

SAURASHTRA UNIVERSITY

RAJKOT

(ACCREDITED GRADE "A" BY NAAC)



FACULTY OF BUSINESS MANAGEMENT

Syllabus for

MBA

Choice Based Credit System

With Effect From: 2016-17

Ordinance & Regulations

O. MBA 01. Admission: Admission to the programme will be given as per guidelines issued by the Department of Education, Government of Gujarat, and Gandhinagar and/or as per Saurashtra University Rules.

O.M.B.A.-2

M.B.A. Degree programme is of academic year duration Consisting of four Semesters which will be required to completed within 4 year from the date of his/her first admission in the University.

O.M.B.A.-3

M.B.A. two year (four semesters) Degree Programme is a regular fulltime programme and therefore admitted candidate cannot join any other course of study without prior permission of the University.

O.M.B.A.-4

Medium of instruction & Examination shall be English.

O.M.B.A.-5

The Choice Based Credit System (CBCS) Programme of the University is a comprehensive and continuous evaluation programme and minimum attendance as per O.98 or shall be same as it is decide by the AICTE which is mandatory from the students Non-compliance of these requirement may amount in to rejection of the concerned term (Semester).

O.M.B.A.-6

The Head of Department shall have to take appropriate measures against Ragging & Gender problems arising in the University Department In case of occurrence of any such incident the violator shall be dealt with very seriously and appropriate stringent action be taken by the head of Department by observing principle of nature justice. The head of Department may appoint a committee to inquire in to the matter which will also observe the principle of nature justice. The committee will submit its report to the head of Department who will forward the, same with his comment there upon to the University Registrar for taking further necessary action in the matter.

O.M.B.A.-7

If a candidate at an University Semester End Examination fails to obtain minimum marks for passing in particular course he/she will be required to reappear in that course without keeping term for that semester. The candidate will have to reappear in the semester and examination by paying fresh examination fee along with an application form. Such a candidate when obtains minimum or more than minimum marks for passing in the course, his/her marks of reappearance will be carried forward for award of class/CGPA.

O.M.B.A.-8

In case of student allotted to the department by the centralized admission committee or admission granted by the University Department to any student shall be provisional till the enrolment/registration/enlistment is made by the University & in case of admission is granted on the bases of provisional eligibility certificate the conditions & instructions given by the University should be compiled within the time limit fixed by the University or latest by the beginning of next semester otherwise term kept by the such a student will be forfeited and on fees on any account will be refunded.

O.M.B.A.-9

Where it is specially provide in the syllabus of the course, the concern University Department may arrange educational tour/study tour. It will be compulsion on part of student to join the same and on completion of tour he will be required to submit a report to the University Department. Time spent for the purpose will be considered for computation of term keeping requirement. The Department may arrange the tour by considering the nature/scope & other provision of syllabus.

R.M.B.A.-1

Candidate must forward their application for admission to University examination to the Registrar on or before the prescribed date with a certificate of attendance duly signed by the Head of the Department along with the examination fees fixed by the University.

R.M.B.A.-2

Thirty percent internal evaluation shall be within the exclusive purview of the concerned Head of Department which requires purity, transparency accuracy in the evaluation & assessment of students. The benefits of re-assessment scheme will not be made available to the students in this regard.

R. MBA 03. CHOICE BASED CREDIT SYSTEM (CBCS) IN MBA PROGRAMME

3.1. Definitions:

- **“University”** means the Saurashtra University.
- **“Post Graduate Programme”** means Master's Degree Programme in the faculty of Business Management.
- **“Student”** means student admitted to Post Graduate Programme in Business Management under these Regulations.
- **“Degree”** means Post Graduate Degree in Business Management.
- **“Board of Studies”** means PG Board of Studies of the University in the Business Management/subjects concerned.
- **“Academic Council”** means Academic Council of the University.
- **“Departmental Academic Council (DAC)”** means Council of the Department consisting of its faculty who would consider and decide on the academic matters, as specified in clause 3.3.2 and 3.3.3 of these regulations.
- **“Fee”** means the fee prescribed by the University for the Post Graduate Programme from time to time.
- **“Credit”** means the unit by which the course work is measured. In these Regulations, One Credit means one hour of Class room Teaching.
- **“Semester”** means an academic term constituting 26 weeks. Each semester shall have at least fifteen weeks of direct class room teaching excluding Tutorials, Counseling, and Self Learning and Evaluation etc. Odd Semesters shall be from mid-June to mid- December and Even Semesters shall be from mid-December to mid-June. The Academic Year shall be of bi-semesters.
- **“Grade Letter”** means the alphabet indicating the performance of a student in a particular course. It is the transformation of the scaled marks secured by the student in a Course. Grade letters are O, A, B, C, D, E, and F.
- **“Grade Point”** means the numerical weightage allotted to each stratum of scaled marks corresponding to each ‘Grade letter’
- **“Credit Points”** means the product of ‘credits assigned to the course’ and ‘the Grade Point secured for the same course by the student’.
- **“Semester Grade Point Average (SGPA)”** measures the performance of a student in a given Semester. The SGPA is the ratio of the ‘total credit points earned by the student in all the courses of a programme in the concerned the semester’ and the ‘total number of credits assigned to the courses of the Programme in that Semester’.
- **“Cumulative Grade Point Average (CGPA)”** means the Cumulative Grade Point weighted average of SGPA computed on the basis of the following formula for the entire Programme.

3.2. Main features of the Choice Based Credit System (CBCS) shall remain as the following:

- 3.2.1 A student shall be evaluated through CCA (Comprehensive Continuous Assessment) and Semester End Examination. The distribution of marks between the CCA and the Semester end examination shall be in the ratio of 30:70.
- 3.2.2 Each course shall be assigned a specific number of credits.

3.3 CBCS Programme Structure

3.3.1 PG Programmes in the CBCS shall be offered within the Semester pattern.

3.3.2 The duration of an Academic year shall consist of two semesters.

3.4 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.

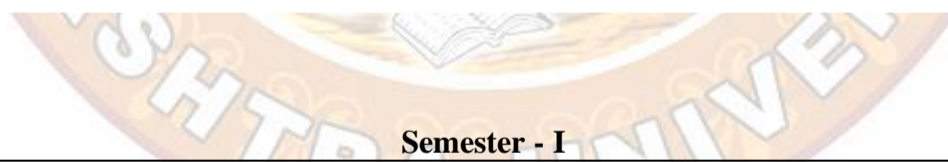
PO7 Choose the best possible investment decisions for an enterprise.

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.



Semester - I

No	Course No.	Course Title	C	IM	EM	TM
1	161100020101	Principles of Management	4	30	70	100
2	161100020102	Quantitative Techniques in Management	4	30	70	100
3	161100020103	Economics & Environment for Business	4	30	70	100
4	161100020104	Management Information Systems	4	30	70	100
5	161100020105	Accounting for Managers	4	30	70	100
6	161100020106	Managerial Communication	4	30	70	100
7	161100020107	Case Pedagogy in Management	2	15	35	50
8	161100020108	Contemporary Issues in Management - I	4	-	100	100
		Total	30	195	555	750

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	161100020201	Organizational Behaviour	4	30	70	100
2	161100020202	Marketing Management	4	30	70	100
3	161100020203	Financial Management	4	30	70	100
4	161100020204	Human Resource Management	4	30	70	100
5	161100020205	Operations Management	4	30	70	100
6	161100020206	Cost and Management Accounting	4	30	70	100
7	161100020207	Research Methodology	4	30	70	100
8	161100020208	Contemporary Issues in Management - II	4	-	100	100
		Total	32	210	590	800

Semester -III

No	Course No.	Course Title	C	IM	EM	TM
1	161100020301	Strategic Management	4	30	70	100
2	161100020302	Business Ethics and Corporate Governance	4	30	70	100
3	161100020303	Management of New and Small Enterprises	4	30	70	100
4	161100020304	Summer Training Project	8	----	200	200
5	ECT -M/F/H/I	Elective - Major	4	30	70	100
6	ECT -M/F/H/I	Elective - Major	4	30	70	100
7	ECT -M/F/H/I	Elective - Minor	4	30	70	100
8	ECT -M/F/H/I	Elective - Minor	4	30	70	100
		Total	36	210	690	900

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

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

Semester IV

No	Course No.	Course Title	C	IM	EM	TM
1	161100020401	International Business	4	30	70	100
2	161100020402	Legal Aspects of Business	4	30	70	100
3	161100020403	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 - 161100020305 Consumer Behaviour

ECT-161100020306 Services and Relationship Marketing

Semester IV

ECT-161100020404 Integrated Marketing Communication
ECT-161100020405 Seminar Course – Retailing Management

2. Finance Group

Semester III

ECT-161100020307 Financial Decision Analysis and Corporate Restructuring
ECT-161100020308 Security Analysis and Portfolio Management

Semester IV

ECT-161100020406 Indian Financial System
ECT-161100020407 Seminar Course – Risk Management

3. Human Resource Group

ECT-161100020309 Strategic Human Resource Management
ECT-161100020310 Human Resource Development

Semester IV

ECT-161100020408 International Human Resource Management
ECT-161100020409 Seminar Course – Management of Industrial Relations

4. Information Systems Group

Semester III

ECT-161100020311 Database Management
ECT-161100020312 Technology and Business

Semester IV

ECT-161100020410 Strategic Information Technology Management
ECT-161100020411 Seminar Course – Business Process Reengineering

3.7 Medium of Instruction

The medium of instruction shall be English.

O.MBA 04. EVALUATION METHODS

The CBCS is student centric not only in the teaching-learning processes but also in their evaluation process. In CBCS, the evaluation process is divided into two parts under the CBCS. The first part consists of Comprehensive Continuous Assessment (CCA) and the second part consists of the Semester end examination.. The concerned faculty shall be accountable for transparency and reliability of the entire evaluation of the student in the concerned Course.

4.1 The framework for Comprehensive Continuous Assessment:

Although assessment and evaluation process in CBCS is in continuous mode, for the purpose of finally letting the candidate know his/her progress periodically, an assessment is divided into four discrete components for reporting the scores to the student as earned by him or her.

The Continuous Assessment of students will be carried out as per Saurashtra University circular issued from time to time.

- 4.1.5 In case a student fails to secure 12 out of 30 in the CCA (all three components taken together), he/she shall not be allowed to appear for the Semester end examination.

Project/Dissertation work:

1. Summer Training Project will start after the final examination of semester second. For this purpose student has to taken a practical training of six to eight week of any organization/ Industry. On the bases this training students have to submit his/her report to the Department for the purpose and evaluation along with a certificate given by the concerned organization/Industry.

2. Semester – IV is divided into two parts. The first part is eight week duration. During this all theory course will be taught to the students in the class room. And in second part six to eight week comprehensive project study period will be allotted to students for the preparation of his/her project.
3. Comprehensive Project study will be related to the major area of specialization of the candidate. It will be based on any Industry or Organizational in depth study and students should prepare his/her report with six to eight week of duration. The Comprehensive project report will be prepared under the supervision of the faculty member assigned by the Head for this purpose.
4. Summer Project Report / Comprehensive Project report shall be submitted in triplicate duly typed and bound in the standard approved size for dissertations by the University. This should be submitted for evaluation to the Department through Head before the commencement of the theory examinations.
5. The Evaluation of project report & Viva-Voce test will be conducted by the Board of examiners consisting of at least two examiners appointed by the university.
6. Seminar course will be offered in major area of specialization.
7. The semester wise number of courses and internal, external and Total examination marks structure are as under:

Sr. No.	Semester	Courses	Total Internal Marks	Total External Marks	Total Marks
1	I	7.5	195	555	750
2	II	8	210	590	800
3	III	8	210	690	900
4	IV	6	150	550	700
Total Marks in MBA Programme			765	2385	3150

8.

The Head of the Department, MBA Program at the beginning of semester will decide the pedagogy of the courses and also the Title of the papers to be offered in that semester depending upon the availability of resources.

O. MBA 05. Course Credit and Project Guidance:

- For Contemporary Issues in Management I &II, Summer Training Project and Comprehensive Project Preparation students will be allotted guide by the Head of the Department among the faculties on random basis. Respective faculty members will provide the guidance and accordingly students will prepare his/her written report on Contemporary Issues in Management I &II, Summer Training Report and Comprehensive Project Reports.
- Contemporary Issues in Management I &II: 05 Students Guidance will equal to 10 hours of teaching.
- Summer Training Project: 05 Students Projects Guidance will equal to 10 hours of teaching.
- Comprehensive Project: 05 Students Projects Guidance will equal to 10 hours of teaching.
- **The Scheme of Evaluation of Contemporary Issues in Management I & II:**
 - (a) For Contemporary Issues in Management I & II 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.

➤ **The Scheme of Evaluation of Project Studies:**

(a) For summer Training, a project report based on the summer training will have to be submitted on a specified date and the same will be evaluated by a board of examiners. This report will be evaluated for 200 marks out of that 100 marks will be based on report writing and 100 marks will be based on an oral presentation/ viva voce. The board of examiners duly appointed by the University will evaluate the report.

(b) Comprehensive project will be commenced in fourth semester for duration of six to eight weeks. Report shall be submitted at the end of semester. The courser is equivalent to two course (200 marks). The written part of the project shall account for 100 marks and the viva voce shall account for 100 marks. The Board of Examiners duly appointed by the university will evaluate the report.

O.MBA 06. PROMOTION, RE-ADMISSION RULES & MAXIMUM TIME FOR COMPLETION OF COURSE

6.1 Rules of promotion shall be as under:

6.1.1 From semester I to semester II, if a student undergoes a regular course of study of the semester I and fulfills the required criterion of attendance and secures minimum 12 (out of 30) marks in the internal assessment component.

6.1.2 From semester II to semester III, if a student undergoes a regular course of study of the semester II and fulfills the required criterion of attendance and secures the minimum 12 (out of 30) marks in the internal assessment component of semester II and register for semester II End examination.

6.1.3 From semester III to semester IV, if a student undergoes a regular course of study of semester III and fulfills the required criterion of attendance and secures the minimum 12 (out of 30) marks in the internal assessment component of semester III and clears all the of Semester I and II.

The result of fourth semester will not be declared if there is any backlog on account of semester –I to III such as theory/internal/viva/project and dissertation etc.

O.MBA 07. PROCEDURE FOR AWARDDING THE GRADES

7.1 The computation for the Grade Point Average (SGPA) and cumulative grade point average(CGPA) shall be as follows :

Grading System and conversion Formula

Semester Grade Point Average(SGPA) :

$$\text{SGPA} = \frac{\sum (\text{Credit} * \text{Grade Point})}{\text{Total Credits}}$$

Each Letter Grade has a Corresponding Grade Point assigned as Follows:

Marks out of 100	Grade Points	Grade	Description
090.00 – 100.00	09.00 – 10.00	O+	Outstanding
080.00 – 089.99	08.00 - 08.99	O	Excellent

070.00 – 079.99	07.00 – 07.99	A	Very Good
060.00 – 069.99	06.00 – 06.99	B	Good
050.00 – 059.99	05.00 – 05.99	C	Fair
040.00 – 049.99	04.00 – 04.99	D	Average
030.00 – 039.99	03.00 – 03.99	E	Dropped
020.00 – 029.99	02.00 – 02.99	F	
010.00 – 019.99	01.00 – 01.99	G	
000.00 – 009.99	00.00 – 00.99	H	

- Equivalent percentage based on SGPA
Equivalent Percentage = SGPA * 10
- Cumulative Grade Point Average (CGPA):

For e.g -> Total Number of Semester = 2

$$CGPA = \frac{\{SGPA(sem-1)+SGPA(Sem-2)\}}{(No\ of\ Semesters)}$$

(No of Semesters)

For e.g. -> Total Number of Semesters = 4

$$CGPA = \frac{\{SGPA(Sem-1)+SGPA(Sem-2)+SGPA(Sem-3)+SGPA(Sem-4)\}}{(No\ of\ Semesters)}$$

CGPA =

(No of Semesters)

For e. g -> Total Number of Semester = 6

$$CGPA = \frac{\{SGPA(Sem-1) + SGPA(Sem-2) + SGPA(Sem-3) + SGPA(Sem-4) + SGPA(Sem-5) + SGPA(Sem-6)\}}{(No\ of\ Semesters)}$$

CGPA =

(No of Semesters)

- Equivalent Percentage :
Equivalent Percentage = CGPA * 10
- Award of Class based on CGPA :

CGPA	Grade	Class
08.99≤CGPA≤10.00	O+	First Class with Distinction
07.99≤CGPA≤08.99	O	
06.99≤CGPA≤07.99	A	
05.99≤CGPA≤06.99	B	First Class
04.99≤CGPA≤05.99	C	Second Class
04.00≤CGPA≤04.99	D	Pass Class
CGPA<04.00	E	Fail

O.M.B.A. – 08 : Industrial/Educational Tour

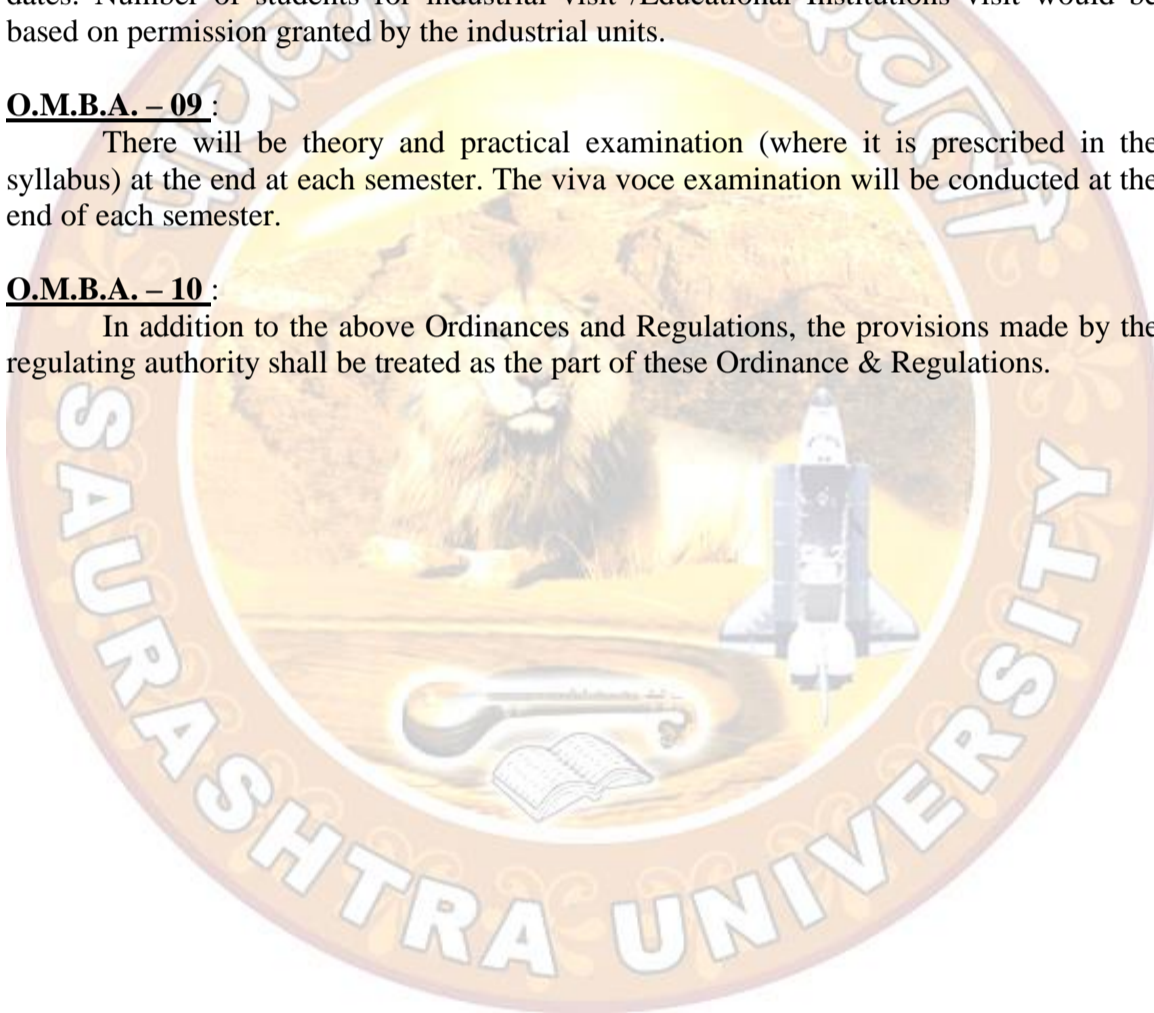
In each semester visiting industrial unit / Educational Institutions is a part of curriculum. Visit could be within the states or outside the state of Gujarat, as per the permission granted by the industrial units /Educational Institutions as per their given dates. Number of students for industrial visit /Educational Institutions visit would be based on permission granted by the industrial units.

O.M.B.A. – 09 :

There will be theory and practical examination (where it is prescribed in the syllabus) at the end of each semester. The viva voce examination will be conducted at the end of each semester.

O.M.B.A. – 10 :

In addition to the above Ordinances and Regulations, the provisions made by the regulating authority shall be treated as the part of these Ordinance & Regulations.



MBA SEMESTER – I

(Effective from June – 2016)

PRINCIPLES OF 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.	I		161100020101	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, The Global Environment, Globalization and Liberalization, International Management and Global theory of Management, Concept of self-management, self-control

TEXT BOOKS

- Stoner, Freeman & Gilbert Jr. - Management (Prentice Hall of India, 6th Edition or later edition)
- Wehrich 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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I		161100020102	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

ECONOMICS AND ENVIRONMENT FOR 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.	I		161100020103	Economics and Environment for Business	4	30	70	3 Hours

COURSE OUTCOMES

- To acquaint the participants with concepts and techniques used in Micro-Economic theory and to enable them to apply this knowledge in business decision making and to create understanding about environment of business and to acquaint the students with emerging trends in business environment.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Introduction Economic theory and managerial theory, managerial economist's role and responsibilities, incremental principle, opportunity cost principle, discounting principle, and equi-marginal principle
Unit – 2	<ul style="list-style-type: none"> • Demand and Revenue Analysis Demand, Types of demand, Determinants of Demand, Demand function, Demand elasticity, Demand and Revenue relationship • Production analysis and Input demand Production function, Production analysis in the Short and Long run, stages of production, estimation of production function, law of variable proportions, law of returns scale. • Cost and Supply analysis Cost concept, Cost function, Cost output relationship in the short and long run, economies and diseconomies of scale
Unit - 3	<ul style="list-style-type: none"> • Price determinations under different market conditions Characteristics of different market structures, price determination and firm's equilibrium in short run and long run under perfect competition, monopolistic competition, oligopoly and monopoly
Unit – 4	<ul style="list-style-type: none"> • Introduction to Business Environment Meaning, Types of Environment, Competitive structure of industries, Environment analysis and Strategic Management, Environment analysis, Approaches to environment analysis, Steps in Environmental forecasting, Types of forecasting • Natural and Technological Environment Natural Environment, Technological Environment, Technological leadership and followership, Technology and competitive advantage, Sources of technological dynamics, Impact of technology on globalization, Transfer of Technology • Societal Environment Business and Society, Objectives and importance of business, Professionalization, Business ethics, Business and culture, Religion, Culture and organisational behaviour • Consumer rights, Consumerism and Business Consumer rights, Exploitation of consumers, Consumerism, Consumer Protection, UN guidelines for Consumer protection, Consumer protection and consumerism in India, Consumer protection Act

Unit – 5	<ul style="list-style-type: none"> • Privatisation and Disinvestment Expansion of Public sector and its defects, Ways of privatisation, Obstacles to privatisation, Benefits of Privatisation, Arguments against privatisation, Sins and pitfalls of privatisation, Disinvestment policy • Monetary and fiscal policies Monetary policy, Measures of money stock, monetary policy and money supply, Instruments of Monetary policy, Fiscal policy, the union budget, State budgets, Finances of union and states, Finance commission, importance of the budget • GATT/WTO and Global liberalization and Globalization Objectives, GATT evaluation, WTO, functions of WTO, WTO and India , Globalization of World economy, Globalization of business ,Features of current globalization ,Foreign market entry strategies
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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
- Adhikari M., Business Economics, New Delhi, Excel Books
- Justin Paul, Business Environment, Tata McGraw Hill, New Delhi
- Aswathappa, Business Environment, Himalaya Publishing House, New Delhi



MANAGEMENT INFORMATION SYSTEMS

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.	I		161100020104	Management Information Systems	4	30	70	3 Hours

COURSE OUTCOMES

- To develop basic understanding about Information Systems, its development and role in Organization at various levels and gain insight into e-commerce.

COURSE CONTENT

Unit - 1	Information Systems & Modern Organizations
	Information Systems: Definition and Concepts - The evolution of Information Systems – Organizations: Structure & IS support - IS support at different Organizational Levels – Changing Role of IS Department
Unit – 2	Managing Data, Information and Networks
	Basics of Data arrangement and Access - The traditional file environment - Databases: The Modern Approach - Data Warehousing & Data Mining – Networks – Network Communications Software – Applications of Communication Systems
Unit - 3	Functional and Enterprise Systems
	Information Systems to support Business Functions - Transaction Processing Information Systems - Accounting and Finance Systems - Marketing and Sales Systems - Production and Operation Systems - Human Resource Management Systems - Integrated Information systems and Enterprise Resource Planning
Unit – 4	Information system development
	Information system Planning - The traditional System Development Life Cycle (SDLC) - Alternative methods of Systems Development – Systems Development outside the IS Department
Unit – 5	E – Commerce Models for Organizations and Applications
	Foundations of E-commerce - Models of E-commerce and applications –Business-to-Consumer (B2C) - Business-to-Business (B2B) - Consumer-to-Business (C2B) - Consumer-to-Consumer (C2C) - Governmental Models of E-commerce - Infrastructure and E-commerce support services - Legal and Ethical Issues in Electronic Commerce

TEXT BOOKS

- Efraim Turban, R. Kelly Rainer Jr. & Richard E. Potter, “Introduction to Information Technology”, 2nd Edition, John Wiley & Sons, Inc.

REFERENCE BOOKS

- Waman S. Jawadekar, “Management Information Systems”, 4th Edition, Tata McGraw hill, New Delhi
- Loudon & Loudon, “Management Information Systems”, PHI, 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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I		161100020105	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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	I		161100020106	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.

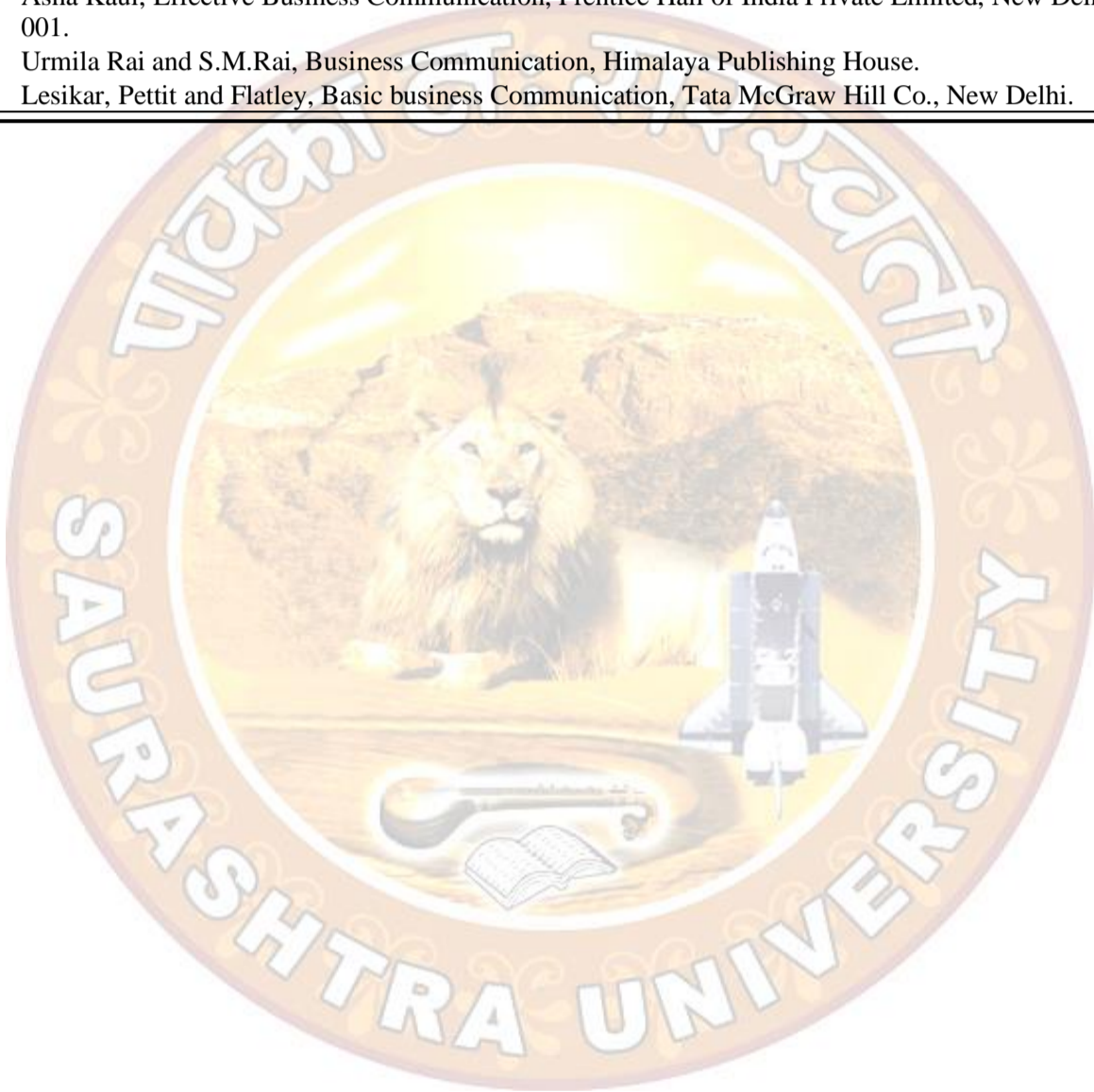
COURSE CONTENT

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.



CASE PEDAGOGY IN 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.	I		161100020107	Case Pedagogy in Management	2	15	35	90 min.

COURSE OUTCOMES

- The basic objective of this course is to provide the knowledge of case and its importance in management education.

COURSE CONTENT

Unit - 1	Theoretical Approach
	Introduction - Define Case Study - Nature of Case Study - Objectives of Case Study - Importance of Case Study - Main Components of Case Study – Problems in Using Cases – Method of Using Case – Advantages – Limitations
Unit – 2	Administrative Facilities
	Role of Instructor - Role of Student - Reading of Case Study -Expectations of Students before class room presentation - Read observation after the class room discussion -Analysis of Case study - Role Play
Unit - 3	Discussion of Cases

TEXT BOOKS

- Chauhan P.L. Cases in Management, Saurashtra University publication, 2002.
- Chauhan, Sehgal & Gohil, Case Pedagogy in Management, Shanti Prakashan, Ahmedabad, 2004.
- Bhayani S.J., Cases in Finance and Control, Saurashtra University Publication, Rajkot, 2006.

CONTEMPORARY ISSUES IN MANAGEMENT - I

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.	I		161100020108	Contemporary issues in management - I	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 December – 2016)

ORGANISATIONAL 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.	II		161100020201	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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II		161100020202	Marketing Management	4	30	70	3 Hours

COURSE OUTCOMES

- The purpose of this course is to develop an understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.

COURSE CONTENT

Unit - 1	Introduction to Marketing: Meaning, Elements of marketing, Company orientations towards the marketplace, Demand management The Marketing environment, Concept of Marketing information system and marketing research
Unit – 2	Understanding consumer behaviour and Industrial buyers. Market segmentation, Targeting and positioning
Unit - 3	Product decisions – product mix, product life cycle, new product development Pricing – objectives, factors affecting and methods Promotion decisions – promotion mix – advertising, sales promotion, publicity and personal selling
Unit – 4	Channel management – Selection, Co-Operation and Conflict Management Services Marketing – Meaning, Characteristics, Marketing Mix
Unit – 5	Rural marketing in India – origin & present scenario E – Marketing – Specifically marketing through internet and mobile. Factors affecting e – marketing

TEXT BOOKS

- Kotler and Koshy, Marketing Management, A South Asian Perspective, Pearson Education, New Delhi, 12/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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II		161100020203	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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II		161100020204	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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II		161100020205	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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II		161100020206	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	Core/Elective/Allied/Practical/Project	Course/Paper Code	Course/Paper Title	Credit	Internal Marks	External Marks	External Exam Time Duration
M.B.A.	II		161100020207	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.
Unit – 2	<ul style="list-style-type: none"> Formulation of research problem and proposal. Reviewing the literature. Research design: Definition, characteristics, components, types of research design: descriptive, diagnostic, exploratory and experimental.
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.

CONTEMPORARY ISSUES IN MANAGEMENT - II

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.	II		161100020208	Contemporary issues in management - II	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 – III

(Effective from June – 2017)

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		161100020301	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	Fundamentals of Strategic Management
	<ul style="list-style-type: none"> • Introduction Evolution of Strategic management and business policy- understanding strategy- strategic decision making- phases of strategic management process and model of strategic management process • Hierarchy of Strategic Intent Strategic intent- Vision- Mission- Business Definition- Business Model- Goals and objectives
Unit – 2	Environmental Analyses
	<ul style="list-style-type: none"> • Environmental Appraisal Internal and External environment- environmental sectors- environmental scanning- environment appraisal • Organisational Appraisal Dynamics of Internal Environment- organisational capability factors- considerations in organizational appraisal- methods and techniques for organizational appraisal- structuring organizational appraisal
Unit - 3	Strategy formulation
	<ul style="list-style-type: none"> • Corporate level strategies Concentration, Integration, Diversification, Internationalisation, Co-operation, Digitalisation, Stability, Retrenchment and Restructuring • Business level strategies Foundations of business level strategies- industry structure and positioning of firm in industry- generic business strategy- tactics for business strategies- business strategies for different industry conditions- business strategies and internationalization and digitalization
Unit – 4	Strategic Analyses and Choice
	Process of strategic choice- strategic analysis- subjective factors in strategic choice- contingency strategies- strategic plan
Unit – 5	<ul style="list-style-type: none"> • Implementation of strategy and control Implementation of strategy – structural implementation- behavioral implementation- functional and operational implementation • Strategy Evaluation and Control An overview – strategic control - operational control- techniques of strategic evaluation and control - role of organizational systems in evaluation

TEXT BOOKS

- Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, Third Edition

REFERENCE BOOKS

- John A. Pearce II and Richard B. Robinson, Strategic Management, Tata McGraw Hill, New Delhi (latest Edition)
- 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



BUSINESS ETHICS AND CORPORATE GOVERNANCE

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		161100020302	Business ethics and corporate governance	4	30	70	3 Hours

COURSE OUTCOMES

- To create understanding about 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.
- It also enables students to understand the importance of transparent business practices through corporate governance.

COURSE CONTENT

Unit - 1	Introduction to Ethics
	Meaning and concept of Ethics, Types of Ethics, Advantages of Ethical Practice, Ethical Behaviour, Ethical Issues, Ethical Dilemma, Whistle Blowing, Theories of Ethic, Ethics from Ramcharit manas and mahabharat, manusmruti and shukraniti, business ethics from mahabharat, manusmruti and shukraniti
Unit – 2	Ethics in Business and Management
	<ul style="list-style-type: none"> • Business Ethics, Scope of Business Ethics, Elements of Business Ethics, importance of ethics in business, Ethical Organisation • Ethics in different managerial functions: ethics in Finance, ethics in Marketing, Ethics in Human Resource management and ethics in information Technology
Unit - 3	Corporate Social Responsibility
	Meaning of CSR, Need for CSR, Current state of CSR in India, four faces of Social Responsibility, Types of Social Responsibility, Changing expectations of social responsibility, arguments for and against CSR, Gender sensitivity as ethical issue, Framework of Social Orientations, CSR Principles and Strategies, legal aspect of CSR in India
Unit – 4	Business Ethics in Global Economy
	Ethical perceptions and international Business, Global Values, Various Ethical Issues around the Globe, Cross Cultural Issues, Cross religion and Cross Racial Issues, indian values for globalization.
Unit – 5	Corporate Governance
	<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

- Dr. N.m.Khandelwal,; Ethics and Indian Ethos for management, Pacific university, Udaipur.
- 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
- S. K. Mandal, Ethics in Business and Corporate Governance, Tata McGraw-Hill Education Pvt. Ltd, 2nd edition, 2012

REFERENCE BOOKS

- C.S.V. Murthy, Business Ethics Text & Cases, Himalaya Publishing House, 2nd edition, 2015
- Riya Rupani, Business Ethics and Corporate Governance, Himalaya Publishing House, 4th revised edition, 2015
- Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
- A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
- N.Bala subramanian : Corporate Governance and Stewardship, Tata McGraw-Hill Education Pvt. Ltd ,2012.
- D. Geeta Rani and R. K. Mishra, Corporate Governance Theory and Practice, Excel Books, 1st edition, 2008
- Hitesh J. Shukla, Corporate Governance in India, Saurashtra University, 2007



MANAGEMENT OF NEW AND SMALL ENTERPRISES

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		161100020303	Management of new and small enterprises	4	30	70	3 Hours

COURSE OUTCOMES

- The purpose of this course is to generate a new breed of entrepreneurs on an ongoing basis.
- This course will create in them the necessary knowledge, attitudes, skills and competence to start and manage a new and small enterprise.
- It will also train them to be innovative in creating and managing business units started by them and manage change.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Entrepreneur Entrepreneur: Definitions and Concept - Entrepreneurial Traits, Characteristics and skills - Classification – Women Entrepreneurs – Institutions in Aid of Entrepreneurship Development
Unit – 2	<ul style="list-style-type: none"> Project Management Project: Concept and Classification – Search for Business Idea – Project Identification – Formulation – Report – Appraisal – Factory Design and Layout
Unit - 3	<ul style="list-style-type: none"> Sources of Finance Sources of Development finance – Financial Institutions Quality Standards Standardization
Unit – 4	<ul style="list-style-type: none"> Setting up a Small Enterprise Location – Steps for starting a small Enterprise – Types of Ownership – Incentives and subsidies
Unit – 5	<ul style="list-style-type: none"> Problems Problems of Entrepreneurship Sickness in Small-Scale Industries – Reasons and remedies

TEXT BOOKS

- Desai Vasant, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai
- Robert Hisrich, Michael Peters, Entrepreneurship TMH, (Fifth Edition 2002)
- P. C. Jain, Handbook for Entrepreneurs, Oxford University Press, Latest Edition

REFERENCE BOOKS

- Desai Vasant, Small-Scale Industries and Entrepreneurship, Himalaya Publishing House, Mumbai
- 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
- Dollinger, Entrepreneurship Strategies and resources, Irwin
- Bill Bolton and John, Entrepreneurs Talent Temperament Technique, Thompson- 2nd Edition-Elsevier

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		161100020305	Consumer behaviour	4	30	70	3 Hours

COURSE OUTCOMES

- The basic objective of this course is to develop and understanding about the Decision-making process and its applications in marketing function of firms.

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		161100020306	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

FINANCIAL DECISION ANALYSIS & CORPORATE RESTRUCTURING

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		161100020307	Financial decision analysis & corporate restructuring	4	30	70	3 Hours

COURSE OUTCOMES

- The basic objective of this course is to impart an intensive knowledge about the use of Quantitative techniques in specified financial decision making areas and acquainted with corporate restructuring process.

COURSE CONTENT

Unit - 1	Financial Decision
	Capital Structure Decision and Dividend Decision.
Unit – 2	Leasing, Hire-Purchase and Project Finance
	Meaning – Types of Lease – Advantages – Disadvantages – Sale and Leaseback Transactions – Hire Purchase Arrangement – Choice between Leasing and Hire Purchase – Project Finance.
Unit - 3	Corporate Restructuring – Concepts
	Definition – Forms of Corporate Restructuring – Merger – Consolidation- Acquisition – Divestiture – Demerger – Carve-out – Joint Venture – Reduction of Capital – Buy-back of Securities- Delisting of Securities/Company
Unit – 4	Corporate Restructuring – Strategies and Tactics
	<ul style="list-style-type: none"> Mergers and Acquisitions as a Growth Strategy – Ansoff's Product Market Matrix – Classes of Growth Opportunities and M&A Mergers and Acquisitions Motives and Synergies – Friedrich Trautweins's Merger Motive Model – Monopoly Theory – Efficiency Theory – Valuation Theory – Raider Theory – Empire Building Theory Takeover and Defence Tactics – Friendly versus Hostile Takeovers – Takeover Tactics- Successful Takeover Tactics in India – Defence Tactics Intents of Target Companies
Unit – 5	Corporate Restructuring – Accounting, Funding and Valuation
	<ul style="list-style-type: none"> Accounting for Amalgamation – Classification of Accounting – Methods of Accounting – Accounting for Demerger Funding of Acquisition – Methods of Effecting Payment of Consideration – Sources of Funds Leveraged Buyout and Going Private – Management Buyout Valuation of Target Companies – Concept of Value of a Company – Methods of Enterprise and Equity Valuation – Dividend Discount Model – Enterprise DEC Model

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.
- Weston J.F., Mitchell M.L., & Mulherin J.H., Takeovers, Restructuring, and Corporate Governance, Pearson Education, New Delhi, Fourth Edition



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		161100020308	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, 4th 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		161100020309	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		161100020310	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		161100020311	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

TECHNOLOGY & 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.	III		161100020312	Technology & Business	4	30	70	3 Hours

COURSE OUTCOMES

- To understand the use of technology to design and structure the organization and identifying information and use of technology for Business Initiatives.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> Business and Technology Overview Achieving Business Success through Information Technology, Managing Information for Business Initiatives, Enhancing Business Decisions, Collaborative Partnerships – overview Computer Technology Categories of Computer – PDAs, Notebook, Tablet Pc, Desktop, etc. Application Software such as personal productivity, Vertical and Horizontal Market Software, Making business decisions regarding the same.
Unit – 2	<ul style="list-style-type: none"> IT Ethical and Legal Issues IT Roles and Responsibilities, the gap between Business Personnel and IT Personnel, Fundamental Support Structures- Ethics and Security - Ethics and Information, Ethical Computer Use Policy, Information Privacy Policy, Acceptable Use Policy, E-Mail Privacy Policy, Internet Use Policy, Monitoring Technologies, Employee Monitoring Policies
Unit - 3	<ul style="list-style-type: none"> Technology and Supply Chain Management Supply Chain Strategies, drivers, Facility Drivers, Inventory Drivers, Transportation Drivers, Information Drivers, Applying a Supply Chain Design, Future Trends Using Supply chain management to enhance decision making, Supply Chain management success factors Customer Relationship Management The evolution of CRM, operational CRM, Marketing, Operational, Sales Customer service, Analytical CRM Current Trends: SRM, PRM AND ERM, Future Trends Growth of CRM, Using Analytical CRM to Enhance Decisions, Success Factors for CRM Enterprise Resource Planning Core and Extended ERP component, ERP Benefits and Risks, the Future of ERP, Wireless Technology Ref: Plug-in B5 of the text book The connected corporation, integrating SCM, CRM and ERP Creating collaborative partnerships through E-Business,- E-business Models, Challenges of the E-Business Models, E-Marketplace, M-commerce, Revenue Models, Trends, E channels, E Government
Unit – 4	<ul style="list-style-type: none"> Enhancing Collaborative Partnerships Content Management Systems, Workflow Management Systems, Groupware Systems, Peer to Peer Systems, Trends Outsourcing Collaborative Partnerships Outsourcing- benefits, Developing Strategic Outsourcing Partnerships, off shoring- Leaders, the up and corners, the rookies, Challenges and Trends of Outsourcing, Multi-sourcing

Unit – 5	<ul style="list-style-type: none"> • Emerging Trends and Technologies Reasons to Watch Trends, Impact of Technology on society, Pace of Technological Innovation, Technologies for Future, Digital Ink, Paper, Radio Frequency Identification, Tele-living, Alternative Energy Sources, Autonomic Computing Integration of technology • Object-Oriented Technologies Traditional Technology Approach and its problems, Object Oriented Technology Approach, Five primary concepts of Object Oriented Technologies – Information, Procedures, Classes, Objects, Messages Three Fundamental Principles of Object oriented technologies: Inheritance, Encapsulation, Polymorphism, Types of Object Oriented Technologies
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TEXT BOOKS

- Business Driven Technology – Haag /Baltzan /Philips – Tata McGraw Hill Publication

REFERENCE BOOKS

- Management of Information Technology – Carroll W. Frenzel and John C. Frenzel, fourth Edition, Thomson Press
- E-business 2.0 Roadmap for Success by Dr. Ravi Kalakota, Marcia Robinson, Pearson Education
- E-commerce – A Managerial Perspective- P. T. Joseph, Prentice Hall India Publications



MBA SEMESTER – IV

(Effective from December – 2017)

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		161100020401	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		161100020402	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		161100020403	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. Relevance 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)

Font Style	:	Calibri/ Times New Roam
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Line Spacing	:	Normal
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		Company
		Department / University / Project Guide (Soft Copy in CD)



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		161100020404	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	Introduction to Integrated Marketing Communication
	Understanding Marketing Communication, Marketing Communication mix, Significance of Integrated Marketing Communication, IMC planning process, Marketing mix strategies, Integrating IMC in the Marketing Mix.
Unit – 2	Structure of Advertising and Promotions World and creative execution in Advertising
	Players in the advertising world, Centralized and decentralized agencies, Functions of Ad agencies, creating creative ads, Creative execution elements
Unit - 3	Other tools of Promotion
	Sales promotion, Direct Marketing , Public relations , Publicity , Corporate Advertising, unconventional Promotion media (Sponsorships , merchandising, Marketing services ,mobile advertising ,village fairs)
Unit – 4	Media Planning and strategy
	Advantages and Disadvantages of Different Media (Print , Broadcast , Outdoor Media) , Steps involved in Media Planning ,Understanding the operative media environment , Audience measurements.
Unit – 5	Budget, objectives and evaluation
	Sales versus communication oriented objectives, The DAGMAR Approach, Methods to determine budget, Measuring communication effectiveness and advertising testing process

TEXT BOOKS

- Advertising & Promotions an IMC perspective , Kruti Shah , Alan D'souza, Tata McGraw Hill , New Delhi
- George Belch & Michael Belch, Advertising & Promotion, Tata McGraw Hill publishers, New Delhi.

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		161100020405	Integrated marketing communication	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"> An introduction to retailing What is Retail, Retail in India, Evolution of retail in India, Drivers of Retail change in India, Business models in retail. Merchandise Management Brand Wars, Category Management, Vendor Collaboration, Assortment Planning
Unit – 2	<ul style="list-style-type: none"> Retail pricing and communication Price promotions, Price perceptions, Retail promotion, Retail Salesperson, Festive shopping
Unit - 3	<ul style="list-style-type: none"> Store atmospherics Controlling store operations - Store layout and visual merchandising – Entertainment and Retail Retail strategy and challenges Independent vs. Chain stores, HR challenges in Retailing, E retailing and Net mall strategy, Retail entertainment convergence, retailing banking convergence, BPO in retailing, Entry strategies of global retailers
Unit – 4	<ul style="list-style-type: none"> Retail Management Information Systems Unique needs of technology in Retail, Need for product identification, the importance of IT in retail, Applications of technology Establishing and Maintaining a Retail Image The significance of retail image – Atmosphere - Encouraging customers to spend more time in shopping
Unit – 5	<ul style="list-style-type: none"> Recent trends in Retailing More payment options to consumers, Role of mobile and internet in online and offline data collection, Omni channel retailing

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		161100020406	Integrated marketing communication	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 – Development of Banking in India – Schedule Commercial Banks – Regional Commercial Banks - Reforms in Banking Sector – 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 – Types of Schemes – Risks in Mutual Funds – NAV - Organization – Association of Mutual Funds in India – Role of Intermediaries in the Indian Mutual Fund Industry 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		161100020407	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		161100020408	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		161100020409	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

- **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. Matoria, 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		161100020410	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 PROCESS RE-ENGINEERING

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		161100020411	Business process Re-engineering	4	30	70	3 Hours

COURSE OUTCOMES

- To understand the objectives and need of reengineering the business processes and positive outcomes of it.

COURSE CONTENT

Unit - 1	<ul style="list-style-type: none"> • Introduction and Overview - The what and why of business process reengineering (BPR) Maximizing competitive advantage through radical redesign-The need for reengineering-Determining what reengineering is, and is not-Focusing on the business process-Achieving cost reduction and revenue generation goals • Applying the proven CLAMBRE/UML framework for reengineering Modeling standards: UML and BPMN-Customers vs. stakeholders-Identifying activities and information structure-Creative right-brain thinking
Unit – 2	<ul style="list-style-type: none"> • Targeting the Customer - Exploring the customer interface Expanding customer roles with aggregation-Refining customer types using generalization-Establishing an accurate customer profile • Documenting customer values and needs Service provision vs. product supply-Evaluating customer satisfaction: quality, flexibility, speed, cost, service-Categorizing customer relationships using the PRIDE checklist-Applying QFD to link customer requirements with supplied components
Unit - 3	<ul style="list-style-type: none"> • Modeling the Business Process - Pinpointing processes for reengineering Uncovering core business processes-Choosing suitable metrics to assess process performance-Detecting business process anti patterns-Presenting findings to senior management • Describing worker roles and responsibilities using UML techniques Identifying anomalies in worker roles using cross-reference matrices-Mapping a business process using activity diagrams-Partitioning activities between roles • Analyzing the Business Process - Detailing business processes Selecting appropriate UML tools-Scoping the process with UML use case diagrams-Pinpointing key business actors-Modeling alternative workflows-Capturing ineffective business activities
Unit – 4	<ul style="list-style-type: none"> • Exploring the business structure Revisiting organization infrastructure-Mapping information using class diagrams-UML business stereotypes-Designating process architecture with communication diagrams-Removing restrictive structures • Maximizing the benefits of information technology Web-enabled technology-Interaction through social spaces-Designing future-proof business systems-Business intelligence solutions-E-commerce: B2B and B2C
Unit – 5	<ul style="list-style-type: none"> • Redesigning the Business Process - Redefining customer-process boundaries Adapting the business process to benefit specific customer types-Integrating and capitalizing on technology opportunities-Personalizing the process-Meeting and exceeding customer expectations • Creating the new process using best business practice Incorporating business patterns-Resolving process anomalies-Comparing strategic alternatives-Ensuring durable, reliable information management • Rolling Out the Reengineered Process Reeducating the workforce-Linking metrics with customer satisfaction-Supporting ongoing process improvement-Monitoring and measuring results-Demonstrating success

TEXT BOOKS

- Radha krishnan, R., Bala subramanian, S, Business Process Reengineering: Text and Cases , PHI

