

Saurashtra University

RAJKOT

(Accredited Grade A by NAAC)



Faculty of Business Management

Syllabus

For

**Master of Business Administration
(M.B.A)**

Choice Based Credit System

Effective From

JULY – 2019

Course Structure and the credit context of different courses, Programme Outcomes and Programme Specific Outcomes

The course will be of two-academic year duration divided into four semesters and for Specific purpose the span of course will be of four academic Years.

MBA Programme Outcomes

PO1 Apply knowledge of management theories and practices to solve business problems.

PO2 Ability to develop Value based Leadership ability.

PO3 Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO4 Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

PO5 Adapt and develop research acumen.

PO6 Determine the entrepreneurial skills.

PO7 Choose the best possible investment decisions for an enterprise.

MBA Programme Specific Outcomes

PSO1. To prepare graduates who will design business solutions for problems across the various functional domain of Management.

PSO2. To prepare graduate who will contribute to the growth and development of the society through their research acumen and entrepreneurial skills.

PSO3. To prepare job ready graduates who are equipped with the requisite interpersonal skills and aptitude.

Course Structure**Semester - I**

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA101	Principles of Management	4	30	70	100
2	19MBA102	Quantitative Techniques in Management	4	30	70	100
3	19MBA103	Managerial Economics	4	30	70	100
4	19MBA104	Management Information System	4	30	70	100
5	19MBA105	Accounting for Managers	4	30	70	100
6	19MBA106	Managerial Communication	4	30	70	100
7	19MBA107	Contemporary Issues in Management	4	-	100	100
		Total	28	180	520	700

Abbreviations:

C= Credits IM= Internal Marks EM= External Marks TM=Total Marks

CCT = Core Course SO = Skill Oriented Course ICT = Interdisciplinary Course

SS = Self Study Course DP = Dissertation / Project Work ECT = Elective Course

Semester II

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA201	Organizational Behaviour	4	30	70	100
2	19MBA202	Marketing Management	4	30	70	100
3	19MBA203	Financial Management	4	30	70	100
4	19MBA204	Human Resource Management	4	30	70	100
5	19MBA205	Operations Management	4	30	70	100
6	19MBA206	Cost and Management Accounting	4	30	70	100
7	19MBA207	Research Methodology	4	30	70	100
		Total	28	210	490	700

MBA Semester III (Effective from June -2020)

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA301	Strategic Management	4	30	70	100
2	19MBA302	Entrepreneurship and Ethics	4	30	70	100
3	19MBA303	Summer Training Project	8	----	200	200
4	ECT -M/F/H/I	Elective - Major	4	30	70	100
5	ECT -M/F/H/I	Elective - Major	4	30	70	100
6	ECT -M/F/H/I	Elective - Minor	4	30	70	100
7	ECT -M/F/H/I	Elective - Minor	4	30	70	100
		Total	32	180	620	800

Note: Student should select any **two** groups for dual specialization from the following.

1. Marketing
2. Finance
2. Human Resource
4. Information System

MBA Semester IV (Effective from October -2020)

No	Course No.	Course Title	C	IM	EM	TM
1	19MBA401	International Business	4	30	70	100
2	19MBA402	Legal Aspects of Business	4	30	70	100
3	19MBA403	Comprehensive Project Study	8	----	200	200
4	ECT -M/F/H/I	Elective - Major	4	30	70	100
5	ECT -M/F/H/I	Elective – Major - Seminar Course	4	30	70	100
6	ECT -M/F/H/I	Elective - Minor	4	30	70	100
		Total	28	150	550	700

Optional Groups

(Following Optional Groups will be offered at MBA Programme depending upon the availability of resources and faculty. Every year at the end of second semester the Department of Business Management will announce the groups and the courses open for Semester III & IV for that batch. The student will have to opt for one major group and one minor group out of the group offered as open in the MBA programme of that session)

1. Marketing Group**Semester III**

ECT –19MBA304 Consumer Behaviour
ECT-19MBA305 Services and Relationship Marketing

Semester IV

ECT-19MBA404 Integrated Marketing Communication
ECT-19MBA405 Seminar Course – Retailing Management

2. Finance Group**Semester III**

ECT-19MBA306 Mergers & Acquisitions
ECT-19MBA307 Security Analysis and Portfolio Management

Semester IV

ECT-19MBA406 Indian Financial System
ECT-19MBA407 Seminar Course – Risk Management

3. Human Resource Group

ECT-19MBA308 Strategic Human Resource Management
ECT-19MBA309 Human Resource Development

Semester IV

ECT-19MBA408 International Human Resource Management
ECT-19MBA409 Seminar Course – Management of Industrial Relations

4. Information Systems Group

Semester III

ECT-19MBA310 Database Management

ECT-19MBA311 Software Project Management

Semester IV

ECT-19MBA410 Strategic Information Technology Management

ECT-19MBA411 Seminar Course – Business Intelligence and Analytics



MBA SEMESTER – I

(Effective from July – 2019)

PRINCIPLES OF MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA101	Principles of Management	4	30	70	3 Hours

COURSE OUTCOMES

The objectives of this paper are to familiarize the student with basic management concepts and processes in the organization.

COURSE CONTENT

Unit - 1	Introduction
	Historical Development, Definition of Management, Science or Art, Management and Administration, Development of Management Thought Contribution of Taylor and Fayol, Functions of Management, Types of Business Organization, Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics, Introduction to Indian management and its comparison with western management
Unit – 2	Planning
	Nature & Purpose, Steps involved in Planning, Objectives, Setting Objectives and Process of Managing by Objectives, Strategies, Policies & Planning Premises, Forecasting, and Decision-making, Holistic decision making
Unit - 3	Organizing
	Nature and Purpose, Formal and Informal Organization, Organization Chart, Structure and Process, Departmentation by difference strategies, Line and Staff authority – Benefits and Limitations – De-Centralization and Delegation of Authority – Staffing – Selection Process - Techniques – HRD – Managerial Effectiveness
Unit – 4	Directing
	Scope, Human Factors, Creativity and Innovation, Harmonizing Objectives, Leadership, Types of Leadership Motivation, Hierarchy of Needs, Motivation theories, Motivational Techniques, Job Enrichment, Communication, Process of Communication, Barriers and Breakdown, Effective Communication, Indian Theories of leadership, Concept of Inspiration.
Unit – 5	Controlling
	System and process of Controlling, Requirements for effective control, The Budget as Control Technique, Information Technology in Controlling, Productivity, Problems and Management, Control of Overall Performance, Direct and Preventive Control, Reporting.

TEXT BOOKS

- Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)
- Weirich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill, 12th Edition 2008)

REFERENCE BOOKS

- Massie, Joseph L., *Essentials of Management*, Pearson Education,
- Robbins S.P. and Decenzo David A. - *Fundamentals of Management: Essential Concepts and Applications* (Pearson Education, 5th Edition)
- Tripathy PC and Reddy P.N, “Principles of Management”, Tata McGraw-Hill, 2008.
- Prasad L.M., *Principles & Practice of Management*, Sultan Chand & sons, New Delhi, 2008.
- Prasad Manmohan, *Management – Concepts and Practice*, Himalaya Publishing House, Mumbai
- Gupta C.B., *Management-Theory & Practice*, Sultan Chand & sons, New Delhi, 2008.
- Rao VSP and Krishna V.H., *Management – Text & Cases*, Excel Books, New Delhi



QUANTITATIVE TECHNIQUES IN MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA102	Quantitative techniques in management	4	30	70	3 Hours

COURSE OUTCOMES

The objective of the course is to make the students familiar with few basic mathematical and linear programming techniques. The main focus is on its application in business decision-making.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Decision Making and Quantitative Techniques Quantitative Approach to Decision Making: OR/MS - Quantitative Analysis and Computer-based Information Systems
Unit – 2	<ul style="list-style-type: none"> • Linear Programming Formulation of Linear Programming Problems - General Statement of Linear Programming Problems - Assumption Underlying Linear - Programming - Graphic Methods - Simplex Method - Two-Phase Method • Transportation and Transshipment Problems Problem Statement - Solution to Transportation Problem-The Simplex Method-The Transportation Method-North-West Corner Rule-Least Cost Method-Vogel's Approximation Method-Stepping-stone Method-The Modified Distribution Method (MODI) • Assignment Problem Complete Enumeration Method - Transportation Method - Simplex Method - Hungarian Assignment Method (HAM) - Some Special Cases
Unit - 3	<ul style="list-style-type: none"> • PERT and CPM PERT/CPM Networks - Network Analysis - Resource Analysis and Allocation - Programme Evaluation and Review Technique (PERT) - Difference between PERT and CPM • Decision Theory One-stage Decision Making Problems - Multi-stage Decision Making Problems: Decision Tree - Utility Theory: Utility as Basis for Decision-making
Unit – 4	<ul style="list-style-type: none"> • Theory of Games Game Models - Two-Persons Zero-Sum Games and their Solution - Solution of $2 * n$ and $m * 2$ Games - Solution of $m * n$ Games – Formulation and Solution as an LPP - Limitations of the Game Theory • Simulation Process of Simulation – Advantages and Disadvantages of Simulation – Applications of Simulation
Unit – 5	<ul style="list-style-type: none"> • Forecasting Forecasting Models - Qualitative Models of Forecasting - Time Series Models of Forecasting - Causal Model of Forecasting

TEXT BOOKS

- Vohra N.D., Quantitative Techniques in Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007.

REFERENCE BOOKS

- Khanna R.B., Quantitative Techniques for Managerial Decisions, Prentice – hall of India Pvt. Ltd, New Delhi, 2007
- Hillier Frederick, Introduction to Operations Research, Tata McGraw Hill Publishing Company Limited, New Delhi

MANAGERIAL ECONOMICS

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA103	Managerial Economics	4	30	70	3 Hours

COURSE OUTCOMES

To acquaint the students with concepts and techniques used in Micro-Economic and Macro-economic theory and to enable them to apply this knowledge in business decision making.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Introduction General Foundations of Managerial Economics - Economic Approach- Circular Flow of Activity - Nature of the Firm - Objectives of Firms -Demand Analysis and Estimation - Individual, Market and Firm demand -Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.
Unit – 2	<ul style="list-style-type: none"> • Theory of firm Law of Variable Proportions - Theory of the Firm – Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.
Unit - 3	<ul style="list-style-type: none"> • Market structure and Market morphology Product Markets -Determination Under Different Markets – Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.
Unit – 4	<ul style="list-style-type: none"> • National income concepts Introduction to National Income – National Income Concepts – Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases- Fiscal and Monetary Policies.
Unit – 5	<ul style="list-style-type: none"> • Macro-Economic Environment Macro-Economic Environment - Economic Transition in India – A quick Review - Liberalization, Privatization and Globalization – Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

TEXT BOOKS

- Gupta G. S., Managerial Economics, Tata McGraw Hill Co., New Delhi, 2006
- Francis Cherunilam, Business Environment, Himalaya Publishing House, New Delhi
- Saleem S., Business Environment, Pearson Education, New Delhi, 2007
- H. Craig Petersen and W. Cris Lewis, Managerial Economics, Prentice Hall of India Pvt. Ltd., New Delhi

REFERENCE BOOKS

- Chopra O. P., Managerial Economics, Tata McGraw Hill, New Delhi
- V. L. Mote, S. Paul and G. S. Gupta, Managerial Economics- Concepts and Cases, Tata McGraw Hill
- I. C. Dhingra, Essentials of Managerial Economics, Sultan Chand & Sons
- R.L. Varshney and K. L. Maheshwary, Managerial Economics, Sultan Chand & Sons
- Aswathappa, Business Environment, Himalaya Publishing House, New Delhi

MANAGEMENT INFORMATION SYSTEM

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA104	Management Information System	4	30	70	3 Hours

COURSE OUTCOMES

To develop basic understanding of Information Systems, IT infrastructure, IS development and its role in Organization and gain insight into Knowledge management and Enterprise applications.

COURSE CONTENT

Unit - 1	Information Systems in Global Business
	The Role of Information Systems in Business, the Emerging Digital Firm, Strategic Business Objectives of Information Systems, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Business Processes and Information Systems, Types of Information Systems, E-Business, E-Commerce, and E-Government, The Information Systems Function in Business.
Unit – 2	Information Systems, Organizations, and Strategy
	Organizations and Information Systems, Impact of IS on Organizations and Business Firms, The Business Value Chain Model, achieving competitive advantage with IS, Ethical and social issues in Information Systems.
Unit - 3	IT Infrastructure
	IT Infrastructure, Components, Emerging Technologies (Cloud computing, Green Computing, High-Performance and Power-Saving Processors), Contemporary Hardware and Software Platform Trends, Management Issues, Databases and Information Management, Telecommunications, the Internet, and Wireless Technology
Unit – 4	Information Systems Security, Enterprise Applications, E-Commerce
	System Vulnerability issues, Business Value of Security and Control, Technologies and Tools for Protecting Information Resources, Security and Control framework, supply chain management system, customer relationship management system, E-commerce, M-commerce, Building E-commerce
Unit – 5	Managing Knowledge, Enhancing Decision Making, Building and Managing Systems
	Knowledge Management, Enterprise-Wide Knowledge Management Systems, Knowledge Work Systems, Intelligent Techniques, Decision Making and Information Systems, Business Intelligence in the Enterprise, Business Intelligence and Analytics Capabilities, Overview of Systems Development, Alternative Systems-Building Approaches

TEXT BOOKS

- Kenneth C. Laudon & Jane P. Laudon, “Management Information Systems”, Pearson, New Delhi.

REFERENCE BOOKS

- Waman S. Jawadekar, “Management Information Systems”, 4th Edition, Tata McGraw hill, New Delhi
- Schultheis, Sumner, “Management Information Systems”, Tata McGraw hill, New Delhi
- O’Brien “Management Information Systems” Galgotia, New Delhi

ACCOUNTING FOR MANAGERS

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA105	Accounting for Managers	4	30	70	3 Hours

COURSE OUTCOMES

The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

COURSE CONTENT

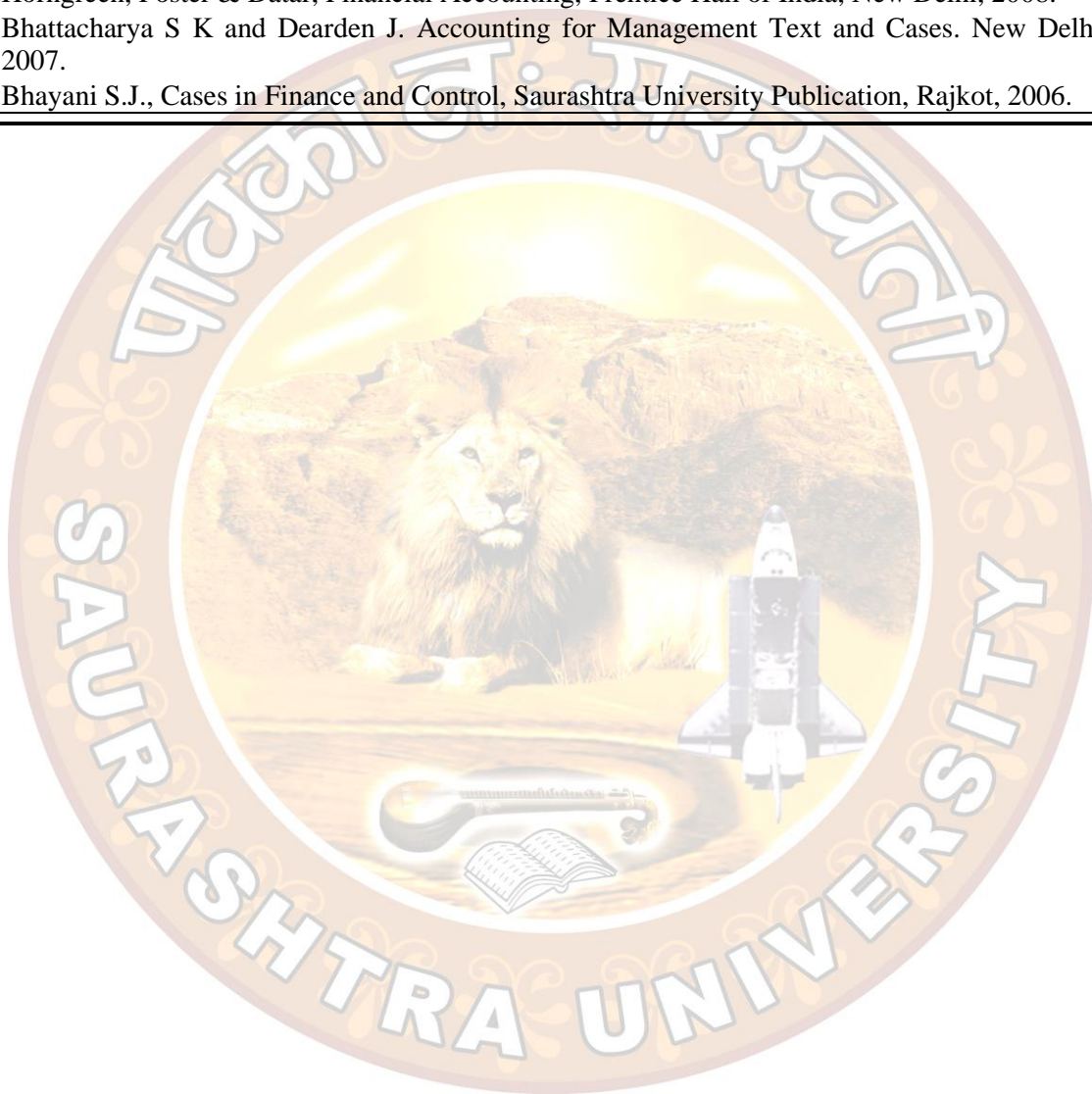
Unit - 1	<ul style="list-style-type: none"> • Overview of Accounting <ul style="list-style-type: none"> - Introduction of Accounting - Concept – Users – Terminology -Assumption – GAAP – Accounting Equation – Ethical Issues in Accounting - Postulates – Concepts & Principles – Defining the Term Accounting Standard – Benefits of Accounting Standards – Standard Setting in India – Scope of Accounting Standards – Brief Overview of Accounting Standards in India.
Unit – 2	<ul style="list-style-type: none"> • Recording Business Transactions Accounts – Classification – The Double Entry System – Recording Transaction – Posting – Balancing of Accounts - Trial Balance • Measuring Business Income and Expenditure Income Measurement – Adjustment Process – Preparation of Financial Statements with Adjustments – Accounting Cycle • Completing The Accounting Cycle Work Sheet – Closing Entries – Post Closing Trial Balance – Preparation of Final Accounts with Adjustments. • Accounting For Merchandising Transactions Income Measurement – Revenue from Sales – Cost of Goods Sold – Operating Expenses – Classified Financial Statements
Unit - 3	<ul style="list-style-type: none"> • Internal Control Systems-Cash And Receivables Concept – Features – Internal Control for Cash, Debtors & Receivables Only theory aspect • Inventories Concepts – Determining the Physical Inventory – Pricing the Inventory – Estimating Inventory value • Fixed Assets and Depreciation Depreciation Concept & Methods – Special Problems in Depreciation Accounting - Capital Expenditure & Revenue Expenditure • Liabilities Concepts – Classification • Shareholder's Equity Share Capital – Dividends – Accounting for Share Capital (Only Concept) – Preference Share Capital – Treasury Stock – Bonus Share – EPS – Stock Options – Reserves
Unit – 4	<ul style="list-style-type: none"> • Financial Statement Analysis Objectives – Standards of Comparison – Sources of Information – Quality of Earnings – Techniques of Financial Statements Analysis - Horizontal, Common Size and Trend Analysis– Ratio Analysis –Analysis of Cash Flow Statement – Corporate Disclosure Policy
Unit – 5	<ul style="list-style-type: none"> • Contemporary Issues in Accounting Global Financial Reporting – GAAPs and IFRSs – Foreign Currency Accounting – Human Resource Accounting – Environment Accounting – Responsibility Accounting – Forensic Accounting

TEXT BOOKS

- Narayan Swamy, Financial Accounting, Prentice Hall of India, New Delhi, 2011, 4th Edition
- Gupta Ambrish, Financial Accounting for Management, Pearson Education, New Delhi, 2009, 3rd Edition
- Anthony Robert, Hawkins David F., & Merchant K.A., Accounting, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 12th Edition.
- Sanjay Dhamija, Financial Accounting for Managers, Pearson, 1st edition

REFERENCE BOOKS

- J. Madegowda, Accounting for Managers, Himalya Publishing House, 2nd edition, 2012
- Ramachandran N. and Kakani R., Financial Accounting for Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008, 2nd Edition
- Bhattacharya Aashish, Financial Accounting, Prentice Hall of India, New Delhi, 2005
- Warren C.S., Reeve J.M. and Duchac J.E., Financial Accounting, Cengage Learning, 2009.
- Horngreen, Foster & Datar, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
- Bhattacharya S K and Dearden J. Accounting for Management Text and Cases. New Delhi, Vikas, 2007.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.



MANAGERIAL COMMUNICATION

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA106	Managerial Communication	4	30	70	3 Hours

COURSE OUTCOMES

The course is aimed at equipping the students with the necessary Skills and Techniques of Communication that are useful in developing skills of communicating effectively.

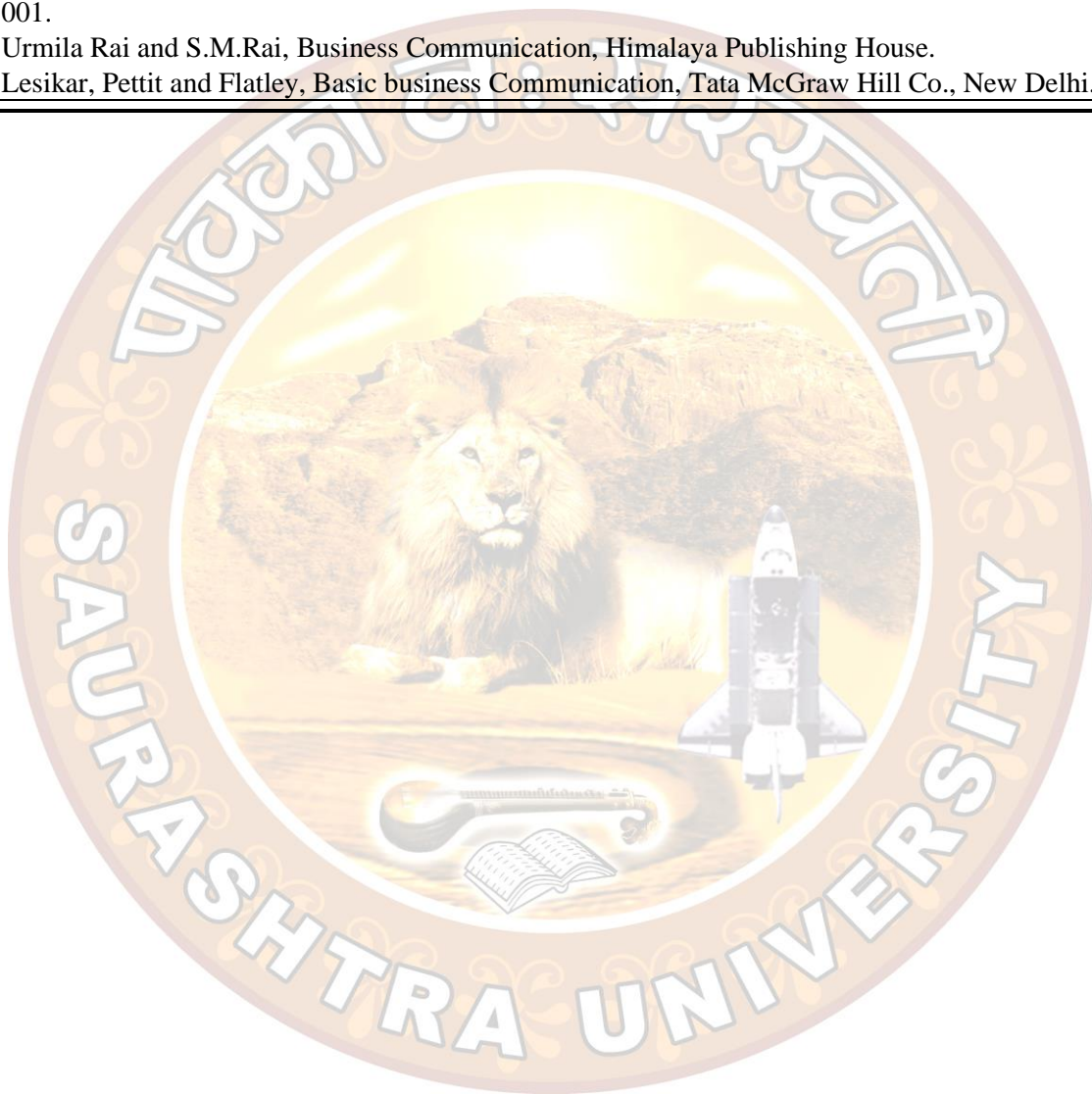
COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Nature and Process of Communication : Definition, Classification, Purpose, Process (Two-way), Elements, Major Problems in Communication, Barriers to Communication, Seven C's, Conditions and Characteristics for Successful communication, Universal Elements in Communication, Case-study & Activities • Organizational Communication: Importance, Communication training for Managers, Communication Structures in Organizations, Line and Staff Management, Workplace Communication, Case-study & Activities
Unit – 2	<ul style="list-style-type: none"> • Writing Skills: The Art of Writing, Skills required in Written Communication, Purpose, informative Writing, Persuasive Writing, Clarity in Writing, Principles of Effective Writing, Case-study & Activities • Speaking Skills & Conversation Skills: The Art of Speaking, Importance, Principles, Guidelines, Barriers, Aspects of Oral Communication, Conversation Meaning, Application of Conversation Control, Case-study & Activities • Non-Verbal Skills: Meaning, Characteristics, Classification, Advantages, Guidelines, Case-study & Activities • Listening Skills: Meaning, Anatomy of Poor Listening, Features of a Good Listener, Guidelines to improve it, Role Play, Case-study & Activities
Unit - 3	<ul style="list-style-type: none"> • Presentation Skills: Meaning, Difference between Presentation & Lecture, Designing Your Presentation, Delivering the presentation, Essentials of Presentation, Role of Technology in Presentation, Case-study & Activities • Negotiation Skills: Meaning, Nature, Need, Factors Affecting, Process, Strategies, Case-study & Activities
Unit – 4	<ul style="list-style-type: none"> • Business Letters, Memos, and E-mails : Writing Routine Pleasant Letters, Writing a 'Persuasive Letter', Writing Memos, essentials of Good Business letters and Memos, Form and Layout of Business letters, Writing E-mails, Case-study & Activities • Business Reports: Meaning, Difference between Essays & Reports & Journals, Purpose, Kinds of Reports, Objectives of a Report, Writing Reports, Basic and Subsidiary Parts of Report, Short and Long Formal Reports format, Visual aids in reports, Case-study & Activities • Summer Project Reports: Meaning, Difference between SPR & Business/Technical Reports, Guidelines for Writing Summer Project Report, Writing the Project Proposal, Components, Project Presentation, Case-study & Activities

Unit – 5	<ul style="list-style-type: none">• CVs, Personal Interviews, and Group: Writing a CV, Importance of Resume and Application Letter, Writing a Resume, Essentials of Drafting Effective Resume &/or CV, Drafting an Application Letter, Interviews, Participating in a Group Discussion, Case-study & Activities• Business Etiquette: Meaning, Introductions, Telephone Etiquette, Business Dining, Interaction with foreign Visitors, Business Manners of Different Countries, Case-study & Activities
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TEXT BOOKS	
<ul style="list-style-type: none">• P.D. Chaturvedi and Mukesh Chaturvedi , Business Communication(3rd Edition), Pearson Education, New Delhi.	

REFERENCE BOOKS	
<ul style="list-style-type: none">• Asha Kaul, Effective Business Communication, Prentice Hall of India Private Limited, New Delhi- 110 001.• Urmila Rai and S.M.Rai, Business Communication, Himalaya Publishing House.• Lesikar, Pettit and Flatley, Basic business Communication, Tata McGraw Hill Co., New Delhi.	



CONTEMPORARY ISSUES IN MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I	19MBA107	Contemporary issues in management	4	-	100	-

COURSE OUTCOMES

The objective of the course is to create awareness among the students towards the various contemporary issues in management and develop self-learning skills.

GUIDELINES

- In the beginning of the semester various contemporary topics related to field of management will be announced in the class room.
- Each student will be allotted one topic.
- During semester all the students will collect material on the topic and prepare a write up under the guidance of faculty.
- At the end of semester all the students will present the written report and panel of experts appointed by the university will evaluate them on the basis of write up, and viva voce.
- This will be evaluated for 100 marks.

MBA SEMESTER – II

(Effective from November – 2019)

ORGANISATIONAL BEHAVIOUR

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA201	Organisational Behaviour	4	30	70	3 Hours

COURSE OUTCOMES

To familiarize the students with basic organisation process to bring about organisational behaviour. Develop ability to observe, understand and analyse the behaviour within the organisation. Helpful in developing basic skills to deal with the ongoing behavioural dynamics and contribute to organisational effectiveness.

COURSE CONTENT

Unit - 1	Fundamentals of Organizational Behavior
	Organization, Management and Organisational Behaviour, Theories of Management leading to Organisational Behaviour, Role of culture in Management, Challenges of the changing world of the work, Current concerns for Organisations.
Unit – 2	Understanding Dynamics of Individual Behaviour
	<ul style="list-style-type: none"> • Personality predispositions and managerial effectiveness Personality - Values, Attitudes and Beliefs - Argyris's Maturity-Immaturity Continuum - Managerial Relevance • Perception Perceptual Process - Factors Influencing the Perceptual Process - Factors Affecting Perceptual Throughput Process • Motivation and work performance Motive, Motivation, Motivating - Theories of Motivation in Brief Overview (Need Hierarchy, Theory X and Y, Hygiene Theory, Achievement Motivation Theory, ERG Theory) - Is Motivation Culture-Bound and How Can Indian Managers Motivate Employees? • Reinforcement Reinforcement Theory - Behaviour Modification - Individual and Organisational Learning Process - Reinforcement Strategies - Implication of Reinforcement Theories and Schedules for managers - Relationship between Motivation and Performance
Unit - 3	Understanding Dynamics of Behaviour in Group
	<ul style="list-style-type: none"> • Group dynamics in organization Synergy Through Groups, Group Dynamics, Different Modes of Decision making in Groups, Group Effectiveness, Stages of Group Development, The manager's Role in Group and the Decision making Processes, teams, how managers can tap in to groups and make them an organisational Resources • Management of Stress Impact of Stress on Individuals - Personality Prepositions and Experiences Stress - Sources of Stress - Stress Management • Conflict Management an Negotiation Nature of Conflict- Dynamics of Conflict- Conflict resolution Modes- Approaches to Conflict Management- Sources of Conflict in Organisation • Leadership and Managerial Effectiveness Leadership as an Influencing Process - Theories of Leadership - Leader Behaviour Theories

	- Contingency Theories of Leadership - Likert's System Four and The Managerial Grid
Unit – 4	Organization Development and Change process
	Quality of life- Organisation Development- Organisational Culture- Values and OD- Planned change- Implications for Managers
Unit – 5	Emerging aspects of Organisational Behaviour
	Conditions affecting Multinational Operations, managing international workforce, productivity and culture contingencies, cross cultural communication

TEXT BOOKS

- K. Aswathappa, Organisational Behaviour, Himalaya Publishing House Pvt. Limited, 2008
- John W Newstrom, Organizational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2007

REFERENCE BOOKS

- Parikh & Gupta, Organisational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010
- Sekran Uma, Organisational Behaviour, Tata McGraw Hill Publishing Company Limited, New Delhi, 2006
- P. Subba Rao, Management and Organisational Behaviour (Text and Cases), Himalaya Publishing House, 2012
- Debra L. Nelson and James Campbell Quick, Organizational Behaviour, Cengage Learning India Private Limited, 2009
- Kumar Arun and Minakshi N., Organisational Behaviour, Vikas Publishing House Private Limited, 2009

MARKETING MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA202	Marketing Management	4	30	70	3 Hours

COURSE OUTCOMES

To acquaint students with the fundamentals of marketing and various marketing strategies.

COURSE CONTENT

Unit - 1	Introduction to Marketing Management Defining Marketing, Core concepts of marketing , New Marketing realities, Marketing and customer value, Corporate and Division Strategic planning, Marketing plan, Creating long term loyalty relationships
Unit – 2	Capturing Marketing insights, Marketing Research, Connecting with customers Components of modern marketing information system, Marketing intelligence, scope of marketing research, marketing research process, analyzing consumer markets
Unit - 3	Designing and managing services ,new market offerings, pricing strategies Nature of service, services marketing, new product development, understanding pricing and strategies
Unit – 4	Building strong brands and creating value Market segmentation, Brand positioning , creating brand equity, addressing competition ,setting product strategy
Unit – 5	Managing digital communications and personal communications Online marketing, Database marketing, direct marketing, Designing and managing the sales force

TEXT BOOKS

- Kotler and Kevin lane keller, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 15/e

REFERENCE BOOKS

- Kotler, Philip, Marketing Management, Pearson Education, New Delhi
- Saxena Rajan, Marketing Management, Tata Mc Graw Hill, New Delhi, 2007
- Arun Kumar and N. Meenakshi, Marketing Management, Vikas Publishing house, New Delhi, 2007

FINANCIAL MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA203	Financial Management	4	30	70	3 Hours

COURSE OUTCOMES

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

COURSE CONTENT

Unit - 1	Understanding the Meaning of Financial Management, Financial System, Financial Mathematics, and Basics of Valuation
	Financial Management: Definition, Scope, Goal, Function, Agency Theory; Financial System; Functions, Structure, Players, Role. Concepts of Time Value, Compounding & Discounting, Annuities, Valuation of Bonds and Shares
Unit – 2	Understanding Working Capital Management as a Decision to Create Value for the Business
	Principles of Working Capital Management, Various Approaches, Estimation of Working Capital, Managements of Components of Working Capital; Cash, Receivables, Inventory and Sources of Working Capital Finance
Unit - 3	Understanding Investment Decision and Various Steps Involved
	Nature of Investment Decision, Techniques of Investment Decision; Discounted and Non-Discounted Techniques, Estimation of Discount Rate (Cost of Capital), Determination of Cash Flows and Complex Investment Decisions
Unit – 4	Understanding Financing Decision and Various Sources of Finance
	Meaning of Leverage, Theory of Capital Structure, Relevance and Irrelevance of Capital Structure, Arbitraging, Sources of Long-Term Finance; Shares, Debentures and Term Loans, Leasing and Hire Purchase and Venture Capital
Unit – 5	Understanding Dividend Decision, Theory and Practice
	Contemporary Issues and Projects by Students Various Models of Relevance and Irrelevance, Approaches towards Dividend Theory.

TEXT BOOKS

- Chauhan P.L., Financial Management, Saurashtra University, Rajkot, 2010
- Panday I.M., Financial Management, Vikas Publishing House, New Delhi, 9th Edition
- Chandra, Prasanna, Financial Management – Theory and Practice, Tata McGraw-Hill Publishing Company, New Delhi, 7th Edition
- Van Horne & Wachowicz Jr. Fundamentals of Financial Management, Pearson Education, New Delhi, 12th Edition

REFERENCE BOOKS

- Gitman, Managerial Finance, Pearson Education, New Delhi, 2008.
- Maheshwari S.N. Financial Management, Sultan Chand & Sons, New Delhi, 2008.
- Khan & Jain, Financial Management, Tata McGraw Hill Publishing Co., New Delhi, 2008.
- Ravi Kishor, Financial Management, Taxmann's Allied Services Pvt. Ltd., New Delhi, 2008.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

HUMAN RESOURCE MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA204	Human Resource Management	4	30	70	3 Hours

COURSE OUTCOMES

The Objective of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Understanding Human Resource Management Context of Human Resource Management
Unit - 2	<ul style="list-style-type: none"> Strategic Human Resource Management Human Resource Planning
Unit - 3	<ul style="list-style-type: none"> Analyzing Work and Designing Jobs Recruitment, Selection and Induction Training, Development and Career Advancement Performance Appraisal and Performance Evaluation
Unit - 4	<ul style="list-style-type: none"> Remuneration, Incentive and Performance-based Payments Managing employee benefits and services Employee Empowerment Dispute Resolving & Grievance Management
Unit - 5	<ul style="list-style-type: none"> Trade Unions- Functions and its role Evaluating HRM effectiveness

TEXT BOOKS

- Aswathappa K. Human Resource and Personnel Management Tata McGraw Hill, New Delhi, 1997
- Tiwari T.D. & Chauhan P.L.” Emerging Issues in Human Resource Management” Shanti Prakashan, Delhi -2005
- Tiwari T.D. & Chauhan P.L.” Framework of Human Resource Management and Industrial Relation” Shanti Prakashan, Delhi -2007

REFERENCE BOOKS

- Holloway, J.ed. Performance Measurement and Evaluation. New Delhi, Sage, 1995.
- Monappa, A. & Saiyadain M. Personnel Management. 2nd ed., New Delhi, Tata McGraw-Hill, 1996.
- Stone, Lloyed and Leslie W.Rue, Human Resource and Personnel Management Richard D. Irwin, Illinois, 1984.

OPERATIONS MANAGEMENT

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA205	Operations Management	4	30	70	3 Hours

COURSE OUTCOMES

The Course is designed to acquaint the students with decision making in: Planning, schedule and control of Production and Operation functions in both manufacturing and service organization.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Operations Management : Trends and Issues Introduction – Current Trends in Manufacturing in India – Service as a Part of Operations – Operations as a Key Functional Area in an Organization – Operations Management: A Systems Perspective – Challenges Faced by Operations Management – Priorities for Operations Management • Operations Strategy Relevance of Operations Strategy – Strategy Formulation Process – Measures to Ensure Operational Excellence – Strategic Options for Operations – Emerging Trends and Implications for Operations
Unit – 2	<ul style="list-style-type: none"> • Design of Processes Determinants of Process Characteristics – Types of Processes and Operations Systems – Process Product matrix – Process Design Issues in Service Systems – Technology Issues in Process Design – Planning Premises and Process Implications • Product Development Process Role of Product Development in Competitiveness – Product Development Process-Organization for Product Development – Tools for Efficient Product Development – Performance Measures for Product Development Process – Management Accounting Tools for Product Development
Unit - 3	<ul style="list-style-type: none"> • Capacity and Aggregate Planning Meaning – Types of Capacity – Measurement of Capacity – Capacity Decision – Capacity Planning – Capacity Changes – Types of Capacity Planning – Aggregate Production Planning – Adjusting Capacity to Meet Demand – Demand Management – Hierarchical and Collaborative Planning – Aggregate Planning for Services
Unit – 4	<ul style="list-style-type: none"> • Plant Location Meaning – Need - Nature of Location Decisions – Procedure – Factors Affecting Location Decisions – Methods of Evaluating Location Alternatives • Plant Layout Layout Planning – Need – Objectives – Significance – Factors Influencing Layout Choices – Principles – Types – Layout Planning and Design – Layout Tools and Techniques
Unit – 5	<ul style="list-style-type: none"> • Supply Chain Management Concept – Components of Supply Chain – Supply Chain Management: A Process Orientation – Supply Chain Structure – Measures for Supply Chain Performance – Design of Supply Chains – Role of IT in Supply Chain Management • Inventory Management Concepts - Importance – Types – Inventory Cost – Inventory Models – EOQ – Inventory Control Systems – “Q” System – “P” System - Selective Inventory Control Management (ABC, FSN, SDE, HML Analysis) - EOQ – MRP – JIT • Total Quality Management The Quality Revolution – Quality Gurus – Definitions of Quality – Total Quality Management – Quality Management Tools – Quality Certifications and Awards – Service Quality – Design of Quality Assurance System

TEXT BOOKS

- Mahadevan B., Operations Management, Pearson Education, New Delhi, 2008
- Russel & Taylor, Operations Management, Pearson Education, New Delhi, 2008
- Chase, Jabocs and Acquiliano, Operations Management, Tata McGraw Hill, New Delhi, 2009.

REFERENCE BOOKS

- Krajawski & Ritzman, Operations Management, Pearson Education, New Delhi, 2003
- Bedi Kanishka, Production and Operations Management, OXFORD University Press, New Delhi, 2006.
- Chunawala & Patel, Production and Operation Management, Himalaya Publishing House, Mumbai, 2002
- Bhatt K.S., Production and Operation Management, Himalaya Publishing House, Mumbai, 2003



COST AND MANAGEMENT ACCOUNTING

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA206	Cost and Management Accounting	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control focus of managerial accounting. Simple to gradually difficult case situations are taken up to illustrate concepts to the students.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Nature and Scope of Cost and Managerial Accounting Limitations of Financial Accounting – Cost Accounting: Meaning, Objectives, Functions, Advantages, and Installation of a Costing System. Managerial Accounting: Meaning, Scope, Importance Tools & techniques, Limitations. Cost Concepts and Classification Concept of Cost – Cost Centre and Cost Unit – Methods and techniques of Costing – Classification of Costs – Elements of Costs – Cost Control and Cost Reduction Single or Output Costing Cost Sheet and Production Statement – Treatment of Stocks – Preparation of Cost Sheet including Tender.
Unit – 2	<ul style="list-style-type: none"> Activity Based Costing Problems of Traditional Costing - ABC and Cost analysis Under ABC - Full Costs as the Product Costs under ABC - Benefits and Weakness of ABC - Factors Influencing Application of ABC - Installation of ABC - Activity Based Management Job Costing Meaning - Objectives – Procedure Process Costing and Joint Products Essential Characteristics of Process Costing – Process Costing and Job Costing Comparison – Process Losses – Work in Progress – Equivalent Production – Inter Process Profits – Joint Products & By Products
Unit - 3	<ul style="list-style-type: none"> Marginal Costing and Cost Volume Profit Analysis Meaning of Marginal Cost and Marginal Costing – Distinction between Absorption and Marginal Costing – CVP analysis and Break Even Analysis – Margin of Safety – Key Factors – Managerial Application of Marginal Costing – Advantages & Limitations
Unit – 4	<ul style="list-style-type: none"> Budgetary Control Meaning of Budget and Budgetary Control – Objectives, advantages and limitations of budgetary control – Essentials of Effective budgeting – functional Budgets – Fixed and Flexible budget – Zero Base Budgeting – Performance Budgeting
Unit – 5	<ul style="list-style-type: none"> Standard Costing and Variance Analysis Meaning of Standard Cost and Costing – Application of Standard Costing – Advantages and Limitations of standard costing – Material, Labour and Overhead Variances

TEXT BOOKS

- Chauhan P.L., & Bhayani S.J., Managerial Accounting, Shanti Prakashan, Ahmedabad, 2007.
- Horngreen, Foster & Datar, Cost Accounting, Prentice Hall of India, New Delhi, 12th Edition.
- Hilton Roland W., G. Ramesh, & M. Jayadev, Managerial Accounting, Tata McGraw Hill Publishing Co., New Delhi, Seventh Edition

REFERENCE BOOKS

- Shah Paresh, Management Accounting, Oxford University Press, New Delhi, 2009.
- Bruns William J., Financial Reporting and Management Accounting, Cengage Learning India Pvt. Ltd., Delhi, 1st Edition.
- Needles Belverd, Powers Marian & Crosson Susan, Accounting for Decision Making, Cengage Learning India Pvt. Ltd., Delhi, 1st Edition.
- Maheswari S.N., Cost and Management Accounting, Sultan Chand & Sons, New Delhi, 2006.
- Arora M.N., Cost and Management Accounting, Himalaya Publishing House, Mumbai, 2006.
- Banerjee Bhabatosh, Cost Accounting, Prentice-Hall of India, New Delhi, 2006.



RESEARCH METHODOLOGY

Name of Course	Semester	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II	19MBA207	Research Methodology	4	30	70	3 Hours

COURSE OUTCOMES

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making. The Course also helps to instill discrimination in using research appropriately and effectively.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Research – an introductory approach: Meaning and definition of research, Characteristics of research, motivating for research, approaches of research. Research Methods and Techniques: Case survey, survey, experimental, field investigation, evaluation, laboratory, business game, focus group discussion. Research design: Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.
Unit – 2	<ul style="list-style-type: none"> Formulation of research problem and proposal. Reviewing the literature. Design of sample service and Measurement and Scaling
Unit - 3	<ul style="list-style-type: none"> Collection of data: Primary and secondary data, methods of primary data collection, questionnaires, observations, interview, types of secondary data, advantages and disadvantages of secondary data. Sampling: Introduction, meaning and definition, characteristics, types of sampling: random, stratified random, systematic, cluster, multistage sampling, probability and non-probability sampling. Scaling technique.
Unit – 4	<ul style="list-style-type: none"> Process of data: Editing, Coding, classifications and tabulation. Analysis and interpretation of data and testing of hypothesis: Hypothesis formulation, level of signification, degree of freedom, t-test, F-test, Chi-square test, ANOVA, Z-test
Unit – 5	<ul style="list-style-type: none"> Use of computer in Research with SPSS. Writing and presenting Research project report.

TEXT BOOKS

- Copper D.R. and Schindler P.S., Business Research Methods, Tata McGraw Hill, New Delhi, 2005.

REFERENCE BOOKS

- C.R.Kothari, Research Methodology, Methods & Techniques, Wish Prakashan, New Delhi.
- J.K.Sachdeva, Business Research Methodology, Himalaya Publishing House.
- David J. Luck and Ronald S.Rubin, Marketing Research, PHI Learning Private Limited, New delhi,2009.

MBA SEMESTER – III

(Effective from June -2020)

STRATEGIC MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Core	19MBA301	Strategic Management	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this course is to give an understanding about importance of strategic management in a dynamic environment for business. It helps students to learn about different strategy options, appropriate selection and effective implementation and control.

COURSE CONTENT

Unit - 1	<p>Strategic Management</p> <ul style="list-style-type: none"> The nature and value of strategic management The strategic management process <p>Company Mission</p> <ul style="list-style-type: none"> What is a company Mission? Formulating a Mission Boards of Directors Agency Theory <p>Corporate Social Responsibility and Business Ethics</p> <ul style="list-style-type: none"> The Stakeholder Approach to Social Responsibility Satisfying Corporate social responsibility Management Ethics Codes of Business Ethics Business Ethics Self – Assessment
Unit – 2	<p>The External Environment</p> <ul style="list-style-type: none"> The Firm’s External Environment Remote Environment Industry Environment How Competitive forces shape strategy Contending Forces Industry analysis and competitive analysis Operating environment Emphasis on environmental factors <p>The global environment</p> <ul style="list-style-type: none"> Globalization Development of a global corporation Why firms globalize At the start of globalization Complexity of the global environment Control problems of the global firm Global strategic planning Competitive strategies for firms in foreign markets Globalization in the Indian context
Unit - 3	<p>Internal Analysis</p> <ul style="list-style-type: none"> SWOT analysis: A traditional approach to Internal Analysis Value Chain Analysis Resource – Based view of the firm

	<ul style="list-style-type: none"> • Internal Analysis: Making Meaningful Comparisons <p>Long – Term Objectives and Strategies</p> <ul style="list-style-type: none"> • Long-Term Objectives • Generic Strategies • The value disciplines • Grand strategies • Selection of long term objectives and grand strategy sets • Sequence of objectives and strategy selection • Designing a profitable business Model
Unit – 4	<p>Business Strategy</p> <ul style="list-style-type: none"> • Evaluating and choosing business strategies: Seeking sustained • Competitive Advantage • Dominant Product/Service Businesses • Evaluating and Choosing to Diversify to Build Value <p>Multibusiness Strategy</p> <ul style="list-style-type: none"> • The portfolio approach: A historical starting point • The synergy approach: leveraging core competencies • The corporate parent role: can it add tangible value?
Unit – 5	<p>Implementation</p> <ul style="list-style-type: none"> • Short-Term Objectives • Functional Tactics that implement Business strategies • Outsourcing Functional activities • Bonus Compensation plans <p>Strategic Control</p> <ul style="list-style-type: none"> • Strategic control • Establishing Strategic Controls

TEXT BOOKS

- John A. Pearce II, Richard B. Robinson and Amita Mital, Strategic Management, McGraw Hill, New Delhi (latest Edition)
- Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, Third Edition

REFERENCE BOOKS

- Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, Business Policy and Strategic Management, Frank Bros & Co., New Delhi, Seventh Edition
- Carpenter, Sanders and Salwan, Strategic Management A Dynamic Perspective, Pearson Education., Second Edition
- A Nag, Strategic Management: Analysis, Implementation and Control, Vikas Publication, Latest Edition

ENTREPRENEURSHIP AND ETHICS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Core	19MBA302	Entrepreneurship and Ethics	4	30	70	3 Hours

COURSE OUTCOMES

The purpose of this course is to motivate and generate a new breed of entrepreneurs with ethical values. This course will create in them the necessary knowledge, attitudes, skills and competence to become a successful Entrepreneur. It will also focus on need for the business ethics in recent time for the sustainability of business in long run and developing a mindset of students for the ethical decision making.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Entrepreneur Entrepreneur: Definitions and Concept - Entrepreneurial Traits, Characteristics and skills - Classification – Entrepreneur Vs Professional Managers – Women Entrepreneurs – Growth of Entrepreneur – Nature and Importance – Entrepreneurial Culture
Unit – 2	<ul style="list-style-type: none"> Concept of Entrepreneurship Empowering – Stimulation – Ecosystem – Phases of Entrepreneurship Development – Barriers to Entrepreneurship – factors influencing Entrepreneurship Theories of Entrepreneurship Innovation Theory – Theory of High Achievement – Theory of profit – Theory of Social Change – Theory of Personal Resourcefulness
Unit - 3	<ul style="list-style-type: none"> Entrepreneurship Development Environment – Entrepreneurship Development Programme – Structuring – Strategy – Entrepreneurship Training - Institutions in Aid of Entrepreneurship Development
Unit – 4	<ul style="list-style-type: none"> Setting up a Small Enterprise Location – Steps for starting a small Enterprise – Types of Ownership – Government Support – Start-up India, Standup India and Skill India – Ease of Doing Business
Unit – 5	<p>Introduction to Business Ethics and Values</p> <ul style="list-style-type: none"> Meaning and Concept of ethics, Types of ethics, Advantages of Ethical Practices, Ethical behavior, Ethical Issues, Ethical Dilemma, Whistle blowing, Theories of Ethics. Business Ethics, Scope and Elements of Business Ethics, Importance of Ethics for Entrepreneurship, Ethical Organization <p>Corporate Governance</p> <ul style="list-style-type: none"> Concept, need and importance of Corporate Governance, corporate governance and Agency theory, models of Corporate Governance, various committees and their recommendations of Corporate Governance, ancient Indian concept of governance Corporate Governance in India, Board of Directors, Appointment, Duties/role & Responsibilities of Directors, current Scenario of Corporate Governance in India

TEXT BOOKS

- Desai Vasant, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai, Latest Edition
- Robert Hisrich, Michael Peters, Entrepreneurship TMH, Latest Edition
- C.S.V. Murthy, Business Ethics and Corporate Governance, Himalaya Publishing House, Latest edition
- S. K. Mandal, Ethics in Business and Corporate Governance, Tata McGraw-Hill Education Pvt. Ltd, Latest edition
- K. Nirmala, B.A. Karunakara Reddy and N. Aruna Rani, Business Ethics and Corporate Governance, Himalaya Publishing House, 1st Edition, 2015

- C.S.V. Murthy, Business Ethics and Corporate Governance, Himalaya Publishing House, 1st edition, 2014

REFERENCE BOOKS

- Desai Vasant, Small-Scale Industries and Entrepreneurship, Himalaya Publishing House, Mumbai, Latest Edition
- Gupta C.B. and Khanks S.S., Entrepreneurship and Small Business Management, Sultan Chand & Sons, New Delhi,
- David Holt , Entrepreneurship : New venture creation, Prentice Hall of India Pvt. Ltd. Latest Edition
- Prasanna Chandra, Project Management, TMH, New Delhi, Latest Edition
- Amar V. Bhide, The Origin and Evaluation of new business, Oxford
- Riya Rupani, Business Ethics and Corporate Governance, Himalaya Publishing House, Latest Edition
- Dr.S.S.Khanka, Business Ethics and Corporate Governance, Latest Edition.



SUMMER TRAINING PROJECT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Project	19MBA303	Summer Training Project	8	-	200	-

COURSE CONTENTS

At the end of second semester, all students will have to undergo summer training of 6 weeks with an industrial, business or service organization by taking up a project study. The summer project will be evaluated at the end of the third semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers

Summer Training Project Report Format

- (1) Company Certificate
- (2) Student Declaration
- (3) Acknowledgment
- (4) Project Guide Certificate
- (5) Project Report Details
 - Executive Summary
 - Industry Information in Detail with Latest Data (History, Development, Players, Analysis)
 - Company Information (History, Current Position, Products, Market – Coverage)
 - Competitor Analysis (History, Current Position, Products, Market – Coverage)
 - Functional Area Information (Theory and Practical Application in Respective Organizations)
 - Production/Operations
 - Marketing
 - Finance/Accounting (With Latest Data)
 - Technology
 - Human Resource Management including Organization Structure
 - Research and Development
 - General Summary, and Findings
 - Bibliography

Font Style : Calibri/Times New Roman
 Font Size : 11/12
 Line Spacing : Normal
 Paper Size : A4
 Bound : Leather / Spiral
 Printing Style : Both the side of paper
 No. of Copies : 2 Hard Copies and One Soft Copy (CD)

1. Student (Self)
 2. Company

Department / University / Project Guide (Soft Copy in CD)

MARKETING AREA COURSE

CONSUMER BEHAVIOUR

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA304	Consumer Behaviour	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this course is to make students familiar with the psychological, social, anthropological factors affecting the consumer behaviour and decision making.

COURSE CONTENT

Unit - 1	Introduction to Consumer Behavior
	Consumer Behavior, its origin and strategic applications, Development of marketing concept, Customer value, satisfaction and retention, Marketing ethics and Social responsibility , Consumer Research , Market segmentation.
Unit – 2	Consumer motivation and Consumer Personality
	Motivation needs and goals, Dynamics of motivation, Measurement of motives, Nature of personality, Personality theories, Personality traits, Brand personality, self-image.
Unit - 3	Consumer perception, learning and attitudes
	Elements and dynamics of perception, Consumer imagery, Perception of risk and Risk handling, Elements of consumer learning, Behavioral and cognitive learning theories, attitude, structural models of attitude, Attitude formation and strategies of attitude change.
Unit – 4	Reference groups, Family influence, culture influence on Consumer Behavior
	Concept of reference groups, Family decision making, functions of family, Concept of culture, sub cultures, cross cultural consumer behavior , Cross cultural consumer analysis.
Unit – 5	Consumer decision making process
	Opinion leadership, dynamics of opinion leadership , motivation, interpersonal flow of communication, diffusion of innovations, adoption process, consumer innovator profile , four views of consumer decision making, Model of consumer decision making.

TEXT BOOKS

- Schiffman and Kanuk, Consumer Behaviour, PHI, New Delhi, India.

REFERENCE BOOKS

- Blackwell, Miniard and Engel, Consumer Behavior, Cengage Learning India Private Limited, New Delhi, 2009
- Michael R. Solomon, Consumer Behavior – buying, Having and Being, PHI Learning Private Limited, New Delhi, 2009.

SERVICES AND RELATIONSHIP MARKETING

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA305	Services and Relationship Marketing	4	30	70	3 Hours

COURSE OUTCOMES

The basic purpose of this course is to provide knowledge of service marketing and its structure.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • An introduction to services marketing and strategy. Services defined - Importance of service marketing - Characteristics of services - Growth of service sector - Strategic planning process Market oriented service strategy. <ul style="list-style-type: none"> ○ Service marketing mix. • The service product. The basic service package - Customer value hierarchy - The service product mix - Service life cycle - Services quality - Determinants of service quality - Total quality service marketing - Service excellence
Unit – 2	<ul style="list-style-type: none"> • Pricing and distribution of services. Pricing objectives - Approaches to pricing of services - Pricing strategies - Service transactions - Service location - Service providers - Distribution flow and distributors - Strategies for channel management • Communication mix for services. Objectives for service marketing communication - The marketing communication mix - Branding and communications - Marketing communications and the Internet.
Unit - 3	<ul style="list-style-type: none"> • The service delivery process, demand and capacity management. Designing and managing the service processes - Balancing demand and capacity - The service environment - Dimensions of service environment. • Managing people for services. Employee management - Service leadership and culture - Consumer protection in services. • Customer feedback and service recovery. Customer complaining behavior - Customer responses to effective service recovery - Service guarantees - Learning from customer feedback.
Unit – 4	<ul style="list-style-type: none"> • Organizing for service marketing. Synergy in service management - Creating a leading service organization. • Service marketing in various sectors. Service marketing in India an introduction - Marketing of banking and insurance services in India - Marketing of healthcare services in India - Marketing of hospitality services in India - Marketing of educational services in India - Marketing of transport services in India - Marketing of tourism services in India
Unit – 5	<ul style="list-style-type: none"> • Relationship Marketing Overview and fundamental concepts in Relationship Marketing – customer acquisition and retention strategies – Customer Loyalty – CRM and Web-based Technologies

TEXT BOOKS

- K. Rama Mohana Rao, Services Marketing, 2005, Pearson Education, New Delhi
- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing, People, Technology, Strategy, 2006, Pearson Education, New Delhi

REFERENCE BOOKS

- Valarie A. Zeithaml and Mary Jo Bitner, Services marketing, integrating customer focus across the firm, 2006, Tata McGraw Hill, New Delhi
- N. C. Jain and Saakshi, Services marketing, 2006, AITBS publishers, New Delhi
- S. Shajahan, Relationship Marketing, Tata McGraw Hill, New Delhi



FINANCE AREA COURSES

MERGERS AND ACQUISITIONS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA306	Mergers and Acquisitions	4	30	70	3 Hours

COURSE OUTCOMES

The basic objective of this course developed understanding of merger and acquisition process Ability to examine the merger and acquisition process in capital market.

COURSE CONTENT

Unit - 1	Corporate Restructuring
	Concepts, Definition forms of corporate restructuring- merger- consolidation- acquisition- demerger- carve out- joint venture- reduction of capital- buyback of securities- delisting of companies
Unit – 2	Takeover
	concept ,takeover defense tactics- benefits and advantages of takeover- friendly versus hostile takeovers- successful takeovers tactics in India. Divesture- Concept- benefits- types- reason for divesture. Going private and leverage buyout- Concept- types of leverage buyout. Concept of employee stock ownership
Unit - 3	Legal issues in Merger and Acquisition
	Provision for M&A under company Act 2013- SEBI buyback of securities regulation- SEBI (substantial acquisition shares and takeover regulations) SEBI guidelines- provision for income tax act- competition act for M&A- condition of buyback and general obligations of the company- Types of buyback
Unit – 4	Accounting for Mergers
	AS 14- methods of accounting- balance sheet treatment after M&A. Exchange ratio - Concept- ER based on EPS, MPS, PE- combined EPS- combined MPS combined PE- market value of merged firm- cost and benefits of a merger
Unit – 5	Different Approaches of Valuation of M&A
	Assets based valuation- relative valuation methods- capitalization of earning approach- cash flow-based valuation approach- Dividend discount model- Concept- formulae- limitation- Enterprise DCF model- Issues in valuations

TEXT BOOKS

- Pandey I.M., Financial Management – I. M. Pandey, Vikas Publishing House, New Delhi, 9th Edition
- Godbole Prasad G., Mergers, Acquisitions and Corporate Restructuring, Vikas Publishing House, New Delhi, 2009

REFERENCE BOOKS

- Chandra Prasanna, Financial management, Tata McGraw Hill Publication, New Delhi
- Maheshwari S.N., Management Accounting, Sultan Chand & Sons, New Delhi, 2002.
- Ravi Kishor, Financial Management, Taxmann Publication, New Delhi, 2002.
- Das & Basu, Corporate Restructuring, Tata McGraw Hill Publication, New Delhi,
- Sudarsanam Sudi, Creating Value from Mergers and Acquisitions, Pearson Education, New Delhi, 2009.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA307	Security Analysis and Portfolio Management	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management Decision Making Process.

COURSE CONTENT

Unit - 1	Investment
	Nature – Scope – Elements – Avenues – Approaches to Investment analysis – Concept of Risk and Return – Measurement, Financial Assets, Primary & Secondary Market -Primary Market: Role, Functions & Methods of Selling – Allotment Procedure – New Financial Instruments. Secondary Market, Role – Importance – Types of Brokers – Trading Mechanism – Listing of Securities in Stock Exchanges – Screen Based Trading – Depository – Role and Need – Functions.
Unit – 2	Public Issue
	SEBI Guidelines – Size of Issue – Pricing of Issue – Promoters Contribution – Appointment of Merchant Bankers – Underwriters – Broker – Registrar and Managers, Bankers and Allotment of Shares.
Unit - 3	Valuation of Securities
	Bonds – Debentures – Preference Shares and Equity Shares,
Unit – 4	Fundamental and Technical Analysis
	Fundamental Economic – Industry and Company Analysis, Technical Analysis, Trends – Indicators – Indices and Moving Averages Applied in Technical Analyses.
Unit – 5	Portfolio Management
	Estimating rate of return and standard deviation portfolio – Effect of combining the securities – Markowitz Risk-return optimization – Single Index Model or Market Model – Portfolio Total risk – Portfolio Market risk and unique risk – Simple Sharpe’s optimization solutions, Efficient Market Hypothesis, Capital Market Theory, Capital market line – Security Market line – Risk free lending and borrowings – Factors Models – Arbitrage pricing theory – Two factor and multi factor models – Principles of Arbitrage – Arbitrage Portfolios, Portfolio Performance Evaluation.

TEXT BOOKS

- Bhalla, V K. Investment Management: Security Analysis and Portfolio Management, 2nd ed., New Delhi, S. Chand, 2008.
- M Ranganatham, R. Madhumathi, Investment Analysis and Portfolio Management’, Pearson Education, New Delhi
- Avadhani V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, Mumbai, 2008.

REFERENCE BOOKS

- Chandra Prasanna, Investment Management, Tata McGraw Hill, New Delhi, 2008.
- Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management. 6th ed., New Delhi, Prentice Hall of India, 2008.
- Investment Analysis and Portfolio Management, Reilly / Brown South Western Cengage Learning , third edition 2009
- Pandian P., Security Analysis and Portfolio Management, Vikas Publishing Pvt. Ltd., New Delhi, 2008

HUMAN RESOURCE AREA COURSES

STRATEGIC HUMAN RESOURCE MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA308	Strategic Human Resource Management	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this paper is to develop a conceptual as well as a practical understanding of Strategic Human Resource System in an organization.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • An Investment Perspective of HRM • Challenges in Strategic Human Resource Management • The Evolving / Strategic role of HRM
Unit – 2	<ul style="list-style-type: none"> • Human Resource Evaluation, • Designing and Redesigning of Work Systems • Employment law
Unit - 3	<ul style="list-style-type: none"> • Staffing • Training and Development • Performance Management and Feedback
Unit – 4	<ul style="list-style-type: none"> • Compensation • Employees Separation • Labor Relations
Unit – 5	<ul style="list-style-type: none"> • Global Human Resource Management

TEXT BOOKS

- Jeffrey A. Mello “Strategic Human Resource Management” Thomson –South-Western Publication-2004.
- Tanuja Agarwala “Strategic Human Resource Management” Oxford Publication-2007.

REFERENCE BOOKS

- Tiwari T.D.and Chauhan P.L. “Framework of Human Resource Management and Industrial Relations-Shanti Prakashan, Delhi
- Belkaoui, A.R. and Belkaoui, J.M., Human Resource Valuation: A guide to strategies and Techniques, Greenwood Quorum Books, 1995.
- Dale B., Total Quality and Human Resources: An Executive Guide, Oxford, Blackwell, 1992

HUMAN RESOURCE DEVELOPMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA309	Human Resource Development	4	30	70	3 Hours

COURSE OUTCOMES

The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD, and to enable the course participants to manage the training system and processes

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Evolution and Overview of HRD • Current Scenario of HRD
Unit – 2	<ul style="list-style-type: none"> • HRD Functions • HRD climate • Human Capital Development
Unit - 3	<ul style="list-style-type: none"> • Quality Work Life • Total Quality Management • HRD strategies and Designing Effective HRD Strategies • HRD in Virtual Organizations
Unit – 4	<ul style="list-style-type: none"> • Human Resource Information System • Human Resource Accounting • HR Out-Sourcing
Unit – 5	<ul style="list-style-type: none"> • Training and Retraining • Performance Management • Coaching and Counselling • Career Management and Development

TEXT BOOKS

- Tiwari, T.D. “Human Resource Development a New Perspective” Shanti Prakashan- Delhi

REFERENCE BOOKS

- Randy L. Desimone, Jon M. Werner, David M. Harris Thomson –South-Western Publication- 2003.
- Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower, 1998.
- Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page, 1995.
- Lynton, R Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar, 1990.
- Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower, 1984

INFORMATION SYSTEM AREA COURSES

DATABASE MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA310	Database Management	4	30	70	3 Hours

COURSE OUTCOMES

The students are to be provided basic understanding of the RDBMS & SQL and the skills to these in business organizations.

COURSE CONTENT

Unit - 1	Database Management System <ul style="list-style-type: none"> History - Database and DBMS packages - Database System Architecture Client Server architecture
Unit – 2	Database Models <ul style="list-style-type: none"> Hierarchical – Network – Relational - Codd’s rules for Relational database Object Relational database model Database Modeling <ul style="list-style-type: none"> E-R Diagram – Normalization - 1st NF, 2nd NF, 3rd NF -example and exercise
Unit - 3	Transaction Management <ul style="list-style-type: none"> Transactions - Transaction recovery - Two phase commit -SQL facilities Concurrency <ul style="list-style-type: none"> Introduction - Concurrency problems – Locking – Deadlock - SQL facilities Constraints <ul style="list-style-type: none"> Introduction - Different types of Constraints
Unit – 4	Database and DBA <ul style="list-style-type: none"> Objects in Database- Table, View, sequence, Procedure, synonym, constraints - Data Types - Data Dictionary– Schema, sub schema, Physical view - Database Administrator role - Back up, Recovery - User management Structured Query Language <ul style="list-style-type: none"> Data Definition Language- Create, Alter, Drop commands - Data Manipulation Language- Insert, Update, Delete - Transaction Control Language- Commit, Rollback, Grant, Revoke - Query Language - Query from table, multiple table, sub query - Arithmetic and logical operators – Functions - Use of where, having, group by, order by clause
Unit – 5	Database Trends <ul style="list-style-type: none"> Distributed Database - Distributed Processing - Web enabled Database- Data ware housing & Data Mining

TEXT BOOKS

- Database Systems- C.J.Date- Pearson Education

REFERENCE BOOKS

- Kevin Loney and George Koch Oracle 8i- the complete reference- TMH
- Database system Concepts- Silberschatz- Korth- Sudarshan – McGrawHill
- Fundamentals of Database Systems- Navathe- Pearson Education

SOFTWARE PROJECT MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	III	Elective	19MBA311	Software Project Management	4	30	70	3 Hours

COURSE OUTCOMES

To understand Software Project Management, techniques used in software cost estimation and planning.

COURSE CONTENT

Unit - 1	Importance of Software Project Management – Activities Methodologies – Categorization of Software Projects – Setting objectives – Management Principles – Management Control – Project portfolio Management – Cost-benefit evaluation technology – Risk evaluation – Strategic program Management – Stepwise Project Planning
Unit – 2	Software process and Process Models – Choice of Process models - mental delivery – Rapid Application development – Agile methods – Extreme Programming – SCRUM – Managing interactive processes – Basics of Software estimation – Effort and Cost estimation techniques – COSMIC Full function points - COCOMO II A Parametric Productivity Model - Staffing Pattern.
Unit - 3	Objectives of Activity planning – Project schedules – Activities – Sequencing and scheduling – Network Planning models – Forward Pass & Backward Pass techniques – Critical path (CRM) method – Risk identification – Assessment – Monitoring – PERT technique – Monte Carlo simulation – Resource Allocation – Creation of critical patterns – Cost schedules.
Unit – 4	Framework for Management and control – Collection of data Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software Configuration Management – Managing contracts – Contract Management.
Unit – 5	Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-Hackman job characteristic model – Ethical and Programmed concerns – Working in teams – Decision making – Team structures – Virtual teams – Communications genres – Communication plans

TEXT BOOKS

- Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi

REFERENCE BOOKS

- Walker Royce: “Software Project Management”- Addison-Wesley, 1998.
- Gopaldaswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2013.

MBA SEMESTER – IV

(Effective from October 2020)

INTERNATIONAL BUSINESS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Core	19MBA401	International Business	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this paper is to provide an overview of the international business environment to the student of management.

COURSE CONTENT

Unit - 1	Nature of International Business
	Why study international business? - Drives of international business - Comparison between domestic business and international business - Routs of Globalization - MNCs' critics and defenders - Evolution of International Business, Theories of Global Trade and Investment, Benefits of Foreign Trade - Foreign trade policies - Trade theories - Usefulness of Trade theories - Foreign Direct Investment - Indian experience
Unit – 2	Environments
	Political and Technological, Nature of International Business Environment - Political environment - Political risk - Impact for MNCs - Technological environment - Impact of Technology - Implication for MNCs, Cultural Environment, Nature of Culture - National Culture - Business Culture - Occupational and Organizational Culture - Culture vis-a vis Customs and Manners - Spreading cross cultural literacy - Managing Diversity - Value Orientations Model, Economic Environment, Income wise classification of Countries - Countries classified by economic systems - Classification of countries by region - Economy in transition; Indian and China - Trade policies
Unit - 3	International Marketing
	Benefits of International marketing - Domestic and International marketing Compared - Major activities in international Marketing, Overview of International Human Resources Management , Nature of international HRM - Domestic HRM and IHRM compared -Need for broader perspectives - Managing international HR activities - Key issues in international labour relations
Unit – 4	International Financial Management
	Nature of IFM - Factors constraining MNCs' efforts to maximize returns - Foreign exchange market - Currency convertibility - International Monetary System- International financial markets - Balance of Payment - Scope of International financial management, International Accounting, National Differences in Accounting - Classification of Accounting - Harmonization of Differences - Indian Accounting and the World - Accounting for international business - Transactions for foreign currency
Unit – 5	World Trade Organization
	Objective of WTO - Functions of WTO - GATT and WTO - Principles of WTO - Key subjects in WTO -Implications for India -India's commitments to WTO.

TEXT BOOKS

- K Aswathappa, International Business, The Mc Graw hill Companies – 2008
- Chauhan P.L. and Kakkad R., International Business, Shanti Prakashan, Ahmedabad.
- Francis Cherunilam, International Business, PHI, New Delhi, 2008

REFERENCE BOOKS

- Sharan V, International Financial Management, PHI, 2004
- Paul Justin, International Business, PHI, New Delhi.
- Thakur, burton & Srivastava, International Management, TMGH – 2002
- Charls W.L.Hill International Business, TMGH - 2008



LEGAL ASPECTS OF BUSINESS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Core	19MBA402	Legal Aspects of Business	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this paper is to make the students aware of legal aspects of business in relevant areas and acquire the knowledge of latest Companies Act. .

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> The Indian Contract Act, 1872 Essentials of a Valid Contract - Void Agreements - Performance of Contracts. Breach of Contract and its Remedies - Quasi-Contracts
Unit - 2	<ul style="list-style-type: none"> Patents Functioning of the Patents Act – Procedure on Receipt of Application – Rights of Patentee – What Can be patented? – Compulsory Licensing Copyright Protection Organization of the Copyright Act – What Can be Copyrighted? – Who is the Owner of Copyright? – Territorial Limitations – Rights of Owner – Activities which are not Copyright Violations – Duration of Copyright Protection – Broadcast Reproduction Rights – Copyright Information
Unit - 3	<ul style="list-style-type: none"> Information Technology Act Preliminary - Digital Signature – Electronic Governance – Certifying Authorities – Cyber Appellate Tribunal.
Unit - 4	<ul style="list-style-type: none"> The Companies Act, 2013 – I Nature and types of Companies. Formation - Memorandum and Articles of Association - Prospectus Allotment of Shares - Shares and Share Capital
Unit - 5	<ul style="list-style-type: none"> The Companies Act, 2013 – II Management and Administration: Register of Members – AGM – EGM – Quorum for meeting – Ordinary and Special Resolutions – Appointment and qualifications of Directors – Meetings of Board and its Powers

TEXT BOOKS

- Pathak Akhileshwar, Legal Aspects of Business, Tata McGraw Hill Publishing Company Limited, New Delhi, 2005.

REFERENCE BOOKS

- K.R. Bulchandani, Business Law for Management, Himalaya Publishing House Pvt. Ltd, Bombay
- Gulshan S.S, Mercantile Law , Excel Books, New Delhi
- Bare Acts where ever required.

COMPREHENSIVE PROJECT STUDY

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Project	19MBA403	Comprehensive Project Study	8	-	200	-

COURSE OUTCOMES

The objective of this course is to prepare the student to conduct a research study of an Industry / Organization utilizing the tools and techniques learned in the two years of study. The focus of study could be in depth analysis of an industry or a diagnostic problem solving exercise of an organization. The student is expected to conduct a detailed survey of literature. In case of a status report of an industry, it is expected that the student collects all aspects related to a particular industry analyze data and present the findings.

COURSE CONTENT

- For the preparation of comprehensive project there is no need to take training in any organization. But if students wish to take training in industry they are free to take training.
- Students have to prepare his/her comprehensive project study in six week duration under the guidance of faculty member.
- Students can prepare his comprehensive project study by individual or in a pair of two students. If report is prepare in pair both of the students have to submit his/her reports individually.
- The final project will be evaluated at the end of the fourth semester by the examiners appointed by the university. This would be equivalent to the marks of the two papers

Comprehensive Project Report Format

- (1) Student Declaration
- (2) Acknowledgment
- (3) Project Guide Certificate
- (4) Project Report Details

- Chapter – I Conceptual Framework of Research Topic
 Chapter – II Industry Overview (History, Development, Players, Analysis)
 Chapter – III Company Overview (History, Current Position, Products, Market – Coverage)
 Chapter – IV Research Methodology

- a. Relevancy of the Study
- b. Research Problem
- c. Review of Literature
- d. Objectives
- e. Hypothesis
- f. Scope of Study
- g. Data Collection

Secondary - Primary

1. Sampling Design

Probability / Non Probability - Sampling Unit -Sample Size

2. Instrument

Questionnaires (Structured / Unstructured)

Focus Group - Observation

3. Mode of Collection of Data

Personal / Mail / Telephonic

- h. Limitations of Study

Chapter – V Data Analysis and Interpretation

Chapter – VI Summary, Finding & Suggestions

Bibliography

Appendix – Questionnaire (Please bring filled up questionnaire at the time of viva voce examination)

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MARKETING AREA COURSES

INTEGRATED MARKETING COMMUNICATION

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA404	Integrated Marketing Communication	4	30	70	3 Hours

COURSE OUTCOMES

To acquaint the students with concepts and techniques used in designing marketing communication.

COURSE CONTENT

Unit - 1	An overview of integrated marketing communications, Brand adoption, Brand naming, Enhancing brand equity and accountability Environmental marketing, Ethical issues in marketing
Unit - 2	The communication process and consumer behaviour, the role of persuasion in IMC, changing preferences and behavioral modification strategies, objective setting and budgeting
Unit - 3	The magnitude of advertising, Advertising's effect on the economy, advertising functions, the advertising management process, effective and creative ad messages, corporate advertising, celebrity endorsement and humor in advertising, comparative advertising
Unit - 4	Traditional advertising media , online and mobile advertising ,social media, direct marketing and other media, media planning and analysis , measuring ad effectiveness, Sales promotion management
Unit - 5	Public relations, Word of mouth influence, sponsorships, packaging, POP communications, personal selling

TEXT BOOKS

- Advertising Promotion and Other Aspects of Integrated Marketing Communications, Terence A. Shimp , CENGAGE learning publications.

REFERENCE BOOKS

- Batra, Myers & Aaker, Advertising management.
- David Jobber and Geoff Lancaster, Selling and Sales Management, 4th edition, 1997, Pitman publishing, London.
- Chunawalla & Sethia, Foundations of advertising theory & practice, Himalaya Publication House, New Delhi.
- Marla R. Stafford and Ronald J. Faber, Advertising, Promotion, and New Media, PHI Private Limited, New Delhi.
- William Wells, John Burnett and Sandra Moriarty, Advertising Principles and Practice, Prentice Hall, Englewood cliffs, New Jersey.
- Y L R Moorthy, Brand Management, Vikas Publishing House Private Limited.



RETAILING MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA405	Retailing Management	4	30	70	3 Hours

COURSE OUTCOMES

This course will familiarize students with concepts and practices of retailing and retail marketing and will give them in depth understanding of various aspects of Retail Marketing.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Introduction to Retail What is retail, Functions of retailer, Rise of retailer, Retail in India, Drivers of retail Change in India , Retail as Career Retail strategy and planning Understanding Retail Consumer, factors influencing retail shopper, Retail strategy, Retail value chain , ethics in retail
Unit – 2	<ul style="list-style-type: none"> Theories of retail development and business models in retail Evolution of retail formats, Theories in Retail development, Life Cycle in retail, Business Models in retail, Indian specific retail models. Internationalization of retail Concept of Internationalization, Determining Market Entry, Pre requisites of Success in international retail, Reasons for failure in international retail.
Unit - 3	<ul style="list-style-type: none"> Basics of retail Merchandising Process of merchandising Planning, store location , store operation & profitability , Store design and Visual Merchandising , Servicing the retail Consumer Retail pricing and Evaluating performance Concept of retail Price – Elements of retail Price , Retail Pricing strategies- Evaluating merchandising Performance –,Category Management.
Unit – 4	<ul style="list-style-type: none"> Retail Marketing and branding Role of marketing in retail – Retail Marketing Mix – STP Approach – Retail image – Retail Communication Mix – Retail Brand. Retail Management information System Need of Technology in retail – Factors affecting use of technology- Applications of Technology- Internet selling
Unit – 5	<ul style="list-style-type: none"> Emerging Trends in Retail Management- Vendor Management – ERP - Sales Automation System- New Means of Selling - non-store based retail - web based Retail

TEXT BOOKS

- Pradhan Swapna, Retailing management, 2nd edition, Tata McGraw hill publishing company limited, New Delhi
- Retail Marketing by A. Sivakumar, New Delhi : Excel Books, 2007.

REFERENCE BOOKS

- Joel R. Evans, Retail management – A Strategic Approach, 10th edition, Prentice hall of India, New Delhi
- Barry Bermans and Joel R. Evans, Retail management – A Strategic Approach (2004), 9th edition, Prentice hall of India, New Delhi

FINANCE AREA COURSES

INDIAN FINANCIAL SYSTEM

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA406	Indian Financial System	4	30	70	3 Hours

COURSE OUTCOMES

The main objectives of this course are to help to learn the various financial services and their role in the overall financial system.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Financial System – An Introduction Introduction – Components – Functions – Designs – Nature and Role of Financial Institutions and Financial Markets • The Financial Systems and the Economy Macro-Economic Framework Analysis for Exploring the Role of the Financial System in the Economy – National Income Accounts Flow of Funds Accounts – Trends in Saving and Investments – Relationship between Financial System and Economic Growth Indian Financial Systems in the Pre-reforms Period – Objectives of Financial System Reforms
Unit – 2	<ul style="list-style-type: none"> • Money Market Introduction – Treasury Bills: Types – Commercial Paper – Commercial Bills – Certificate of Deposits – Call/Notice Money Market - Money Market Intermediaries – Money Market Mutual Funds – Link Between Money Market and Monetary Policy in India – Tools for Managing Liquidity in the Money Market • Debt Market Introduction – Private Corporate Debt Market – Public Sector Undertaking Bond Market – Government Securities Market – Guidelines Relating to Diversification of Activities by PDs • Derivatives Market Introduction – Benefits – History – Types of Financial Derivatives – Features of Derivatives Market – Traders in Derivatives Market - Derivatives Market in India – Forward and Futures – Futures Trading Strategies – Options – Options Trading Strategies – Derivatives Trading in India. • New Financial Instruments
Unit - 3	<ul style="list-style-type: none"> • Banking and Non-Banking Institutions Banking Institutions – Functions of Bank - Development of Banking in India – Schedule Commercial Banks – Investments of Banks – Reforms in the Banking Sector - Regional Commercial Banks - Priority Sector Lending – Risk Management in Indian Banks – Investment in SLR Securities- Financial Performance of Schedule Commercial Banks – Cooperative Banks – Financial Inclusion - Non-Banking Financial Companies Management of Non-performing Assets by Banks – Tools Available to Banks to Manage their NPAs

Unit – 4	<ul style="list-style-type: none"> • Mutual Funds Introduction – History – Mutual Fund Investors and Organization of a Mutual Fund - Types of Schemes – Risk and Return in Mutual Funds - Association of Mutual Funds in India – Unit Trust of India – Growth and Performance of Mutual Funds in India • Insurance Introduction – Origin and Development – Opening up of Insurance Sector – IRDA – Health Insurance – Insurance Intermediaries – Risk Management - General Insurance – Reinsurance – Micro Insurance - GIC & LIC
Unit – 5	<ul style="list-style-type: none"> • Factoring and Forfeiting History – Types – Mechanism - Legal Aspects – Advantages & Limitations • Credit Rating Concept – Factors Affecting Assigned Rating - International Credit Rating Agencies - Credit Rating in India – Functions – Benefits and Disadvantages of Credit Rating – Types of Rating - Credit Rating Agencies in India – CRISIL – ICRA – CARE – ONICR • Financial Regulations SEBI: Power & Functions of SEBI, Achievement of SEBI. RBI: Objectives, Origin of RBI, Legal Framework, Functions

TEXT BOOKS

- Pathak Bharati, Indian Financial System, Pearson Education, New Delhi, Second Edition
- Sasidharan K. and Mathews Alex, Financial Services and System, Tata McGraw Hill Publishing Company, 2008.

REFERENCE BOOKS

- Gurusamy S., Financial Services and System, Vijay Nicole Imprints Pvt. Ltd., Chennai, 2008.
- Machiraju H.R., Indian Financial System, Vikas Publishing House Pvt. Ltd., New Delhi, 2008
- Khan M.Y., Indian Financial System, Tata McGraw Hill, New Delhi, 2008
- Deodhar & Abhyankar, Indian Financial System, Himalaya Publishing House, Mumbai, 2008.

RISK MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA407	Risk Management	4	30	70	3 Hours

COURSE OUTCOMES

The objective of this course is to provide in depth knowledge about the Risk management in financial matters and develop hedging skill among the students.

COURSE CONTENT

Unit - 1	Introduction to Risk Management
	Managing Risk – Types of Business Risk – Derivatives – Types of Derivatives – Functions, Consequences, Misuses and Criticism of Derivatives
Unit – 2	Forward and Futures
	Introduction , Forward: Motive – Features and Settlement, Pricing a Forward and Futures Contract, Commodity Futures, Stock and Index Futures, Currency forwards and futures.
Unit - 3	Swaps
	Interest Rate Swaps: Features, Type, Applications and Rationale; Currency Swaps - other Swaps
Unit – 4	Options
	Introduction, Terminology, Option Pricing – Basics – Binomial Model – Black & Scholes Model
Unit – 5	Hedging
	Introduction – Hedging with stock options – Hedging portfolio with Index options.

TEXT BOOKS

- Srivastava Rajiv “Derivatives & Risk Management” Oxford University Press New Delhi – 2014

REFERENCE BOOKS

- Varma “Derivatives & Risk Management” Tata McGraw Hill
- Janakiraman Sundaram “Derivatives & Risk Management” Pearson Education
- Agrawal O. P “Financial Derivatives and Risk Management” Himalaya Publications
- Rene M. Stulz “Risk Management & Derivative” Cengage
- Vohra & Bagri “Futures and Options”

HUMAN RESOURCE AREA COURSES

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA408	International Human Resource Management	4	30	70	3 Hours

COURSE OUTCOMES

The purpose of this paper is to provide an understanding of the ways to deal with international human resource.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Introduction and Nature of IHRM Multiculturalism
Unit - 2	<ul style="list-style-type: none"> Staffing in International Business Training & Development
Unit - 3	<ul style="list-style-type: none"> Performance Management International Compensation Management
Unit - 4	<ul style="list-style-type: none"> Repatriation International Industrial Relations
Unit - 5	<ul style="list-style-type: none"> Issues and Challenges in IHRM Ethics and Social Responsibility

TEXT BOOKS

- International Human Resource Management: Managing people in multinational context, Peter J. Dowling, Denice E. Welch, Randall Schuler, Southwestern Thomson Learning
- International Human Resource Management a Cross-Cultural approach, Terence Jackson, Sage Publication

REFERENCE BOOKS

- Industrial Relations, Trade Unions & Labour Legislations by Sinha, Sinha & Shekhar
- Global Human Growth Model, M.N Rudra basavaraj, Himalaya Publishing House

MANAGEMENT OF INDUSTRIAL RELATIONS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA409	Management of Industrial relations	4	30	70	3 Hours

COURSE OUTCOMES

The purpose of this paper is to provide an understanding of the ways to deal with international human resource.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Industrial Relations Meaning, Definitions, Characteristics, Factors Affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, Dimensions of IR
Unit – 2	<ul style="list-style-type: none"> Industrial Disputes Act, 1947 (Bombay Industrial Relations Act) Introduction, Objectives, Definitions, Authorities under ID Act – Works Committee, Conciliation officer, Court of Enquiry, Labor Court, Industrial Court, National Tribunal, Arbitration, Strikes, Types of strikes, Layoffs, Retrenchment and Provisions, Types of Unions as per BIR Act Industrial Employment Standing Order Act, 1946 Introduction, Objects, Definitions, Submission of draft of standing orders, Pre-requisites for certification of standing orders, Model Standing Orders, Procedure for approval of Standing orders, Appeal, Modification of Standing Orders, Certifying Officer
Unit - 3	<ul style="list-style-type: none"> Trade Unions - Trade Union Act, 1926 Meaning, Definitions, Reasons for joining trade unions, Trade union movement in India, Problems of trade union, Suggestions, National Commission on 2nd Labor for Strengthening trade unions, Registration and Cancellation of Registration, Rights and Privileges of a registered TU, Amalgamation of TUs, Dissolution of unions, Factories Act, 1948 Objects, Definitions, Provisions regarding Health & Safety, Welfare of workers, and Restriction on employment of women and Children, holidays, leave, over time Mines Act Objects, Definitions Provisions regarding Health & safety, Welfare, Working conditions, Leaves, Holidays Objects, Authorities, Registration Contract Labor Act, 1970 Definitions, Application, Establishments, Jurisdiction of government, Central and State advisory boards, Registration of establishment, Prohibition of contract labor, Licensing of contractor, welfare provisions, Liabilities of the Principle employer
Unit – 4	<ul style="list-style-type: none"> Collective Bargaining Introduction, Definitions, Characteristics, Process of CB, Pre-requisites of a Successful CB, Functions of CB, Factors Obstructing CB, CB in India, Suggestions for better functioning of CB Workers' Participation In Management Meaning, Concept of WPM, Evolution of WPM, Objectives, Factors influencing WPM, Forms and level of WPM, Sachar Committee and Verma Committee on WPM, Participative Forums in India, Necessary conditions for effective working of WPM
Unit – 5	<ul style="list-style-type: none"> Discipline Meaning, Definitions, Characteristics, Objectives of discipline, Types of discipline, Causes, Disciplinary Procedure, Intervention by Tribunal, Types of Punishment Grievance Handling Meaning, Definitions, Causes, Importance, Pre-requisites of Grievance Handling, Grievance Handling Procedure

TEXT BOOKS

- Dynamics of Industrial Relations - C.B. Mamoria, 15th edition, Himalaya house of labour laws, New Delhi
- Industrial Labour Laws - N.D. Kapoor Sultan Chand & Co, New Delhi
- Taxman's Law, Taxmann Allied Services (P) Ltd., New Delhi

REFERENCE BOOKS

- Industrial Relations & Labour Laws, S.C. Srivastava, Vikas Publications
- HRM and Industrial Relations, Subba Rao, Latest Publishing House



INFORMATION SYSTEM AREA COURSES

STRATEGIC INFORMATION TECHNOLOGY MANAGEMENT

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA410	Strategic Information Technology Management	4	30	70	3 Hours

COURSE OUTCOMES

This course is aimed at developing an understanding of Use of Information Technology as a strategic tool for business management. The course focuses on development of Information Technology Leadership.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Strategic Role of Information System Information System as a strategy- Competitive advantage with IS - Value addition through IS - Overview of Business Process Re-engineering
Unit – 2	<ul style="list-style-type: none"> Analytical framework for strategic IT initiative Strategy and new economics of Information - Information resource and attention - Beyond knowledge management - Mobilizing collective Intelligence Strategic competitive advantage by IT Value additions with IT - Strategic dimensions of IT outsourcing - Business platforms for 21st century
Unit - 3	<ul style="list-style-type: none"> Information System planning techniques Critical success factors - Business System Planning - End/Means Analysis - Comparison of three techniques
Unit – 4	<ul style="list-style-type: none"> Knowledge Management Introduction to knowledge management - Drivers for KM - From Information to Knowledge - Knowledge Management and Intelligence System
Unit – 5	<ul style="list-style-type: none"> Recent Trends in IT Convergence technology - Business Process outsourcing and Knowledge process outsourcing

TEXT BOOKS

- Galliers, R D strategic Information Management: Challenges and strategies –Management Information Systems, Oxford Butterworth – Hememann, 1994

REFERENCE BOOKS

- Mastering Information Management – FT prentice Hall – Pearson education
- McKenney, James L. Waves of change: Business Evolution through Information Technology, Boston, HBS Press, 1995

BUSINESS INTELLIGENCE AND ANALYTICS

Name of Course	Semester	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	IV	Elective	19MBA411	Business Intelligence and Analytics	4	30	70	3 Hours

COURSE OUTCOMES

To understand the Techniques and tools used in Business Intelligence and analytics.

COURSE CONTENT

Unit - 1	An Overview of Business Intelligence, Analytics, and Decision Support, Foundations and Technologies for Decision Making
Unit – 2	Data Warehousing, Business Reporting, Visual Analytics, and Business Performance Management
Unit - 3	Data Mining, Techniques for Predictive Modeling, Text Analytics, Text Mining, and Sentiment Analysis, Web Analytics, Web Mining, and Social Analytics
Unit – 4	Model-Based Decision Making: Optimization and Multi Criteria Systems, Modeling and Analysis: Heuristic Search Methods and Simulation, Automated Decision Systems and Expert Systems, Knowledge Management and Collaborative Systems
Unit – 5	Big Data and Analytics, Business Analytics: Emerging Trends and Future

TEXT BOOKS

- Business Intelligence and Analytics: Systems for Decision Support, Ramesh Sharda, Dursun Delen , Efraim Turban , Pearson ,Latest Edition

REFERENCE BOOKS

- Business Analytics: The Science of Data - Driven Decision Making, U Dinesh Kumar , Wiley