H Bell Jr, V. Vohra: Organisation Development: Behavioural Science Intervention for Organisation Development (6th edition) , Pearson Education
2. Cummings, T. G. and Worley, C. G.: Theory of Organisation Development and Change, Cengage Learning, 8th edition
3. S.K Gupta, R Joshi : Human Resource Management, Kalyani Publisher
4. Daft R.L: Organisational Theory, Change and Design, Cengage Learning, IST, New Delhi,2004
5. Udpa S.R: Quality Circles, Tata McGraw-Hill,2nd edition, New Delhi,2001
6. Gupta C.B: Management Theory and Practice Book S. Chand and Sons,14th edition, New Delhi,2009
7. Srivastava B: Organisation Design and Development,Biztantra,1st edition, New Delhi,2007
8. Jones G.R and Methew M:Organisational Theory Design and Change,5th edition, New Delhi,2007
9. Dewan J.M: Management of Manpower of Training and Development.

Suggested Books:

1. W.L French, C.H Bell Jr, V. Vohra: Organisation Development: Behavioural Science Intervention for Organisation Development (6th edition) , Pearson Education
 2. Cummings, T.G. and Worley, C. G. (2009).Organization Development &Change, Thomson (8th edition). Australia, 2008
 3. S.K Gupta, R Joshi : Human Resource Management, Kalyani Publisher
 4. Daft R.L: Organisational Theory, Change and Design, Cengage Learning, IST, New Delhi,2004
 5. Udpa S.R: Quality Circles, Tata McGraw-Hill,2nd edition, New Delhi,2001
 6. Gupta C.B: Management Theory and Practice Book S. Chand and Sons,14th edition, New Delhi,2009
 7. Srivastava B: Organisation Design and Development,Biztantra,1st edition, New Delhi,2007
-

8. Jones G.R and Methew M: Organizational Theory Design and Change, 5th edition, New Delhi, 2007
 9. Dewan J.M: Management of Manpower of Training and Development
 10. Bhattacharya D.K.: Human Resource Development, Himalayan Publishing House, Kolkata
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FINANCE SPECIALIZATION (GROUP-C)

PAPER CODE: MBA-303C

PAPER NAME: BANKING AND INSURANCE

TOTAL CREDITS: 4

Course Objective : To acquaint the students with the fundamentals of banking to develop the capability of students for knowing banking concepts & operations,, to give through knowledge of banking operations, to introduce the concepts of Life & General Insurance, to make the students aware about the careers in the field of Insurance, Appropriate skills.

Course Outcomes:

CO1. To make the students understand the various services offered and various risks faced by banks.

CO2. To make them aware of various banking innovations after nationalization

CO3. To give them an overview about insurance industry and to make the students understand various principles, provisions that govern the Life General Insurance Contracts

CO3. To give them an overview about insurance industry and to make the students understand various principles, provisions that govern the Life General Insurance Contracts

CO4. To make students Understand the risks faced by banks and ways to overcome them.

CO5. To make them Understand the difference between Life & Non-life Insurance.

COURSE CONTENTS:

Unit I Evolution of banking

10 hours

Origin of the Word Bank, Meaning and definition of bank. Evolution of banking in the west. Evolution of banking in India. Functions of Bank Primary Functions: Accepting deposits: Demand Deposits: Current & savings; Time deposits – Recurring & Fixed deposits. Granting Loans & Advances- Term loan, Short-term credit, Overdraft, cash Credit, Purchasing & discounting of bills. Secondary Functions: Agency functions - payment & collection of Cheques, Bills & Promissory notes, Execution of standing instructions, Acting as a Trustee, Executor. General Utility Functions: Safe Custody, safe deposit vaults, Remittances of Funds, Pension Payments, Acting as a dealer in Foreign exchange.

Unit II: Procedure for opening & operating of deposit account **10 hours**

Procedure for opening of Deposit account: Know your Customer Norms (KYC norms), Application form, Introduction, Proof of residence, Specimen signature & Nomination: Their importance. No. frills Account.

Methods of Remittances: Demand drafts, bankers, Cheques, Mail transfer, Telegraphic transfer, . Electronic Funds Transfer

Negotiable Instrument

Definition, meaning & characteristics of promissory note, Bill of Exchange & cheque. Types of cheques- Bearer, Ordered & Crossed Types of crossing- general & Special.

Unit III **10 hours**

Technology in Banking

Need & importance of technology in banking. ATM, Credit card, Debit card, tele banking- Net banking, SWIFT (Society for Worldwide Inter- bank Financial Telecommunication), Concept of core banking Solution.

Unit IV : Introduction To Insurance **12hours**

Meaning & Definition of insurance type. Evolution and Importance of Life & general Insurance. Role of Life Insurance & general Insurance in Pre& Post independents period – Government approach towards Insurance sector. Life insurance Scenario in India

Unit V Types of Insurance **18 hours**

General Insurance

Meaning - type- need- Scope - Principles- Functions of general Insurance. Organisation & Administration of general insurance in India.

Life Insurance

Meaning- Need-& Principles of life insurance. Type of major policies. Working of life Insurance Corporation, Career options in insurance Business. Types of life insurance policies- Whole life endowment, monkey back, Group insurance, Unit linked insurance polices, pension plan Role of insurance Agent, Field Officer, Surveyors assessor & responsibilities of insurer.

Principles of general insurance Comparison between General & Life Insurance. Study & Scope of general insurance in India. Introduction to the marketing of general insurance business in India.

Role of general insurance company of India (GIC) Types of general insurance Fire, marine Motor, personal Accidents, Health, Engineering, Corp. Etc. Study of various policies and insurance cover study of risk factor & causes of insurance Claim.

Regulation of insurance Business in India insurance Regulatory development
Authority (IRDA)

Reference Books

1. Fundamentals of banking- Dr. G.V. Kayandepatil, Prof. B.R. Sangle Dr. G.T. Sangle, Prof. N.C. Pawar
2. □Banking: Law & practice –Prof. Mugle
3. □Banking & Financial system – Vasant Desai
4. □Banking: Theory & practice – K.C. Shekhar
5. □Fundamentals of banking- Dr. R.S.S. Swami
6. Insurance Principle & Practices- M.N. Mishra
7. Insurance Principle & Practices- Vinayakan, N.M. Radhaswami & V. Vasudevan.
8. Life insurance in India - G.R. Desai

APER CODE: MBA-304C

PAPER NAME: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

TOTAL CREDITS: 4

Course Objective: This course has been designed to give a basic knowledge of Capital Market to the student. The student would be able to learn the basic of both primary market and secondary market. It would also hone the skill of students in relation to trading in Stock market. The student would also be able to develop skill in relation to fundamental analysis and technical analysis.

Course Outcomes:

CO1. Understand the basic concepts and fundamentals of Indian capital market, its operations, instruments, regulations etc.

CO2. Acquire analytical skills in the market analysis in the context of raising medium and long term funds. Develop knowledge of h the operations of secondary market mechanism in Indian financial market

CO3. Develop skills in making market analysis through Fundamental analysis and Technical analysis.

CO4. Develop understanding of the underpinnings of important theories and frameworks in Financial Technical Analysis, Identify, interpret and analyze the varied financial technical patterns and indicators presented on the real-life stock charts.

CO5. Measure volatility in market prices through various models. It would enable the students in statistically measure risk & analyze applications. Students would be able to learn Risk Management issues in investments.

COURSE CONTENTS:

- Unit-1: The Investment Environment (13 classes)
- 1.1 Financial Markets
 - 1.2 Investment alternatives
 - 1.3 Money market Instruments Non marketable Financial Assets
 - 1.3.1 Bonds
 - 1.3.2 Equity Securities
 - 1.3.3 Mutual Funds
 - 1.3.4 Commodity Derivatives,
 - 1.3.5 Financial Derivatives and Real Assets;
 - 1.4 Stock and Bond market Indexes
 - 1.5 Trading of Securities
 - 1.6 Types of Orders
 - 1.7 Trading Costs and Short Sales.

- Unit-2: Risk and Return (14 classes)
- 2.1 Measurement of Risk and Return,
 - 2.2 Volatility Estimation,
 - 2.3 Fundamental Analysis-
 - 2.3.1 Economic Analysis,
 - 2.3.2 Dow Theory
 - 2.3.3 Industry Analysis,
 - 2.3.4 Company Analysis;
 - 2.4 Basics of Investment Valuation –
 - 2.4.1 Equity Valuation Models:
 - 2.4.2 Dividend Discount Models,
 - 2.5 Free Cash flows, Price/Earnings Multiples,
 - 2.6 Price/ Book Values and Price/Sales Multiples.

- Unit-3: Technical Analysis (13 classes)
- 3.1 Assumptions,
 - 3.2 Technical tools;
 - 3.3 Indicators;
 - 3.3.1 Charts;
 - 3.4 Efficient Market Theory;
 - 3.4.1 Bond Basics
 - 3.4.2 Bond Risk
 - 3.4.3 Bond Return,
 - 3.4.4 Bond Yields,
 - 3.4.5 Bond Prices Over Time,
 - 3.5 Term Structure of Interest Rate and Duration and Immunization.

- Unit-4: Portfolio construction (13 classes)
- 4.1 Approaches to Portfolio Construction,
 - 4.2 Selection of Portfolios,
 - 4.2.1 Markowitz Portfolio Model,
 - 4.2.2 Sharpe Index Model,

- 4.2.3CAPM,
- 4.2.4Arbitrage Pricing Theory,
- 4.2.5Multi-Index Model,
- 4.3Asset Allocation, Portfolio Performance Evaluation.

Unit-5: Securities Exchange Board of India

(12 classes)

- 5.1Role and Functions of SEBI;
- 5.2Structure and Functions of BSE, NSE;
- 5.3 Dematerialization Securities,
- 5.4 Basic Guidelines for Investment Decisions.

Suggested Readings:

Investment Analysis & Portfolio Management, Prasanna Chandra, Tata Mcgraw Hill.(Main text)
Financial Derivatives: Theory, Concepts And Problems, S L Gupta, PHI (Main Text)
Options, Futures and Derivatives by J.C. Hull, Prentice Hall.(Reference Book)
S. Kevin, Security Analysis and Portfolio Management, Prentice publication hall,1st edition, 2000, new Delhi
Security Analysis & Portfolio Management, Fischer D.E & Jordan R. J,Prentice Hall of India (Reference book)
E J Elton, Gruber M. J, Mordern portfolio Theory and Investment Analysis,1991 John Wiley & Com, New Delhi.
T.S. Y Ho, Bee S.B, Security Valuation, 1st Edition, 2005, Oxford University Press.
Sasidharan S, Mathews A.K, Security Analysis and Portfolio Management,1st edition, Tata Mcgraw Hill, New Delhi

PAPER CODE: 305 C
PAPER NAME: INTERNATIONAL FINANCE
TOTAL CREDITS: 4

Course Objective: The objective of this course is to expose the students to the various aspects of international business as well as finance and making them familiar with the foreign exchange. The student would be able to develop their skills related to forex management. The student would also be able to learn the application of capital budgeting decisions in the international environment. The derivatives in international finance would also be learned by the students.

Course Outcomes:

CO1: Understand international capital, foreign exchange market, risk relating to exchange rate fluctuations and develop strategies to deal with them.

CO2. Lead the students to understand the ways of operating of multinational corporation .as well as the international market environment. Which include international financial market and the political and economic environment in host countries, etc.

CO3. Would be able to know about various strategies to deal with other types of country risks associated with foreign operations.

CO4. to know about various strategies to deal with other types of country risks associated with foreign operations

CO5. apply the theories and models covered to the issue of optimal currency areas, with specific reference to the design and operation of the euro.

COURSE CONTENTS:

UNIT 1: Overview of international business. (6hrs)

Globalization and its impact, WTO and its impact. Role of World Bank, IMF, SDR. Nature, scope and significance of international finance.

UNIT 2: Forex Markets

(15hrs)

Definition of foreign currency and foreign transactions- trade and non trade. Forex Markets- spot forward, future options & swaps. Role of participants of Forex market. Exchange Rate determination- Mathematical models.

Impact of Euro currency, Chinese Yuan, Japanese Yen and US Dollar. Emerging importance of Indian rupee.

UNIT 3: Regulatory Framework of international finance

(10hrs)

a. Indian perspective-FEMA, foreign trade policy, role of RBI, rupee convertibility, EOU/STPI, SEZ, EPZ.

b. International perspective-federal bank, European Central Bank, ICC guidelines.

UNIT 4: Sources of international finance

(15hrs)

Trade settlement methods, Export Finance. Buyers credit and supplier's credit.

International receivables and cash management. ECB, FCCB, ADR, GDR, FDI. Syndication.

UNIT 5: Forex Risk Management

(15hrs)

Risk definition and measurement, Hedging tools and techniques- Internal and external.

UNIT 6: International Financial Reporting Standards on foreign transactions (4hrs)

IFRSS-Needs, Importance, an Overview of IFRSS in the global context.

Books Recommended:-

1. International Finance- A.V. Rajwade
2. International Finance- P.G. Apte
3. International Finance- Shapiro
4. International Economics- D.M. Mithani
5. Essence of International Money- Adrian Buckley
6. Exchange Control Regulations- Nabhi
7. MAFA- S.D. Bala&Pattabhai Ram.
8. International Finance – V. K. Sharan

E AND SBM SPECIALIZATION (GROUP-D)

PAPER CODE: 303 D

PAPER NAME: ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

TOTAL CREDITS: 4

Course Objectives: This paper introduces students to the theory of entrepreneurship and its practical implementation. It focuses on different stages related to the entrepreneurial process, including business model innovation, monetization, small business management as well as strategies that improve performance of new business ventures. Centred on a mixture of theoretical exploration as well as case studies of real-world examples and guest lectures, students will develop an understanding of successes, opportunities and risks of entrepreneurship.

Course Outcome:

CO1. Understand the nature of entrepreneurship

CO2. Understand the function of the entrepreneur in the successful, commercial application of innovations

CO3. Confirm an entrepreneurial business idea

CO4. Identify personal attributes that enable best use of entrepreneurial opportunities

CO5. Explore entrepreneurial leadership and management style

COURSE CONTENTS:

Paper 1: Introduction to Entrepreneurship

Unit 1. Entrepreneurship Theories and Practices

(13hrs)

- Entrepreneur, Entrepreneurship and Enterprise
- Importance and relevance of the entrepreneur- Factors influencing entrepreneurship- Pros and Cons of being an entrepreneur
- Competence requirement for entrepreneurs-
- Entrepreneur and enterprise life cycle,

- Theories of Entrepreneurship

Unit 2. Entrepreneurship – Indian Context (16 hrs)

- Eco System of Indian Business
- Profile of some successful Entrepreneurs;
- socio-cultural, political, economical, personal entrepreneurial success and failure: reasons and remedies;
- Entrepreneurship Development
- Case Study
-

Unit 3. Indian Economy - Government Policies on SME (14hrs)

- MSME Act
- Statutory Bodies & Institutions
- Start Up Eco System
- Forms of Business Ownership
- Case Study

Unit 4. Small Business Management (10hrs)

- Classification of Business
- Rural Enterprise
- Case Study
-

Unit 5 Understanding Family Business (12hrs)

References

1. Bharusali, Entrepreneurship Development in Manufacturing Industries, Himalaya Publishing House, Mumbai.
2. Desai, V, Management of Small Scale Industry, Himalaya Publishing House, Mumbai.

PAPER CODE: 304D

PAPER NAME: INTRODUCTION TO INDUSTRY VERTICALS

TOTAL CREDITS: 4

Course Objectives: The aim of this paper is to make the students understand the different sectors in the market as well as the different industry verticals of those sectors. So that they can get the thorough knowledge of various sectors and find out the extents of those.

Course Outcome:

CO1. Service sectors like hospitality, health care and the aspects of consultancy event management and also about various forms of industries

CO2. The ecosystem of ITES

CO3. The ecosystem of education and training

CO4. Various facts of agribusiness

CO5. Project formulation and reporting

COURSE CONTENTS:

Unit 1 Service Sector (14hrs)

- Hospitality
- Health Care
- Consultancy
- Event Management

Unit 2 Manufacturing Sector (16hrs)

- Heavy Industries
- SME
- Micro Units
- Case Studies

Unit 3 Information Technology Enables Services (10hrs)

- Understanding the eco system
- Case Study

Unit 4 Education and Training (10hrs)

- Understanding the eco system
- Case Study

Unit 5 Agri Business (15hrs)

- Understanding the Supply Chain
- Livestock Management
- Food Processing
- Case Study

References

1. Desai, V, Problems and Prospects of Small Scale Industry, Himalaya Publishing House, Mumbai.
2. Greene, Entrepreneurship, Cengage, New Delhi
3. Khanka, SS, Entrepreneurial Development, S Chand & co. New Delhi.
4. Introduction to Agri Business Management – Don L Long (ISBN-13: 978-0070386655)

PAPER CODE: 305D

PAPER NAME: PROJECT FORMULATION AND REPORTING

TOTAL CREDITS: 4

Course Objectives: This paper introduces students to the theory of entrepreneurship, one mini project and its practical knowledge. It focuses on different concepts related to creativity, innovation, business opportunities, steps involved in starting a business venture, importance of business plan and functional plans. This paper will help students as they will be able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success in the future.

Course Outcomes:

CO1. Would Possess creativity and innovative skills for entrepreneurs and lifelong learning in entrepreneurship.

CO2. Able to identify business ideas and shape entrepreneurial opportunities and to evaluate their potential for business success.

CO3. Knowledge of importance of business plan and also about common pitfalls to be avoided in preparation of it.

CO4. To understand and comprehend applicability of functional plans to situations in global business world.

CO4. To understand and comprehend applicability of functional plans to situations in global business world.

CO5. Would be able to Undertake a mini project to practice the theoretical perspective learnt above.

COURSE CONTENTS:

Unit 1 Creativity, Innovation and Entrepreneurship (12hrs)

- Creativity and Innovation
- Testing Innovative Business idea
- Brainstorming
- Case Study

Unit 2: Starting Small Enterprise (16hrs)

- Business opportunity, scanning the environment for opportunities, evaluation of alternatives and selection based on personal competencies.
- Steps involved in starting a business venture-location, clearances and permits required, formalities, licensing and registration procedures;
- Assessment of the market for the proposed project; Importance of financial, technical and social feasibility of the project.
- Case Study

Unit 3: Preparing the Business Plan (BP) (10hrs)

- Business Plan- Importance, Who prepares it?
- Typical BP format. Financial, marketing, human resource, social and technical aspects of BP.
- Preparation of BP- Common pitfalls to be avoided in preparation of a BP.
- Business Plan Presentation
- Case Study

Unit 4: Functional Plans (16hrs)

- Marketing plan- marketing research for the new venture,
- Steps in preparing marketing plan, contingency planning; organizational plan-form of ownership
- designing organization structure, job design, manpower planning;
- Financial plan- cash budget, working capital, proforma income statement proforma cash flow, proforma balance sheet, break even analysis.
- Case Study

Unit 5: Mini Project (11hrs)

References

1. Bharusali, Entrepreneurship Development in Manufacturing Industries, Himalaya Publishing House, Mumbai.
2. Shukla, M.B, Entrepreneurship, Kitabmahal, Allahabad
3. Sood, S.K and Arora, Entrepreneurship

AGRI BUSINESS MANAGEMENT SPECIALIZATION (GROUP E)

PAPER CODE: MBA303E

PAPE NAME: ENVIRONMENT AND AGRI BUSINESS MANAGEMENT

TOTAL CREDITS: 4

Course Objective: This paper will help the students in knowing the environment and its scope for business purpose along with various fields of agriculture which will give opportunity of self establishment in the form of entrepreneurship.

Course Outcomes:

- CO1.** Economic Environment and role of agriculture
- CO2.** Monetary and fiscal policies and regulatory rules
- CO3.** Socio-Cultural Environment
- CO4.** Political and Legal Environment
- CO5.** Ecological Environment & Sustainable Development

COURSE CONTENTS:

Unit 1 Economic Environment

(18hrs)

- Pattern of, trends in and development strategies of economic development in India since independence.
 - Role of agriculture in Indian economy.
 - Broad features of India's industrial policy.
 - Small-scale industries in India – their role in Indian economy and government policy.
 - Role of public and private sectors in the economic development of India.
- Unit 2 Economic Policies & Practices (12hrs)
- Pricing Monetary and fiscal policies in India – their broad features and trends.
 - Participative, regulatory and promotional roles of governments of India.
- Unit 3 Social and Cultural Environment (12hrs)
- Salient features of Indian society – class and caste structure of Indian society.
 - Secularism in Indian society.
 - Rural urban differences.
 - Joint family system.
 - Business participation in social and cultural affairs.
- Unit 4 Political and Legal Environment (11hrs)
- Political institutions in India – Legislature, Executive and Judiciary – A brief review of their functions.
 - Indian constitution – fundamental rights and directive principles and their influences on Indian business.
 - Centre-state relationships
- Unit 5 Ecological Environment & Sustainable Development (12hrs)
- Current environmental issues
 - Natural resource Management
 - Pollution Control
 - Case Studies

References:

1. Palanithurai G and Ramesh R(2011): Globalisation and Rural Development, Concept Publishing Co. Delhi
2. Singh K (2009): Rural Development and Management: Principles, Politics, sage Publication Pvt. Ltd., Delhi

PAPER CODE: MBA 304E

PAPER NAME: AGRI BUSINESS AND RURAL MARKETING

TOTAL CREDITS: 4

Course Objectives: This paper will help the students in knowing about the rural market and possible agribusiness to uplift the society economic condition and assurance of product standardisation.

Course Outcomes:

CO1. Principles and practices of marketing

CO2. Marketing and market research

CO3. Factor influencing consumer behavior

CO4. Product management process and Promotion & Distribution Management

CO5. Innovation and New Product Development

COURSE CONTENTS:

Unit 1 Marketing in developing economy	(13 hrs)
• planning marketing mix;	
• market segmentation-concept and bases;	
• marketing organisation;	
• marketing research and its applications;	
Unit 2 Consumer Behaviour	(10 hrs)
• Determinants of consumer behaviour;	
• Models of consumer behaviour and Indian Consumer environment.	
Unit 3 Product management	(10 hrs)
• Product management process and decisions;	
• product portfolio;	
• product planning system;	
• product life cycle;	
• organizing for new product development	
Unit 4 Innovation and New Product Development	(16 hrs)
• product management-diffusion of innovation,	
• approaches, generation, screening and development of new ideas; evaluation of ideas;	
• test marketing and new product launch;	
• branding and packaging decisions;	
• Management of processing of major farm products.	
Unit 5 Promotion & Distribution Management	(16 hrs)
• Promotional scene in India;	
• marketing communication process; planning, managing & evaluations	
• promotional strategy	
• Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries;	

References:

1. Panda S.C (2007): Farm Management and Agriculture Marketing, Kalyani Publication
2. Kahlon A S and Singh K. (1992): Economics of Farm Management in India, Allied Publishing

3. Johl S S. and Kapoor T.R. (1992): Fundamentals of Farm Business Management, Kalyani Publication

PAPER CODE: 305E

PAPER NAME: AGRI INPUT MANAGEMENT

TOTAL CREDITS: 4

Course Objectives: This paper will try to develop the infrastructural elements of agribusiness in the form of input to improve the business of agriculture.

Course Outcomes:

CO1. Estimation of planning and Materials Planning

CO2. Purchase process and Management

CO3. Logistics and Warehousing

CO4. Cost control techniques

CO5. Learn the Markets and Market Structure

COURSE CONTENTS:

Unit 1 Materials Planning	(14hrs)
• Determination & Description	
• Materials Planning in push and pull system,	
• MRP & JIT	
• Quality Inspection	
Unit 2 Purchase Management	(13hrs)
• Purchasing cycle,	
• Sources of supplies,	
• Documentation	
• Vendor Rating	
Unit 3 Warehousing	(14hrs)
• Importance & Functions of Storage	
• Warehousing, Location and Layout	
• Management of Receipts	
• Verification of Stocks	
Unit 4 Cost Reduction Methods	(14hrs)
• Classification	
• Codification	
• Standardization	
• Value Engineering	
Unit 5 Case Study	(10hrs)
• Logistic & Supply Chain Management specific to Agri Business-Inputs	

References:

1. Jha L. K.: Agro Forestry-Indian Perspective, APH Publication, Delhi
2. Yadab B S.: rural Empowerment through Agrobased Industries, Shree Publications, New Delhi

PAPER CODE: MBA-306 [MDC PAPER]

PAPER NAME: CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY (CSR)

TOTAL CREDITS: 4

Course Objectives:

The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics and CSR which are relevant to the contemporary business environment. The course further aims to develop a candidate's ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance.

Course Outcomes:

CO1. Display a clear understanding of importance of corporate governance and corporate social responsibility and how it effects various decisions in the organization.

CO2. Identify various concerns usually addressed by corporate governance structures and the other drivers of corporate governance, such as capital markets, shareholders and rating agencies.

CO3. Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues;

CO4. Describe the ethical an current social responsibility issues and the influence of these issues on society, management decision making, behaviour, policies and practices;

CO5. Define governance in business and recognize the legitimacy of business as an institution in a global society

COURSE CONTENTS:

UNIT 1: CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE – (9 hrs)

- Meaning, Theories and models of Corporate Governance
- Various approaches to Business Ethics, Code of Ethics, Ethical Governance
- Key Managerial Personnel (KMP), Green Governance/e-governance

UNIT 2: CORPORATE GOVERNANCE FRAMEWORK IN INDIA – (10 hrs)

- Corporate boards and its Power
- Board Committees and its functions :- Remuneration Committee, Nomination Committee, Compliance Committee, Shareholder, Grievance, Investor Relation, Risk Management Committee.
- Regulatory framework of Corporate Governance in India, SEBI guidelines and Clause 49, Reforms in Companies Act, 2013.
- Corporate Governance in PSU's and Banks.

UNIT 3: WHISTLE BLOWING AND CORPORATE GOVERNANCE – (9 hrs)

- Concept of whistle blowing
- Types of whistle blowers
- Whistle blower policy, whistle blower legislation across countries
- Development in India – Whistle blowing

UNIT 4: CORPORATE SOCIAL RESPONSIBILITY – (12 hrs)

- CSR – an overlapping concept, corporate sustainability reporting, CSR through triple bottom line
- Relation between CSR and Corporate Governance, Environmental aspect of CSR
- CSR models – major codes and drivers of CSR
- CSR initiatives in India

UNIT 5: MAJOR CORPORATE GOVERNANCE FAILURES – (10 hrs)

- Satyam Computer Services Ltd
- Sahara
- Kingfisher Ltd
- Enron (USA)
- Common Governance problems noticed in various corporate failure.

REFERENCES:

1. Sharman, JP; Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi
2. Malline, Christine A; Corporate Governance (India Edition), Oxford University Press, New Delhi.
3. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press, New Delhi.

Semester IV

PAPER CODE: MBA 401

PAPER NAME: SUPPLY CHAIN MANAGEMENT

TOTAL CREDITS: 4

Course Objectives:

To Understand fundamental supply chain management concepts and apply knowledge to evaluate and manage an effective supply chain, also to Understand the foundational role of logistics as it relates to transportation and warehousing i.e. how to align the management of a supply chain with corporate goals and strategies.

Course Outcomes:

CO1. Develop a sound understanding of the important role of supply chain management in different organizations.

CO2. To understand the supply chain theories, practices and concepts utilizing case problems and problem-based learning situations also the current supply chain management trends.

CO3. To know what are the importance of planning & demand in supply chain and how information technology is related to supply chain management.

CO4. To understand the recent trends adopted by the organizations and how they are implementing those.

CO5. Plan Warehouse and Logistics operations for optimum utilization of resources

COURSE CONTENTS:

UNIT 1: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT (12 hrs)

1.1 Supply chain concept

1.2 SCM in Global Environment

1.3 Competitive Advantages and SC strategies

1.4 Creating values, satisfaction and Differential advantage

UNIT 2 : DEMAND FORECASTING AND INVENTORY MANAGEMENT (15 hrs)

2.1 Planning Supply and Demand in a supply chain.

2.2 Managing Predictable variability, Bullwhip effect

2.3 Demand forecasting in a Supply chain

2.4 Inventory Management – selective approaches to inventory control

2.5 Impact of IT in SCM

UNIT 3: MARKETING IN SCM (12 hrs)

- 3.1 Role of marketing in SCM
- 3.2 Sales function and Purchasing in Supply chain context
- 3.3 Customer service in SCM
- 3.4 Measuring Performance in SCM

UNIT 4: LOGISTICS MANAGEMENT (16 hrs)

- 4.1 Introduction to Logistic management
- 4.2 Elements of Logistics management
- 4.3 Distribution management and Strategy
- 4.4 Transportation Management
- 4.5 Warehousing – 3PL, 4PL, VMI

UNIT 5: LOGISTIC VALUE ENGINEERING AND JUST IN TIME (10 hrs)

- 5.1 Logistic value engineering – Concept
- 5.2 Lead time gap
- 5.3 Just in Time and Quick response Logistics
- 5.4 Role of information in Vertical supply chain

References:

1. Bowersox Donald J, LOGISTICAL MANAGEMENT- THE INTEGRATED SUPPLY CHAIN PROCESS, Tata McGraw Hill, 2000
2. Logistics & Supply Chain Management – Martin Christopher
3. Physical Distribution & Logistics Management – Dr.SubhashBhave
4. Douglas Long International Logistics: Global Supply Chain Management SpringerVerlag New York, LLC;2004
5. Kulkarni Sarika& Sharma Ashok : Supply Chain Management, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2005
6. Mentzer, T.John: Supply Chain Management, Response Books, New Delhi 2004.
7. Agrawal D K, LOGISTICS & SUPPLY CHAIN MANAGEMENT , Macmillan India Ltd, 2003
8. Sunil Chopra and Peter Meindl, SUPPLY CHAIN MANAGEMENT – STRATEGY, PLANNING AND OPERATION, PHI, 4th Edition, 2010.

PAPER CODE: MBA-402

PAPER NAME: DIGITAL BUSINESS – II (GENERAL ELECTIVE)

TOTAL CREDITS: 2

Course Objectives: The aim of this paper is to give the understanding to the students about how to create a structured plan to grow a business using digitization. They can get the thorough understanding of digital marketing and also to apply the knowledge of it in practical field.

Course Outcomes:

CO1. To know the concept, classification of Cyber-crime, cyber security and also the punishment and residuary penalty for these.

CO2. To understand the different types of payment methods used by e-commerce websites and the risk management options for these Electronic Payment Systems.

CO3. To get familiar with the ERP systems for both manufacturing or service organizations, and implementation of this system.

CO4. To know about the security risk in e-commerce and protection of these electronic assets and intellectual property.

COURSE CONTENTS:

UNIT 1: Electronic Payment systems (EPS) and Order Fulfillment (13 hrs)

- Concept of EPS, Characteristics and nature
- Types of Payment systems: e-cash, e-cheques, credit cards, smart cards, electronic wallets and debit cards
- Legal risk of e-payment
- Risk management options for EPS
- Order fulfillment for e-commerce

UNIT 2: Security Issues in e-commerce (10 hrs)

- Security risk of E-commerce
- Protecting electronic commerce assets and intellectual property
- Firewalls, data and message security, Digital signature
- Client server network security

UNIT 3: Introduction to Cyber Crime (15 hrs)

- Concept of Cyber Law and Cyber Crime, classification of Cyber Crime
- Introduction to Cyber Security, distinction between cyber crime and conventional crime
- Crime in context of Cyber crime
- Punishments under Cyber Crime
- Residuary Penalty.

UNIT 4: E-Business Strategy**(16 hrs)**

- Concept of E-business Strategy
- E-business Strategic formulation- Analysis of Company's Internal and external environment
- Selection of strategy
- E-business strategy into Action
- Challenges and E-Transition

UNIT 5: DIGITAL BUSINESS SUPPORT SERVICES**(11 hrs)**

- Definition of ERP, Evolution of ERP
- Business Management, Business Modelling
- ERP Implementation- Process and methodologies
- Risk and Governance Issues in ERP
- Concept of Business Engineering

Suggested Readings:

1. MIS, D.P. Goyal, McMillan India
2. Electronic Commerce, Efraim Turban, Jae Lee, David King
3. Enterprise Resource Planning, Rajesh Ray, 1st Edition 2010.
4. Cyber Security Principles, Garrett Gee, 4th Edition, 2013.

PAPER CODE: MBA-402

PAPER NAME: CORPORATE GOVERNANCE AND CORPORATE SOCIAL RESPONSIBILITY (CSR) (GENERAL ELECTIVE)

TOTAL CREDITS: 2

Course Objectives:

The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics and CSR which are relevant to the contemporary business environment. The course further aims to develop a candidate's ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance.

Course Outcomes:

CO1. Display a clear understanding of importance of corporate governance and corporate social responsibility and how it effects various decisions in the organization.

CO2. Identify various concerns usually addressed by corporate governance structures and the other drivers of corporate governance, such as capital markets, shareholders and rating agencies.

CO3. Practice appropriate business responses and management approaches for dealing with social, political, environmental, technological and global issues;

CO4. Describe the ethical an current social responsibility issues and the influence of these issues on society, management decision making, behaviour, policies and practices;

CO5. Define governance in business and recognize the legitimacy of business as an institution in a global society

COURSE CONTENTS:

UNIT 1: CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE – (9 hrs)

- Meaning, Theories and models of Corporate Governance
- Various approaches to Business Ethics, Code of Ethics, Ethical Governance
- Key Managerial Personnel (KMP), Green Governance/e-governance

UNIT 2: CORPORATE GOVERNANCE FRAMEWORK IN INDIA – (10 hrs)

- Corporate boards and its Power

- Board Committees and its functions :- Remuneration Committee, Nomination Committee, Compliance Committee, Shareholder, Grievance, Investor Relation, Risk Management Committee.
- Regulatory framework of Corporate Governance in India, SEBI guidelines and Clause 49, Reforms in Companies Act, 2013.
- Corporate Governance in PSU's and Banks.

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- Concept of whistle blowing
- Types of whistle blowers
- Whistle blower policy, whistle blower legislation across countries
- Development in India – Whistle blowing

UNIT 4: CORPORATE SOCIAL RESPONSIBILITY – (12 hrs)

- CSR – an overlapping concept, corporate sustainability reporting, CSR through triple bottom line
- Relation between CSR and Corporate Governance, Environmental aspect of CSR
- CSR models – major codes and drivers of CSR
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- Satyam Computer Services Ltd
- Sahara
- Kingfisher Ltd
- Enron (USA)
- Common Governance problems noticed in various corporate failure.

REFERENCES:

4. Sharman, JP; Corporate Governance, Business Ethics and CSR, Ane Books Pvt Ltd, New Delhi
5. Malline, Christine A; Corporate Governance (India Edition), Oxford University Press, New Delhi.
6. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press, New Delhi.

MARKETING SPECIALIZATION (GROUP-A)

PAPER CODE: MBA-403A

PAPER NAME: SERVICE MARKETING

TOTAL CREDITS: 4

Course Objective: The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

Course Objectives:

CO1. To know in detail about the service sector and apply the 7Ps of Service Marketing.

CO2. To understand what quality means in service delivery and how perceptions of service quality are developed by customers.

CO3. The students will be able to explain service blueprinting, the integration of new technologies and other key issues of today's customer service provider and service managers.

CO4. The students will be able to identify critical issues in service design and service delivery including managing customer service.

CO5. Identify critical issues in service design including nature of the service product and marketing.

COURSE CONTENTS:

UNIT 1: INTRODUCTION TO SERVICE MANAGEMENT (17hrs)

Service concept, service industry, nature of services, characteristics of service, classification, importance, growth in service in global and Indian market, 7ps of services, types of customers

UNIT 2: BUYER BEHAVIOUR IN SERVICE SETTING (15hrs)

Customer expectation from service, customer perception of service, customer experience, factors affecting buying decision, buyer decision making process, post purchase decision

UNIT3: DESIGNING AND MANAGING SERVICES (13 hrs)

Positioning and differentiation of services, service delivery process, developing service blueprint, marketing communication, service delivery channels, pricing, branding

UNIT 4: MANAGING SERVICE QUALITY (13 hrs)

Customer relationship management, Customer satisfaction, SERVQUAL, GAP model, Kano model, customer delight, service failure and recovery, services and technology, Problems of Service quality control,

UNIT 5: CASE STUDY (7hrs)

Suggested Reading

1. Lovelock C, Service Marketing, Pearson Education
2. Venugopal V/ Raghu V N, Services Marketing, Himalaya Publishing House
3. Apte G, Service Marketing, Oxford University Press
4. Jha S M, Service Marketing, Himalaya Publications
5. Kandampully J A, Service Management, Pearson Education

PAPER CODE: MBA-404A

PAPER NAME: ADVERTISING AND SALES MANAGEMENT

TOTAL CREDITS: 4

Course Objectives: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme and to provide an extensive picture with regards to theory and practice of managing sales and to inculcate personal selling skills.

Course Outcomes:

CO1. Gather basic concepts of the trade of advertising and ability to understand client requirement for advertising

CO2. Develop an advertising plan considering the strength, weakness opportunity and threat for the client

CO3. Understand the criticality of different media and devising media strategy and media budget as per client requirement

CO4. Understand the need for organising, training and motivating sales person

CO5. Learn territory management for increasing effectiveness of sales

COURSE CONTENTS:

UNIT 1: FUNDAMENTALS OF ADVERTISING (13 hrs)

Advertising- Definition, Importance, Functions, Types, Role of advertising in promotion mix, communication system, Integrated Marketing Communication, Setting advertising goals (DAGMAR, AIDA, Hierarchy of Effects), Advertising Budget (affordable method, Per unit method, percentage method, competitive parity, task-objective method), Campaign Planning (Advertising Department Structure, Agency, Advertising Plan, Account Management)

UNIT 2: ADVERTISING STRATEGY (14hrs)

Media - Selection, Planning, Scheduling strategy, types of media-merits & demerits, Media Scheduling (reach, frequency, continuity)

Message – Design & Development (headlines, illustration, body copy, slogan, logo, colour), advertisement appeals, copy for different media

Advertising Effectiveness: objectives of evaluation, challenges of measuring advertisement effectiveness, methods of evaluating advertising effectiveness, government regulation for advertising in India

UNIT 3: SALES MANAGEMENT & SALES ORGANISATION (16hrs)

Sales Management- Definition, concept, objectives, sales research, Sales Forecasting – concept & methods, Sales Planning & Control, Need for sales organisation, sales structure, functions & responsibilities of sales manager, Characteristics of Good Salesperson, Planning for major customers, Sales Budget

UNIT 4: DEVELOPING SALES FORCE & PERSONAL SELLING (14hrs)

Recruitment, Selection, Training, Motivation, Compensation of Sales force, Personal Selling concept, Types of sales person, Selling Situations, Process of Effective Selling, Selling as Career, Distribution Network Relationship, Sales Report, Sales Skills

UNIT 5: CASE STUDY (8 hrs)

Suggested Reading:

1. Foundations of Advertising Theory & Practice- S.A. Chunawalla& K.C. Sethia-Himalya publishing
2. Advertising and Promotions-Belch & Celch, Tata McGraw Hill
3. Sales Management – Richard Rstill Edward W. Cundiff
4. Mallik PK, Sales Management, Oxford University Press
5. Mohan M, Advertising Management Concepts and Cases, Tata McGraw Hill

HUMAN RESOURCE SPECIALIZATION (GROUP-B)

PAPER CODE: MBA 403B

PAPER NAME: COMPENSATION MANAGEMENT AND LABOUR WELFARE LAWS

TOTAL CREDITS: 4

Course Objective: This paper is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Course Outcomes:

CO1. It helps in having a better industrial relation and knowing the socio-economic emergence of labour laws in organisation.

CO2. It gives the idea on how the employees can be given the social security just by introducing labour laws efficiently.

CO3. It helps in creating the awareness among the employees about their right in the work place that may be related to the monetary issue.

CO4. It helps in how to regulate and control misconduct which arises in organisation.

CO5. Demonstrate a general knowledge framework and understanding of key functions in management as applied in practice. Students will be aware of different school of thought and the theories given by different management thinkers

COURSE CONTENTS:

Unit I- Compensation Management and Employees Welfare: (12 classes)

- 1.1 Compensation: Meaning, Definition, Classification, Types of Compensation. Financial and Non-financial compensation, Fringe Benefit.
- 1.2 Wage: Meaning, Definition, Types of Wage. Theories of Wages, Wage Boards.
- 1.3 Employee Welfare: Concept and Rationale of Employees Welfare

UNIT: II: Designing Compensation System: (15 classes)

- 2.1 Pay Structures: Pay structure, Designing of Pay level, Pay for Performance, Expatriate and Repatriates pay, Pay commission, Executive compensation plan and packages. Pay for Performance

2.2 Incentives: Definition and Different methods of Incentive Payments. ESOP, Flexi-time Schedules. Individual and Group Incentive Plans.

2.3 Compensation Management in Multi-National organizations.

UNIT: III: Labour Welfare Laws related to Compensation (12 classes)

3.1 The Minimum Wages Act, 1948: Objectives, Determination of Minimum wages, Advisory Board

3.2 The Payment of Wages Act, 1936: Objectives, Applicability, Fixation of Wage periods, Responsibility for Payment of Wages, Authorised Deduction from Wages,

3.3 The Payment of Bonus Act, 1965: Objectives, Applicability, Definitions, Calculation of Bonus, Eligibility Conditions for Bonus, Minimum and Maximum Bonus, Set on & Set off of Allocable Surplus.

UNIT:IV: Laws related to Social Security (16 classes)

4.1 The Payment of Gratuity Act, 1972: Objectives, Applicability, Coverage, Calculation of Gratuity, Condition of Forfeiture

4.2 The Employees Provident Fund (Miscellaneous Provisions) Act, 1952: Objectives, Coverage, Schemes, Contribution system, Benefits etc.

4.3 The Workmen Compensation Act, 1923: Objectives, Coverage, Employer's Liability for Compensation, Defence Available to Employer, Payment of Compensation.

UNIT:V: Cases will be discussed on above mentioned laws. (10 classes)

Suggested Readings:

1. Belchor, David W. "*Compensation Administration*", Prentice Hall, Englewood Cliffs. NT.
2. Henderson, R.I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education
3. Srivastava, S.C., *Industrial Relations & Labour Laws*, Vikas Publishing House (P) Ltd.
4. Singh.B.D: *Labour Laws for Managers*, ExelBooks, IST, New Delhi, 2009
5. Kapoor. N.D: *Handbook of Industrial Law*, S. Chands Son, 13th edition, New Delhi, 2008
6. Singh. B.D: *Industrial Relations and Labour Laws*, ExelBook, IST, New Delhi, 2008
7. Milkovich.G; Newman.J and Ratnam, C.S.V, *Compensation*, Tata McGraw Hill, Special Indian Edition.
8. Joseph.J. Martocchio: *STRATEGIC COMPENSATION – A HUMAN RESOURCE MANAGEMENT APPROACH* – Prentice-Hall.
9. Milkovich&NewMan, "Compensation", 2005, Tata McGraw –Hill, New Delhi.
10. Dr.Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
11. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
12. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.

PAPER CODE: MBA – 404B
PAPER NAME: TALENT MANAGEMENT
TOTAL CREDIT: 4

Course Objective- Objective of this paper is to acquaint the students with the concept of Talent Management, how employees can achieve and utilize their talents and its application in practical world.

Course Objectives:

CO1. To acquaint the students with the concept of Talent Management including growing trends of Talent Management and its objectives, need etc. in today's organisations.

CO2. To discuss with the students about how Human Resource Management Department can identify the talented employees exist in their organization and how to motivate them to achieve better performance.

CO3. Learning about Talent management system, Talent management process and various strategies related to it

CO4. To discuss about procedure of Talent acquisition, Talent engagement and Talent Retention in an organization.

CO5. The outcome of this paper is to make students learn about how employees can achieve and utilize their talents and its application in practical world

COURSE CONTENTS:

Unit-1: Introduction to talent management (13 hrs)

- 1:1 Talent management – Overview, Concept and Meaning.
- 1:2 History, Growing trends and Objectives of Talent Management,
- 1:3 Scope, Importance, Need /purpose and Significance of Talent Management.
- 1:4 Sources and Requirement of Talent Management.

Unit-2: The talent management system (12hrs)

- 2:1 Talent Management System- Overview, Concept and Meaning,
- 2:2 Scope, Importance and Need of Talent Management System
- 2:2 Building Blocks/ Key Elements of Talent Management System
- 2:3 Primary Principles of Talent Management; Key Elements of Talent Management System.

Unit-3: Talent management process and strategies (12 hrs)

- 3:1 Talent Management Process- Overview, Importance, Benefits and Essentials of Talent Management Process.

- 3:2 Steps of Talent Management Process; Stages of Talent Management Process.
- 3:3 Talent Management Strategies- Overview, Concept and Types of Talent Management Strategies
- 3:4 Developing/Designing Talent Management Strategies, Talent Management Issues and Challenges And Overcoming HR Issues in organization.

Unit-4: Talent Planning and Talent Acquisition (13 hrs)

- 4:1 Talent Planning- Overview, Concept, Definition and Objectives of Talent Planning.
- 4:2 Process of Talent Planning and Innovative New Talent Planning
- 4:3 Talent Acquisition- Overview, Concept, Definition of Talent Acquisition.
- 4:4 Talent Acquisition Process; Talent Acquisition Management Solutions.

Unit-5: Talent management, Talent engagement and Retention- (15hrs)

- 5:1 Talent Engagement- Concept, Definition, and Objectives of Talent Engagement.
- 5:2 Approaches of Talent Engagement; Employee Engagement.
- 5:3 Employee Retention- Concept and Definition, Importance, Key to Strong Retention. Improving Employee Retention.
- 5:4 Retention Strategies- Different types of Retention Strategies. Factors influence Employee Engagement and Retention.

Text Books-

1. Tiwana A., The knowledge management toolkit, Pearson Education Inc, New delhi, 2nd edition, 2005.
2. Henderson R.I., Compensation management in knowledge based world, Pearson Education Inc, New delhi, 9th edition , 2006
3. Rao V.S.P. , Managing people, Excel books, New delhi, 1st edition, 2004.

Suggested Books:

4. Chhabra T.N., Leading Issues in Business organization and Management, Sun India Publication, New Delhi, 1st edition, 2006.
 5. Fitz-rnz J., How to measure Human Resource Management, , Himalaya Publications, New Delhi, 1st edition, 2007.
 6. Hillier F.S. , Introduction to Management Science, Tata McGraw Hill, New delhi, 2nd edition, 2006.
 7. Rao V.S.P. and Krishna V.H., Management, Excel books, New delhi, 1st edition, 2002.
 8. Robins S.P. and Decenzo D.A., Fundamentals of Management, Pearson education, New delhi, 5th edition, 2009.
 9. Ratnam C.S.V. and Srivastava B.K. , Personelmgt and Human Resources, Tata McGraw Hill, New delhi, 9th edition, 1991.
 10. Yuki G., Leadership in organizations, Pearson Education Inc, New delhi, 5th edition 2005.
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FINANCE SPECIALIZATION (GROUP-C)

PAPER CODE: MBA-403C

PAPER NAME: ADVANCE FINANCIAL SERVICES

TOTAL CREDITS: 4

COURSE OBJECTIVE: The objective of this course is to expose the students to the various aspect of financial services scenario in India. The student would be able to develop their skills related to various financial services practices in India. The student would also be able to learn the application of new financial services developed in India with special reference to Banking and Insurance.

Course Outcomes:

CO1. It would help the students to gain knowledge on existing and emerging areas of merchant banking.

CO2. Communicate and explain specialised technical advice, knowledge and ideas, to professionals and non experts involve with the financial services industry.

CO3. To know about the on Hire purchase and leasing system, and credit rating process adopted by the various institutions.

CO4. A capacity to integrate technical and conceptual knowledge, and interpersonal skill to work effectively within the financial services industry.

CO5. Help to analysis various financing strategies and financing decision.

COURSE CONTENTS:

UNIT 1. History and Role of Financial Intermediaries- (12 hrs)

Various Financial Intermediaries. Meaning and nature of Financial Services- Types of Financial Services. Recent Trends of Financial Services in India.

UNIT 2. Financial Markets- Capital Market- (17 hrs)

Instruments-Traditional and Emerging (ECB, ADR, GDR) Capital Marketing in India- Operations in Primary Markets-Instruments involved-Role of SEBI.

Stocks Exchanges in India-National Stock Exchange(NSE)—Stock Holding Corporation of India (SHCIL)-Share Trading- Introduction to Derivatives and Commodities-Scrip less Trading.

UNIT 3. Leasing and hire purchasing: (12 hrs)

Meaning, types of lease, lease verses buy decision. Hire purchase- meaning, advantage, disadvantage, difference between lease and hire purchase.

UNIT 4

(12 hrs)

Factoring and forfeiting -- Meaning, types of Factoring, factoring verses bill discounting. Forfeiting - meaning, features, difference between Forfeiting and Factoring.

UNIT 5

(12 hrs)

Securitization of debts- Credit rating. Mutual Funds. Merchant Banking services and functions. Mergers & Acquisition.

Books Recommended:-

1. Financial services- M.Y.Khan
2. Financial services – Gordan and Natrajan
3. Financial services – Guruswamy

PAPER CODE: MBA 404 C

PAPER NAME: MANAGEMENT OF FINANCIAL DERIVATIVES

TOTAL CREDITS: 4

Course Objective: To gain knowledge about the various products of the Derivatives market and how to maximize profit using these products. The student would be learn about various types of derivatives like Forward, Futures, Options and Swap etc.

Course Outcome:

CO1. It would enable the students to understand the basic concepts and fundamentals of Derivatives available in Indian Financial market, its operations, instruments, regulations etc

CO2. The students would gain the knowledge of emergence of commodities markets and understand its future thus enabling the students to understand the dynamics of world commodities markets.

CO3. It would acquaint the students with the trading, clearing and settlement mechanism in derivative market.

CO4. It would equip the students with the knowledge of emerging commodities derivatives trading practices in India.

CO5. It would also equip the students about valuation of derivatives, pricing strategies of derivatives and apply them in real life situations.

COURSE CONTENTS

Unit-1: Introduction to Financial Derivatives: (12hrs)

Definition, Types and Features of Derivatives, Uses of Derivatives.

History of Derivatives Market, Financial Derivatives in Indian Scenario, Evolution of Derivatives

Benefits of derivatives, Equity Derivatives

Derivatives trading in NSE and BSE

Unit 2: Future and Forward Contracts and Mechanism: (13 hrs)

2.1 Introduction to forward and future market, Distinction between forward and futures market

2.2 Types of Financial futures

2.2.1 Futures payoff

2.2.2 Traders in Futures Market

- 2.2.3 Futures trading mechanism
- 2.3 Forward market trading mechanism
- 2.4 Commodity futures
- 2.5 Theory of future prices
 - 2.5.1 Forward prices vs Future prices
- 2.5 Recommendations of L.C. Gupta Committee

Unit 3: Option Contracts and Pricing of Options: (15 hrs)

- Concept of options
- Types of options: Call Option, Put Option
- Option pricing models:
 - Binomial Option Pricing Model
 - Black Scholes Option Pricing Model

Unit 4: Swap Market: (13hrs)

- 4.1 Concept and Nature of Swap Market, Features of Swap
- 4.2 Types of Financial Swaps:
 - 4.2.1 Currency Swap
 - 4.2.2 Interest Rate Swap
 - 4.2.3 Equity Index Swap
 - 4.2.4 Commodity Swap
- 4.3 Using Swap to minimize risk
- 4.4 Pricing and Valuing of Swap

Unit 5: Stock Index Futures (12 hrs)

- 5.1 Concept of Stock Index, Stock Index Futures
- 5.2 Stock Index Futures as a Portfolio Management Tool
- 5.3 Stock Index Futures trading in Indian Stock Market

Suggested Books:

- Khan, M.Y., Financial Services, Tata Mc.Graw Hill
- Gupta, S.L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall
- Hull, J.C., Options, Futures and Derivatives, Prentice Hall
- Marshall and Bansal, Financial Engineering, Prentice Hall

ENTERPRISE AND SBM SPECIALIZATION (GROUP-D)

PAPER CODE: MBA 403D

PAPER NAME: NEW ENTERPRISE FINANCE AND APPRAISAL

TOTAL CREDITS: 4

Course Objectives: To give understanding to students on strategies and sources of finance for new enterprise as well as the different technology related to quality control.

Course Outcomes:

CO1. Acquaint to prepare project proposal (DPR) for new enterprise

CO2. To know about the technology management.

CO3. To study about the emerging technologies.

CO4. To infer the knowledge of quality control practices

CO5. Will enable students the knowledge about crowd funding and financial appraisal

COURSE CONTENTS:

Unit 1: Financial Projections: Cash flow, fund flow, cash budgeting, projected Financial Statements

Unit 2: Sources of Financing : Debt financing- mudra loan, traditional term loan, SAB loan, Business line credit, business credit card, equipment financing, invoice financing.
Equity financing- angel funding, venture capital

Unit 3: Crowd Funding: Concept and overview of Crowd Funding, Different between Crowd funding and conventional funding, Benefits of crowd funding, Types of Crowd Funding

Unit 4: Financial Appraisal: Profit & Loss statement, Balance sheet, cash flow statement, capital budgeting, Techniques- Payback period, Accounting rate of return, Net Present valued method, etc

Unit 5: Case study

References:

1. Chandra P. : Financial Management, Tata Mc Graw Hills
2. Khan M. Y. and Jain P. K.: Financial Management Test Problem and Cases, Tata Mc Graw Hills
3. Rais (2012): Agriculture, Rural Banking and micro Finance in India, New Country Publication

PAPER CODE: MBA 404D

PAPER NAME: BUSINESS OPPORTUNITY AND MODELING

TOTAL CREDITS: 4

Course Objectives: To generate business ideas among the students that can be transformed into reality. In addition to this now a days how social entrepreneurship is becoming a career option.

Course Outcomes:

CO1. Study about the evolving markets and emerging trends in marketing

CO2. To study about social entrepreneurship

CO3. To prepare and develop business modeling.

CO4. Applying simulation technique to have a better understanding of the new market ideas.

CO5. Understand the diversity in platform thinking: platforms as technological systems, multi-sided markets, and organizations

COURSE CONTENTS:

Unit 1: Emerging Market: ASEAN/ BBN/ Emerging sector in India

Unit 2: Social Entrepreneurship: Concept of Social Entrepreneurship, innovative practices, Social enterprises, business of change, nonprofit VS for profit Social enterprises.

Unit 3: Business Model: Mapping and modeling, business model canvas, value proposition, quality assessment, prototyping, test and derisk.

Unit 4: Business Simulation: Application of theory, problem identification, problem solving and decision making.

Unit 5: Case study

References:

1. Devanath Kaushik (2013): Studies in Indian Entrepreneurship, New Delhi, Cyber Tech Publication
2. Kaliyamoorthy and Chandra Shekhar: Entrepreneurial Training: Theory and Practice, New Delhi Kanishka Publication
3. Lee and Kotler: Social Marketing Behaviour for good, Sage Publication.

AGRI-BUSINESS MANAGEMENT (GROUP-E)

PAPER CODE: MBA 403E

PAPER NAME: AGRI-BUSINESS TECHNOLOGY MANAGEMENT AND AGRI-MARKETING INSTITUTIONS

TOTAL CREDITS: 4

Course Objectives: The paper will help the students in acquiring the technology knowledge in running business of agriculture.

Course Outcomes:

CO1. To know about the technology management.

CO2. To study about the emerging technologies.

CO3. To infer the knowledge of quality control practices

CO4. To study about the rules and regulations in Agri- Business.

CO5. To know about the marketing institutions towards Boards and Directorates.

COURSE CONTENTS:

Unit 1 Introduction to Agri Business Technology

(11 hrs)

- Production
- Processing
- Recent Advances in Technology

- R&D Institutions	
Unit 2 Quality control system	(15 hrs)
- packaging	
- preservation and storage systems	
- quality control during storage & transit;	
- extent of losses during storage and transport and ways to minimize the same	
Unit 3 Regulatory Framework	(13 hrs)
- Regulators & Certifying Authorities	
- Quality Certification	
- Licensing	
- Environmental and legal issues.	
Unit 4 Marketing Institutions	(18 hrs)
- Directorate of Marketing and Inspections	
- Agricultural Marketing Boards/ Directorates	
- National Institute of Agricultural marketing	
- Government of India Initiatives	
- NERAMAC	
Unit 5 Case Study	(8 hrs)

References:

1. Bondopadyay Prabir: Technology Management, ICFAI University press, Hyderabad
2. Ahmed Altaf: Adoption of New Technology in Agriculture Development, Abhijit Publication, New Delhi
3. Ramula, Bala: Technology and Rural Development, Rawat Publication, Jaipur
4. Kohl R L. and UJH JN: Marketing of Agriculture Products, Prentice Hall
5. Acharya and Agarwal N L.: Agricultural Marketing in India, oxford & IBH

PAPER CODE: MBA 404E

PAPER NAME: AGRI BUSINESS OPPORTUNITIES

TOTAL CREDITS: 4

Objectives: Objective of this course is to acquaint the students with the concept of different opportunities in the fields of agriculture locally and beyond that.

Course Outcomes:

CO1. To know about the technology management.

CO2. To study about the emerging technologies.

CO3. To infer the knowledge of quality control practices

CO4. To study about the rules and regulations in Agri- Business.

CO5. To know about the marketing institutions towards Boards and Directorates.

COURSE CONTENTS:

Unit 1 Feed Business Management (14 hrs)

- Role of management in feed manufacturing industry
 - organising and planning feed manufacturing unit with special emphasis on design of manufacturing processes, equipment, material handling and physical facilities, control procedures in feed manufacturing units with emphasis on inventory management, developing and evaluation of purchasing organisations system
 - planning and production of good quality feeds, quality control of raw material and finished products
- Unit 2 Floriculture & Landscaping (11 hrs)
- Recent advances in floriculture industry
 - evolution of new cultivators and production technology of ornamental plants
 - special techniques for forcing of dehydration of flowers
 - response of flowers to environmental conditions landscape gardening; style of gardening,
- Unit 3 Poultry & Hatchery Management (14 hrs)
- Poultry and hatchery industry, role of management in poultry industry establishing a poultry and hatchery unit -location, size and construction, equipment and physical facilities, organizing and managing a poultry
 - Incubation and hatching, production of quality chicks and eggs, factors affecting hatchability
 - Innovative strategies.
- Unit 4 Food Technology & Processing Management (13 hrs)
- Status of Food Processing in India
 - Major dimensions of Agro based food processing industries
 - Fruit Production and Processing
- Unit 5 Case Studies on (13 hrs)
Emerging Opportunities, Fundamentals of Rural Sociology, Agricultural Marketing, Pricing Analysis, Food Processing, Livestock and Poultry
Production Management, Plantation Management, Production Economics and Farm Management

References:

1. Adhikary M (1986): Economic Environment of Business, S Chand & Sons
2. AswaThappa (1997): Essentials of Business Environment

PAPER CODE: MBA-407 [MDC Paper]
PAPER NAME: BASICS OF MANAGEMENT
TOTALCREDITS: 3

Course Objective- Objective of this course is to acquaint the students with the concept of Management in general, give them knowledge about different managerial functions and its application in practical world.

Course Outcome:

CO1: Understand the concepts related to Business.

CO2: Demonstrate the roles, skills and functions of management.

CO3: Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.

CO4: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

CO5. To discuss about leader, followers as well as leadership process and also various styles and theories related to it.

COURSE CONTENTS:

Unit 1: Introduction (7 hrs)

1:1 Concept of Management –definition, characteristics and objectives of Management.

1:2 Managerial functions, Process of management,

1:3 Managerial Skills and Role of a manager,

Unit 2: Planning (8 hrs)

2:1 Concept of Planning- Definition, nature and significance of planning;

2:2 Planning process – Steps in planning process,

2:3 Advantage and disadvantage of planning,

Unit 3: Organizing (10 hrs)

3:1 Concept of Organizing- Definition, Nature and Principles of organising,

3:2 Organizing process- Steps in organizing,

3:3 Organisation structure – Formal and informal organization structure.

Unit 4: staffing & Directing (10 hrs)

4:1 Staffing- Concept and Definition of Staffing,

4:2 Significance and Sub-functions of Staffing;

4:2 Directing- Definition, Principles of Directing, Process of Directing.

Unit 5: Coordination, communication and Control (10 hrs)

5:1 Coordination- Concept and Definition, Purposes of co-ordination;

5:2 Communication- Process of communication, Elements and barriers of communication.

5:3 Controlling- Concept and Definition of Controlling, Process of control, types of control,

Suggested Readings:

5. Koontz H. and Wehrich H., Mc- Graw- Hill, Singapore, 5th edition, 2012.

6. Rao V.S.P. and Bajaj P.S.. Excel books, New Delhi, 1st edition, 2005.

7. Rao V.S.P. and Krishna V.H. , Management, Excel books, New delhi, 1st edition, 2002.

8. Tripathi P.C and Reddy P.N., Principles of management, Tata McGraw Hill, New delhi, 4th edition 2011.
 9. Tripathi P.C and Reddy P.N. , Principles of management, Tata McGraw Hill, New delhi, 3rd edition , 2007.
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PAPER CODE: MBA 408

PAPER NAME: HUMAN VALUES & PROFESSIONAL ETHICS

TOTAL CREDITS: (non credit)

Course Objective: To enable students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings. Also to facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Value based living in a natural way.

Course Outcomes:

CO1. The students identify the importance of human values and skills for sustained happiness.

CO2. The students strike a balance between profession and personal happiness/ goals.

CO3. The students realize/ explain the significance of trust, mutually satisfying human behavior and enriching interaction with nature.

CO4. The students develop/ propose appropriate technologies and management patterns to create harmony in professional and personal life

COURSE CONTENTS:

UNIT -1: Variety of Moral Issues: - Understanding the Harmony in the Society (society being an extension of family), Integrity, Work Ethic, Courage, Empathy, Self Confidence, Moral Autonomy, Concensus and Controversy, Professional and Professionalism, Professional Ideas and Virtues.

UNIT -2: Principals of Ethics and Morality:- Ethics as a Subset of Morality, Ethics and Organizations, Employee Duties and Rights, Discriminatory and Pre-judicial Employee Practices, Understanding Harmony in Nature, Natural Acceptance of Human Values.

UNIT-3: Risk Benefit Analysis:- Reducing Risk, The Government Regulators Approach to Risk, Handling Ethical Dilemmas at Work, Market Strategy and Ethics, Ethical Practice in Market Place, Ethics in Finance, Human Resource Management & Marketing, Ethics in Business and Environment.

UNIT- 4: Collegiality an Loyalty:- Respect of Authority, Collective Bargaining, Confidentiality, Professional Rights, Intellectual Property Rights, Multinational Corporations, Honesty, Moral Leadership, Sample Code of Conduct, Corporate Responsibility. Social Audit and Ethical Investing, Computer and Ethics, Management Patterns

UNIT-5: Competence and Professional Ethics- i) Ability to Utilize the Professional Competence for Augmenting Universal Human Order, ii) Ability to identify the scope and Characteristics of people-friendly and eco-friendly production, iii) Ability to identify and develop appropriate technologies, and Management and pattern for above production system. Strategy for Transition from the Present State to Universal Human Order-i) At the Level of Individual- as Socially and Ecologically Responsible Technologists and Managers, ii) At the Level of Society- as Mutually Enriching Institutions and Organizations. Case studies of typical holistic technologies and management patterns.

REFERENCES:

- Ethics and the conduct of business ,John R Boatright, Pearson education.
- Ethical Choices in Business, R.C.Sekhar, Response Books.
- Business ethics, William Shaw , wordsworth Publishing company.
- Business Ethics-Concepts and cases, Manual G. Valasquea, Pearson Education.
- Business Ethics, Richard T. De George, Mc Millan Publishing.
- Business Ethics, John E.Richardson, Annal Edition.
- Business Ethics, Milton Suoeyenlas, Robert Almeder and James Humber, Promethens Books
- Ethics of international Business, Thomas Donaldson, Oxford university Press.