

**MASTER OF BUSINESS ADMINISTRATION
(FOUR SEMESTER PROGRAMME)
CHOICE BASED CREDIT SYSTEM**

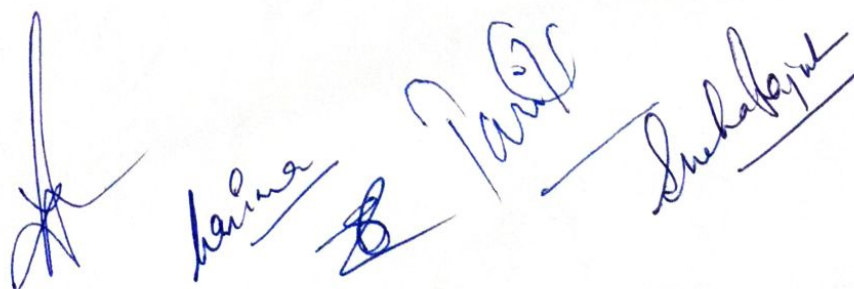
INTERNAL ASSESSMENT = IA; END-TERM ASSESSMENT = ETA

COURSE STRUCTURE AND SCHEME OF EXAMINATION

(Semester I & II common for all courses)

Semester – I

Paper Code	Course	C/E/S	L	T	P	Credit	IA+ETA
MBA 101	Principles and Practices of Management	CC	3	-	-	3	40 + 60
MBA 102	Managerial Economics	CC	3	-	-	3	40 + 60
MBA 103	Accounting for Managers	CC	3	-	-	3	40 + 60
MBA 104	Statistics for Managerial Decision Making	CC	3	-	-	3	40 + 60
MBA 105	Business Environment	CC	3	-	-	3	40 + 60
MBA 106	Business Communication	CC	3	-	-	3	40 + 60
MBA 107	Computer Applications	CC	3	-	-	3	40 + 60
MBA 108	Seminar\Add-on courses	AE & SD	-	-	1	1	100 + 00
MBA 109	Assignment\Add-on courses	AE & SD	-	-	1	1	100 + 00
MBA110	Comprehensive viva-voce (Virtual Credit)	CC	-	-	4	4	00 + 100
Total			24		6	30	



Semester – II

Paper Code	Course	C/E/S	L	T	P	Credit	IA+ETA
MBA 201	Marketing Management	CC	3	-	-	3	40 + 60
MBA 202	Organisational Behavior	CC	3	-	-	3	40 + 60
MBA 203	Research Methodology	CC	3	-	-	3	40 + 60
MBA 204	Operations Research	CC	3	-	-	3	40 + 60
MBA 205	Financial Management	CC	3	-	-	3	40 + 60
MBA 206	<u>Introduction to Sustainable Development</u>	CC	3	-	-	3	40 + 60
MBA 207	Human Resource Management	CC	3	-	-	3	40 + 60
MBA 208	Seminar \Add-on courses	AE & SD	-	-	1	1	100 + 00
MBA 209	Assignment \Add-on courses	AE & SD	-	-	1	1	100 + 00
MBA 210	Comprehensive viva-voce (Virtual Credit)	CC	-	-	4	4	00 + 100
Total			21		6	27	

Semester III and IV

I. MBA General (Dual Specialization)

SEMESTER – III

PAPER CODE	COURSE	C/E/S	L	T	P	CRED ITS	IA+ETA
MBA 301	Total Quality Management	CC	3	-	-	3	40 + 60
MBA 302	Entrepreneurship and Small Business Management	CC	3	-	-	3	40 + 60
MBA 303	Business Legislations	CC	3	-	-	3	40 + 60
MBA 304	Specialization Group - I Elective*01 (MK01/FM01/HR01)	ELECTIVE	3	-	-	3	40 + 60
MBA 305	Specialization Group - I Elective*02 (MK02/FM02/HR02)	ELECTIVE	3	-	-	3	40 + 60
MBA 306	Specialization Group – II Elective*01 (MK01/FM01/HR01)	ELECTIVE	3	-	-	3	40 + 60
MBA 307	Specialization Group – II Elective*02 (MK02/FM02/HR02)	ELECTIVE	3	-	-	3	40 + 60
MBA 308	Seminar\Add-on courses	AE & SD **	-	-	1	1	100 + 00
MBA 309	Assignment\Add-on courses	AE & SD**	-	-	1	1	100 + 00
MBA 310	Summer Training Viva-Voce (Virtual Credit)	CC	-	-	4	4	00 + 100
TOTAL			21		6	27	



SEMESTER – IV

PAPER CODE	COURSE	C/E/S	L	T	P	CRED ITS	IA+ETA
MBA 401	Strategic Management	CC	3	-	-	3	40 + 60
MBA 402	Management Information System	CC	3	-	-	3	40 + 60
MBA 404	Specialization Group - I Elective*03 (MK03/FM03/HR03)	CC	3	-	-	3	40 + 60
MBA 404	Specialization Group - I Elective*04 (MK04/FM04/HR04)	ELECTIVE	3	-	-	3	40 + 60
MBA 405	Specialization Group – II Elective*03 (MK03/FM03/HR03)	ELECTIVE	3	-	-	3	40 + 60
MBA 406	Specialization Group - II Elective*04 (MK04/FM04/HR04)	ELECTIVE	3	-	-	3	40 + 60
MBA 407	Open Specialization – (OP1/OP2/OP3/OP4))	GENERIC ELECTIVE	3	-	-	3	40 + 60
MBA 408	Seminar\Add-on courses	AE & SD **	-	-	1	1	100 + 00
MBA 409	Assignment\Add-on courses	AE & SD**	-	-	1	1	100 + 00
MBA 410	Comprehensive Viva-Voce (Virtual Credit)	CC	-	-	4	4	00 + 100
	TOTAL		21		6	27	

In case of dual specialization only three steams namely finance, human resource development and marketing will be offered. The students will have to opt electives from these three baskets only.

II. MBA FA/HRD/MM/BA

SEMESTER – III

PAPER CODE	COURSE	C/E/S	L	T	P	CRED ITS	IA+ETA
MBA 301	Total Quality Management	CC	3	-	-	3	40 + 60
MBA 302	Entrepreneurship and Small Business Management	CC	3	-	-	3	40 + 60
MBA 303	Business Legislations	CC	3	-	-	3	40 + 60
MBA 304	Specialization Group - Elective*01 (FA/HRD/MM/BA)	ELECTIVE	3	-	-	3	40 + 60
MBA 305	Specialization Group - Elective*02 (FA/HRD/MM/BA)	ELECTIVE	3	-	-	3	40 + 60
MBA 306	Specialization Group – Elective*05 (FA/HRD/MM/BA)	ELECTIVE	3	-	-	3	40 + 60
MBA 307	Specialization Group – Elective*06 (FA/HRD/MM/BA)	ELECTIVE	3	-	-	3	40 + 60
MBA 308	Seminar\Add-on courses	AE & SD **	-	-	1	1	100 + 00
MBA 309	Assignment\Add-on courses	AE & SD**	-	-	1	1	100 + 00
MBA 310	Summer Training Viva-Voce (Virtual Credit)	CC	-	-	4	4	00 + 100
	TOTAL		21		6	27	

FA- Financial Administration

HRD- Human Resource Development

MM- Marketing Management

BA- Business Analytics

SEMESTER – IV

PAPER CODE	COURSE	C/E/S	L	T	P	CRED ITS	IA+ETA
MBA 401	Strategic Management	CC	3	-	-	3	40 + 60
MBA 402	Management Information System	CC	3	-	-	3	40 + 60
MBA 404	Specialization Group - Elective*03 (FA/HRD/MM/BA)	CC	3	-	-	3	40 + 60
MBA 404	Specialization Group - Elective*04 (FA/HRD/MM/BA)	ELECTIVE	3	-	-	3	40 + 60
MBA 405	Specialization Group – Elective*07 (FA/HRD/MM/BA)	ELECTIVE	3	-	-	3	40 + 60
MBA 406	Specialization Group – Elective*08 (FA/HRD/MM/BA)	ELECTIVE	3	-	-	3	40 + 60
MBA 407	Open Specialization – (OP1/OP2/OP3/OP4))	GENERIC ELECTIVE	3	-	-	3	40 + 60
MBA 408	Seminar\Add-on courses	AE & SD **	-	-	1	1	100 + 00
MBA 409	Assignment\Add-on courses	AE & SD**	-	-	1	1	100 + 00
MBA 410	Comprehensive Viva-Voce (Virtual Credit)	CC	-	-	4	4	00 + 100
	TOTAL		21		6	27	

In case of MBA FA/HRD/MM/BA students will have to take eight courses from the respective specialization basket. For example, a student of MBA FA will have to study the first four courses listed in finance group in Semester III and the remaining four courses in Semester IV.

MARKETING MANAGEMENT (MM)		Semester
1. MBA MK 01 SEMESTER	CONSUMER BEHAVIOUR	III
2. MBA MK 02 SEMESTER	INTERNATIONAL MARKETING	III
3. MBA MK 03 SEMESTER	INTEGRATED MARKETING COMMUNICATIONS	IV
4. MBA MK 04 SEMESTER	SERVICE MARKETING	IV
5. MBA MK 05	RURAL AND AGRICULTURE MARKETING	III
6. MBA MK 06	SALES DISTRIBUTION MANAGEMENT	III
7. MBA MK 07	PRODUCT AND BRAND MANAGEMENT	IV
8. MBA MK 08	STRATEGIC MARKETING	IV

SPECIALIZATION FINANCIAL MANAGEMENT (FM)		Semester
1. MBA FM 01 SEMESTER	GOODS AND SERVICE TAX	III
2. MBA FM 02 SEMESTER	SECURITY ANALYSIS AND INVESTMENT MANAGEMENT	III
3. MBA FM 03 SEMESTER	FINANCIAL RISK MANAGEMENT	IV
4. MBA FM 04 SEMESTER	FOREIGN EXCHANGE MANAGEMENT	IV
5. MBA FM 05 SEMESTER	MICROFINANCE	III
6. MBA FM 06 SEMESTER	INDIAN FINANCIAL SYSTEM	III
7. MBA FM 07 SEMESTER	PROJECT MANAGEMENT	IV
8. MBA FM 08 SEMESTER	GLOBAL MERGER AND ACQUISITIONS	IV

1. MBA HR 01 SEMESTER	HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT	III
2. MBA HR 02 SEMESTER	LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS – (PART-I)	III
3. MBA HR 03 SEMESTER	PERFORMANCE MANAGEMENT SYSTEM	IV
4. MBA HR 04 SEMESTER	HUMAN RESOURCE PLANNING	IV
5. MBA HR 05 SEMESTER	COMPENSATION PLANNING	III
6. MBA HR 06 SEMESTER	LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS – (PART-II)	III
7. MBA HR 07 SEMESTER	STRATEGIC HUMAN RESOURCE MANAGEMENT	IV
8. MBA HR 08 SEMESTER	ORGANIZATIONAL THEORY AND DESIGN	IV

		Semester
1. MBA OP 01 SEMESTER	PRODUCTION AND OPERATIONS MANAGEMENT	IV
2. MBA OP 02 SEMESTER	SUPPLY CHAIN MANAGEMENT	IV
3. MBA OP 03 SEMESTER	FINANCIAL ECONOMETRIES	IV
4. MBA OP 04 SEMESTER	STRUCTURAL EQUATION MODELING	IV

Notes:

1. *CC=Core Course, AE=Ability Enhancement and SD=Skill Development

2. The MBA Full time is a dual specialization course. Students have to select two specialization streams for dual specialization and select two papers from each stream in Semester III and Semester IV in the given order.

3. First year syllabus is common for MBA FT, MBA FA , MBA HRD and MBA BA.
4. The Scheme of Assessment (including Marks of Sessional, minimum Pass Marks, Division of Examination) & Scheme of Promotion to next Semester will be Governed by Ordinance 14.
5. Summer training and comprehensive viva will be conducted by external expert.
6. Practical course evaluation will be done by internal and external expert.

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MBA 101- PRINCIPLES AND PRATICES OF MANAGEMENT

03 Credits

Course Objective:

The student is able to comprehend the functions of management and have a basic overview of the origin of this field of study.

Learning Outcomes:

1. Students will be able to integrate management principles into management practices.
2. Students will be able use CPM and PERT in planning process.
3. Students will be able to do forecasting through various statistical tools.
4. Students will be able to do allocation of resources through budgeting.
5. Students will be to determine the nature of organization structure viz. organic or mechanistic structure.
6. Students will be able to apply inventory control methods.

UNIT I

Management:

Concept; Nature, Importance; Management: Art and Science; Management as a Profession; Management Skills, Levels of Management; Approaches to management- Classical approach, Behavioral Approach; Quantitative Approach and Contemporary Approaches; Measurement of Corporate Social Responsibility.

UNIT II

Planning:

What and Why of Planning; Types of Plans; Planning Effectively; Application of PERT- CPM in Planning and its importance; Techniques for Assessing Environment; Forecasting: Regression; Techniques for Allocating Resources- Budgeting.



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UNIT III**Decision Making:**

The Decision-Making Process; Managers Making Decision: Rationality, Bounded Rationality, Role of Intuition and Role of Evidence Based Management; Types of Decision-Making Measurement of Biases & Errors with Statistical tools; Effective Decision Making.

UNIT IV**Organizing:**

Designing Organization Structure-Work Specialization; Departmentalization; Chain of Command; Defining the Span of Control; Centralization and Decentralization; Formalization; Identifying Mechanistic Structures and Organic Structures; Contingency Factors affecting Structural Choice; Traditional Organizational Designs; Contemporary Organizational Designs: Functional Structure, Divisional Structure, Matrix Structure, Boundary-less Structure; Learning Organizations.

UNIT V**Controlling:**

Concept; Process; Controlling for Performance – Concept; Measures- Organizational Productivity, Organizational Effectiveness, Industry and Company Rankings; Tools for Measuring Organizational Performance- Feed forward/Concurrent/Feedback Controls; Financial Control: Ratio Analysis; Informational Control; Balance Scorecard; Contemporary Issues in Control-Adjusting Controls for Cross Cultural Differences; Workplace Concerns, Workplace Violence.

Note: All above course content should be covered through real life case studies.

Suggested Readings:

Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2001). *Management*. Pearson Education India.



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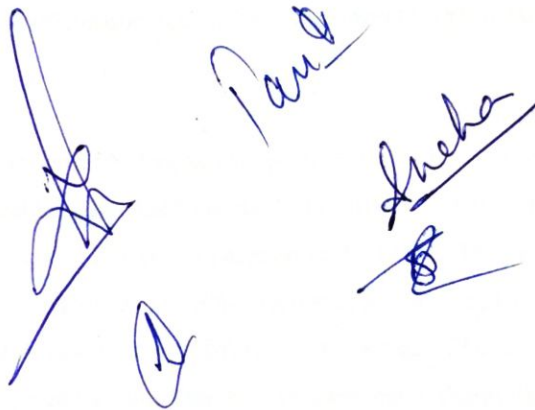
Koontz, Harold, Heinz Weinrich, and Mark V. Cannice. *Essentials of Management-An International, Innovation and Leadership Perspective*. McGraw-Hill Education, 2020.

Robbins, S. P., & Coulter, M. (2012). *Management*. Pearson.

Measuring Corporate Social Responsibility:A Scale Development Study. (2009). *Journal of Business Ethics*, 411-427.

Ouchi, W. G., & Dowling, J. B. (1974). Defining the Span of Control. *Administrative Science Quarterly*, 357-365.

Watkins, K. E., & Marsick, V. J. (2003). Demonstrating the Value of an Organization's Learning Culture: The Dimensions of the Learning Organization Questionnaire. *Advances in Developing Human Resources*, 132-151.



MBA 102-MANAGERIAL ECONOMICS

03 Credits

Course Objective:

The student is able to be abreast with crucial concepts of demand and supply analysis, market analysis and national analysis.

Learning Outcomes:

1. Students will be able to use excel in showcasing Law of Demand & Supply and their elasticities.
2. Students will be able to use excel in demonstrating nature of various costs, price determination in different competitive scenarios and forecasting.
3. Students with the help of excel will be able to find a right blend of two variables in determining output.
4. Students will learn to measure national income, unemployment and Inflation.

UNIT I

Introduction to Economics: Nature and Scope of Managerial Economics; Significance in Decision-Making and Fundamental Concepts; Objectives of a firm, Utility and its types.

Demand Analysis: Law of Demand, Exception to the Law of Demand; Determinants of Demand; Market Demand versus Individual Demand; Shifts in the Demand Curve.

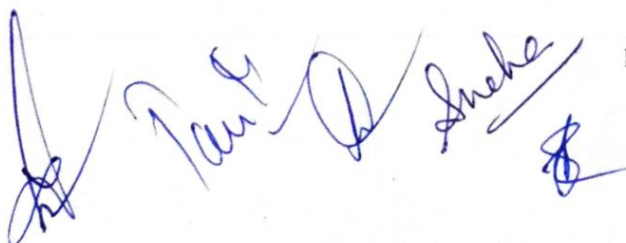
Elasticity of Demand: Price; Income; Cross and Advertising Elasticity; Use of Elasticity of Demand for Managerial Decision Making; Measurement of Elasticity of Demand – Point Elasticity and Arc Elasticity; Regression and Elasticity of Demand.

UNIT II

Demand Forecasting: Regression Analysis: Interpreting and Potential Problems in Regression; Time-Series Models; Fitting a Simple Trend; Barometric Models; Forecasting Performance.

Supply: Meaning, Significance and Methods; Supply Analysis: Law of Supply; Market Supply versus Individual Supply; Shifts in the Supply Curve.

Supply and Demand Together: Equilibrium; Three Steps to Analyzing Changes in Equilibrium.



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Elasticity of Supply: The Price Elasticity of Supply and Its Determinants; Computing the Price Elasticity of Supply and its Uses for Managerial Decision-Making.

UNIT III

Production Concepts & Analysis: Production Function; Single Variable-Law of Variable Proportion; Two Variable- Law of Returns to Scale; Cobb-Douglas Production Function; Cost Concept and Analysis; Short-Run and Long-Run Cost Curves and their Managerial Use.

Market: Equilibrium and Average Revenue Concept.

Market Structure: Perfect Competition; Features; Determination of Price and Output under Perfect Competition.

Monopoly: Features; Pricing and Output Determination under Monopoly.

Monopolistic: Features; Price and Output Determination under Monopolistic Competition; Product Differentiation; Price Discrimination.

UNIT IV

Oligopoly: Features; Quantity competition-A Dominant Firm; Competition among Symmetric Firms.

Price Competition: Price Rigidity and Kinked Demand; Price Wars and the Prisoner's Dilemma; Price Leadership.

Pricing Strategies: Price Determination; Full Cost Pricing; Product Line Pricing; Price Skimming; Penetration Pricing.

UNIT V

National Income: Concepts; Measuring the Value of Economic Activity through Gross Domestic Product, GDP Deflator, Real GDP vs. Nominal GDP, Other Measures of Income;

Employment: Keynes' Theory of Employment; Measuring Joblessness through Unemployment Rate.

Inflation: Types; Causes and Measurement; Business Cycle; Profit, Concept and Major Theories of Profits; Dynamic Surplus Theory; Risk & Uncertainty Bearing Theory and Innovation Theory.

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Note: All above course must also be taught using MS-Excel functions and graphical representations.

Suggested Readings:

Baye, R. M., & Belinfante, R. O. (2006). *economics and business strategy*. New York: NY:McGraw-Hill.

Damodaran, S. (2010). *Managerial Economics*. India: Oxford University Press.

Dwivedi, D. (1980). *Managerial economics*. . Vikas Publishing House.

Mankiw, N. (2010). *Macroeconomics*. New York: Worth Publishers.

Mankiw, N. G. (2009). *Principles of Microeconomics*. South-Western Cengage Learning.

Salvatore, D., & Brooker, R. F. (1993). *Managerial economics in global economy*. New York: McGraw-Hill.

Samuelson, W. F., & Marks, S. G. (2012). *Managerial Economics*. John Wiley & Sons, Inc.



MBA 103 - ACCOUNTING FOR MANAGERS

03 Credits

Course Objective:

The student learns key concepts of management accounting with understanding of financial statements and cost analysis, along with cost control and profit planning.

Learning outcomes:

1. To acquaint the students with the fundamental principles of financial; cost and management accounting
2. To enable the students to prepare; analyze and interpret financial statements and
3. To enable the students to take decisions using management accounting tools.

UNIT I

Basics of Financial Accounting:

Meaning; Scope; Functions of Financial Accounting; Cost and Management Accounting; Difference between Book-Keeping and Accounting; GAAP; Financial Accounting; Concepts and Conventions.

UNIT II

Double Entry System:

Preparation of Journal; Ledger and Trial Balance; Preparation of Final Accounts; Trading; Profit and Loss Account; Balance Sheet with Adjustment Entries; Problems of Final Accounts with Adjustment.

UNIT III

Financial Statement Analysis and Ratio Analysis:

Meaning, Significance and Types of Financial Statement Analysis; Comparing Financial Data Across Companies; Statements in Comparative and Common Size Form; Meaning of Ratio and Ratio Analysis; Classification of Ratios: Liquidity Ratio, Capital Structure Ratio, Turnover Ratio and Profitability Ratio.



UNIT IV

Funds and Cash Flow Analysis

Funds from Operation; Sources and Uses of Funds; Preparation of Schedule of Changes in Working Capital and Funds Flow Statements; Its Uses and Limitations; Cash Flow Analysis; Cash from Operation; Preparation of Cash Flow Statement; Its Uses and Limitations; Distinction between Funds Flow and Cash Flow

UNIT V

Cost Accounting

Elements of Cost; Types of Costs; Preparation of Cost Sheet; Standard Costing; Variance Analysis; Material Variances; Labor Variances; Simple Problems Related to Material and Labor Variances Only; Marginal Costing; Marginal Cost and Marginal Costing; Importance; Break-Even Analysis.

Suggested Readings:

Garrison, R. H. (2017). *Managerial Accounting* (15th ed ed.). 15th ed. Boston: Irwin/McGraw-Hill. Griffin, Ricky.

Gupta, A. (2004). *Financial Accounting for Management*. Delh: Pearson.

Kuppapally, J. J. (2010.). *Accounting for Managers*. PHI.

R, N. (2011.). *Financial Accounting*. Delh: PHI.

Shah, P. (2007.). *Basic Accounting For Managers*. Delh: Oxford.



MBA 104 - STATISTICS FOR MANAGERIAL DECISION MAKING

03 Credits

Course Objectives:

The student learns both descriptive and inferential statistics to decision making.

Learning Outcomes:

1. Produce appropriate graphical and numerical descriptive statistics for different types of data.
2. Distinguish between descriptive and inferential statistics and their uses.
3. Apply probability rules and concepts relating to discrete and continuous random variables to answer questions within a business context.
4. Demonstrate knowledge of the importance of the Central Limit Theorem (CLT) and its applications.
5. Conduct and interpret a variety of hypothesis tests to aid decision making in a business context.
6. Use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing.
7. Use a statistical package frequently used by practitioners to analyse the data.

UNIT I

Basic concept of Statistics: Application of Descriptive and Inferential Statistics in Managerial Decision Making; utility and limitation of Statistics.

Presentation of Data: Bar Diagrams; Histograms; Frequency Polygon; Frequency Distribution Curves.

Measures of Central Tendency: Mean; Median and Mode and their implications.



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UNIT II

Measures of Dispersion: Range; Mean Deviation; Standard Deviation; Coefficient of Variation (C.V.); Skewness; Kurtosis.

UNIT III

Correlation: Meaning and types of Correlation, Karl Pearson and Spearman Rank Correlation.

Regression: Meaning, Regression Equations and their Application, Partial and Multiple Correlation and Regression.

UNIT IV

Probability: Concept of Probability and its Uses in Business Decision; Addition and Multiplication Theorems; Bayes Theorem and its applications.

Probability Theoretical Distribution: Concept and Application of Binomial; Poisson and Normal Distribution.

UNIT V

Estimation Theory and Hypothesis Testing: Sampling Theory; Formulation of Hypothesis; Application of Z test; t test; F test; Chi-Square test; Techniques of Association of Attributes.

Note: All above course must also be taught using MS-Excel functions and graphical representations.

Suggested Readings:

Herkenhoff, L., & Fogli, J. (2013). *Applied Statistics for Business and Management using Microsoft Excel*. New York, NY: Springer New York. <https://doi.org/10.1007/978-1-4614-8423-3>

Keller, G. (2015). *Statistics for Management and Economics*, Abbreviated. Cengage Learning.

Levine, D. M., Berenson, M. L., Stephan, D., & Lysell, D. (1999). *Statistics for managers using Microsoft Excel*. Prentice Hall Upper Saddle River, NJ.

MBA 105 - BUSINESS ENVIRONMENT

03 Credits

Course Objective:

The student is able to look at the environmental forces, both external and internal and their interaction and effect on businesses.

Learning Outcomes:

1. Student will be able to understand Micro and macro factors affecting a business organization.
2. Students will be learning analyzing business environment with the help of appropriate tools.
3. Learn various laws relevant to business environment and their implication.

UNIT I

An Overview of Business Environment

Concept & Types of Business Environment – Internal & External Environment; Scope, Characteristics and Objectives of Business Environment; Linkages among Business Environment and Strategic Management; Competitive Structure of Industries; Environmental Analysis and its Objectives; Process and limitations of Environmental Analysis.

Unit II

Economic Environment

Concept & Nature of Economic Environment; Basic Economic System; Economic Planning: Five Year Plans, their Achievements and Failures; Economic Policies- New industrial policy, FEMA, Monetary and fiscal policies; Consumer Protection Act and Competition Law; Liberalization, Privatization and Globalization of Indian Economy, Trends and Issues.



Unit III

Socio-Political Environment

Meaning of Social Environment; Need of assessing Social Environment for Business; Nature and Impact of Culture on Business; Culture and Globalization; Culture and Organizational Behavior; Social Responsibilities of Business; Business Ethics and Corporate Governance; Meaning of Political Environment; Relationship Between Business and Government; Economic, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government towards Business, Constitutional Provisions affecting Business.

Unit IV

Technological and Natural Environment

Meaning of Technological Environment; Importance of Technological Developments on Economic Development in India; Sources of Technological Dynamics; Technology Driven Businesses in India; Role of Technology in Globalization; Cost-benefit Analysis of Technological Developments in India; Meaning of Natural Environment; Interface between Business and its Physical Environment;

Unit V

Introduction to MSME's

Concept, Evolution, Role and Significance of MSME's in Economic Development; Policies for MSME; Challenges and Opportunities of MSMEs in the Current Scenario. Preparation of Project report on MSME.

Suggested Readings:

Chandra, Prasanna: *Projects-planning, analysis, financing, implementation.* (n.d.).

David, H. (2002). *Entrepreneurship: New venture Creation.* India: Prentice Hall.

Desai, V. (2018). *Dynamics of Entrepreneurship Development* (6th edition ed.). Mumbai: Himalaya Publishing House.

Desai, Vasant: *Project Management.* (n.d.).

Dollinger, M. (2007). *Entrepreneurship: Strategies and Resources* (4th edition ed.). Marsh Public.

MBA 106 - BUSINESS COMMUNICATION

03 Credits

Course Objectives:

The student is able to use various modes of communication and understand the purpose and objectives of business communication

Learning Outcomes:

1. Students will learn fine prints of business communication.
2. Students will be able to participate effectively into group discussion.
3. Students will learn how to face interviews through mock sessions.
4. Students will learn presentation skills.
5. Students will be able to write business letters and official communication.
6. Students will be able to effectively use social media for communication.

UNIT I

Introduction to Business Communication:

Meaning, Need, Purpose and Types of Communication; Process of Communication; Communication Structure in Organization; Barriers to Communication; Gateway in Communication; 7 Cs of Communication; Impact of Cross-Cultural Communication; Use of Technology to improve Business Communication.

UNIT II

Employment Communication:

Resume Writing and Cover Page Draft, Group Discussions, Interview, Candidates' Preparation for Interview, Effective Listening Skills, Mock Interview, Communication Networks, Intranet, Internet, Teleconferencing and Video Conferencing.

Presentation Skills:

Essential Elements of an Effective Presentation, designing a presentation, Advanced Visual Support for Business Presentation, Types of Visual Aid, Appearance & Posture, Practicing Delivery of Presentation.



UNIT III

Written Communication:

Purpose of Writing; Clarity in Writing; Principles of Effective Writing; Writing Techniques.

Business Letters and Reports:

Introduction to Business Letters, Types of Business Letter, Layout of Business Letter; Reports: Definition and Purpose, Types of Business Reports, Reports Writing.

UNIT IV

Group Communication:

Meetings: Need, Importance and Planning of Meetings, Drafting of Notice, Agenda, Minutes & Resolutions of Meeting, Writing Memorandum, Press Release, Press Conference, Business Etiquettes – Netiquettes, Telephonic & Table Etiquettes.

UNIT V

Corporate Communication:

Definition, Scope, Importance & Components of Corporate Communication, Professional Communicator Responsibilities, Corporate Communication & Public Relation, Role of social media in Communication.

Suggested Readings:

Lesikar, R.V. & Pettit, Jr. J.D. *Basic Business communication: Theory & Application*, (10th Edition.). Tata Mc Graw Hill.

Sehgal, M.K. & Khetrpal, V. *Business Communication*, Excel Books.

Chaturvedi, P.D. (2006). *Business Communication* (3rd Edition.). Pearson Education.

Sharma, R.C. & Krishna, M. *Business: Correspondence and Report Writing* (3rd Edition.). Tata McGraw Hill.

Pal, R. *Business Communication*, Sultanchand & Sons Publication.

Bisen & Priya. *Business Communication*, New Age International Publication.



MBA 107 - COMPUTER APPLICATIONS

03 Credits

Course Objective:

The student is able to use tools of information technology to effectively disseminate information in an appropriate manner.

Learning Outcomes:

Upon completing this syllabus, students will be able to:

1. Use a range of lookup and reference functions.
2. Customize the formatting of charts in excel.
3. Protect data in worksheets and workbooks.
4. Use data linking to create more efficient workbooks.
5. Use the data consolidation feature to combine data from several workbooks into one.
6. Create simple pivot table reports.
7. Create and edit a pivot chart.
8. Use the macro recorder to create a variety of macros.

UNIT I

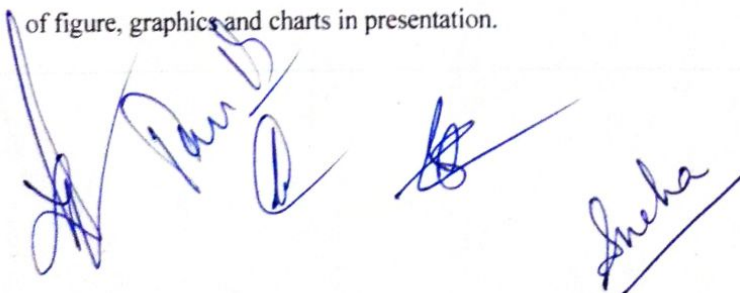
Introduction: Computer hardware and software, Framework of computer, input and output devices, computer memories, central processing unit, types of computer; types of software: system software and application software, some basic terms related to operating system.

UNIT II

MS Word: Some basic terms- toolbar, format bar and status bar, insert tables, charts, smart arts, adding graphics, pages options, insert citations, creating, editing and saving word document, use of auto text, spelling and grammar tool, creating a cover letter, mail merge.

MS PowerPoint: Preparation of power point presentation, what to include and what not to include in slides, inserting new slide and deleting any slide, use of master slides, insertion of figure, graphics and charts in presentation.

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UNIT -III

Introduction to MS Excel: Understanding Basic working with Excel, Quick review on MS Excel Options, ribbon, sheets, Saving Excel File as PDF, CSV and older versions, Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Inserting Pictures and other objects in worksheets, Understanding Data Consolidation, Consolidating With Identical Layouts , Consolidating With Different Layouts

UNIT - IV**Working with formulas/functions:**

Lookup and Reference Functions: VLOOKUP, HLOOKUP, INDEX, ADDRESS, MATCH, OFFSET, TRANSPOSE, INDIRECT etc.

Logical Functions: IF/ELSE, AND, OR, NOT, TRUE, NESTED IF/ELSE etc.

Database functions: DGET, DMAX, DMIN, DPRODUCT, DSTDEV, DSTDEVP, DSUM, DVAR, DVARP etc.

Date and time functions: DATE, DATEVALUE, DAY, DAY360, SECOND, MINUTES, HOURS, NOW, TODAY, MONTH, YEAR, YEARFRAC, TIME, WEEKDAY, WORKDAY.

Information functions: CELL, ERROR.TYPE, INFO, ISBLANK, ISERR, ISERROR, ISEVEN, ISLOGICAL, ISNA, ISNONTEXT, ISNUMBER, ISREF, ISTEXT, TYPE etc.

Math and trigonometry Functions: RAND, ROUND, CEILING, FLOOR, INT, LCM, MOD, EVEN, SUM, SUMIF, SUMIFS etc.

Statistical Functions: AVEDEV, AVERAGE, AVERAGEA, AVERAGEIF, COUNT, COUNTA, COUNTBLANK, COUNTIF, FORECAST, MAX, MAXA, MIN, MINA, STDEVA and Using Data analysis.

UNIT V

Conditional Formatting: Using Conditional formatting, Using Conditional formatting with multiple cell rules, Using Color Scales and Icon sets in conditional formatting, Creating new rules and managing existing rules

Data Sorting and Filtering: Sorting data A-Z and Z-A, Using Filters to sort data, Advance filtering options Pivot tables, Creating Pivot tables and using pivot table options, Changing and updating data range, Formatting Pivot table and making Dynamic Pivot Tables

Pivot Charts: Changing and updating Data Range, Types of pivot charts and their usage, Formatting pivot charts and making Dynamic Pivot Charts

Suggested Readings:

Frandsen, T. L. (2010). Microsoft office excel. Retrieved from www.bookboon.com
Leon, M., & Leon, A. (2009). *Introduction to Computers* (1st ed.). Vikas publishing.

A series of four handwritten signatures in blue ink, arranged horizontally. The first signature is a stylized, cursive 'S'. The second signature is 'Ravi' written in a cursive style. The third signature is a simple, bold 'R'. The fourth signature is a cursive 'S'.

A handwritten signature in blue ink that reads 'Ancha'.

MBA 201 - MARKETING MANAGEMENT

03 Credits

Course Objective:

The student is able to differentially understand the application of marketing mix, and the broad spectrum of marketing decision in companies.

Learning Outcomes:

1. Students will be able to understand the role of marketing in organizations.
2. Students will be able to select target segment with the help of STP.
3. Students will be able to measure marketing and customer orientation of organizations.
4. Students will be able to measure customer life time value.
5. Students will be able to understand the marketing mix for an organization.
6. Students will be able to do segmentation with the help of cluster analysis.
7. Students will be able to assess positioning with the help of MDS.
8. Student will be able to assess the effectiveness of social media and mobile marketing.

UNIT I

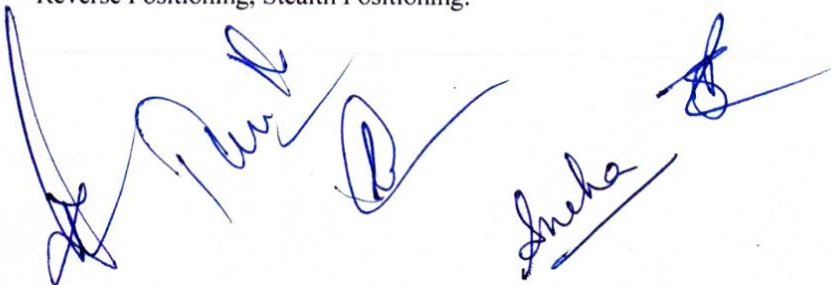
Introduction to Marketing:

Definition, Nature and Scope of Marketing; Marketing Concepts; Marketing Philosophies. Customer Value- Customer Life Time Value, Practical Problems in Measuring Customer Life Time Value; Holistic Marketing. Concept of Marketing Orientation- Consumer Orientation; Concept of Marketing Environment- Understanding the impact of Micro and Macro environment.

UNIT II

Identifying and Selecting Markets:

Market Segmentation- Purpose and Methods of Marketing Segmentation, Learning the Use of Cluster Analysis in Segmenting Markets; Concept of Targeting and Positioning- Problem with Classical Positioning Concept and New Paradigm-Breakaway Positioning, Reverse Positioning, Stealth Positioning.



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UNIT III**Marketing Mix:**

Product Planning- Product Mix Decisions, Product Line, Complexity of Managing Lengthy Product Line, New Product Development, Product Life Cycle; Branding, Pricing Decision; Pricing Objectives; and Role of Pricing in Firm's Profitability; Major Pricing Strategies. Role of Marketing Channel, Different Distribution Channel; Factors Affecting Channel Distribution. Management of Channels: Current Trends in Wholesaling and Logistic.

UNIT IV**Promotion Mix and Bottom of Pyramid:**

Understanding the concept of Marketing Communication; Role of Promotion in Marketing; Determining Promotional Mix; Sales Promotion, Personal Selling and Sales Management; Concept of Bottom of the Pyramid Markets (BOPMs)- its importance, Role of MNCs in Bottom of Pyramid, Strategies and Challenges in BOP.

UNIT V**Social and Mobile Marketing:**

The 4 E frame work for social media, Categories of social media, App Pricing Models, Three Components of a Social Media Strategy, Concept of Pay Per Click Advertising, Profitability Model for PPC Advertising; Concept of Retailing and Omnichannel Marketing- Choosing Retailing Partners, Types of Retailers, Effective Omnichannel Retailing.

Suggested Readings:

Deshpandé, & Farley. (1993). Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis. *Journal of Marketing*, 57(1), 23-37.

Grewal, & Levy. (2017). *Marketing* (5 ed.). McGraw Hill Education.

Jaworski, & Kohli. (1993). Market Orientation: Antecedents and Consequences. *Journal of Marketing*, 57(3), 53-70.

Kotler, P., & Keller, K. L. (2012). *Marketing management* (14 ed.). Pearson.

Prahalad, C. K. (2005). *The Fortune at the Bottom of the Pyramid*. Philadelphia: Wharton School Publishing.



MBA 202 - ORGANIZATIONAL BEHAVIOUR

03 credits

Course Objective:

The student learns about workplace behaviour and becomes ace at concepts of individual and interpersonal behaviour and how they intermesh with organizational productivity.

Learning Outcomes:

After passing the course students will be able to:

1. Learn models of organizational behaviour, perception, organizational change, knowledge management, and organizational conflict.
2. Measure -attitude, personality, leadership, stress, and motivation.

UNIT I

Concept, Nature and Importance of Organizational Behaviour; Models of Organisational Behavior;

Perception and Attribution Theory: Concept; Nature; Process; Importance; Management and Behavioural Applications of Perception.

UNIT II

Attitude: Concept; Process; Importance; Techniques of Attitude Measurement;

Personality: Concept; Nature; Types and Theories of Personality; Shaping O.B;

Learning: Concept and Theories of Learning.

Motivation: Theories of Motivation; Motivating a Diverse Workforce.

UNIT III

Leadership: Style and Theories of Leadership- Trait; Behavioural and Situational Theories; Leadership Styles in Indian Organisations.

Analysis of Interpersonal Relationship; Group Dynamics: Definition; Stages of Group Development; Group Cohesiveness; Formal and Informal Groups; Groups Processes and

Decision Making; Dysfunctional Groups; Punctuated Equilibrium Model.

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UNIT IV

Organisational Power and Politics: Concept; Sources of Power; Distinctive Between Power Authority and Influence; Political Implications of Power; Dysfunctional Uses of Power; Stress Understanding and its Consequences; Causes of Stress; Managing Stress.

UNIT V

Knowledge Management and Emotional Intelligence in contemporary Business Organisation:

Organizational Change: Concept; Nature; Resistance to Change; Managing resistance to Change; Implementing Change; Kurt Lewin Theory of Change

Conflict: Concepts; Sources; Types; Functionality and Dysfunctionality Conflict; Classification of Conflict- Intra; Individual; Interpersonal; Intergroup and Organizational; Resolution of Conflict; Meaning and Types of Grievance Handling;

Suggested Readings:

Fred; L. (2011). *Organizations Behaviour* (12th edition ed.). New York; Mc Graw Hill.

K; A. (2016). *Organizational Behaviour* (12th edition ed.). New Delhi: Himalaya Publishing House.

Kumar; P.; & Thakur; K. (2011). *Text book of Organization Behavior*. new delhi: Wisdom Publications.

Stephen; P. (2013). *Organizational Behaviour* (!5th edition ed.). New Delhi: Pearson Education.

Udai; P. (2016). *Understanding Organizational Behaviour* (4th edition ed.). New Delhi: Oxford Higher Education.



MBA 203 - RESEARCH METHODOLOGY

03 Credits

Course Objective:

The student learns the application of research to various functions of management.

Learning Outcomes: On successful completion of the course students will be able to:

1. Write a literature review that synthesises and evaluates literature in a specific topic area to justify research questions
2. Apply appropriate research design and methods to address a specific research question and acknowledge the ethical implications of the research
3. Develop a research proposal as the basis for a thesis
4. Present and defend a research proposal

UNIT I

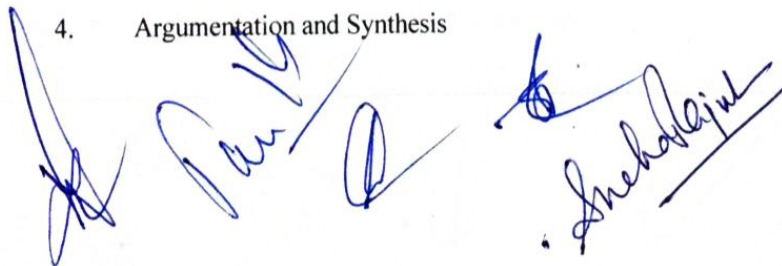
Background:

1. Introduction to Research and The Research Process.
2. Types of Research.
3. Developing Research Questions
4. Contributions of Research to Theory and Practice.
5. Research Ethics and Integrity.

UNIT II

Literature Review:

1. Identifying, Accessing and Managing Information and Scholarly Literature
2. Academic Writing and Referencing
3. Literature Review Development
4. Argumentation and Synthesis

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Quantitative Methods - I:

1. Data and Variables.
2. The Nature of Quantitative Research.
3. Descriptive and Influential Statistics.
4. Sampling.
5. Designing and Coding Questionnaires.
6. Data Entry and Screening.
7. Hypothesis Testing.

UNIT III

Quantitative Methods - II:

1. Association: Correlation Coefficients.
2. Bivariate Regression.
3. Association - Chi-square Tests.

UNIT IV

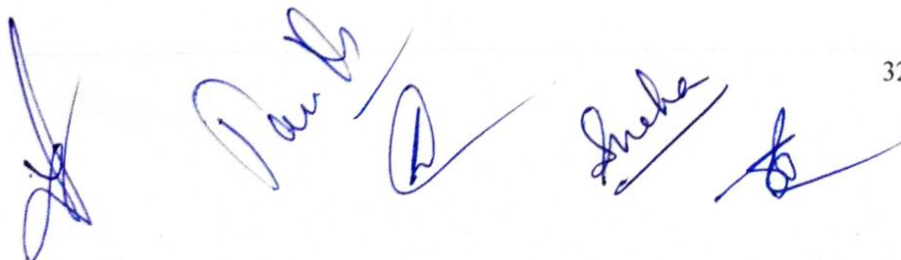
Quantitative Methods - III:

4. Difference: t-tests.
5. Difference: ANOVA.
6. Reliability, Validity and Rigour.

UNIT V

Report Preparation

1. Reporting a Quantitative Study.
2. Types and Layout of Research Report.
3. Precautions in preparing the Research Report.
4. Bibliography and Annexure in the Report.

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Note: The course has to be taught with the help of MS Excel and IBM SPSS wherever needed.

Suggested Readings:

Chapman, C. (2015). *R for marketing research and analytics*. New York, NY: Springer Science+Business Media, LLC.

Cooper, D. R., & Schindler, P. S. (2014). *Business research methods* (Twelfth edition). New York, NY: McGraw-Hill/Irwin.

Malhotra, N. K., & Birks, D. F. (2007). *Marketing Research: An Applied Approach* (3. ed). Harlow: Financial Times Prentice Hall.

Poynter, R. (2010). *The handbook of online and social media research: tools and techniques for market researchers*. New York: Wiley.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage Learning.

MBA 204 - OPERATIONS RESEARCH

03 Credits

Course Objective:

The student learns the application of select tools of operations research and how it can be used for business decision making

Learning Outcomes:

1. Students will be able to assign jobs to reduced time and cost and maximized profit and sales.
2. Students will be able to sketch a graphical representation and classify two-dimensional linear programming model given in general, canonical and standard form.
3. Students will be able to find minimum cost of transporting a single commodity from a given number of sources to given number of destinations.
4. Students will be able to minimize idle time when scheduling a number of jobs on two workstations.
5. Students will be able to identify the minimum time needed to complete the project.

UNIT I

Operations Research: Uses, Scope and Applications of operation research in managerial decision making.

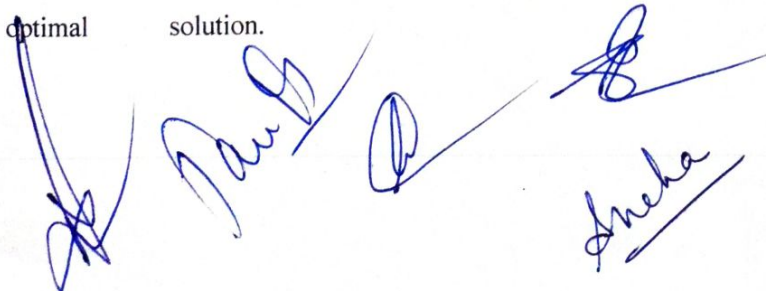
Decision Making Environment: Decision making under certainty; Uncertainty and Risk situations; Decision tree approach and its applications.

Assignment Model: Algorithm and its applications.

UNIT II

Linear Programming: Mathematical formulations of LP models for Product-Mix problem; Graphical and Simplex methods of solving LP problem; Sensitivity analysis; Duality.

Transportation Problem: Various methods of finding initial basic feasible solution and optimal solution.



UNIT III

Game Theory: Concepts of game, Two- person Zero-sum game; Pure and Mixed strategy game; Saddle point; Odds methods and Graphical method for solving Mixed Strategy game.

Sequencing Problem: Johnsons algorithm for n jobs and two machines; n jobs and three machines; two jobs and m- machines Problems.

UNIT IV

Dynamic Programming: Capital budgeting problem; Shortest route problems.

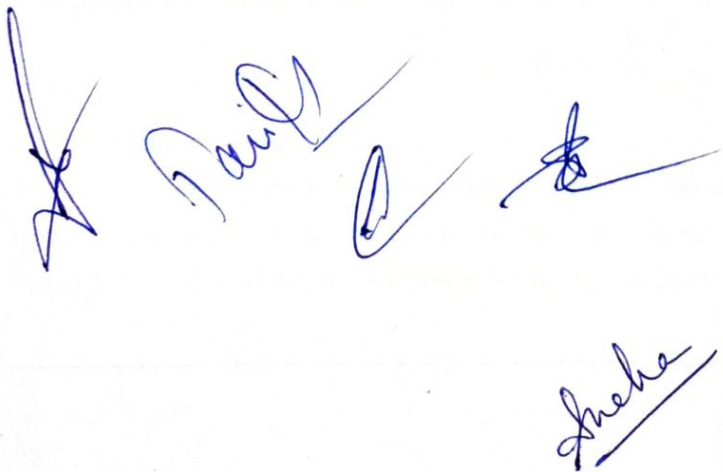
Statistical quality control: Meaning; Benefits of SQC; Control chart for variable mean chart, R-chart; Control chart for attributes: c-chart, np-chart, p-chart.

UNIT V

Project Management: Rules for drawing the network diagram; Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

Suggested Readings:

Hillier, F. S., & Lieberman, G. J. (2017). *Introduction to Operation Research*. McGraw Hills.
Kapoor, V. k. (2013). *Operations Research: Quantitative Techniques for Management*. Sultan Chand & Sons .
Taha, H. A. (2017). *Operations Research:An Introduction*. Pearson education.



MBA 205 - FINANCIAL MANAGEMENT

03 Credits

Course Objective:

The student is introduced to the concept and is able to apply tools for investment, financing and dividend decision.

Learning Outcomes:

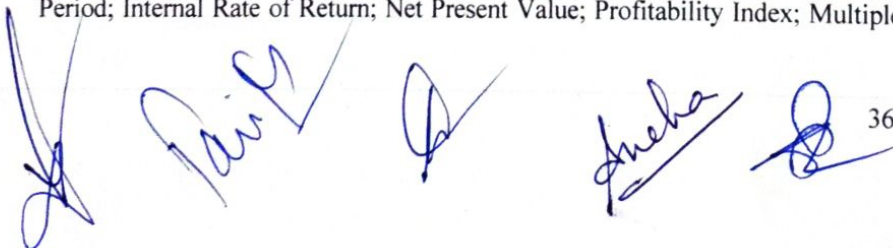
1. Student will be able to identify the goal of firm and understand the role of financial manager.
2. Student will be able to understand time value of money and relationship between present and future value.
3. Students will be able to use interest rate to adjust cash flow both forward and backward.
4. Student will be able to identify the capital budgeting process.
5. Student will be able to calculate cost of capital of the firm.

UNIT I**The Role of Financial Management and Time Value of Money:**

Concept of finance, Scope and Objective of Finance, Profit Maximisation vs. Wealth Maximisation, Functions of Finance manager in modern age, financial management process, Investment Decision; Financing Decision; Asset Management Decision; Value Creation; Managing and Acquiring Assets; Financing Assets; Simple Interest; Future Value(Terminal Value); Present value; Compound Interest; Single Amounts; Compound Growth; Discount rate(Capitalization Rate); Annuities; Perpetuity; Time value of money.

UNIT II**Capital Budgeting:**

The Capital Budgeting Process; Capital Budgeting and Estimating Cash Flows; Capital Budgeting Techniques; Project Evaluation and Selection; Alternative Methods; Payback Period; Internal Rate of Return; Net Present Value; Profitability Index; Multiple Internal



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Rates of Return; Potential Difficulties Dependency and Mutual Exclusion; Ranking of Projects; Multiple Internal Rates of Return.

UNIT III

Cost of Capital:

Overall Cost of Capital of the Firm; Cost of Debt; Cost of Preferred Stock; Cost of Equity Expected Return; Factors that can Affect Cost of Capital; Break Even Point of Marginal Cost of Capital; Capital-Asset Pricing Model Approach; Cost of Equity; Before-Tax Cost of Debt Plus Risk Premium Approach; Rationale for a Weighted Average Cost; Economic Value Added (EVA).

UNIT IV

Leverage:

Operating Leverage; Degree of Operating Leverage (DOL) or Its Automotive Division; Financial Leverage; Analysis Degree of Financial Leverage (DFL); Total Leverage Degree of Total Leverage (DTL); DTL and Total Firm Risk; Cash-Flow Ability to Service Debt Coverage Ratios or Probability of Cash Insolvency.

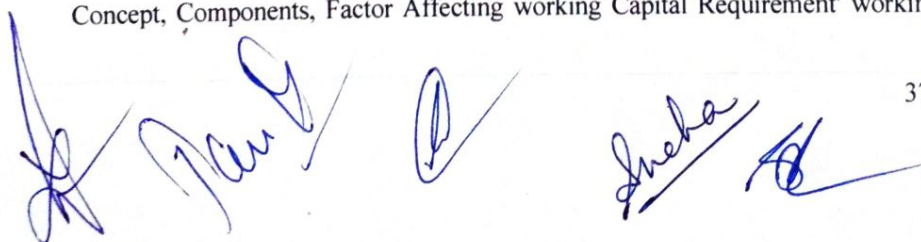
UNIT V

Break-Even Analysis:

EBIT-EPS Break-Even; Break-Even Chart (Selection of the Approach; Output Measurement; Total Cost Curve; Total Revenue Curve; Break-Even Point; Margin of Safety); Calculation of Margin of Safety; BEP in term of Sales Value; Types of Break-Even Point; Multiple Product Firms and Break Even Point; Managerial Uses of Break-Even Analysis.

Dividend Decision:

Forms of Dividend, Concept of Retained Earnings and Plough Back of Profit, Dividend Theories and Dividend Policy: Walter' Model, Gordon's Model and Modigliani Miller Model; Factor Affecting Dividend Decision. overview of working Capital Decision: Concept, Components, Factor Affecting working Capital Requirement' working Capital



Management: Management of Cash, Inventory and Receivables; Introduction to working Capital Financing.

Suggested Readings:

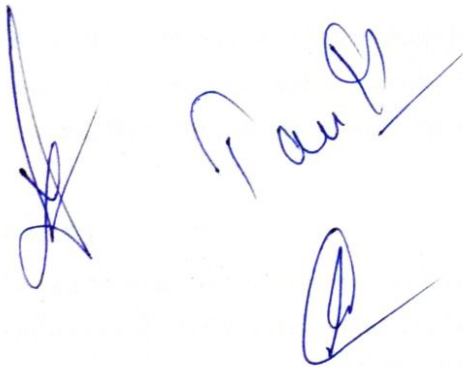
Bandy, G. ((2014)). *Financial Management and Accounting in the Public Sector*. London,England: Routledge.

Barr, M. J. ((2018)). *Budgets and Financial Management in Higher Education*. Hoboken: NJ:John Wiley & Sons.

Brigham, E. F. ((2016)). *Financial Management: Theory & Practice*. . Boston: MA: Cengage Learning.

Matthew, B. T. ((2017)). *Financial Management in the Sport Industry*. London, England.:Routledge.

Pandey, I. ((2015)). *Financial Management, 11th Edition*. New Delhi, India: Vikas Publishing House.



MBA 206 – INTRODUCTION OF SUSTAINABLE DEVELOPMENT

03 Credits

Course Objectives:

To understand the basic concept of sustainability and analyze the factors that have contributed to its growing importance.

Learning Outcomes

After the completion of this course, students will be able to:

1. Be able to appraise how sustainability affects today's business operations and the society.
2. Be able to rationalize how global change, ecosystem degradation and resource limitation will shape business operations of the future.
3. Be able to understand and map sustainability to CSR of businesses.
4. Conceptualize ways and means through which businesses can contribute towards sustainability.
5. Able to practice sustainable initiatives in any area of their work.

UNIT I

Introduction to the concept of Sustainability in business. Reasons for its growing importance, benefits to organizations and the society. Existing state of sustainability in the world. Sustainability Pillars (Environmental, Social, Economic, Governance).

UNIT II

Product Sustainability Management, Life Cycle Thinking, Product Life Cycle Management, Environmental Life Cycle Assessment, The Green marketing mix, Introduction to sustainable packaging, concept of life cycle analysis and its impact on product design.



UNIT III

Integrating Sustainability into Business, systems thinking for sustainability, Value Chain perspective, sustainability strategy and planning, relative assessment of sustainability and Corporate Social Responsibility.

UNIT IV

Introduction to sustainable designs, sustainable designs in creation of competitive advantage, Concept of eco-labelling and its impact on consumer choice, concept of green certifications leveraged to benefit product marketing

UNIT V

Concept of green supply chain, Impact of supply chain on sustainability, elements of green logistics, concept of sustainability reporting

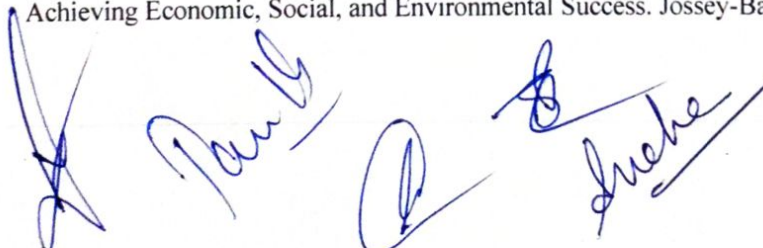
Text Book

1. Blackburn, William, **The Sustainability Handbook** – The Complete Management Guide to Achieving Social, Economic, and Environmental Responsibility (2007), Environmental Law Institute, Washington, DC.
2. Savitz, Andrew, **The Triple Bottom Line** – How Today's Best-Run Companies are Achieving Economic, Social, and Environmental Success (2006), Jossey – Bass
3. Esty, Daniel and Winston, Andrew, **Green to Gold** (2008), Yale University Press
4. Drexler, Hans **Sustainable by Design**

Suggested Reading:

Blackburn, W. (2015). *The Sustainability Handbook – The Complete Management Guide to Achieving Social, Economic, and Environmental Responsibility*. Environmental Law Institute, Washington, DC.

Savitz, A.W. (2006). *The Triple Bottom Line – How Today's Best-Run Companies are Achieving Economic, Social, and Environmental Success*. Jossey-Bass.



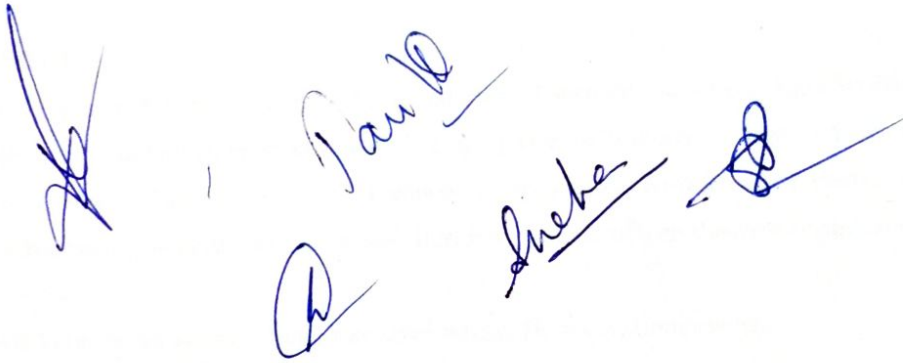
Esty, D.C. (2006). Green to Gold – How Smart Companies Use Environmental Strategy to Innovate, Create Value and Build a Competitive Advantage: How Smart Companies Use .Create Value, and Build Competitive Advantage. Yale University Press.

Drexler, H. (2012). Sustainable by Design: Methods for Holistic Housing. Basics, Strategies, Projects. Birkhauser Verlag AG.

Weybrecht, G. (2009). The Sustainable MBA: The Manager's Guide to Green Business. Wiley.

Sanford, C. (2011). The Responsible Business: Reimagining Sustainability and Success. John Wiley & Sons.

McDonough, W. (2002). Cradle to Cradle: Remaking the Way We Make Things. North Point Press.



The image shows four distinct handwritten signatures in blue ink, arranged horizontally. From left to right: the first is a stylized, abstract signature; the second is the name 'Paul' written in a cursive script; the third is the name 'Suebe' written in a cursive script; and the fourth is a circular, scribbled signature.

MBA 207 - HUMAN RESOURCE MANAGEMENT

03 credits

Learning Outcomes:

1. Students will be groomed in human resources management function.
2. Students will be able to plan human resources, do job analysis and design job specification.
3. Students will be able to understand the process of selection and recruitment.
4. Students will be able to understand the fine prints of performance management system, job evaluation and appraisal process.
5. Students will be able to get insight into various reward systems that can be set to achieve goals set by management.

UNIT I

The Dynamic Environment of HRM: Introduction, Functions, Scope and Significance of HRM; Human Capital in organizations; Managing Human Resources in organizations; HR Management Roles; Effects of Technology on HRM; Workforce Diversity; HR Management competencies and careers; Best HR Practices of Top Business organizations in India.

HR Metrics: Measuring - Employee involvement, Diversity, Competencies.

UNIT II

Assessing the Internal Workforce: Jobs and Skills Audit, Organizational Capabilities inventory,

Using a Skills Database;

Forecasting HR Supply and Demand: Forecasting Methods and Periods, HR On-the-Job Discovering What Works with a "skills Database", Forecasting the Demand for Human Resources,

Forecasting the Supply of Human Resources;

Measuring Effectiveness Using HR Metrics: HR Score Card, HR Audit.

UNIT III

Organization/Individual Relations: The Psychological Contract, Generational Differences. Job Satisfaction, Loyalty, and Commitment: Loyalty and Organizational Commitment, Individual Employee Performance, Individual Performance Factors, Individual Motivation, Management Implications for Motivating Individual Performance.

Retention of Human Resources: Myths About Retention, Why People Stay or Leave,

Drivers of Retention: Characteristics of the Employer, Job Design/Work, Career opportunities.

Employee Absenteeism: Types of Absenteeism, Controlling Absenteeism;

Employee Turnover: Types of Employee Turnover; Turnover and "Churn"

HR Metrics: Measuring - Job Satisfaction, Employee Loyalty and Employee Commitment'

UNIT IV

Jobs and Job Analysis: Nature of Job and Work; Position Analysis Questionnaire; The Multifaceted Nature of Job Analysis.

Job Design/Redesign: classic Approaches to Job Design, characteristics of Jobs, Using Teams in Jobs, Types of Teams, Advantages and Disadvantages of Team Jobs

Nature of Job Analysis: Task-Based Job Analysis, competency-Based Job Analysis, choosing a Job Analysis Approach;

Job Analysis Methods: observation, Interviewing, Questionnaires, computerized system

Behavioral Aspects of Job Analysis: "inflation" of Jobs and Job Titles, Employee and Managerial Anxieties, Current incumbent Emphasis.

HR Metrics: Writing a Job Advertisement.

UNIT V

Recruitment and Selection: Concept; Recruiting Goals, Factors that Affect Recruiting Efforts, Constraints on Recruiting Efforts, Recruiting Sources; online Recruiting; Recruitment Alternatives;

Foundation of Selection: Selection Process; Recruitment and Selection Process of Top Business Organizations in India;

Establishing the Performance Management System: Introduction; Purpose; The Appraisals Process: Appraisals Methods; Evaluating Absolute Standard; Relative Standard

Methods; Factors that can Distort Appraisals; Comparing Methods of Top Business Organizations in India.

Stress Management: Models, Types, Techniques and interventions of Stress Management'

HR Metrics: Measuring - Stress, Performance

Suggested Readings:

Decenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of Human Resource Management*. John Wiley & Sons, Inc.

Mathis, R. L., & Jackson, J. H. (2008). *Human Resource Management*. Thomson South-Western.

Rao, P. (2014). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House.

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MBA 301 - TOTAL QUALITY MANAGEMENT

Credits 03

Course Outcome:

The student is able to relate to the philosophy and significance of total quality management in the arena of business.

Learning Outcome:

After the of the course students will be able to compare, contrast and use various tools used in quality management.

UNIT I

Principles of quality management, Definitions of quality, Quality philosophies of Deming, Juran and Cross by, Concept of cost of quality, Dimensions of quality, Service vs. Product quality, Quality and business performance Vision Mission statements and quality policy.

UNIT II

Total Quality Management, Evolution of TQM, TQM models. Human and system components, Continuous improvement strategies, Deming Wheel. Customer concept, customer focus Customer satisfaction index, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability analysis, Reliability prediction analysis total productive maintenance.

UNIT III

Quality Circle, 5S principle, top management's commitment and involvement. Quality management tools for business applications, Principles and applications of quality function deployment, Failure mode and effect analysis, Taguchi Techniques.



UNIT IV

Quality imperatives for business improvement, Leadership for quality management, Quality planning, Designing for quality and manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality award.

UNIT V

Introduction—Benefits of ISO Registration—ISO 9000 Series of Standards— ISO 9001 Requirements— Implementation—Documentation—Environment Management System: Introduction—ISO 14000 Series Standards—Concepts of ISO 14001—Requirements of ISO 14001—Benefits of EMS. Contemporary issues in quality - Benchmarking, JIT, Six Sigma.

Suggested Readings:

Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary (1999).

Total Quality Management. Prentice-Hall, Inc, ISBN: 0-13-639403-5.

Besterfield Sacre (2003). *Total Quality Management*, Pearson Education. ISBN-13:9780131228092

Joseph M. Juran and A. Blanton Grodfrey, (1999). *Juran's Quality Handbook (5th Edition)*, McGraw Hill.

D.D. Sharma (2011). *Total Quality Management: Principles, Practice and Cases*, Sultan Chand & Sons.

Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, (2000) *The Six Sigma Way (1st Edition)*, McGraw Hill.



MBA 302 - ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

03 Credits

Course Outcomes:

The student has a primer on what he or she would need to do to start their own business venture.

Learning Outcomes:

- Helps in building the skills, framework and knowledge of entrepreneurship and new venture creation.
- Helps the students in understand the importance of the planning process and learn how to develop, write and present an effective business plan for a new venture.

UNIT I

Evolution and Concept of Entrepreneurship, Concept of Entrepreneur, Manager, Individual and Corporate Entrepreneurs, Characteristics of Successful Entrepreneurs, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities Through Change, Entrepreneurship as a Career, the Changing Role of the Entrepreneur

UNIT II

Theories of Entrepreneurship - Innovation Theory by Schumpeter and Imitating, Theory of High Achievement by McClelland, X Efficiency Theory by Liebenste in, Influences On Entrepreneurship Development: Socio Cultural, Political, Economical, Personal, Entrepreneurial Success and Failure, Reasons and Remedies, Scope of Small Business activities in National Economy.

Women Entrepreneurs: Challenges to Women Entrepreneurs, Achievements of Women Entrepreneurs, Role Models of Women Entrepreneurs.

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UNIT III

Entrepreneurship Training and Development Programme, EDP & its Phases Development of Support System, Need of License, Capital Issues and Legal Environment of Business; Entrepreneurial Planning and Monitoring.

UNIT IV

Creating Entrepreneurial Venture-the Business Plans an Entrepreneurial Organization, Project Management-Technical, Financial, Marketing Personnel and Management Feasibility Reports (DPRs), Financial Schemes Offered by Various Financial Institutions Like Commercial Banks, Offered by Various Financial Institutions Like –Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist. Subsidies, Grants etc-With Special Reference to 'Export Oriented Units

UNIT V

Role of the following agencies in the entrepreneurship development

1. DIC- District industrial center,
2. SISI – small industry service institute,
3. EDII – Entrepreneurship Development Institute of India,
4. NIESBUD – National Institute of Entrepreneurship and small business Development,
5. NEDB – National Entrepreneurship Development Board,
6. SIB,
7. CSIO

Suggested Readings:

David, H. (2002). *Entrepreneurship: New Venture Creation*. India: Prentice Hall.

Desai, V. (2018). *The Dynamics of Entrepreneurship Development & Management* (6th Edition). Mumbai: Himalaya Publishing House.

Dollinger, M. (2007). *Entrepreneurship: Strategies and Resources* (4th Edition). Marsh Publications



Nagarajan, K. (2010). *Project Management* (6th Edition). New Age International Pvt. Ltd.
Taneja, S., & Gupta, S. (2017). *Entrepreneurship Development- New Venture Creation*
(2 Edition). New Delhi: Galgotia Publishing Company.



MBA 303 - BUSINESS LEGISLATIONS

03 Credits

Course Outcomes:

The student is able to understand the basic framework of mercantile law in India

Learning Outcomes:

At the end of this class, students will be proficient in their ability to:

1. Get an insight of the legal environment as it relates to business, focusing on the laws and legal system of India.
2. Enable each student to establish a sustainable working knowledge base of the core legal terms and concepts necessary for making informed business judgments throughout their subsequent career.
3. Enable students to develop an appreciation of the wide range of legal constraints which affect decision making in business.

UNIT I

Indian Contract Act, 1872:

Objective and Application of the Act (Sec. 1); Types of Contract on the basis of Validity (Sec. 2); Formation and Performance (Sec. 3-30); Discharge of contract (Sec. 37, 62-64); Breach of Contract, Remedies for breach of contract (Sec. 73-74); Agency: Modes of Creating an agency, Rights and Duties of Agent, Termination of Agency (Sec. 182-201).

UNIT II

Sale of Goods Act, 1930:

Objective and Application of Act (Sec. 1); definitions (Sec. 2); essential elements of sales of goods act (Sec.4); Condition and Warranties (Sec.11-17);

Nemo dat quod non habet (Sec. 27); Rights and duties of buyer (Sec. 45); Rights of an unpaid Seller and Caveat Emptor (Sec.47-54).

Partnership Act, 1932:

Objective and Application of Act (Sec. 1); Definition of Partnership and partner (Sec. 2); Types of Partnership (Sec. 5-8); Rights and duties of Partners (Sec. 9-13); Dissolution of firm (Sec. 39- 44); Limited Liability Partnership Act, 2009.

UNIT III

Consumer Protection Act, 1986:

Objective and Application of Act (Sec. 1); Definitions (Sec. 2); Consumer Protection Councils: The Central Consumer Protection Council (Sec. 4); Objects of the Central Council (Promote and Protect rights of Consumers) (Sec. 6); The State Consumer Protection Council and District forum: Objects, Establishment of Consumer Disputes Redressal Agencies, Composition, Jurisdiction, Procedure on Receipt of Complaint, Finding and Appeals (Sec. 7-19); National Commission (Sec. 20-23); Provisions of Consumer Protection Bill, 2018.

Negotiable Instrument Act, 1881:

Short title and Extent (Sec. 1); Types and characteristics of Promissory Notes (Sec. 4); Bill of Exchange (Sec. 5); Cheque (Sec. 6 – 15); Parties to Notes, Bill and Cheque (Sec. 26 - 37); Dishonor and Discharge of Negotiable Instruments (Sec. 82-98).

UNIT IV

Indian Companies Act,2013:

Short title and Extent (Sec. 1); Definition, Kinds of Company (Sec. 2); Formation of Company (Sec. 3); Memorandum of Association and Article of association (Sec. 4-6); Prospectus, Statement in lieu of Prospectus; Rights and duties of members of Company (Section. 2(34); Share Capital and Debenture (Sec. 43-48); Company Management, Appointment of Directors, Powers, Duties and liabilities of Director and Managing Director (Sec.149-172).

UNIT V

Intellectual Property Rights Act:

Meaning of IPR (Sec.2); The Patent Act, 1970: Introduction, History, Meaning and Kinds of Patents (Sec.5); Procedure for grant of patent (Sec.48); Right of Patentee, Infringement of Patent (Sec.14); The Copyright Act,1957: History, Meaning of Copyright, Registration of Copyright, Infringement of Copyright; The Copyright (Amendment) Act (1999, 2002, 2005); The patent (Amendment) Act, 1999; The Trademark Act,1999.

Suggested Readings:

Kapoor, N.D. (2015), *Elements of Mercantile Law*. (38th Edition) New Delhi: Sultan Chand & Sons.

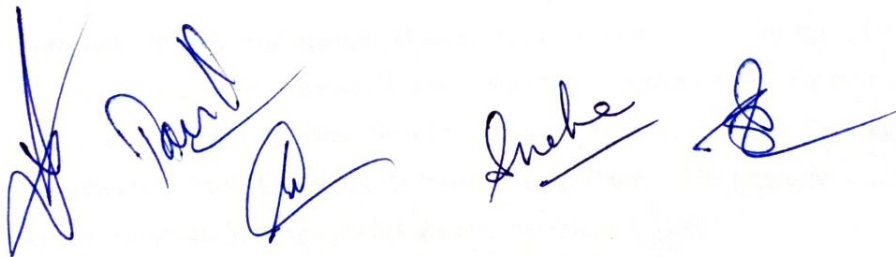
Kuchhal, M. C., & Kuchhal, V. (2018), *Business Law*. (7th Edition) New Delhi: Vikas Publishing House Ltd.

Chawla, R.C. & Garg, K. C. (1976), *Commercial Law*. Kalyani Publisher.

<http://www.bareactsonline.com/>

Mazumdar, A.K. & Kapoor, G.K. (2012). *Company Law and Practice*. (17th Edition) Taxmann Publications Pvt. Ltd.

Datey V.S. (2013) *Business and Corporate Law*., (6th Edition) Taxmann Publication Pvt. Ltd



MBA 401 - STRATEGIC MANAGEMENT

03 Credits

Course Objective:

The student learns the strategies to be adopted by managers based on various matrices and implementation.

Learning Outcomes:

1. Identify the factors that impact strategic decision-making implementation and evaluation.
2. Conduct an organizational resource-based situational analysis, including a comprehensive environmental scan.
3. Develop comprehensive business strategies by identifying strategic options, including a "what-if" scenario analysis to evaluate action alternatives, make strategic decisions, and choose strategic options.
4. Evaluate corporate competitive positions and develop an understanding of the global marketplace and its impact on strategic analysis.
5. Evaluate strategic decisions, findings, conclusions, recommendations, and outcomes as demonstrated in effective, professional, and executive style written presentations.

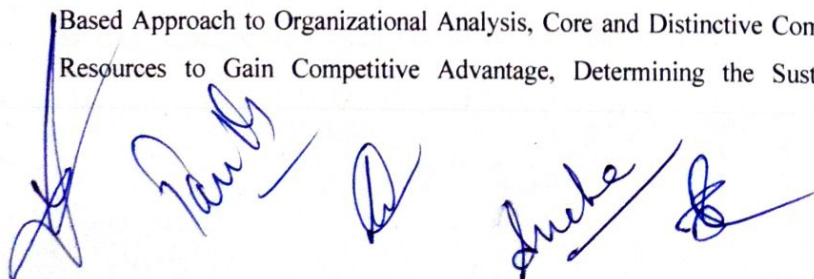
UNIT I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making: Mintzberg's Modes of Strategic Decision Making, Strategic Decision-Making Process, The Strategic Audit: Aid to Strategic Decision- Making and Global Competitiveness.

UNIT II

Environmental Scanning: Industry Analysis, Competitive Intelligence, A Resource-Based Approach to Organizational Analysis, Core and Distinctive Competencies, Using Resources to Gain Competitive Advantage, Determining the Sustainability of an

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Advantage, Business Models, Value-Chain Analysis, Scanning Functional Resources and Capabilities, Basic Organizational Structures.

UNIT III

Strategy Formulation: Situation Analysis and Business Strategy - Situation Analysis: SWOT Analysis; Generating a Strategic Factors Analysis Summary (SFAS); Matrix; Finding a Propitious Niche; Review of Mission and Objectives; Generating Alternative Strategies by Using a TOWS Matrix; Business Strategies; Porter's Competitive Strategies; Nature of Competitive Advantages and Sustainability.

UNIT IV

Strategy Formulation: Corporate Strategy - Different Levels of Strategy. Low Cost, Differentiation and Focus Strategies. Corporate Strategy; Directional Strategy; Growth Strategies; Stability Strategies; Retrenchment Strategies; Portfolio Analysis; BCG Growth-Share Matrix; GE Matrix; Horizontal Strategy and Multipoint Competition.

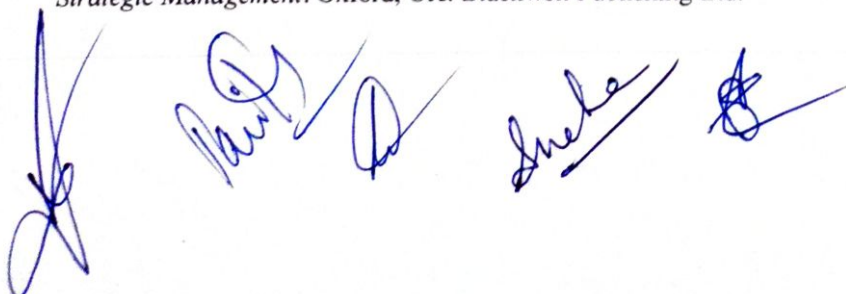
UNIT V

Strategy Implementation - Who Implements Strategy? Structure Follows Strategy; Stages of Corporate Development; Organizational Life Cycle; Advanced Types of Organizational Structures; Reengineering and Strategy Implementation; McKinsey 7S Strategy; Six Sigma; Designing Jobs to Implement Strategy; Functional Strategy; Marketing Strategy; Financial Strategy; Research and Development (R&D) Strategy; Operations Strategy; Balance Scorecard and Strategy Map.

Suggested Readings:

Grant, R. M. (2005). *Cases to Accompany Contemporary Strategy Analysis Fifth Edition*. Malden, MA: Blackwell Publishing.

Hitt, M. A., Freeman, R. E. & Harrison, J.S.(Eds.) (2005). *The Blackwell Handbook of Strategic Management*. Oxford, UK: Blackwell Publishing Ltd.



Huff, A. S. (Ed.). (2009). *Strategic Management: Logic & Action*. Hoboken, NJ: John Wiley & Sons.

Hussey, D. E. (1998). *Strategic Management: From Theory to Implementation* (4th ed). Oxford; Boston: Butterworth-Heinemann.

Kim, W. C., & Mauborgne, R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant*. Boston, Mass: Harvard Business School Press.

Lynch, R. L. (2006). *Corporate strategy* (4th ed). Harlow, England; New York: FT/Prentice Hall.

Wheelen, T.L. & Hunger, J. D. (2012). *Strategic Management and Business Policy: Toward Global Sustainability* (13th ed). Upper Saddle River, N.J: Pearson Prentice Hall.

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MBA-402-MANAGEMENT INFORMATION SYSTEM

Credits 03

Course Outcome:

The student learns to apply concepts of Systems in the perspective of businesses

Learning Outcome:

1. Students will be able to understand the leadership role of Management Information systems in achieving business competitive advantage through informed decision making.
2. Student will be able to analyze and synthesize business information and systems to facilitate evaluation of strategic alternatives.
3. Students will be able to effectively communicate strategic alternatives to facilitate decision making.
4. Student will be able to establish and understanding of the various techniques for system analysis and design.
5. Student will be able to develop an understanding of the principles and techniques used in the System Development Life Cycle.

UNIT I

An overview MIS: Definition, The Role of Information System in Business Today, Strategic Business Objectives of MIS, Relation of MIS with other Academic Disciplines; Operating elements of an Information system.

MIS concern in file organization: Sequential file organization; Hashed file organization, indexed file organization; File organization to support Multi-attribute search.

Database Organization: Single Flat file, Hierarchical Database structure; Network database structure; Relational Database Structure.

UNIT II

Management Information System Structure:

Based on Management Activity: Hierarchy of Management Activity; Information systems for Operation Control; Information system for management Operation Control and Information

systems for strategic Planning.

Based on Organizational Function: Sales and Marketing Subsystem; Production Subsystem; Logistics subsystems; personnel Subsystem; Financial and Accounting Subsystems; Information Processing sub system; Top Management Subsystems. Synthesis of MIS Structure; Some issues in MIS Structure.

UNIT III

MIS support Decision making process: Payoff Matrices in Statistical Decision Theory; Utility and Indifferences Curves; Decision Trees. Game Theory.

Concept of Information: Definition. Information presentation; Quality of Information; Value of Information in Decision Making and other value; Age of Information

Human as an Information Processor: General Model. Newell Simon Model, Limits and Characteristics of on Human Information Processing, managers as information Processors.

UNIT IV

System Concept: Definition. General model and Types of systems; Subsystems; System stress; System Change: Preventing System Entropy; System Concept and Organization; System Concept Applies to MIS: Computer aided software engineering (CASE tool).

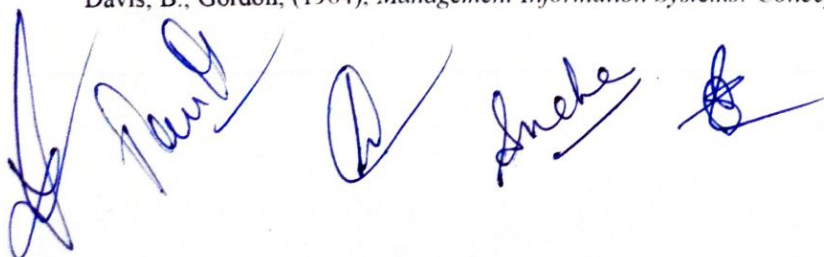
UNIT V

Systems Analysis and Design: System Development Life Cycle Stages; Initiation Planning; system Analysis; Design. Coding and Testing Implementing and Training; Prototyping; Rapid application Development (RAD); End User Computing; Object Oriented Programming. Contemporary/ emerging technologies: Cloud and mobile computing E-commerce, m-commerce Internet of Things

Suggested Readings:

Goyal, P. D., (2000), *Management Information System: Managerial Perspectives*. New Delhi: Macmillan India Limited.

Davis, B., Gordon, (1984), *Management Information Systems: Conceptual Foundations*



Structure and Development (2nd ed.). New York: McGraw Hill international Edition.
O'Brien, J. A., & Marakas, G. (2010). *Management Information Systems (10th ed.)*. New
Delhi: Tata McGraw Hill Higher Education.
C. S. V. Murty (2014). *Management Information System: Text, Cases and Applications*.
Mumbai: Himalaya Publishing House.



MBA HRM 01 - HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

Credit: 03

Course Outcomes:

The student learns to apply interventions of HRD and OD.

Learning Outcomes:

1. Students will be able to design training & development program.
2. Students will be able to conceive & implement performance appraisal system in the organization.
3. Students will be able to do career planning and career development plans for employees.
4. Students will be able to understand HRD audit and the process involved.
5. Students will be able to plan organizational development and interventions.

UNIT I

HRD-Concept, Goals, Importance; History of HRD in India; HRD Departments and their Tasks; Qualities of HRD Professionals; Present Status of HRD in India.

UNIT II

Training Human Resource: Nature of Training, Training Need Assessment, Training Design, Training Delivery, Training Evaluation.

Talent Management and Development: Careers and Career Planning, Specific Individual Career Issues, Developing Human Resources, HR Development Approaches, Management Development

UNIT III

Performance Management System: Identifying and Measuring Employee Performance; Performance Appraisal; Tools for Measuring Performance Appraisal; Competency Mapping and Competency Mapping Model; Process of Competency Mapping; Potential Appraisal.

UNIT IV

Organisation Learning and Learning Organisation; Knowledge Management; HRD Audit – Concept and Objectives, Methodology, Preparation of HRD Audit, HRD Score card, HRD Audit Failures, Case Studies, Current Status of HRD Audit in India.

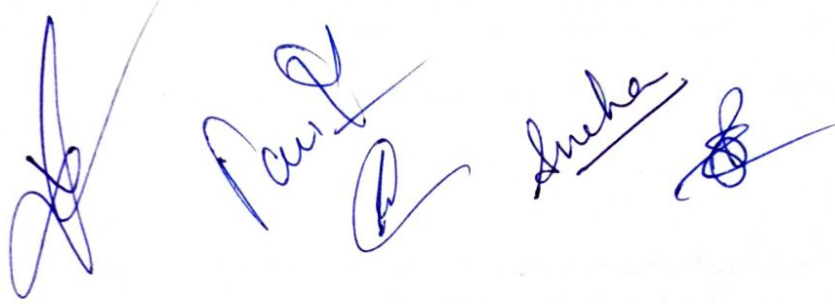
UNIT V

Organization Development–Concept and Definition, Objectives, Process of OD, Interventions of OD-Sensitivity Training, Survey Feedback, Process Consultation Team Building, Intergroup Development, Appreciative Inquiry.



Suggested Readings:

- Rao, T., & Pareek, U. (2007). *Designing and Managing HR Systems*. (3rd Edition) New Delhi: Oxford and IBH Publishing Co. Pvt. Ltd.
- Jones, G. R. (2013). *Organizational Theory, Design, and Change*. (7th Edition) Toronto: Pearson.
- French, W., & Bell, C. H. (1999). *Organization Development: Behavioral Science Interventions for Organization Improvement*. (6th Edition) Pearson.
- Mathis, R.L., & Jackson, J.H. (2008). *Human Resource Management*. (13th Edition). Thomson South Western.
- McGuire, D. (2014). *Human Resource Development, (2nd Edition)*. SAGE Publications Ltd.

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**MBA HRM 02 - LEGAL FRAMEWORK
GOVERNING HUMAN RELATION (PART-I)**

03 Credits

Course Outcome:

The student is able to look at the key laws such as Factories Act, Industrial Dispute Act etc. as elements to be factored during decision making.

Learning Outcome:

At the end of this class, students will be proficient in their ability to:

1. Get an insight of the legal environment as it relates to business, focusing on the laws and legal system of India.
2. Enable each student to establish a sustainable working knowledge base of the core legal terms and concepts necessary for making informed business judgments throughout their subsequent career.
3. Students will be able to learn about various relevant laws applicable to business domain.

UNIT I

Factories Act, 1948:

Objective and Application of the Act; Registration and License (Sec. 6); Health (Sec.11-20); Safety (Sec. 21-40); Welfare (Sec. 42-50); Working Hour of Adults (Sec. 53-64); Employment of Young Persons (Sec. 72-74); Annual Leave with Wages (Sec. 83); Dangerous Process (Sec. 87- 89); Penalties and Procedures (Sec.107).

UNIT II

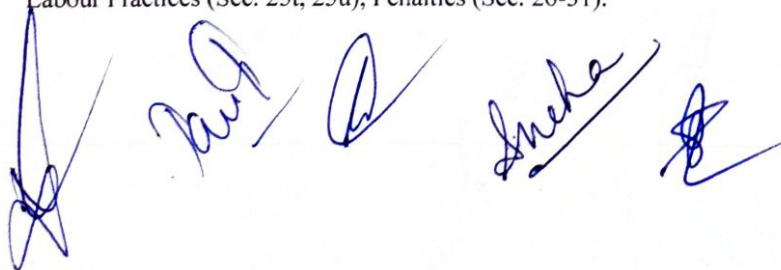
Trade Union Act, 1926:

Objective and Application of the Act; Definition of Trade Union; Registration (Sec. 3-12); Recognition (Sec.28a); Right and Duties of Registered Trade Union (Sec.13-21); Regulations and Penalties (Sec.29-33).

Unit III

Industrial Dispute Act, 1947:

Objective and Application of the Act; Definition of Authorities under this Act; Settlement of Industrial Dispute; Procedure, Power, Duties and Authorities (Sec. 11-21); Provisions of Strikes and Lockout (Sec. 22-25); Retrenchment, and Layoff (Sec. 25a-25h); Unfair Labour Practices (Sec. 25t, 25u); Penalties (Sec. 26-31).



Unit IV**Industrial Employment (Standing Orders) Act, 1946:**

Objective and Application of the Act; Fixed Term Employment (Sec. 3); Procedure for Certification (Sec. 5-9); Penalty and Procedure (Sec. 13).

The Apprentice Act, 1961:

Objective and Application of the Act; Qualifications for Being Engaged as an Apprentice (Sec.3); Contract of Apprenticeship (Sec. 4); Period of Apprenticeship Training (Sec. 6); Number of Apprentices for a Designated Trade (Sec. 8); Obligation of Employers (Sec. 11); Obligations of Apprentices (Sec. 12); Payment to Apprentice (Sec. 13); Settlement of Disputes (Sec. 20); Offences and Penalties (Sec.30)

Unit V**Employees Provident Fund Act, 1952:**

Objective and Application; Applicability and Non-Applicability of the Act; Contribution to the Provident Fund (Sec. 6); Employees' Pension Scheme (Sec. 6a); Employee Deposit Linked scheme (Sec.6c); Determination of Money due from Employers (Sec.7); Priority of Payment of Contributions over other Debts (Sec. 11); Calculation of Employee Provident Fund.

Payment of Gratuity Act, 1972:

Objective and Application of Payment of Gratuity Act 1972; Payment of Gratuity and Determination of Amount of Gratuity.

Note: All above acts must be taught with latest amendments by the Govt. Suggested

Readings:

- Kapoor, N. D. (2011). *Handbook of Industrial Law*. Sultan Chand & Sons
- Malik, P. L. (2015). *Handbook of Industrial Law*. Eastern Book Company.
- Padhi, P. K. (2011). *Labour and Industrial Laws*. (2nd Edition) Prentice Hall India Learning Pvt. Ltd.
- Sinha, Sinha & Shekhar. (2017) *Industrial Relations, Trade Unions and Labour Legislation*. (3rd Edition) Pearson.
- Sen, Ratna (2003). *Industrial Relations in India*. Macmillan India.
- Goswami, V.G. (2015), *Labour and Industrial Laws*. Central Law Agency.



MBA HRM 03 – PERFORMANCE MANAGEMENT SYSTEMS

03 Credits

Course Objectives

This course enables the students to:

1. To understand the basics of management, nature of performance management, and its objective.
2. To explain the impact of performance appraisal process on different H.R. Functions
3. To analyze different types of strategies and integration of strategic Human Resource plans with business plans.
4. To familiarize the Strategic Analysis and Implementation Concepts.
5. To familiarize strategy evaluation concept for strategic planning and for decision making.

Learning Outcome:

After the completion of this course, students will be able to:

1. Explain the key HRM functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts
3. Identify the linkages between HRM functions and operations and formulate organizational strategies and structures
4. Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM
5. Reflect strategy evaluation concept for strategic planning and for decision making.

Unit I

Introduction to Performance Management Concept - performance, performance appraisal & performance management. Scope, Significance & Difference between Performance Appraisal and Performance Management. Armstrong's model of Performance Management.



Unit II

Performance appraisal process, Approaches Issues & Techniques of performance appraisal. Appraisal interview.

Unit III

Monitoring and mentoring Introduction, objectives and principles of Monitoring Process. Periodic reviews, problem solving and role efficacy

Unit IV

System Implementation Performance Measurement Approach Building and leading highperforming Teams – Team oriented organizations. Strategies for improving workplace productivity and performance. Relationship between job satisfaction, organizational culture. Workplace variables, legal & ethical issues, Measuring Result & Behaviour, Gathering Performance Information, Training Programme.

Unit V

Improving the Performance Appraisal system Counseling, Appraisal Forms and Process, Accurate Behavioral Consistent, Documentation of Performance Appraisal. Significance of pay for performance, Types of pay for performance, Failure of pay for performance.

Suggested Readings:

Armstrong, M. (2009). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. Kogan Page Publishers.

Ghanekar, A. (2010). *Essentials to Performance Management System*. Everest Publishing House.

Singh, B.D. (2010). *Performance Management System, A holistic approach*. Excel books.

Chadha, P. (2003). *Performance Management*. Macmillan India Ltd.

MBA HRM 04 – HUMAN RESOURCE PLANNING

Credit 03

Course Objectives

This course enables the students to:

1. To understand the basics of human resource planning, nature of human resource planning and models related with manpower planning/audit concepts.
2. To analyze different types of environmental impacts on human resource planning
3. To understand the concepts of Work Load Analysis in Human Resource Planning.
4. To familiarize some of the basic concepts used for analysis of Human resource Supply and determination of manpower needs at both macro and micro levels.
5. To understand the basic concepts of Human Resource Information System.

Learning Outcome:

After the completion of this course, students will be able to:

1. Analyze the strategic requirements, the system of strategic planning and correlate business plans with strategic plans.
2. Evaluate corporate level strategies as to optimize business plans in the shorter as well as longer run
3. Recognize the different strategic alternatives and be able to take appropriate decisions.
4. Analyze strategic implementation alternatives for effective decision making.
5. Evaluate the new business models and make appropriate plan for further action.

Unit 1

Introduction of Human Resource Planning and its impact on the Environment: Concept and Significance, Evolution, Objectives and Steps, Influencing Factors of Human Resource Planning. Influence of Technological, Social, Economic and Political Environment on Human Resource Planning.

Unit 2

Determination of Human Resource Needs: Time scale of Human Resource Forecasts, Workload Analysis - Time Series Analysis, Moving 90Averages Method, Exponential Smoothing Method, Managerial Judgment Method, Delphi Technique, Nominal Group Method.

Unit 3

Analysis of Human Resource Supply: Wastage Analysis- Labour Turnover Index, Stability Index, Cohort Analysis, Census Analysis, Manpower Models- Markov Models, Renewal Models, Cambridge Model, Simulation, Monte Carlo Simulation,

Replacement Theory.

Unit 4

Productivity and Human Resource Planning: Concept, Defining and Improving Productivity, Total Factor Productivity, Corporate Sickness and its impact upon productivity.

Unit 5

Human Resource Planning Tools/Techniques and Information Systems: Concept & Techniques of Job Analysis & Job Evaluation, Human Resource Audit and its Implications. Concept and Stages, Models, Contents, Features, Current Trends.

Suggested Readings:

Bhattacharya, D.K. (2013). *Human Resource Planning*, Excel Books.

Gorden and Mcbeath (1978). *Manpower Planning and Control*, McGraw Hill.

Leek, E., Ridge, L., Luembey & Silver, M. (1983). *Manpower Planning Strategy and Techniques*, Prentice Hall India.

McBey, K. (2015). *Strategic Human Resource Planning*, Cengage Learning

Sekhri, A (2022). *Human Resource Planning & Audit*, Himalaya Publishing House

MBA HRM 05 - COMPENSATION PLANNING

Course Outcomes:

Credits-03

The students learn the application of methods of job evaluation and reward systems, wage and salary administration.

Learning Outcomes:

1. Students will be able to learn the strategic use of compensation systems by management to reward employee performance.
2. Students will be able to learn the factors and implications of job analysis, job evaluation.
3. Students will be able to comprehend the terms pay grades and pay bands.
4. Students will be able to learn the expatriate compensation.

UNIT-I

Introduction to Compensation Management:

Concept of Compensation, Factor affecting Employee Compensation, Dimensions; Concept of Reward, Financial and Non-Financial compensation system, Concept of Total Reward System; New Trend in compensation management, The 3-P compensation concept.

UNIT-II

Employee Behavior and Wages and Salary Administration:

Compensation strategy with HR strategy and business strategy, Economic and Social objectives of wage policy, Concept of Wages and its types, Methods of Wage Fixation, Public sector pay revision, Concept of Internal equity, External parity.

UNIT-III

Designing Compensation System:

Job Analysis, Job Evaluation, Job Pricing, Performance Appraisal, Designing pay ranges and bands, Compensation Structure-Indian Practices, Methods of Payment, Salary Progression.

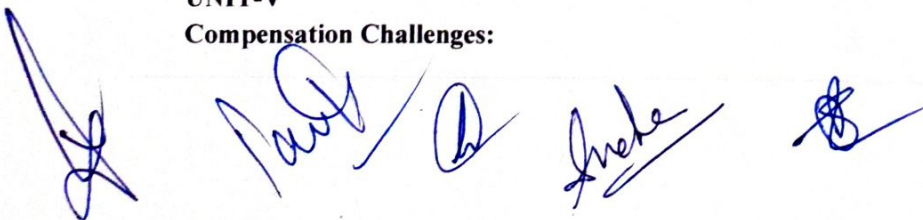
UNIT-IV

Employee Benefits:

Benefit Administration, Employee Benefits, Incentives, Types of Incentives- Individual and Group, Fringe Benefits-Needs, Objectives, Types, Wages Law in India-Performance and Skill based Pay system, Voluntary Retirement scheme.

UNIT-V

Compensation Challenges:



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International Compensation, Executive Compensation, Expatriate Pay, Elements of Expatriate Compensation, The Total Pay Model.

Suggested Readings:

1. Bhatia, D. K. (2009). *Compensation Management*. India: Himalayas Publishing House.
2. Henderson, R. (2007). *Compensation Management in a Knowledge Based world*. 9th Edition. Pearson Ed.
3. Newman, J. M., & Milkovich, G. T. (2016). *Compensation*. Mc Graw Hill Education.
4. Bhattacharyya, Dipak Kumar (2009). *Compensation Management*. Oxford University Press.



MBA-HRM 06 - LEGALFRAMEWORK GOVERNING HUMAN RELATIONS (PART-II)

03 Credits

Course Outcomes

The students become aware of a gamut of laws relating to industries in India including Employee State Insurance Act, Payment of Wages Act among others.

Learning Outcomes:

At the end of this class, students will be proficient in their ability to:

1. Get an insight of the legal environment as it relates to business, focusing on the laws and legal system of India.
2. Enable each student to establish a sustainable working knowledge base of the core legal terms and concepts necessary for making informed business judgments throughout their subsequent career.
3. Students will be able to learn about various relevant laws applicable to business domain.

UNIT I

Employee State Insurance Act, 1948:

Objective and Application of the Act; Principle employer [Sec.2(17)]; Immediate Employer [Sec. 2(13)]; Liability of Employer [Sec.2(a),35(5),40,44]; Sickness Benefits (Sec. 46-54); Maternity Benefits [Sec.46(1)(b)]; Disablement Benefits[Sec.46(1)(c)-51]; Medical Benefits (Sec. 56-58); Discharge of Employment (Sec. 70); Other benefits.

UNIT II

Minimum Wages Act, 1948:

Objective and Application of the Act; Fixing of Minimum Rates of Wages (Sec. 3); Minimum Rate of Wages (Sec.4); Procedure for Fixing and Revising Minimum Wages (Sec.5); Payment of minimum rates of wages; Fixing hours of normal working day etc; Wage of Worker who Works for less than Normal Working Day; Maintenance of Registers and Records; Penalties for Certain Offences.

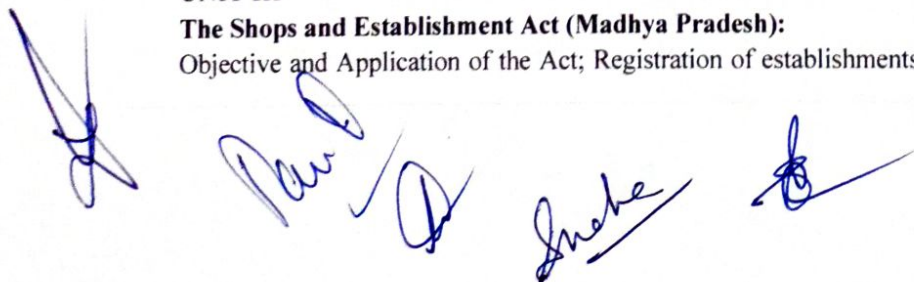
Payment of Wages Act, 1936:

Objective and Application of the Act; Salary Statics [Sec 1(6)]; Responsibility for Payment of Wages (Sec. 3); Fixation of Wage-Periods (Sec. 4); Time of Payment of Wages (Sec. 5-6); Deductions [Sec. 7-13]; Penalty for Offences (Sec. 20)

UNIT III

The Shops and Establishment Act (Madhya Pradesh):

Objective and Application of the Act; Registration of establishments (Sec. 6-8); Shops and



Commercial Establishments (Sec. 9-13); Residential Hotels, Restaurants, and Eating Houses (Sec.14-18A); Theaters or Other Places of Public Amusement of Entertainment(Sec.19-23A); Employment of Children Young Person or Women (Sec. 24-25B); Leave with Pay and Payment of Wages (Sec. 26-30); Health and Safety (Sec. 31-33); Enforcement and Inspection (Sec. 34-43); Offences and Penalties (Sec.44-53)

The Workmen's Compensation Act, 1923:

Objective and Application of the Act; Employer's Liability for Compensation (Sec.3); Amount of Compensation (Sec. 4); Method for Calculating Wages (Sec. 5); Major Provisions.

UNIT IV

The Maternity Benefit Act, 1961:

Objective and Application of the Act, Employment of, or Work by, Women Prohibited during Certain Period (Sec. 4); Right to Payment of Maternity Benefit (Sec. 5); Notice of Claim for Maternity Benefit and Payment Thereof (Sec. 6); Payment or Maternity Benefit in Case of Death of a Woman (Sec.7); Payment of Medical Bonus (Sec.8); Leave for Miscarriage; Leave for Illness Arising out of Pregnancy; Delivery, Premature Birth of Child, or Miscarriage, Nursing Breaks (Sec. 9-11); Dismissal during Absence or Pregnancy, No Deduction of Wages in Certain Cases (Sec. 12-13); Penalty for Contravention of Act by Employers; Penalty for Obstructing Inspector; Cognizance of Offences.

UNIT V

Sexual Harassment Act, 2013:

Objective and Application of the Act; Constitution of Internal and Local Complain Committee; Duties of Employer; Duties and Powers of District Officer

The Contract Labour (Regulation and Abolition Act), 1970:

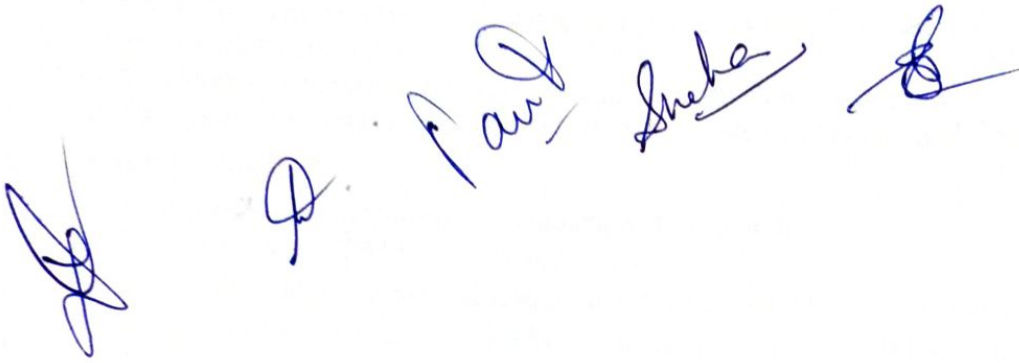
Objective and Application of the Act; Registration of Establishments employing Contract Labour (Sec. 6-10); Licensing of Contracts (Sec. 11-15); Penalties and Procedures (Sec. 22-27)

Note: All above acts must be taught with latest amendments by the Govt.

Suggested Readings:

1. Kapoor, N. D. (2011). *Handbook of Industrial Law*. Sultan Chand & Sons.
2. Malik, P. L. (2015). *Handbook of Industrial Law*. Eastern Book Company.
3. Padhi, P. L. (2011). *Labour and Industrial Law*. Prentice Hall of India Ltd.
4. Sinha, Sinha & Shekhar (2017). *Industrial Relation, Trade Union and Labour Legislation*.

- 3rd Edition. Pearson Education, Ltd.
5. Sen, Ratna (2003). *Industrial Relation in India*, New Delhi: MacMillan India Ltd.
 6. Goshwami, V.G. (2015). *Labour and Industrial Law*, Central Law Agency. ISBN-13: 9789384852092.
 7. <https://www.esic.nic.in/esiact>.
 8. <https://labour.gov.in/annual-reports>

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MBA HRM 07 – STRATEGIC HUMAN RESOURCE MANAGEMENT

3 Credits

Course Objectives

This course enables the students to:

1. To understand the basics of Strategic Human Resource management, nature of strategic human resource management, and its objective.
2. To explain the impact of different environments on strategic Human Resource Management and the relation between environmental appraisal and strategic Human Resource Management
3. To analyze different types of strategies and integration of strategic Human Resource plans with business plans.
4. To familiarize the Strategic Analysis and Implementation Concepts.
5. To familiarize strategy evaluation concept for strategic planning and for decision making.

Learning Outcome:

After the completion of this course, students will be able to:

1. Identify the key HRM functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts.
3. Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.
4. Reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM.
5. Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work.

Unit 1

Introduction to Strategic Human Resource Management: Definition, Need and Importance of SHRM, Evolution of SHRM, Strategic Fit: A Conceptual Framework, Distinctive Human Resource Practices, Theoretical Perspective on SHRM.

Unit 2

Goal Setting: A Strategic Path to Success- Relationship between Vision, Mission and Goal Setting, Approaches to Goal Setting, Process of Goal Setting, Characteristic of Goal Setting (SMART).

Unit 3

Human Resource Evaluation: Definition and Overview, HRM and Firm Performance, Rationale for HR Evaluation, Contemporary Approaches to HR Evaluation: Balanced Scorecard, HR Scorecard, Benchmarking and Business Excellence Model (BEM).

Unit 4

Acquiring Human Resources: Internal and External Influences on Staffing, Methods and New approaches to Recruitment, Selection Outcomes, Strategic Recruitment and Selection. Training and Development: Need and Purposes of Training and Development, Linkage between Business Strategy and Training. Performance Management: Objectives of and developing Performance Management Systems, Strategic Linkage of Performance Management. Compensation and Reward: Determinants, Approaches, Trends in Top-Level Executive Compensation, Business Strategy and Compensation.

Unit 5

Managing Careers: Career Management- An SHRM Approach. Mentoring Relationship: A strategic HRM approach. Work-Life Integration: A Strategic Approach to Work-Life Integration.

Suggested Readings

1. Kazmi, A. (2001). *Business Policy*, McGraw Hill Education India Pvt Ltd.
2. Glueck, W.F. (1989). *Strategic management and business policy*, McGraw-Hill Education.
3. Agarwala, T. (2007). *Strategic Human Resource Management*, Oxford University Press.
4. Lochar Dhar, R (2012). *Strategic Human Resource Management*, Excel Book



HRM 08 - ORGANIZATIONAL THEORY AND DESIGN

Credit: 3

Course Objectives:

This course enables the students to:

1. To understand the basics of Organizational Theory and Design, nature of organizational design and its objective
2. To explain the impact of different environments on organizational design.
3. To analyze different types of design principles and integration of strategic Human Resource plans with business plans.
4. To familiarize the design Analysis and Implementation Concepts.
5. To familiarize design evaluation concept for strategic planning and for decision making.

Course Outcomes:

After the completion of this course, students will be able to:

1. Identify the key Design functions and operations
2. Define, explain, illustrate and reason with the key human resource management concepts.
3. Identify the linkages between HRM functions, organizational design strategies, structures and culture.
4. Reflect and comment in a way that demonstrates awareness of the different design process that impact on the operation of HRM.
5. Exhibit behavior and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work. In organizational design strategies

Unit I

Introduction to Organizational Structure and Theory Meaning and Nature – Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization & Decentralization and Formalization. Theories of Organizational Design

Unit II

Organizational Design Types – Simple, Bureaucracy, Matrix, Virtual, Boundary less & Leaner. Attributes – Differentiation & Integration.

Unit III

Organizational Design & Employee Behavior Structural Difference – Strategy, Size, Technology & Environment. Behavioral Implications of different Organizational Designs

Unit IV

Design Principles Requisite Complexity, Complementary sets of Choices, Coherence, Active Leadership and Re-configurability Concept, Elements – External Environment, Inter organizational Relationships.

Unit V

Managing Design Process Organizational Culture & Ethical Values, Innovation & Change and Decision Making Process - STAR Model. Corporate Restructuring – Mergers and Acquisitions, Process and Behavioural implications of Mergers and Acquisitions.

Suggested Readings

1. Daft, R.L. (2012). *Organizational Theory & Design*, South-Western, Cengage – Learning.
2. Jones, G.R. (2012). *Organizational Theory & Design: Global Implication*, Pearson Education.



MBA MK 01 - CONSUMER BEHAVIOUR

03 Credits

Course Objective:

The student is able to relate to aspects of consumer research and dimensions of consumer behavior.

Learning Outcomes:

- 1. Students will learn consumer behavior and its various constituents.
- 2. Students will be able to measure customer value.
- 3. Students will be able to measure culture using Hofste de model.
- 4. Students will be able to measure attitude.
- 5. Students will be able to measure personality and brand personality.
- 6. Students will be able to measure profile of consumer innovator.

UNIT I

Consumer Behavior and Marketing Concept: Development of the Marketing Concept and the Discipline of Consumer Behavior; Customer Value, Satisfaction and Retention; Measurement of Customer Value; The Impact of Digital Technologies on Marketing Strategies; Marketing Ethics and Social Responsibility; Consumer Behavior and Decision-Making; Consumer Research Paradigms; The Consumer Research Process.

UNIT II

Consumer Decision Making: Levels of Consumer Decision-Making; Models of Consumers: Four Views of Consumer Decision-Making; A Model of Consumer Decision-Making; (Traditional, Nicosia, Howard & Sheth, Input Process Output and Engel-Kollat Blackwell Model); Consumer Gifting Behavior; Beyond the Decision: Consuming and Possessing.

Consumer Motivation: Motivation as a Psychological Force; The Dynamics of Motivation; Types and Systems of Needs; Motivational Research.

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UNIT III

Personality and Consumer Behavior: Concept; Theories; Personality and Understanding Consumer Diversity; Measurement of Consumer Personality; Brand Personality; Measurement of Brand Personality; Self and Self-Image; Virtual personality or Self.

Consumer Perception: Elements of Perception; Dynamics of Perception; Consumer Imagery; Perceived Risk; Ethics and Consumer Perception.

UNIT IV

Consumer Learning: The Elements of Consumer Learning; Behavioral Learning Theories; Cognitive Learning Theory; Measures of Consumer Learning; Ethics and Consumer Learning

Consumer Attitude Formation and Change: Concept; Functions; Structural Models of Attitudes; Attitude Formation; Strategies of Attitude Change; Behavior and Attitude Formation; Measurement of Consumer Attitude.

UNIT V

Reference Groups and Family Influences: Concept; Understanding the Power of Reference Groups; Selected Consumer-Related Reference Groups; Celebrity and Other Reference Group Appeals; The Family; Socialization of Family Members; Other Functions of the Family; Family Decision-Making and Consumption-Related Roles.

The Influence of Culture and Subculture: Concept; Nature; Hofstede Model; Measurement of Culture; Subculture; Types of Sub-Culture; Cross-Cultural Consumer Analysis.

Diffusion of Innovations: The Diffusion process; The Adoption Process; A Profile of the Consumer Innovator and its Measurement.

Suggested Readings:

Ajzen, I. (2011). *Attitudes, Personality and Behavior* (2nd Edition reprint). Maidenhead: Open University Press.

Hawkins, D. I., & Mothersbaugh, D. L. (2016). *Consumer Behavior: Building Marketing Strategy* (Thirteenth edition). New York, NY: McGraw-Hill Education.

Schiffman, L. G., Kanuk, L. L., & Hansen, H. (2012). *Consumer Behaviour: A European Outlook* (2nd Edition). Harlow, England; New York: Pearson Financial Times/Prentice Hall.

Underhill Paco (2009). *Why We Buy - The Science of Shopping*. New York Paco Underhill.pdf.
(n.d.)



MBA MK 02 - INTERNATIONAL MARKETING

03 Credits

Course Objectives:

The student receives a comprehensive capsule of world market environment.

Learning Outcomes:

1. Students successfully completing this course will be able to:
2. Learn the best ways to market products or services to other countries;
3. Design and evaluate sustainable strategies in global business environments for marketing of products and services;
4. Apply the steps and processes involved in market entry strategy of a firm into a foreign market;
5. Learn and apply export and import procedure;
6. Learn various functions of foreign exchange market and analyze exchange risk in foreign markets;
7. Critically analyze role of WTO in international business;
8. Explore dimensions of intellectual property rights and their effect in marketing of products and services internationally.

UNIT I

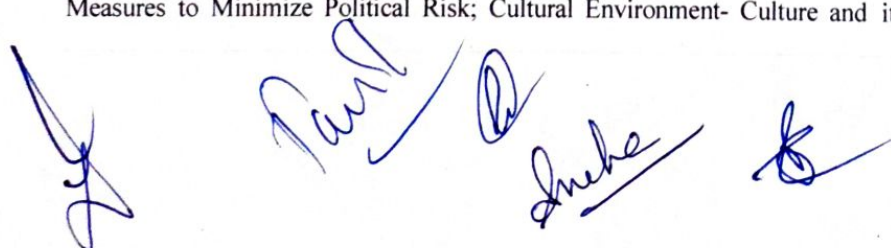
Overview of World Business and Framework of International Marketing and Trade Theories:

Introduction to International Marketing- Process of International Marketing, Benefits of International Marketing; Basis for International Trade: Principle of Absolute Advantage, and Principle of Comparative / Relative Advantage, Factor Endowment Theory.

UNIT II

World Market Environment:

Political Environment-Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to Minimize Political Risk; Cultural Environment- Culture and its Characteristics,



Influence of Culture on a) Consumption, b) Thinking, c) Communication Process, and Cultural Universals. Learning to Legal Environment- Legal Systems, Legal form of Organization, Multiplicity of Legal Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

UNIT III

Foreign Entry Strategies and International Marketing mix:

Foreign Market Entry Strategies- Foreign Direct Investment, Exporting, Licensing, Joint venture, Acquisition, Strategic Alliance Manufacturing, Assembly Operations, Management Contracts, Turnkey Operations. International Research and Segmentation, Develop Global Products and Pricing, International Promotion and Advertising, International Distribution Systems.

UNIT IV

The Indian Export Scenario and Foreign Exchange Market:

The Export Import Current Scenario in India; Import- Export Policy; Export Documentation; Export Procedure; Meaning of Foreign Exchange Market- Exchange Rate Systems; Concept of Exchange Risk;

UNIT V

International Trade Developments:

GATT/WTO- WTO and its Agreement, TRIPS and TRIMS, and Indian Patent law (in backdrop of Indian Patent Act 1970); World Intellectual Property Organization (WIPO): Objectives and its Functions.

Suggested Readings:

Cateora, P. R., Gilly, C. M., & Graham, L. J. (2018). *International Marketing* (16th Edition.). McGraw Hill Education.
Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills: Sage Publications.
Onkvisit, S., & Shaw, J. (2009). *International Marketing: Analysis and Strategy* (4th Edition). Routledge Taylor & Francis Group.

MBA MK 03 - INTEGRATED MARKETING COMMUNICATION

03 Credits

Course Outcomes: Student understands the principles and practices of marketing communications.

Learning Outcomes:

1. Students will be able to learn the concept, principles and elements of integrated marketing communication, marketing communication and strategy.
2. Students will be able to demonstrate problem solving skills, plan and produce brand and social campaigns through qualitative research by analysis of select cases and quantitative research through descriptive studies and experimentation.

UNIT I

Integrated Marketing Communication:

An Introduction, Need and Role of IMC within Marketing Process; IMC Challenges; IMC Components and Tools: Advertising; Sales Promotion; Personal Selling; Direct Marketing; Public Relations and Publicity; Integration Tools; Activation Tools; IMC Process; Law Governing Advertising; Sales Promotion; Direct Selling and Online Marketing.

UNIT II

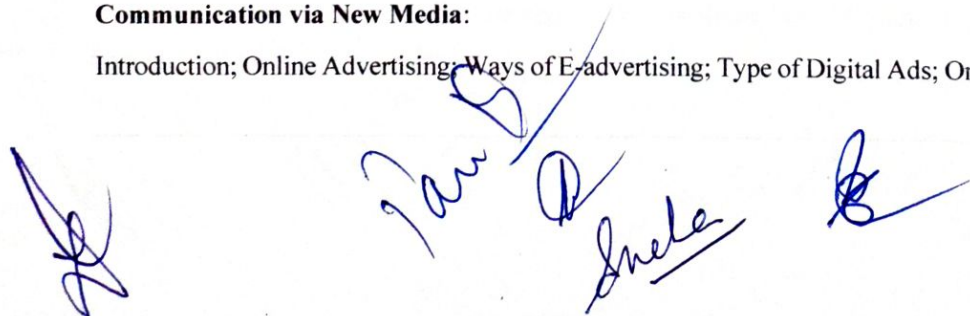
Understanding Advertising:

Concept; Communication Planning; Objectives; Functions and Significance; Classification of Advertising; Factors Determining the Advertising Opportunity of a Product/Service/Idea; Types of Appeals and Advertising Messages;

UNIT III

Communication via New Media:

Introduction; Online Advertising; Ways of E-advertising; Type of Digital Ads; On the Internet; On



Mobile Devices; Pros and Cons of Mobile Marketing; Pricing of Digital Ads; E-direct Marketing; E-sales Promotion; E-Public Relations; Social Media: Significance of Social Media in Marketing Communication Strategies, Key Social Media Platforms, Opportunities and Threats of Social Media Application.

UNIT IV

Direct Marketing:

Impact and Significance of Direct Marketing; Factors Contributing to Growth of Direct Marketing; Importance and Use of Database in Direct Marketing; Management of Direct Marketing; Use of Testing in Direct Marketing; Use of Market Research in Direct Marketing, Relationship Marketing.

UNIT V

Marketing Communication and Strategy:

Using IMC to Build Corporate Image; Managing Customer Perception; Building the Brand through Communication; Monitoring and Evaluation: Monitoring the Communication Program, Creative Strategy Evaluation; Media/Tools Evaluation and

Suggested Readings:

Belch, G.E., Belch, M. A., & Purani K. (2010). *Advertising and Promotion: An Integrated Marketing Communications Perspective*, (7th edition.). New Delhi: Tata McGraw Hill Education Private Limited.

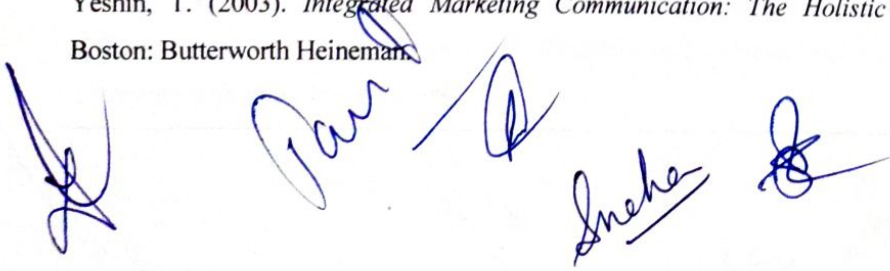
Clow, K.E. & Baack, D. (2012). *Integrated Advertising, Promotion and Marketing Communications*, (4th edition.). New Delhi: Pearson.

Dutta, K. (2016). *Integrated Marketing Communication*, New Delhi: Oxford University Press.

Kotler, P., and Kevin Lane Keller (2006), *Marketing Management*, (12th edition.). New Delhi: Prentice Hall of India Private Limited.

Jones, J. P. (1990). The Double Jeopardy of Sales Promotion. *Harvard Business Review*, 68(5).

Yeshin, T. (2003). *Integrated Marketing Communication: The Holistic approach*. Oxford; Boston: Butterworth Heinemann.



MBA MK 04 - SERVICE MARKETING

03 Credits

Learning Outcomes:

Students successfully completing this course will be able to:

1. Understand and explain the nature and scope of services marketing.
2. Appreciate the difference between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing.
3. Use the Gaps Model for diagnosing and addressing service quality problems.

UNIT - I

Understanding Service Markets, Products and Customers:

Introduction to Service marketing- Distinctive Marketing Challenges in Services, Service marketing Mix, Customer Behavior in Service Encounters; Customer Decision Making; The Three-Stage Model of Service Consumption-Pre-Purchase Stage, Service Encounter Stage and Post- Encounter Stage.

UNIT- II

Building the Service Model:

Planning and Creating Services; Facilitating Supplementary Services, Enhancing Supplementary Services, Branding Strategies for Services, Distribution in Services, Determining the Type of Contact- Options for Service Delivery, Place and Time Decisions, Delivering Services in Cyberspace; the Role of Intermediaries; the Challenge of Distribution in Large Domestic Markets; Distributing Services Internationally.

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UNIT- III

Service Pricing and Revenue Management:

Objectives for Establishing Prices; Pricing Strategy- Cost-based, Value based, Competition based.

Positioning Services in Competitive Markets:

Concept of market Segmentation and its focused Strategies; Service Attributes and Levels. Positioning and its Impact; Internal Market and Competitor Analyses, Using Positioning Maps to Plot Competitive Strategy, Changing Competitive Positioning.

UNIT- IV

Designing and Managing Service Processes:

Service Process- Designing and Documenting Service Processes, Developing a Service Blue Print, Service Process Redesign, Customer participation in Service Processes.

Crafting the Service Environment:

Purpose of Service Environment; Consumer Responses to Service Environments; Dimensions of the Service Environment; Importance of Service Employees; Service Leadership and Culture.

UNIT- V

Implementing Profitable Service Strategies:

Customer Loyalty, Customer-Firm Relationship, the Wheel of Loyalty, Creating Loyalty Bonds, Strategies for Reducing Customer Defections. CRM: Customer Relationship Management, Customer Complaining Behavior, Principles of Effective Service Recovery Systems, Service Guarantees, Learning from Customer Feedback.

Improving Service Quality and Productivity:

Service Quality and the Gaps Model—A Conceptual Tool to Identify and Correct Service Quality Problems; Measuring and Improving Service Quality; Defining and Measuring Productivity, Improving Service Productivity.

Suggested Readings:

Chowdhary, N., & Choudhary, M. (2008). *Marketing of Services*. MacMillan Publishers India Limited.

Lovelock, C., & Wirtz, J. (2016). *Service Marketing* (8 ed.). Singapore: World Scientific.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implication for Future Research. *Journal of Marketing*, 49(4) (Autumn, 1985), 41-50.

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Course Objective:

The objectives of this course are to expose the students to various aspects of Rural and Agricultural marketing as an integral part of marketing management, and developed an understanding of rural and agricultural issues with emerging scenario.

Learning Outcomes:

1. Students will be able to track the rural marketing environment in terms of demographic, physical, social, cultural, political & technological aspect.
2. Students will be able to comprehend the nature and characteristics of rural markets.
3. Students will be able to understand the rural infrastructure, government support & its relevance for marketing.
4. Students will be able to understand the rural marketing myths and the challenges related to it.
5. Students will be able to draw an interrelationship between agriculture, rural income and consumption patterns

UNIT- I

Rural Marketing:

Concept, definition, importance, nature and scope of rural marketing; Problems in Rural Marketing Rural Market Structure; Demographic Environment, Physical Environment, Economic Environment, Political Environment, Technological Environment; Size of rural market.

UNIT- II

Rural Economy:

The Economic Scenario in Rural India, the rural economic structure; rural occupation pattern and employment structure, income and consumption, rural infrastructure and government policies; sources of rural finance; Rural Consumer Behavior: Factors affecting consumer behavior, characteristics and Psychology of rural consumer.

UNIT- III



Rural Product & Distribution Management:

Products; promotion; branding and packaging; Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions; retailing; Transportation, warehousing.

UNIT- IV

Agriculture Marketing:

Agriculture Marketing, Concept, Definition, Nature and Scope, characteristics, Components of Agriculture Marketing; Agriculture Packaging and Packing. Types of Agricultural Materials for Packing; Marketing of Seeds, Manure, Fertilizers, Pesticides, Feeds for Livestock, Farming equipment and chemicals; rural and agricultural marketing strategies; Market segmentation. Positioning; basic four P's of rural and agriculture marketing.

UNIT- V

Innovation in Rural and Agriculture Marketing:

Role of Innovations, Importance of Information and Communication Technology (ICT) in rural distribution Cooperative Marketing; Emergence of Organized Retailing in rural markets; Problems and challenges in rural and agriculture marketing.

Suggested Readings:

Krishnamacharyulu, C.S.G., & Ramakrishnan, L. (2010). *Rural Marketing-Text and Cases*. Pearson Education Asia. 2nd Edition.

Gopalswamy, T.P. (1998). *Rural Marketing Environment, Problems and Strategies*, Vikas Publishing. 3rd Edition.

Badi, R.V. & Badi, N.V. (2010). *Rural Marketing*. Himalaya Publishing House, Mumbai.

Kashyap, P. & Raut, S. (2019). *The Rural Marketing Book*. Biztastra Publications. New Delhi, Revised Edition, 2019.

Gupta, S.L. (2001). *Rural Marketing: Text and Cases*. Wisdom Publications, Delhi. 1st Edition.

Course Objective: To understand the importance of Sales & Distribution functions as integral part of marketing function in a business firm. Develop insights regarding strategic competitive advantage through Sales and Distribution.

Learning Outcomes:

1. Students will be able to understand evolution, nature and importance of sales management.
2. Students will be able to know the skills of modern sales managers.
3. Students will be able to understand the objectives, strategies and tactics of sales force management.
4. Students will be able to understand the linkage between sales and distribution management.
5. Students will be able to learn about channel management & physical distribution.

UNIT- I

Sales Management:

Meaning, objectives, nature and scope of Sales Management; Buyer Seller Dyads; Theories of selling AIDAS theory, "Right set of circumstances" theory, "Buying Formula" theory, and Behavioral Equation theory of selling.

UNIT- II

Sales Management Decisions:

Sales and Territory Planning; Sales Organization; Sales Forecasting, Sales Budgeting; Territory Design and Setting Quotas.

UNIT- III

Management of Sales Force:

Sales Force Management; Selection, Training, Motivation, Compensation and Types of Sales incentives / Commissions, Evaluation and Controlling Methods of Sales force Management; Conflict and Competition.



UNIT- IV

Distribution Management:

Distribution Management; Introduction, need and scope of distribution management; marketing channels strategy, levels of channels, functions of channels, evolution & possible channel formats.

UNIT- V

Channel Management Decisions:

Designing channel systems, Channel Intensity, Selecting Channel Partners; Channel Management, Channel Policies, Power bases in managing channel partners, Channel Conflict management; Channel Institutions - Retailing & Wholesaling.

Suggested Readings:

Still, R.R., Cundiff, E.W., Govoni, N.A.P. & Puri, S. (2017). *Sales and Distribution Management*. Pearson, 6th Edition.

Wotruba, R. T. (1981). *Sales Management: Concepts, Practice and Cases*. Goodyear Pub.Co.

Johnson, E.M., Kurtz, D.L., & Scheuing, E.E. (1994). *Sales Management: Concept Practice and Cases*. McGraw Hill College.

Gupta, S.L. (2018). *Sales and Distribution Management: Text & Cases an Indian Perspective*. Laxmi Publications Pvt. Ltd. 1st Edition.



Course Objective: The purpose of this course is to make familiar the students with the concept of Product & Brand Management in the context of promoting products and services. Brand management is one of the integral parts of the marketing management and the organizations are very much concerned about their brand image management.

Learning Outcomes:

1. Students will be able to understand the terms Products, Product Mix & Product line.
2. Students will be able to learn how to design marketing programs to build brand equity.
3. Students will be able to appreciate the role of brand extensions in creating, enhancing and maintaining brand equity.
4. Students will be able to understand how marketers enhance brand awareness, improves brand image, elicit positive brand responses and increase brand loyalty.
5. Students will be able to understand how brand differs from a product.

UNIT- I

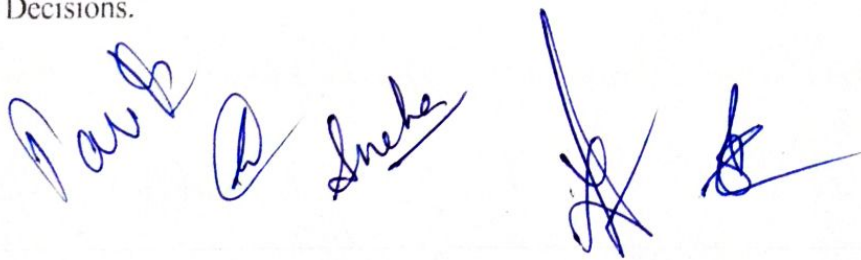
Product Management:

Product; Definitions & Features; Product Levels; Classification of Products; Individual Product Purchase Decisions; Difference between Consumer Products and Industrial Products; Diffusion of Innovation & Consumer Adoption Process; Product Differentiation.

UNIT- II

New Product Development:

Factors Contributing to a new Product Design, New Product Development Process; Product Life Cycle; Product Mix, Factors Affecting Product Mix, Product Mix Strategies; Product Line, Product Line Decisions.



UNIT- III

Brand & Brand Equity:

Brand Elements: Classification of Brands, Brand Identity, Brand Image, Brand Personality, Brand Architecture, Brand Equity, Brand Loyalty Pyramid, Brand Equity, Factors Influencing Brand Equity, Different Methods of Brand Equity Measurement, Brand Customer Relationship.

UNIT- IV

Brand Strategies:

Successful Brands: Characteristics of Successful Brands, Brand Strategies, Consumer Perceptual Space & Clutter, Brand Positioning, Brand Extension Strategies, Brand Product Relationship, Brand Revitalization.

UNIT- V

Branding Issues & Challenges:

Other Branding Issues: Concept and characteristics of Industrial Brands, Brand Building Issues in Services, Concept of a Retail Brand Key Issues in Building Retail Brands, Classification of Retail Formats, Ethics in Branding and Retailing, Marketing Research in Product and Brand Management Areas.

Suggested Readings:

Sengupta, S. (2005). *Brand Positioning: Strategies for Competitive Advantage*. McGraw Hill Education. 2nd Edition.

Chanawalla, S.A. (2017). *Product Management*. Himalaya Publishing House. 10th Edition.

Aaker, D. A. (1991). *Managing Brand Equity*. Free Press/Macmillan.

Pearson, S. (1996). *Building Brands Directly*. Palgrave Macmillan.

Shrivastava, R.K. (2006). *Product Management and New Product Development*. Excel Books, New Delhi. 1st Edition.

Verma, H.V. (2006). *Brand Management: Text & Cases*. Excel Books, India. 2nd Edition.

MBA-MK-08 – STRATEGIC MARKETING

03 Credits

Course Objective: The objective of the course is to provide an understanding about the issues associated with the planning, implementing and controlling the marketing strategic and to make them familiar with the various dimensions of marketing.

Learning Outcomes:

1. Students will be able to distinguish between different levels of strategy & marketing.
2. Students will be able to understand the role played by the relationships and networks of the firms in formulation of business marketing strategy.
3. Students will be able to appreciate the impact of new information and communications technology on strategies.
4. Students will be able to apply several different ethical frameworks to the analysis of decisions in business marketing.
5. Students will be able to understand the significance of international business environment for business-to-business strategic decision making.

UNIT- I

Marketing Strategy:

An Overview- Strategic Marketing Management: Concept, Characteristics and trends; Marketing issues at different level of Strategy; Process of formulating and implementing Marketing Strategy; Hierarchy of Strategic intent.

UNIT- II

Strategic Analysis and Choice:

Process of Strategic Choice; Strategic Analysis: Tools and Techniques, External and Customer Analysis, Competitor Analysis, Market Analysis, Environmental Analysis and strategic Uncertainties, Internal Analysis, Corporate Portfolio Analysis, SWOT Analysis, Experience Analysis, Life Cycle Analysis, Strategic Group Analysis; Corporate Restructuring.

UNIT- III

Decisions in Marketing Strategy:

Corporate Objectives and growth strategies- their marketing implications, Business Strategies and their marketing implications; Opportunity Analysis understanding and measuring market Opportunities; Constraints in Marketing Strategy Implementations.

UNIT- IV

Formulation of Marketing Strategy:

Marketing Strategies for new market entries, New Product Development, Growth markets, mature and decline markets; Trans-nationalization of World economy- Liberalization Measures and Macro Economic Reforms and Structural Adjustments.

UNIT- V

Implementation and the planning process:

Designing appropriate structures and process of implementing different strategies; marketing plans; marketing matrices; process of designing marketing metrics, strategic monitoring systems and marketing metrics.

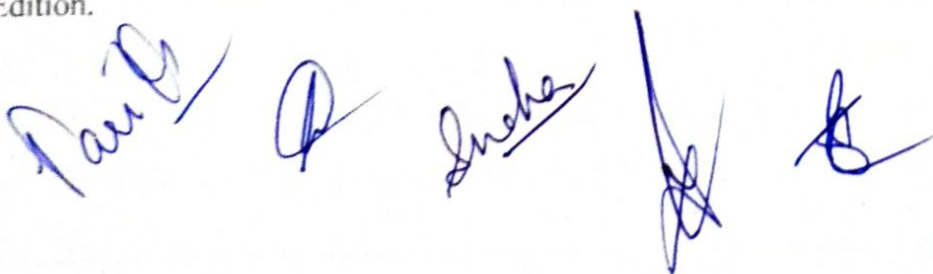
Suggested Readings:

Aaker, D.A. (2013). *Strategic Market Management*. Wiley. 10th Edition.

Walker, O.C. & Mullins, J.W. (2010). *Marketing Strategy: A Decision Focused Approach*. McGraw Hill education.

Andreasen, A.R., Kotler, P., Sharma, D. (2019). *Strategic Marketing for Non Profit Organizations*. Pearson Education. 7th Edition.

Kazmi, A. (2008). *Strategic Management and Business Policy*. McGraw Hill Education. 3rd Edition.



Course Objective:

The students will be able to:

1. The learning Goods and Services Tax (GST) enables the commerce students and the business community to ease interaction with GST authorities.
2. This course covers the fundamental aspects of GST and practical issues in relation to the collection and levy of tax.
3. The lecture will provide the students with knowledge and skills to describe and explain the application of Goods and Services Tax in business practices.

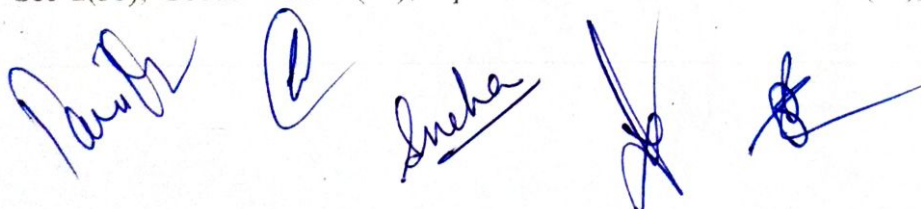
Learning outcomes:

After completion of this course the students would be able:

1. To enable the students to learn the concepts indirect tax and GST from the pre-GST period to post- GST period.
2. To understand the importance of indirect taxes (GST) in the Indian and global economy and its contribution to the economic development.
3. To comprehend the principles of taxations, objectives of taxes and its impact, shifting and incidence process of indirect taxes in the market orientated economy.
4. To understand the implications of GST on the taxable capacity consumers, dealers and of the society at large and its changes.
5. To make them to be a tax consultant in preparing the tax planning, tax management. Payment of tax and filing of tax returns.

Unit 1: Introduction

Important definition under GST, Aggregate Turnover” - Sec 2(6), Business – Sec 2(17), Scope of Supply, Business Vertical – Sec 2(18), Capital Goods – Sec 2(19), Casual Taxable Person – Sec 2(20), Composite Supply – Sec 2(30), Consideration – Sec 2(31), Continuous Supply of goods – Sec 2(32), Continuous Supply of services – Sec 2(33), Electronic Commerce – Sec 2(44), Electronic Commerce Operator – Sec 2(45), Exempt Supply – Sec 2(47), Fixed Establishment – Sec 2(50), Goods – Sec 2(52), Input Service Distributor – Sec 2(61), Job Work – Sec 2(68),



Location of Recipient of Services – Sec 2(70), Market Value – Sec 2(73), Mixed Supply – Sec 2(74), Outward Supply – Sec 2(83), Place of Business – Sec 2(85), Recipient – Sec 2(93), Services – Sec 2(102).

Unit 2: Supply, Levy & Collection

Scope of Supply – Section 7 of CGST Act, Meaning and scope of supply,
Levy and Collection of CGST – Sec 9, Composition Levy – Section 10 of CGST Act.

Unit 3: Time of Supply

Time of Supply of Goods – Sec 12(2), Time of Supply of Services – Sec 13(2), Time of Supply of Goods / Services - Reverse Charge – Sec 12(3) / 13(3).

Unit 4: Value of Supply

Value of Taxable Supply – Sec 15, Transaction value: Recourse to Rules, Rule 28: Value of supply of goods or services or both between distinct or related persons, other than through an agent, Rule 29: Value of supply of goods made or received through an agent.

Unit 5: Input Tax Credit

Concept of ITC, Principles on Input Tax Credit, Conditions for Availment of ITC by a Registered Taxable Person – Sec 16, ITC in case of Capital Goods, ITC on the Basis of use of Inputs – Sec 17, Restrictions on ITC – Sec 17(5)

Suggested Readings

Acharjee, M. (2017). Goods and Service Tax

Chatterjee T.B. and Sony, V. (2018) Goods and Service Tax, Book Corporation

Subramanian, P.L. (2017). Guide to GST .Snow white Publications, India.

Datey, V.S. GST Ready Reckoner. Taxmann Publications, New Delhi, India: Latest edition

Garg, Keshav. R. GST Ready Reckoner . Bharat Publisher, New Delhi, India: Latest edition

Gupta, S.S. GST Law & Practice. Taxmann Publications, New Delhi, Latest edition

MBA-FM-02-SECURITIES ANALYSIS AND INVESTMENT MANAGEMENT

03 Credits

Course Objective:

The student learns the application of utility analysis and develops an insight into behavior of stock market prices.

Learning Outcomes:

1. Upon completion of this course, students will be able to:
2. Determine how the ownership of real assets is distributed among investors. It investment helps to understand to more specific security-selection decisions. Helps to understand a risk-return trade-off.
3. How the Expected return calculated, Role of GM and SD in stock price analysis, Beta value role in stock prices and Sharpe ratio calculation.
4. Help to learn Portfolio process, Un derst and value at risk, to un derst and Risk Pooling, Risk Sharing, and the Risk of Long-Term Investments.
5. To understand CAPM.

UNIT I

Investment: Meaning, Investment vs. Speculation:

Characteristics of Investment; Investment Process; Securities Market; Issue of Securities; Initial Public Offer (IPO); Right Issue; Bonus Issue; Private Placement; Listing; Trading; Settlement; The Financial Crisis of 2008;

UNIT II

Valuation of Securities:

Basic Concepts: Return, Risk, Intrinsic Value; Problem of Return & Risk; Expected Return, Variance, Standard Deviation Valuation of Fixed Income Securities; Debentures and Bonds; Current Yield; Yield To Maturity (YTM); Yield to Call (YTC); Bond Duration Valuation of

Equity; Constant Rupee Dividend Model; Constant Growth Model; Multiple Growth Model; Price Earnings (P/E) Approach; Components of Risk; Measurement of Risk; Variance, Standard Deviation, Security Beta; Calculating & Interpreting Beta.

UNIT III

Approaches to Security Analysis: Fundamental Analysis:

Economy, Industry and Company Analysis; **Technical Analysis:** Dow Theory; Elliot Wave; Moving Average, Exponential Average; Oscillators; Rate of Change (ROC); Relative Strength Index (RSI); Moving Average Convergence Divergence (MACD); Breadth of the Market;

UNIT IV

Portfolio Analysis and Selection:

Portfolio Return and Portfolio Risk; Modern Portfolio Theory; Markowitz Theory; William Sharpe's Single Index Model; Capital Asset Pricing Model (CAPM); Arbitrage Pricing Theory (APT); Efficient Market Hypothesis (EMH); Security Market Line (SML) & Capital Asset Pricing Model (CAPM); Estimate CAPM Beta; Using the CAPM to Calculate the Portfolio Return.

Unit V

Portfolio Evaluation & Revision:

Methods of Portfolio Evaluation: Sharpe's, Treynor's and Jensen's Measures of Portfolio Performance Evaluation; Fama's Decomposition of Portfolio Return;

Portfolio Revision: Need, Constraints, Revised Techniques, Value at Risk and Portfolio Optimization.



Suggested Readings:

Bodie, Z. K. (2005). *Investments. (6th Edition ed.)*. New Delhi: Tata McGraw Hill Publishing Company Ltd.

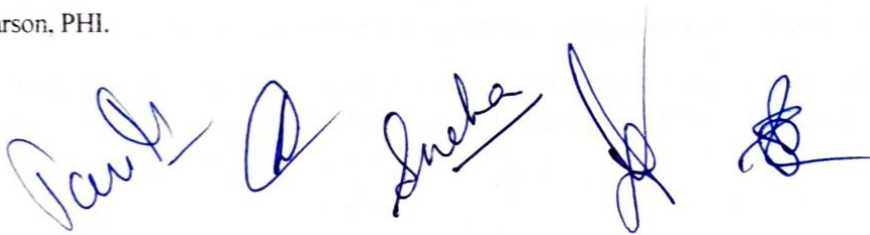
Chandra, I. A. (2012). *Investment Analysis and Portfolio Management (Fourth Edition)*.
Published by Tata McGraw-Hill Education Pvt. Ltd

Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. (New Delhi, India.: Published by Prentice Hall

V.A., A. (1997). *Security Analysis and Portfolio Management*. New Delhi, India: Himalaya Publishing House

Gangadhar, V. (2006). *Security Analysis and Portfolio Management*. New Delhi: Anmol Publications Pvt. Ltd

Fisher, D.E. and Jordan, R.J. (2018). *Security Analysis & Portfolio Management - , 6/e*. New Delhi: Pearson, PHI.



MBA FM 03 - FINANCIAL RISK MANAGEMENT

Credit 03

Course Outcomes:

The student walkthrough the historical perspective, to the financial aspects of important life and general insurance products, and understand the role of Actuaries.

Learning Outcomes:

1. Describe the financial risk management process.
2. Identify key factors that affect interest rates, exchange rates, and commodity prices
3. Evaluate the various financial risks that affect most organizations.
4. Describe how key market risks arise, such as interest rate risk, foreign exchange risk, and commodity price risk.
5. Consider the impact of related risks such as credit risk, operational risk, and systemic risk
6. Evaluate ways to manage interest rate risk with forward rate agreements, futures, and swaps.

UNIT I

Introduction to Financial Risk Management:

Introduction: Risk, Financial Risk, steps to Risk Identification, Top-Down and Building-Block Approaches to Risk Management, creating value with risk management.

Risk and the Management of the Firm: The Pervasiveness of Risk, importance of Management of Risk, Financial Risk and Financial Distress, The Costs of Risk Management.

UNIT II

Market Risk and Credit Risk:

Market Mechanisms and Efficiency: Introduction of Market Efficiency, Market Liquidity, the Role of Financial Intermediaries, Systematic Risk and Non-Systematic Risk, Managing Market Risks. Credit Risk and its Effects; **Credit risks Include-**Default Risk, Counterparty Pre-Settlement risk, Counterparty Settlement Risk, Legal Risk, Sovereign or Country Risk, Concentration Risk.

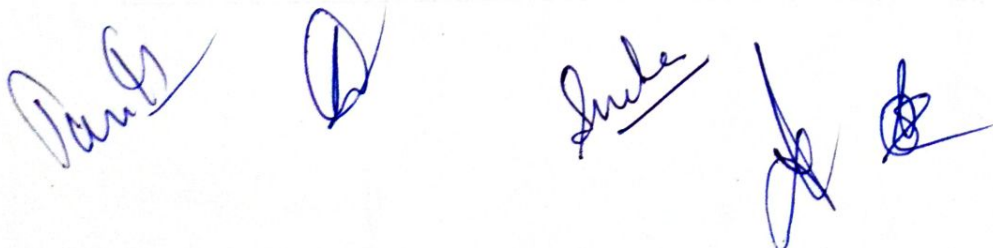
Interest Rate Risk: Introduction of Interest Rate Risk, The Term Structure of Interest Rates, Analyzing Yield Curve Behaviour, The Money Markets, Term Instruments; **Currency**

Risk: Introduction of Foreign Exchange Rate Risk, Foreign Exchange Exposure.

UNIT III

Commodity Risk and Quantifying Financial Risks:

Equity and Commodity Price Risk; Equity Market Risks; Commodity Price Risk; Introduction of the Price-Generating Process for Financial Assets; Understanding Volatility; Describing the Price-Generating Process; Conditional and Unconditional Volatility;



Weighted and Unweighted volatility, EWMA and GARCH(1,1) approaches to volatility, estimating covariance.

Quantifying Financial Risks: Statistical Analysis of Financial Risk, The Significance of the Normal Distribution, Understanding the Risk Measures, Measuring the Relationship between Assets, Portfolio Expected Return and Risk, Practical Considerations in Measuring Risk, Estimating Portfolio Value at Risk.

UNIT IV

Financial Methods for Measuring Risk:

Financial Methods for Measuring Risk: Using the Present-Value Approach to Determine Risk, Calculating Spot Discount Rates for Specific Maturities, The Term-Structure Approach to Risk Measurement. Qualitative Approaches to Risk Assessment: Qualitative Forecasting Methods, Qualitative Forecasts, Assessing Qualitative Accuracy.

UNIT V

Controlling Risk with Financial Engineering & Hedging:

Policy and Hedging, Measuring Risk; Global Initiatives in Financial Risk Management; Basics of Derivatives; Forwards, Pricing of Forward Contracts under Assumptions of Dividends; Futures, Settlement Mechanism; Clearing House Concept; Hedging with Future and Forwards; Basics of Options using Black-Scholes Model; Reporting and Controlling Risk; A Note of Warning.

Suggested Readings:

- Horcher, K. A. (2005). *Essentials of Financial Risk Management*. Hoboken, New Jersey: John Wiley & Sons, Inc.
- Hull, J. C. (2006). *Options, Futures, and Other Derivatives [OFOD]*. Sixth Edition. India: Prentice-Hall.
- Hull, J. C. (2007). *Risk Management and Financial Institutions (RMFI)*. 2nd edn. Upper Saddle River, NJ: Pearson.

Course Objectives:

1. To understand concepts and techniques of foreign exchange.
2. To deal with foreign exchange contracts and managing the exchange risk .
3. To make students career in foreign exchange and control .

Learning Outcomes:

1. Gains a brief idea on the concepts and techniques of foreign exchange.
2. Shall provide an interest on students' careers in foreign exchange and control.

Unit I

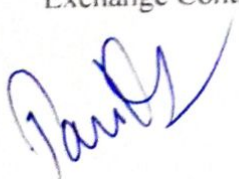
Foreign Exchange Market

Foreign Exchange – The Foreign Exchange Market – Organization of the Foreign Exchange Market (Commercial Banks, FEDAI – RBI) – The Spot Market – The Forward Market – Relationship between the Forward Rate and the Future Spot Rate - Participants in Foreign Exchange Market.

Unit II

Exchange Rate

Exchange Rates – Exchange Rate Systems – Gold and the Bretton woods Systems – Fixed Exchange Rates – Flexible Exchange Rates – Exchange Rate Theories - Factors which influence the Determination of Exchange Rates – Exchange Control – Objectives and Methods of Exchange Control.



Unit III

Foreign Exchange Transactions

Foreign Exchange Transactions - Purchase and Sale Transactions – Spot and Forward Transactions – Ready Exchange Rates – Principal types of Buying Rates – Principal types of Selling Rates – Ready Rates based on Cross Rates – Inter Bank Deals – Cover Deals, Trading, Swap deals, and Arbitrage Operations.

Unit IV

Forward Exchange Contracts

Forward Exchange Contracts – Factors that Determine Forward Margins – Calculation of Fixed Forward Rates and Option forward Rates – Forward Exchange Rates Based on Cross Rates – Execution of Forward Contract – Cancellation/Extension of Forward Contract – Inter-Bank Deals (Theoretical Aspects only)

Unit V

Exchange Exposure and Risk

Exchange Exposure and Risk Management: Transaction Exposure – Translation Exposure and Economic Exposure Management of Risk Exposure (netting, Marketing, leading and lagging) – Assets and Liabilities Management and techniques - Currency Futures and Options Contracts – Financial Swaps – Forward Rate Agreement – Interest Rate Options.

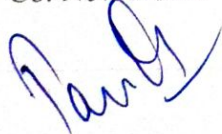
Suggested Readings:

C. Jeavanandam. (2012) *Foreign Exchange Practice and Concepts*. Sultan Chand & Sons, New Delhi.

Apte P.G.(2011) *International Financial Management*. Tata McGraw Hill, New Delhi.

Alan C. Shapiro (2010) *Multinational Financial Management* Prentice-Hall of India, New Delhi.

Cheul S Eun & Bruce Gresnick (2008) *International Financial Management* Tata McGraw-Hill Co. New Delhi.



MBA- FM-05 MICROFINANCE

Course Objective

Credit 03

The course on microfinance is intended to give an exposure to the theoretical underpinnings on microfinance. It would cover the basic practices including the diverse approaches used in the profit and non-profit sector.

Learning Outcome

1. Understanding the concepts & significance of microfinance.
2. Understand the manner in which microfinance may be utilized to accelerate the expansion of local microbusinesses.
3. Be familiar with the process of finding loan recipients and delivering a microfinance pitch.

Unit I

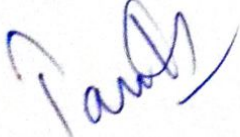
Economics of Poverty

Economics of Poverty - An overview- Economic Growth & Development: Poverty as an impediment of growth - Poverty alleviation measures - Micro finance – Concept – Need, scope, assumptions, Importance -Micro-finance as a development tool – lessons from international experience.

Unit II

Fundamentals of Banking

Fundamentals of Banking - Social Banking: concept and its relevance in developing countries - Delivering Financial Services to the Poor - Micro-finance delivery Methodology-Legal and Regulatory framework - Governance and Managerial Aspects - Microfinance models and characteristics - Designing a Microfinance Programme.



Unit III

Impact and issues of Microfinance

Impact and issues of Microfinance – Gender sensitivity and focus- Gendered microfinance – concept- worldwide outreach and future direction of Microfinance- Innovative and creative micro-finance Models-Impact of micro-finance - Emerging issues- impact assessment and social assessment.

Unit IV

Financial products and Services-Revenue models

Financial products and Services-Revenue models of micro-finance: profitability, efficiency and Productivity-Risk Management-Basics of Banking-Development banking and priority sector lending- Financial accounting and reporting.

Unit V

Micro-finance in India

Micro-finance in India - History, Models, Current Practices and Trends - Indian Financial Sector and Financial inclusion – Micro-finance movement in India – Characteristics of micro-finance in India – Future of micro-finance in India.

Suggested Readings

Dowla and Barua. (2006). *The Poor Always Pay Back: The Grameen II Story*. Kumarian Press Inc. Lidgerwood. White and Brand. (2006). *Transforming Microfinance Institutions: Providing Full Financial Services to the Poor*, World Bank Publications.



MBA-FM 06 – INDIAN FINANCIAL SYSTEM

Credit 03

Course Outcomes:

The student develops an insight into Indian financial system and learns application of consumer and lease financing, role of intermediaries and credit rating methodology.

Learning Outcomes:

UNIT I

Framework of Indian Financial System

Financial System - Significance, Components, Designs, Nature and Role, Financial System & Economic Development.

Financial Markets - Money and Capital Market, Recent Trends in Indian Money Market and Capital Market, Derivative Market.

UNIT II

Factoring and Forfeiting - Distinctive Functions of Factors, Types, Difference between Factoring and Forfeiting, Legal Aspects, Advantages, Factoring vs. Bills Discounting, International Factoring.

UNIT III

Consumer Finance and Lease Financing

Bill Discounting - Types of Bills, Discounting of Bills, Purchasing of Bills, Drawer & Drawee Bills.

Credit Cards - Functioning of Credit Cards.

Lease Financing - Meaning and Types, Financial Evaluation from Lessor & Lessee Point of View, Economic Aspect of Lease.

Hire Purchase - Meaning and Legal Aspect / Position; Hire Purchase vs. Lease Finance, Hire Purchase vs. Installment Payment.

UNIT IV

Financial Intermediaries

Insurance: Introduction, Significance, IRDA, Insurance Intermediaries, Reinsurance, Life Insurance, General Insurance, Pension Fund, Pension Plans Today

Credit Rating: Need, Rating Methodology, Rating Symbols, Credit Rating Agencies – CRISIL, CARE, MOODY, and Standard & Poor's Fifth Rating.

UNIT V

Mutual Funds: Significance, Types & Organization, Association of Mutual Funds in India, UTI Disinvestment of PSUs.

Suggested Readings:

Pathak Bharti V. (2018). *Indian Financial System* (5th Edition). Pearson Education.

Gurusamy, S. (2009). *Indian Financial System* (2nd Edition). Tata McGraw Hill.

Khan, M. Y. (2015). *Indian Financial System* (9th Edition). Tata McGraw Hill.

Machiraju, H. (2012). *Indian Financial System* (4th Edition). Vikas Publishing House Pvt. Ltd



MBA FM 07 - PROJECT MANAGEMENT

Credit -03

Course Outcomes:

The students learn the application of project management ideas including idea generation, formulation and review.

Learning Outcomes:

1. Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.
2. Align the project to the organization's strategic plans and business justification throughout its life cycle.
3. Project goals, constraints, deliverables, performance criteria, control needs, and Identify resource requirements in consultation with stakeholders.
4. Implement project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.
5. Adapt projects in response to issues that arise internally and externally.
6. Interact with team and stakeholders in a professional manner, respecting differences, to ensure a collaborative project environment.
7. Utilize technology tools for communication, collaboration, information management, and decision support.
8. Implement general business concepts, practices, and tools to facilitate project success.

UNIT I

Meaning, Nature and Importance of Project:

Introduction; Concept of Project and Project Management; Characteristics of Project; Classification of Project; Project Selection Process; Project Life Cycle; Project Report; Generation of Idea; Scanning for Project Ideas; Preliminary Screening, Attributes of Good Project Managers.

UNIT II

Generation and Screening Project Ideas and Project Appraisal:

Project Appraisal; Technical Appraisal; Market; Financial and Economical and Management; Corporate Appraisal; Social Cost Benefit Analysis; Monitoring the Environment, Rational and Approaches to It (Unido and L.M. Approach).

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UNIT III

Capital Expenditure Decision:

Project Financing; Sources of Finance; Role of Financial Institutions; Meaning and Features of Capital Budgeting Decisions; Importance of Capital Budgeting Decisions; Kinds of Capital Expenditure Decisions; Capital Expenditure Budgeting Process; Criteria of Capital Budgeting; Resource Allocation Framework; Capital Budgeting Difficulties.

UNIT IV

Project Risk & Evaluation: Introduction, Risk Management, Role of Risk Management, Steps in Risk Management, Project Evaluation; Post Project Evaluation (Post Audit). Project Contracts (Turnkey, Non Turnkey, Sub Contracts, Tenders); Rehabilitation of Sick Projects

UNIT V

Project Formulation and Network Techniques

Project Formulation - Technical, Marketing & Financial Aspects, Total cost of the project, Means of Financing, Working Capital Requirement and its Financing, Profitability Projections and Projected Cash Flow Statement and Balance Sheet, PERT/CPM-Background and Development, Development of Project Network, CPM Model; Determination of the Critical Path, PERT Model; Project Crashing and Time-Cost Trade-Offs, Time Estimation, Work Breakdown Structure(WBS)

Suggested Readings:

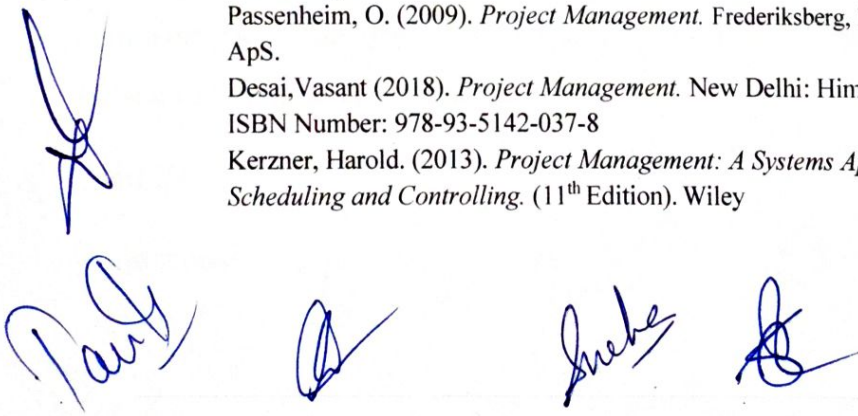
Chandra, P. (2017). *Projects: Planning Analysis Selection Financing Implementation and Review, 8th Edn.*, New Delhi: MC GRAW HILL INDIA.

Desai, V. (2000). *Project Management and Entrepreneurship*. Mumbai: Himalaya Publishing House.

Passenheim, O. (2009). *Project Management*. Frederiksberg, Denmark: Ventus Publishing ApS.

Desai, Vasant (2018). *Project Management*. New Delhi: Himalaya Publishing House. ISBN Number: 978-93-5142-037-8

Kerzner, Harold. (2013). *Project Management: A Systems Approach to Planning, Scheduling and Controlling*. (11th Edition). Wiley



MBA-FM-08 GLOBAL MERGERS AND ACQUISITIONS

Credit -03

Objectives:

1. To provide a broad overview of corporate Mergers and Acquisitions;
2. To understand the conceptual framework and a review the empirical evidence.
3. To analyze the financial, strategic, economic, and managerial perspectives on Mergers

Learning Outcomes:

1. The learner knows about overseas business expansion strategies.
2. The students gain knowledge from different live cases on international Mergers & Acquisitions and their complexities.

Unit I

Global Corporate Restructuring

Global Corporate Restructuring Process – Mergers & Acquisition Strategies – Building Values – Approaches to Overseas M&A Strategy – Alternative Perspectives on Mergers – Formulating a Competitive Strategy – Overseas Expansion and Diversification Strategy – Deal Structuring and Negotiation – Payment and Legal Considerations.

Unit II

Mergers

Types of Mergers – Horizontal Merger – Vertical Merger – Conglomerate Merger - Economic Rationale for Mergers – Managerial and Financial Synergy – Theories of Mergers and Tender Offers – Sell Offs – Divestitures – Spin-Offs – Equity Carve-Outs – Restructuring – Joint Ventures – ESOPs – Going Private and Leveraged Buy-Outs (LBO)

Unit III

Acquisitions

Cross-Border Acquisitions – Objectives of Global M&A – Strategic Alliances as an Alternative to M&A – Organizing for Acquisitions – Sources and Limits of Value Creation in Cross-Border M&A – Bid Strategies and Defense Tactics.

Unit IV

Regulatory Framework of M&A

International Regulatory Framework of M&A – Securities Trading and Takeovers – Disclosure Requirements – Risk Arbitrage in M&A Activity - Insider Trading – Insider Trading at the International Level – Anti Trust Laws - Challenges of Cross-Border M&A - Post-Acquisition Audit and Organizational Learning.

Unit V

Recent Trends and Developments

Recent Trends and Developments in Global M&A Practices; M&A Practices in India issue and challenges. Motivations for Mergers and Acquisitions Cross-Border M&As versus Greenfield Investment, Recent National and International Case Analysis of Corporate Restructuring and M&A.

Suggested Readings

Abdol S. Soofi (2014). *Global Mergers and Acquisitions: Combining Companies across Borders*. Business Expert Press.

Andreas Lachmann (2014) *Globe Business Publishing Ltd*. Globe Business Publishing Ltd

Weston Fred J. et al. *Mergers, Restructuring and Corporate control*. PHI, Delhi.

MBA OPI - PRODUCTION AND OPERATIONS MANAGEMENT

03 Credits

Course Outcomes:

The students learn the nuances of production planning techniques, forecasting, facility design and location

Learning Outcomes:

1. Students will be able to learn operational terminology, mathematical forecasting, inventory control and quality control techniques.
2. Students will be able to learn facility layout, apply Just In Time and Linear Programming tools in Production.
3. Students will be able to analyze the process of production and operation and balancing the line to enhance the productivity of the organization.

UNIT I

Operation Management: An overview, Definition of Production and operation management, Production Cycle, Process selection and design, Manufacturing process selection and design, service process selection and design, waiting line analysis, Responsibilities of Operation Manager, New Product Development, Product Design, Learning curves, Plant Location, Layout Planning,

UNIT II

Forecasting as a planning tool, forecasting types and methods, Time series analysis, Exponential smoothing, Measurement of Errors, Monitoring and Controlling, Forecasting Models, Box- Jenkins Methods, Productivity and Work Study, Methods Study, Work Measurement

UNIT III

Production Planning techniques, Capacity management, lean production. Line of balance, scheduling types and principles.

UNIT IV

Master Production Schedule, JIT Production, Inventory Management- Objective, Factor, Process, Inventory control techniques- VED, EOQ, SED, FSN Analysis

UNIT V

Basic concepts of quality Dimensions of quality Juran's Quality Trilogy, Taguchi techniques, Deming's 14 Principles, PDCA cycle quality circle, Quality improvement and cost reduction- 7 QC tools and New QC tools, ISO 9000:2015 and ISO 9001:2015, Coverage Six Sigma.

Suggested Readings:

Bharti., P. (2018). *Indian Financial System* (Fifth ed.). Pearson Education.

Gurusamy, S. (2009). *Indian Financial System* (second ed.). Tata McGraw- Hill.

Khan, M. (2015). *Indian Financial System* (ninth ed.). Tata McGraw-Hill.

Machiraju, H. (2012). *Indian Financial System* (fourth ed.). Vikas Publishing.

MBA OP2 - SUPPLY CHAIN MANAGEMENT

Course Outcomes:

The student develops a keen understanding of logistics management, inventory management and networking of elements of Supply Chain

3 Credits

Learning Outcomes:

1. Analyze the manufacturing operations of a firm
2. Apply sales and operations planning, MRP and lean manufacturing concepts
3. Apply logistics and purchasing concepts to improve supply chain operations
4. Apply quality management tools for process improvement

UNIT I

Introduction-Basic Concept & Philosophy of Supply Chain Management Essential Features, Various Flows (Cash, Value and Information) Key Issues in SCM, Benefit

UNIT- II

Logistics Management: Logistics as part of SCM, Logistics Costs, Different Models, Logistics Sub-System. Inbound and Outbound Logistics, Bullwhip Effect in Logistics Distribution and Warehousing Management.

Purchasing & Vendor Management: Centralized and Decentralized Purchasing Function of Purchase Department and Purchase Policies, Use of Mathematical Model for Vendor Rating / Evaluation, Single Vendor Concept, Management of Stores Accounting for Materials.

UNIT III

Inventory Management: Concept Various Cost Associated with Inventory, Various EOQ Models, Buffer Stock (Trade-off between Stock Out Working Capital Cost) Lead Time Reduction, Reorder Point/

Reorder Level Fixation, Exercises–Numerical Problem-Solving ABC, SDE/VED Analysis Justin Time & Kanban System of Inventory Management.

UNIT IV

Recent Issues in SCM: Role of Computer/ IT in Supply Chain Management, CRM Vs SCM, Benchmarking- Concept, Features and Implementation, Outsourcing- Basic Concept, Value Addition in SCM- Concept of Demand Chain Management.

UNIT V

Case studies Related to the Entire Syllabus

Suggested Readings:

Raghuram, G. (2000). *Logistics and Supply Chain Management: Cases and Concepts* (1st Edition). New Delhi, India: Macmillan.

Gopala Krishnan, P. (2015). *Handbook of Materials Management* (2nd Edition). New Delhi, India: Prentice Hall India.

Agarwal, D. K. (2003). *A Textbook of Logistics and Supply Chain Management* (1st Edition). New Delhi, India: Macmillan.

Sahay, B.S. (2012). *Supply Chain Management for Global Competitiveness* (2nd Edition). New Delhi, India: Macmillan.



MBA OP3 - FINANCIAL ECONOMETRICS

Credit -03

Course Outcomes: The course aims to provide students with the basic framework of financial time series data.

Learning Outcomes:

1. In particular, it will benefit students in terms of:
2. Understand types and forms of data and how to use them in econometric analysis.
3. Identify sources of financial data (Bloomberg, Capital IQ, Compustat, Yahoo Finance, etc.) to retrieve necessary data for econometric analysis.
4. Demonstrate knowledge in econometric methods such as regression analysis and time series analysis.
5. Help students acquire skills in using computer programs (Eviews, excel) to perform econometric applications.
6. Developing their ability to model the expected mean and volatility in financial data as a means to a more informed assessment of the risk and return associated with different investment strategies.

UNIT I

Financial Econometrics:

Scope and Methods; Modeling Univariate Time Series; The Data Generating Process; The Behavior of Financial Variables; Distributions of Returns; Multivariate Returns; Empirical Properties of Returns; Stationarity; Correlation and Autocorrelation Function.

UNIT II

Autoregressive Models:

Autoregressive Models; Properties of AR Models; Identifying AR Models in Practice; Goodness of Fit; Forecasting; Moving-Average Models; Properties of MA Models; Identifying MA Order,

Estimation; Forecasting Using MA Models; ARMA Models; Properties of ARMA (1,1) Models; Forecasting Using an ARMA Model.

UNIT III

Testing for Trends and Unit Roots, Time-Varying Volatility Models; Unit Root Processes; Testing for Unit Roots; Dickey Fuller Test; Phillips-Perron Test; KPSS Test; Structural Change; Characteristics of Volatility; The ARCH Model; Properties and Weaknesses of ARCH Models; The GARCH Model- Extensions to the Basic GARCH Model; Asymmetric GARCH Models; Estimation of the GARCH; Stationary ARMA-GARCH Models; Lagrange Multiplier Test; Multivariate GARCH Formulations.

UNIT IV

Multivariate Time Series Analysis; Weak Stationarity and Cross-Correlation Matrices; Cross Correlation Matrices; Vector Autoregressive Models; Estimation and Forecasting with VAR Models; Impulse Responses and Variance Decompositions; Vector Moving; Average Models; Vector ARMA Models.

UNIT V

Co integration and Error Correction Models; Linear Combinations of Integrated Variables, Co integration and Common Trends; Co integration and Error Correction; Testing for Co integration- Engle- Granger methodology; Johansen Test.

Suggested Readings:

Black, F. A. (1973). *The Pricing of Options and Corporate Liabilities. Journal of Political Economy.* Journal of Political Economy.

Campbell, J. L.; Andrew W. Lo, & A. Craig MacKinlay (1997). *The Econometrics of Financial Markets.* : Princeton University Press, Princeton, N.J. ISBN:978140083021.

Carroll, R. R. (1995). *Measurement Error in Nonlinear Models.* Chapman and Hall, London.

Harris, R. I. (1995). *Using Cointegration Analysis in Econometric Modeling.* Prentice Hall, 1.

Enders W. (2014). *Applied Econometric Time Series (4th edition).* John Wiley & Sons. ISBN: 978-

1-118-80856-6.

Tsay, R.S. (2002). *Analysis of Financial Time Series*. John-Wiley & Sons, Inc., New York

Aït-Sahalia, Y. and Lo, A. W. (1998). Nonparametric estimation of state-price densities implicit in financial asset prices. *Journal of Finance*, 53, 499-547



MBA OP4 – STRUCTURAL EQUATION MODELING

03 Credits

Course Outcomes: Students will have a working understanding of structural equation modeling.

Learning Outcomes:

The students will be able to develop a solid conceptual and theoretical understanding as well as ability to use SEM and its extensions correctly and effectively in your own independent research.

UNIT I

Structural Equation Modeling - Introduction and overview; – Fundamental ideas of Measurement: Developing Conceptual Variables. Understand Reflective vs. Formative Latent Variables; Understand and Know methods for Assessing Dimensionality, Reliability and Validity of scales; SEM Assumptions; Building blocks: Multiple regression and factor analysis; Multiple Regression/Path Analysis: Manifest and Latent Models

UNIT II

Confirmatory Factor Analysis – I: Introduction; Measurement and test construction, Goodness of Fit Indices.

UNIT - III

Confirmatory Factor Analysis -II: Invariance, Means; Higher-order models, bi-factor models, formative measurement, and categorical Data; Multiple Group CFA.

UNIT-IV

SEM Models: Mediation, SEM Models including interactions (moderation), Multilevel CFA and SEM; Monte Carlo simulation of power.

UNIT - V

Item Response Theory Models: Understand, interpret and implement IRT model; **Latent Class Analysis:** Understanding, interpret and implement LCA for 3 main applications: measuring categorical latent variables, diagnostic testing, and longitudinal trajectory clustering.

Suggested Reading:

Kline, R.B. (2015). *Principles and Practice of Structural Equation Modeling*(4thed.). New York: Guilford.

O'Rourke, N. & Hatcher, L. (2013). *A Step-by-step Approach to Using SAS for Factor Analysis and Structural Equation Modeling* (2nd Edition). SAS Press.

Brown T.A. (2015). *Confirmatory Factor Analysis for Applied Research* (2nd Ed.). The Guilford Press.

Little, T. D. (2013). *Methodology in the social sciences. Longitudinal Structural Equation modeling*. New York, NY, US: Guilford Press.

Hoyle, R.H. (Ed.) (2012). *Handbook of Structural Equation Modeling*. New York: The Guilford Press.

A series of six handwritten signatures in blue ink, arranged horizontally. The signatures are stylized and vary in length and complexity. The first signature is a simple 'A' with a checkmark. The second is 'Paul' with a checkmark. The third is a circular symbol with a checkmark. The fourth is 'Sneha' with a checkmark. The fifth is a more complex symbol with a checkmark. The sixth is a circular symbol with a checkmark.