

**Department of Humanities & Management Science
Madan Mohan Malaviya University of Technology
Gorakhpur (U.P.)**

MASTER OF BUSINESS ADMINISTRATION (MBA)

Programme Duration: Two academic years (4 semesters)

Vision:

To create and disseminate knowledge in the core and allied areas of Humanities, Business Management and Social Sciences in order to develop professional competence and managerial skills to shape up outstanding professionals.

Mission:

1. To open nascent avenues for studies and Research at the various academic levels in the emerging field of Humanities, Social Sciences and Business Management.
2. To develop professionals with decisive ability to initiate and manage change.
3. To generate human resource of excellent quality with professional, interpersonal and scientific skills for managing local and global needs.
4. To cultivate entrepreneurial skills amongst graduates, post- graduates' and doctoral scholars.
5. To develop soft skills of budding managers in order to increase employability.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

- PEO 1** To equip students with fundamental concepts of core domain subjects like marketing, finance, human resource management along with excellent academic environment to exhibit high levels of creativity, critical thinking, communication skills, teamwork, and leadership in their career.
- PEO 2** To facilitate with consistent industrial training and organisation visits to meet the basic requirements of management process. To encourage students for undertaking various latest and innovative research theme and ideas, which benefit society.
- PEO 3** To provide practical experience and exposure of working with real time cases and solve complex business problems and to develop analytical skills of students to handle business uncertainties and crisis with a rational approach.

PEO 4 To equip students with latest analytical tools and software, which help in analysis of the legal, economic, social, political, technological, and environmental factors relevant to strategic decision-making for a global organization and international market.

PROGRAMME OUTCOMES (POs)

PO 1 Acquire knowledge and skills in management and ability to apply its principles and practices to arrive at optimal solution for any corporate problems and to demonstrate critical thinking skills in understanding managerial issues and problems by collecting and analysing data.

PO 2 Design solutions for complex organizational problems and design system components or processes that meet the specified needs with appropriate consideration for the public health and safety, and the cultural, societal, and environmental considerations.

PO 3 Analyse the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations. Demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice.

PO 4 Assess environment and opportunities, align business activities, and implement strategic change in complex and uncertain conditions. Ability to engage in independent and life-long learning in the context of managing unpredictable societal and global issues.

PO 5 Apply ethical principles and understand the impact of the professional management solutions in societal and environmental contexts.

PO 6 Develop skills to generate novel and value-creating products, processes, or organizational forms. Identify problems, define objectives collect and analyse information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems.

PO 7 Analyse and apply management information to facilitate strategic decision making. Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development.

PO 8 Recognize the need for and have the preparation and ability to engage in independent and life-long learning through delivering appropriate skill set.

PROGRAM SPECIFIC OUTCOMES (PSOs)

- PSO 1** To work successfully with essential skills set for marketing, finance, human resource, International Business, and other relevant domain as acquired for from the respective specialized domain, and also, impart knowledge received from the Summer Training Projects and Research Project as per the requirement of the local and global organization.
- PSO 2** To inculcate in students the ability to gain multidisciplinary knowledge through case analysis, simulated problems, brainstorming sessions, projects and industrial training and educate students with proficiency in the specific area of specialization in Management and help them to develop their competency in Marketing, Finance, Human Resource, International Business, and other requisite skills of emergent field in management.
- PSO 3** To organise Workshops, Short Term Courses, Conferences, and seminars for students throughout the course for better understanding of the subject expertise, knowledge and skills required to the industry.

Credit Structure for Master of Business Administration

(For newly admitted students from Session 2014-2015)

Category ↓	Semester →	I	II	III	IV	Total
Basic & Applied Mathematics (BAM)		4	4	-	-	8
Department Core (DC)		23	27	11	4	65
Program Electives (PE)		-	-	16	16	32
Humanities & Social Science (HSS)		5	-	-	-	5
Comprehensive Viva (CV)		-	-	-	2	2
Summer Training Project (STP)		-	-	2	-	2
Seminar (S)		-	-	-	2	2
Research Project (RP)		-	-	2	6	8
	Total	32	31	31	30	124

Curriculum for Master of Business Administration

First Year, Semester I

S.N.	Category	Paper Code	Subject Name	L	T	P	Credits
1.	DC	MBA 101	Fundamentals of Management	3	1	0	4
2.	DC	MBA 102	Accounting and Financial Analysis	3	1	0	4
3.	DC	MBA 103	Managerial Economics	3	1	0	4
4.	DC	MBA 104	Marketing Management	3	1	0	4
5.	DC	MBA 105	Organizational Behavior & Group Dynamics	2	1	0	3
6.	DC	MBA 106	Human Resource Management	3	1	0	4
7.	BAM	MAS-102	Business Statistics	3	1	0	4

8.	HSS	MHM-102	Communication for Business & Management	3	1	2	5
9.	AC	MCA-53	Computer Application in Management	2	0	2	-
Total				23	8	2	32

First Year, Semester II

S.N.	Category	Paper Code	Subject Name	L	T	P	Credits
1.	DC	MBA 107	Business Environment	3	1	0	4
2.	DC	MBA 108	Business Laws	3	1	0	4
3.	DC	MBA 109	Research Methodology	3	1	0	4
4.	DC	MBA 110	Production & Operations Management	3	1	0	4
5.	DC	MBA 111	Financial Management & Cost Accounting	3	1	0	4
6.	DC	MBA 112	Supply Chain Management	3	1	0	4
7.	DC	MBA 113	Management Information System	2	1	0	3
8.	BAM	MAS-104	Operation Research for Business Decisions	3	1	0	4
9.	AC	MHM-101	Soft Skills	0	0	4	-
Total				23	8	0	31

Second Year, Semester III

S.N.	Category	Paper Code	Subject Name	L	T	P	Credits
1.	DC	MBA 121	Strategic Management	3	1	0	4
2.	DC	MBA 122	Consumer Behavior & Marketing Communication	2	1	0	3
3.	DC	MBA 123	Entrepreneurship Development & Project Management	3	1	0	4
4.	PE	MBA ***	Elective, Specialization Group-I	2/3	1	0	3/4
5.	PE	MBA ***	Elective, Specialization Group-I	3	1	0	4
6.	PE	MBA ***	Elective, Specialization Group-II	2/3	1	0	3/4
7.	PE	MBA ***	Elective, Specialization Group-II	3	1	0	4
8.	STP	MBA 130	Summer Training Project	0	0	4	2
9.	RP	MBA 140	Research Project Part-1	0	0	4	2
10.	AC	MHM-103	Behavioral Psychology	2	1	0	-
Total				18/20	7	8	29/31

Second Year, Semester IV

S.N.	Category	Paper Code	Subject Name	L	T	P	Credits
1.	DC	MBA 124	Corporate Governance & Ethics	3	1	0	4
2.	PE	MBA ***	Elective, Specialization Group-I	2/3	1	0	3/4
3.	PE	MBA ***	Elective, Specialization Group-I	3	1	0	4
4.	PE	MBA ***	Elective, Specialization Group-II	2/3	1	0	3/4
5.	PE	MBA ***	Elective, Specialization Group-II	3	1	0	4
6.	S	MBA 141	Seminar	0	0	4	2
7.	CV	MBA 142	Comprehensive Viva	-	-	-	2
8.	RP	MBA 150	Research Project Part-II	0	0	12	6
9.	AC	MHM 104/105/106	Foreign Language(French/German/Spanish)	2	1	0	-
Total				13/15	5	16	28/30

Specialization Group:

1. Human Resource Management (HR)
2. Marketing (MK)
3. Finance Management (FM)
4. Information Technology (IT)
5. International Business (IB)

PROGRAMME ELECTIVES

Specialization Group: Human Resource Management (HR)

Course Code

MBA HR1	Cross Cultural & Global Management
MBA HR2	Industrial Relations & Labour Enactments
MBA HR3	Team Building & Leadership
MBA HR4	Negotiation & Counseling
MBA HR5	Performance Management
MBA HR6	Knowledge Management

Specialization Group: Marketing Management (MK)

Course Code

MBA MK 1	Marketing of Services
MBA MK 2	Brand Management
MBA MK 3	Sales & Distribution Management

MBA MK 4	Retail Management
MBA MK 5	Customer Relationship Management
MBA MK 6	Marketing Research
MBA MK 7	Digital Marketing
MBA MK 8	Integrated Marketing Communication

Specialization Group: Financial Management (FM)

Course Code

MBA FM 1	Management of Working Capital
MBA FM 2	Security Analysis and Investment Management
MBA FM 3	Management of Financial Institutions & Services
MBA FM 4	Tax Planning & Financial Reporting
MBA FM 5	Behavioral Finance
MBA FM 6	Multinational Finance & Forex Management
MBA FM 7	Financial Derivatives

Specialization Group: Information Technology (IT)

Course Code

MBA IT 1	Database Management System
MBA IT 2	System Analysis, Design and Software Engineering
MBA IT 3	Data Communication & Network
MBA IT 4	Electronic Commerce- Concept & Applications
MBA IT 5	Enterprise Resource Planning
MBA IT 6	Managing IT Enabled Services
MBA IT 7	Cyber Security for Business
MBA IT 8	Cloud Computing for Business

Specialization Group: International Business (IB)

Course Code

MBA IB 1	International Marketing
MBA IB 2	International Business Environment and Foreign Exchange Economics
MBA IB 3	Export Management and Documentation
MBA IB 4	International Logistics Management
MBA IB 5	International Financial Management
MBA IB 6	International Marketing Research

Management Fundamentals & Department Core

S.N.	Paper Code	Subject	Prerequisite Subject	L	T	P	Credits
MBA First Year							
1.	MBA 101	Fundamentals of Management	-	3	1	0	4
2.	MBA 102	Accounting and Financial Analysis	-	3	1	0	4
3.	MBA 103	Managerial Economics	-	3	1	0	4
4.	MBA 104	Marketing Management	-	2	1	0	4
5.	MBA 105	Organizational Behavior & Group Dynamics	-	2	1	0	3
6.	MBA 106	Human Resource Management	-	3	1	0	4
7.	MBA 107	Business Environment	-	3	1	0	4
8.	MBA 108	Business Laws	-	3	1	0	4
9.	MBA 109	Research Methodology	-	3	1	0	4
10.	MBA 110	Production & Operations Management	-	3	1	0	4
11.	MBA 111	Financial Management & Cost Accounting	-	3	1	0	4
12.	MBA 112	Supply Chain Management	-	3	1	0	4
13.	MBA 113	Management Information System	-	2	1	0	3
MBA Second Year							
14.	MBA 121	Strategic Management	-	3	1	0	4

15.	MBA 122	Consumer Behavior & Marketing Communication	-	2	1	0	3
16.	MBA 123	Entrepreneurship Development & Project Management	-	3	1	0	4
17.	MBA 124	Corporate Governance & Ethics	-	3	1	0	4
18.	MBA 130	Summer Training Project	-	0	0	4	2
19.	MBA 140	Research Project Part-I	-	0	0	4	2
20.	MBA 141	Seminar	-	0	0	4	2
21.	MBA 142	Comprehensive Viva	-	-	-	-	2
22.	MBA 150	Research Project Part-II	Research Project Part-I	0	0	12	6

Programme Electives (Semester III & Semester IV)

S.N.	Paper Code	Subject	Prerequisite Subject	L	T	P	Credits
Specialization Groups							
Human Resource Management (HR)							
1.	MBAHR1	Cross Cultural & Global Management	Organizational Behavior & Group Dynamics	2	1	0	3
2.	MBA HR2	Industrial Relations & Labour Enactments	-	3	1	0	4
3.	MBA HR3	Team Building & Leadership	Organizational Behavior & Group Dynamics	2	1	0	3
4.	MBA HR4	Negotiation & Counseling	Human Resource Management	3	1	0	4
5.	MBA HR5	Performance Management	Human Resource Management	2	1	0	3
6.	MBA HR6	Knowledge Management	--	2	1	0	3
Marketing Management (MK)							
7.	MBA MK 1	Marketing of Services	Marketing Management	2	1	0	3
8.	MBA MK 2	Brand Management	Marketing Management	2	1	0	3
9.	MBA MK 3	Sales & Distribution Management	Supply Chain Management	3	1	0	4
10.	MBA MK 4	Retail Management	-	3	1	0	4
11.	MBA MK 5	Customer Relationship Management	-	2	1	0	3
12.	MBA MK 6	Marketing Research	Research Methodology	2	1	0	3
13.	MBA MK 7	Digital Marketing	-	3	1	0	4
14.	MBA MK 8	Integrated Marketing Communication	-	2	1	0	3
Financial Management (FM)							
15.	MBA FM 1	Management of Working Capital	Financial Management & Cost Accounting	2	1	0	3
16.	MBA FM 2	Security Analysis and Investment Management	Financial Management & Cost Accounting	3	1	0	4
17.	MBA FM 3	Management of Financial Institutions & Services	Financial Management & Cost Accounting	2	1	0	3
18.	MBA FM 4	Tax Planning & Financial Reporting	-	3	1	0	4
19.	MBA FM 5	Behavioral Finance	-	2	1	0	3
20.	MBA FM 6	Multinational Finance & Forex Management	Financial Management & Cost Accounting	3	1	0	4
21.	MBA FM 7	Financial Derivatives	Financial Management & Cost Accounting	3	1	0	4
Information Technology (IT)							
22.	MBA IT 1	Database Management System	Computer Application in Management	3	1	0	4

23.	MBA IT 2	System Analysis, Design and Software Engineering	-	3	1	0	4
24.	MBA IT 3	Data Communication & Network	-	2	1	0	3
25.	MBA IT 4	Electronic Commerce- Concept & Applications	Computer Application in Management	3	1	0	4
26.	MBA IT 5	Enterprise Resource Planning	Computer Application in Management	3	1	0	4
27.	MBA IT 6	Managing IT Enabled Services	-	2	1	0	3
28.	MBA IT 7	Cyber Security for Business	-	3	1	0	4
29.	MBA IT 8	Cloud Computing for Business	-	3	1	0	4
International Business (IB)							
30.	MBA IB 1	International Marketing	Marketing Management	3	1	0	4
31.	MBA IB 2	International Business Environment and Foreign Exchange Economics	Business Environment	3	1	0	4
32.	MBA IB 3	Export Management and Documentation	-	3	1	0	4
33.	MBA IB 4	International Logistics Management	Supply Chain Management	3	1	0	4
34.	MBA IB 5	International Financial Management	Financial Management & Cost Accounting	2	1	0	3
35.	MBA IB 6	International Marketing Research	Research Methodology	2	1	0	3

Subjects offered for other Departments

S.N.	Paper Code	Subject	Prerequisite Subject	L	T	P	Credits
1.	MBA-01	Industrial Management	-	2	1	0	3
2.	MBA-02	Engineering & Managerial Economics	-	2	1	0	3
3.	MBA-03	Public Administration	-	3	1	0	4
4.	BOE-19	Entrepreneurship Development	-	2	1	0	3
5.	BOE-20	Organization Behaviour and Personnel Management	-	2	1	0	3
6.	BOE-21	Principles of Management	-	2	1	0	3

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Fundamentals management provides an insight to managers to manage an organization. The principles empower managers to decide, what should be done to accomplish given tasks and to handle situations, which may arise in management. It makes managers more efficient.
2. It is helpful in identifying the areas of management in which existing & future managers should be trained.
3. Management principles makes the role of managers' concrete. Therefore, these principles act as ready reference to the managers to check whether their decisions are appropriate.

UNIT I

9

Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline and activity, Managerial Roles and Skills ; Management Thought and Thinkers-Details: Scientific Management (F.W.Taylor, Gantt, Glibreths.); Classical Organization Theory (Henry Fayol, C.I. Barnard, M.P. Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach.

UNIT II

9

Decision Making-Phases, steps of Decision Making; Nature of managerial decision making and its types; Conditions of Certainty, Risk and Uncertainty; Bounded rationality (Herbert Simon); Barriers to decision making; Individual and Group Decision making. Management Process-Planning : Nature Scope; Steps; Principles; Types of plans); Organizing (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Work division; Span of Management; Delegation; Decentralization; Coordination; Formal & Informal Organizations; Forms of Formal Organizational Structures, Importance of Direction)

UNIT III

9

Management Process - Communication : Importance; Types; Process; Channels; Barriers; Communication Network in organizations-vertical, horizontal, diagonal & informal, Controlling: Meaning, Steps, Importance, Sources, Designing the control process, Effectiveness of Control Systems.

UNIT IV

9

Issues of Relevance-Transnational environment and perspectives of business, Quality Management – basic insights of prominent thinkers, Quality of Work Life (QWL); Japanese Management, Search for Excellence, Human Values in Management –Indian perspectives, values for managers, ethical dilemma in Management, Self –development, lessons from Ancient Indian tradition,

Books & References:

1. James F. Stoner, et al : Management, Pearsons Education Delhi
2. Harold Koontz Heinz Weihrich: Management, Tata McGraw Hill Pub. Co., Delhi
3. R.N. Singh : Management Thought & Thinkers, S.C.& Co., Delhi
4. S.K. Chakraborty : Management By Values, Oxford Univ. Press, Delhi

Course category : Departmental Core

Pre-requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To prepare the account of concern business using these accounting skills like trading account, Profit and Loss account and Balance sheet.
2. Prepare and analyse the Fund Flow Statement and Cash Flow Statement.
3. Analyse the financial statement using various ratios and financial statements analysis tools and techniques.
4. Provide the current position of the concern business to the stakeholders like proprietors Public and Government etc.

UNIT I

9

Financial Accounting: Definition, Nature and Scope of Accounting. Accounting Principles,

Accounting Concepts: Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, **Accounting Conventions:** Consistency, Full Disclosure, Conservatism and Materiality. Indian Accounting Standards, Difference between traditional and modern accounting

UNIT II

9

Orientation in Accounting: Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger, Sub-division of Journals, Preparations of Trial Balance, Capital and Revenue, Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet, Adjustment Entries

UNIT III

9

Analysis of Financial Statement: Financial Statements - Meaning, Nature and Limitations. Meaning of Financial Analysis, Significance of Financial Analysis to Different Parties, Vertical vs. Horizontal Analysis, Internal vs External Analysis, Trend percentages and Common size statement

Techniques of Financial Analysis: Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios

Du-point Analysis: Funds Flow Statement- Meaning and Need, Preparation and Interpretation, Cash Flow Statement - Meaning, Need, Preparation and Interpretation

UNIT IV

9

Valuation of Assets: Valuation of Shares - Need and Methods. Asset Backing and Yield, Valuation of Goodwill - Need and Methods, No. of years Purchase of Average Annual Profit, No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods, First in First out (FIFO), Last in First out (LIFO), Average cost. Special Identification,

Price Level Changes and Accounting: Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost

Current Issues: Forensic Accounting, Money Laundering, Financial intelligence.

Books & References:

1. H.G. Guthman: Financial Statements Analysis, PHI
2. Myer: Financial Statements Analysis PHI
3. Robert Anthony & Reece: Management Accounting – Text & Cases, Richard D. Irwin,
4. Morton Backer: Modern Accounting Theory, PHI
5. Roy, A. Foulke: Financial Statement Analysis, McGraw-Hill
6. Shukla & Grewal: Advanced Accounts, S. Chand & Company Limited
7. Mukherjee & Roy: Studies in Accounting Theory, World Press Pvt. Ltd. Calcutta

8. Khan & Jain: Management Accounting, Tata McGraw-Hill Education

(REVISED) MBA-103

MANGIERIAL ECONOMICS

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Economics students in general will be able to pinpoint and understand the past, present economic conditions of the country.
2. They will also be able to forecast the future course of changes and development through their knowledge of policies and programmes set by the governments and other development agencies.
3. They will be equipped with the techniques to find solution of the problems like mobilization of manpower and materials available in the country.

UNIT I

9

Basic Concepts of Economics- Nature, Significance and scope of Economics, Micro Economics and Macro Economics, Problem of Scarcity, Solving Economic Problems-Managerial Economics and Decision making, Concept of Marginal Value and Equilibrium, Recent economic issues and development, Profit: Concept of Profit. Accounting Profit and Economic Profit, Analysis and Profit Forecasting, Theories of Profit, Dynamic Theory of Profit, Risk and Uncertainty-Bearing Theory of Profit, Innovation Theory of Profit, Social Impact Assessment.

UNIT II

9

Demand Analysis- Theory of Demand, Types of Demand and their characteristics, Kinked Demand Curve, Law of Demand, Shift in Demand, Price Elasticity of Demand and Types, Income Elasticity, Cross and Price Elasticity, Utility Analysis- Cardinal Approach of Utility, Consumer Equilibrium, Ordinal Approach of Utility, Indifference Curve, Supply Analysis –Law of Supply and Elasticity of Supply and its uses in managerial decision making, Forecasting- Techniques of Demand- Qualitative Techniques and Quantitative Techniques.

UNIT III

9

Cost Analysis-Concept of Cost and Cost Classification, Law of Variable Proportions - Increasing, Decreasing and Constant Return, Cost - Output Relationship in short-run and Long-run, Production Functions, ISO-Cost Curves and their significance in cost analysis, Economies of Scale: Internal and External, Least Cost Combination, Concept Estimation of Revenue: Average Revenue, Marginal Revenue, Total Revenue.

UNIT IV

9

Market Structure -Perfect and Imperfect Market Structures, Perfect Competition, Equilibrium Price, Pricing under Perfect Competition, short-run and Long-run price under perfect competition, Pricing under Monopoly and Monopolistic Competition, Oligopoly, Discriminating Prices and Dynamic Pricing.

National Income- Definition of National Income, Measurement of National Income – Net output or value method, Factor Income method, Expenditure method, Growth and composition of India's National Income.

Books & References:

1. P.L. Mehta, Managerial Economics, Analysis, Problems and Cases, Sultan Chand Sons, New Delhi.
2. Varshney and Maheshwari, Managerial Economics, Sultan Chand and Sons, New Delhi.

2. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). Marketing Management: A south Asian Perspective (13th ed.). New Delhi: Pearson
3. Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). Basic Marketing. New Delhi: TataMcGraw-Hill
4. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing Management: Global Perspective Indian Context (4th ed.). New Delhi: Macmillan
5. Saxena, R. (2009). Marketing management (4th ed.). New Delhi: Tata McGraw Hill

MBA-105 ORGANISATIONAL BEHAVIOUR & GROUP DYNAMICS

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To help the students to acquire and develop skill to take rational decisions in organisation.
2. Analyse the complexities associated with management of the group behaviour in the organization.
3. Demonstrate the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization.

UNIT I

6

Understanding Organization, Behavior & OB-Organization as a Social Unit, Concept of Learning Organization, and Roles & Skills of Managers, Knowing Behavior- approaches to understand it (Cognitive, Behavioristic & Social Cognitive) Field of OB: Individual, Groups & Systems, Challenges & Opportunities of OB. Organizational Change- Concept, Resistance to and managing change

UNIT II

6

Bases of Individual Behavior-Basic individual differences (ability & biographical characteristics), Personality-Meaning, “Big –Five” Personality Traits and MBTI

Perception- Meaning, Role of Object, Environment and Observer; Judging Others.

Learning- Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behavior (reinforcement, punishment, & extinction)

Leadership & Organizational Change- Concept and Different Theories

UNIT III

6

Attitudes- Components, functions, changing attitudes, work attitudes (Job satisfaction & Organizational Commitment)

Motivation- Concept, Content Theories, Process Theories, and Contemporary Theories

Communication: Process, types, barriers; Grapevine

Transactional Analysis- Four Life positions, Influence, Power & Politics: Concept of influence, bases of power, political behavior: concept & contributing factors

UNIT IV

6

Groups- Types, their development stages, concept of role, status, norms size and Group cohesiveness, Group decision making techniques, Group Think & Group Shift

Stress & Conflict- meaning& causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills

Books & References:

1. Organizational Behaviour - Uma Sekaran
2. Organizational Behaviour - Fred Luthans

3. Organizational Behaviour - K.Aswathappa
4. Human Behaviour at Work - Keith Davis
5. Organizational Behaviour - Jit S.Chandran
6. Human Relations & Organizational Behaviour - R.S.Dwivedi
7. Organizational Behaviour - McShane
8. Organizational Behaviour - Sharma
9. Essentials of Management – Koontz – TMGH

MBA-106 HUMAN RESOURCE MANAEGEMENT

Course category : Departmental Core

Pre- requisites :-

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources.
3. To develop relevant skills necessary for application in HR related issues.
4. To Enable the students to integrate the understanding of various HR concepts along with the domain concept to take correct business decisions.

UNIT I

9

Concept, Nature Scope and significance of personnel Function in Modern Organisations. Evolution and Philosophy of Management of Human Resource, Dimensions of Human Resource Management Policies, Present Status of Human Resource Management in India

UNIT II

9

Manpower Policy and Planning, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion and Discharge

UNIT III

9

Nature, Objectives, Scope of Training and Development, Assessment of Training Needs for Managerial and Non-managerial, Personnel, Methods and Techniques of Training and their Evaluation, Performance Appraisal, Nature, Objectives and Methods

UNIT IV

9

Need – for Retional Wage Policy, Job Evaluation, Wage Structure, Fringe, Benefits, Financial and Non-Financial Benefits, Personnel Control-Research and Audit. Trade Union, Collective Bargaining, Industrial Disputes Causes and Settlement, Disciplinary action and grievance handling

Books & References:

1. E. Flippo, Principles of Personnel Management
2. Monnappa & Saiyadin, Personnel Management
3. L.M. Prasad, Human Resource Management
4. Monnappa, Industrial Law
5. Ashwathapa, Human Resource Management and Personnel Management

MBA-107**BUSINESS ENVIRONMENT**

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Explain the concept of the various constituents of environment and their impact on businesses.
2. Apply the trade theories, investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare.
3. Analyse the principle and the different exchange rate regimes' impact on businesses.
4. Integrate the concept and opening economies of developing countries like India through RTB and multilateral route

UNIT I**9**

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning In India-Planning Commission- Liberalisation and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

UNIT II**9**

Indian Financial System : Monetary And Fiscal Policy, Economic Trends, Price Policy, Stock Exchange Of India, Role of regulatory institutions in Indian financial system – RBI and SEBI , National Income, Role of Industry in Economic Development, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

UNIT III**9**

Direct & Indirect Taxes (MODVAT), (CENVAT), Competition Act 2002 & FEMA Acts, Philosophy and strategy of planning in India.

Liberalization, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment, World Trade Organization (WTO), Redefining Value Proposition to MSMEs

UNIT IV**9**

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

Books & References:

1. Shaikh & Saleem - Business Environment (Pearson, 2nd Edition)
2. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
3. Mittal - Business Environment (Excel Books).
4. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
5. Fernando-Business Environment (Prentice hall)
6. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
7. Paul Justin - Business Environment Text and Cases (Tata McGraw Hill)

MBA-108**BUSINESS LAWS**

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Demonstrate an understanding of the Legal Environment of Business.
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology.

UNIT I **9**

Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency

UNIT II **9**

Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sale of Good Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach

UNIT III **9**

Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques

Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

UNIT IV **9**

Consumer Protection Act, 1956

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties

The Information Technology Act, 2000 Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Books & References:

1. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13th Edition)
2. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. Relevant Acts

(REVISED) MBA-109 RESEARCH METHODOLOGY

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Demonstrate the use of knowledge of the research processes (reading, evaluating, and developing) for the specific problem.
2. Solve the problem of the society/industry by using these research skills, tools and techniques.
3. Identify, explain, compare, and prepare the key elements of a research proposal/report and describe sampling methods, measurement scales and instruments, and appropriate uses of each.
4. Demonstrate how educational research contributes to the objectives of doctoral program and specific career of the students as well as the objectives of the concern industry/business.

UNIT I

9

Introduction to Research- Concept, Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in research, Types of Research, Review of Literature, Research process, research Design, Exploratory Designs- Descriptive designs- Longitudinal and cross-sectional analysis.

UNIT II

9

Qualitative research techniques – (a) Based on questioning: Focus groups, Depth interviews, Projective techniques, (b) Based on observations: case study method, Ethnography, Grounded theory, Participant observation, Causal research – Basic experimental designs – Internal and External validity of Experiments.
Quantitative research: concept and limitation, Parametric and Non-Parametric Test, Formulation of Hypothesis statement- characteristics of a good hypothesis, drafting of the research proposal, various sources of data collection- sources of primary data & secondary data.

UNIT III

9

Primary data – Questionnaire design - Administration and analysis considerations in design - Attitude measurement– scaling techniques. Observation method of primary data collection, Web based primary data collection – issues of reach, analysis, accuracy, time and efficiency.
Secondary data- internal and external sources, Sampling- sampling methods- sampling and non sampling errors- sample size calculation- population and sample size- large and small samples- practical considerations in determining sample size.

UNIT IV

9

Quantitative Data Analysis- Univariate analysis – Bivariate analysis – Multivariate analysis, Simple and cross tabulation, simple and multiple regression, Factor analysis, Introduction to Bayesian Decision Theory and Fuzzy Logic.
Hypothesis testing – Types of tests and test selection, T-Test: One sample test, Two-Independent Sample tests, and Two-related sample tests. Chi-square test, tests for large and small samples. Z-Test: Concept and application, Report writing – forms of report – fundamentals of a good report, Introduction to MATLAB, SPSS.

Books & References:

1. Research Methodology – C.R. Kothari
2. Methodology and Techniques of Social Research – Wilkinson, Bhandarkar
3. Research Methodology – Dr. V.P. Micahel
4. Research Design and Methods – Kenneth S. Bordens
5. Business Research Methods – Donald R. Koope

MBA-110**PRODUCTION & OPERATIONS MANAGEMENT**

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Demonstrate an understanding of the concepts of production and operation management.
2. Demonstrate the ability to apply some mathematical forecasting techniques.
3. Demonstrate an awareness and an appreciation of the importance of the operations and supply management to the sustainability of an enterprise

UNIT I**9**

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning.

UNIT II**9**

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

UNIT III**9**

Basic Concept & Philosophy of Supply Chain Management; Essential features, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule

UNIT IV**9**

Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis.

Logistics Management: Logistics as part of SCM, different models, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM)

Books & References:

1. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
2. Bisen & Singh-Operation & Logistics Management(Excel Books)
3. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
4. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
5. R.V. Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
6. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
7. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

MBA-111**FINANCIAL MANAGEMENT & COST ACCOUNTING**

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Describe the financial environment within which organizations must operate.
2. Critically evaluate the financial objectives of various types of organizations and the respective requirements of stakeholders. As well as discuss the function of capital markets.
3. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances.
4. Assess the factors affecting investment decisions and opportunities presented to an organisation.

UNIT I

9

Evolution of Financial-management, scope and objectives of financial management, agency problem, Time Value of Money, Valuation of bonds and stocks, Source of Long Term funds: Equity shares, Preference share, Debentures, public deposits, factors affecting long term funds requirements

UNIT II

9

Capital Budgeting: Capital Budgeting process, Capital Budgeting Techniques Capital Structure: Determinants of Capital Structure, Capital structure theories, Cost of Capital, Operating and Financial Leverage. Management of Retained Earnings: Retained earnings & Dividend policy, Lease financing: Concepts, types of leases, Advantages and disadvantages of leasing, Working Capital: Concept factors affecting working capital requirements, determining working capital requirements

UNIT III

9

Cost Accounting-Meaning, Scope and Classification of costs, Absorption costing, marginal costing, methods of valuing material issues, Introduction to Break Even Analysis, Use of Cost-data in managerial Decision-making with special reference to pricing and make or buy decisions. Introduction to Standard Costing including Variance Analysis – materials and labour variances, Cost Control Techniques-Preparation of budgets and their control, Zero base budgeting. Standard costing and Variance analysis, Responsibility accounting

UNIT IV

9

Introduction to recent developments in cost management: Introduction to concept of Price Level Accounting, Human Resource Accounting, Target Costing, Kaizen costing Activity based costing, Life Cycle Costing. Introduction to Tally Software Package in Accounting – Creating Companies, journal entries and ledger accounts.

Books & References:

1. Maheshwari, S.N. (14th ed., 2004). Management Accounting and Financial Control. Sultan Chand & Sons.
2. Maheshwari, S.N. (14th ed., 2004). Principles of Management Accounting. Sultan Chand & Sons, New Delhi.
3. Maheshwari, S.N. (2004). Corporate Accounting for Managers. Vikas Publishing House, New Delhi.
4. Narayana Swamy (2nd Ed., 2005). Financial Accounting a Managerial Perspective. Prentice Hall of India.

MBA-112 SUPPLY CHAIN MANAGEMENT

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To understand the foundational role of logistics as it relates to transportation and warehousing.
2. To understand how Logistics, Supply Chain, Operations, Channels of Distribution fit in to various types of Business

viz., Manufacturing, Service and Project.

3. To Identify and Analyse Business Models, Business Strategies and, corresponding Competitive Advantage.

UNIT I **9**

The Foundation of Supply Chain Management-Overview and Evolution of Supply Chain Management; Supply Chain Concepts and Models; Strategic Fit Concept of SCM; SCM- An Organization Spanning Activity; SCM as a Tool to Gain Competitive Advantage.

UNIT II **9**

Key Processes of Supply Chain Management-Supply Chain Planning; Purchasing in Supply Chain; Supply Chain Network Design & Manufacturing; Inventory and Warehousing in SCM; Supply Chain Transportation Decisions.

UNIT III **9**

SCM Enablers-Tools and Techniques of Information & Communication Technology (ICT) in Supply Chain; Supply Chain Forecasting; Buyer-Supplier Partnership; Customer Relationship Issues in SCM

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises – numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

UNIT IV **9**

SCM Administration-Supply Chain Cost Analysis & Pricing; Supply Chain Risk Management; HR Issues in SCM; Supply Chain Performance Measurement

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

Books & References:

1. Chopra Sunil & Meindell P. : Supply Chain Management, Pearson Pub., New Delhi
2. Agrawal D.K. : Supply Chain Management, Macmillan Press, New Delhi
3. Shah J. : Supply Chain Management, Pearson Pub., New Delhi
4. Ballou R.H. : Business Logistics / SCM, Pearson Pub., New Delhi
5. David Simchi-Levi et al. : Designing and Managing the Supply Chain: McGraw-Hill.
6. Jeremy F. Shapiro: Modeling the Supply Chain, Duxbury.

MBA-113 **MANAGEMENT INFORMATION SYSTEM**

Course category : Departmental Core

Pre- requisites :-

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Understands the concept, its development and management support for the Management Information System
2. Ability to define needs and dimensions of MIS, steps for short- and long-range plans and budget for MIS.
3. Analyses the elements and data sources, constraints and develops formats and documents of MIS.
4. Develops methods, planning for implementation and process of evaluation of MIS

UNIT I **6**

Meaning and role of Management Information System, Development of Management Information system, Organisation for Management Information System, Systems and user training; Top Management Support for

Management. Information System

UNIT II

6

Meaning, needs and dimension of Management information system Plan, Strategic Planning for Management Information System, Step in Planning; Information System; Steps in Planning Information needs for short and long-range plans budgeting for management information system.

UNIT III

6

Information elements and data sources; constraints in Management Information System design, Information flow charts; Documentation and Formats in Management Information System, Alternative Approaches to Design.

UNIT IV

6

Methods and tasks in implementation, Planning for implementation, Behavioural implications in Management Information System, Approaches and process of evaluation of Management Information System. Case Study

Books & References:

1. Brein James, Computer in Business Management An Introduction
2. Murdick, Robert G., Information System for Modern Management
3. Contar Jesome, Management Information System
4. Bentley Trevoi, Management Information System and Data Process
5. Davis Gozdam B. & Dason, Modern Information System
6. Jawedekar W.S., Management Information System
7. Schulthesis, Management Information System.

MBA-121 STRATEGIC MANAGEMENT

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.

UNIT I

9

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, Impact of Internet and E-Commerce, Role of Strategic Management in Global Competitiveness

UNIT II

9

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy

UNIT III

9

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions,

Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice

UNIT IV

9

Strategy Implementation through structure, through Human Resource Management: through values and ethics. McKinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

Books & References:

1. Carpenter-Strategic Management (Pearson)
2. Kazmi A. - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)
3. Kachru - Strategic Management: (Excel Books)
4. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
5. Trehan- Strategic Management (Wiley)
6. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)
7. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (FrankBrothers)
8. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)

MBA-122 CONSUMER BEHAVIOUR & MARKETING COMMUNICATION

Course category : Departmental Core

Pre- requisites :-

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To understand consumer behaviour in an informed and systematic way.
2. To analyse personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
3. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
4. To give the students a perspective to understand the application of market research in framing effective marketing strategies..

UNIT I

6

Understanding Consumer Behavior-Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Factors influencing Consumer Behavior, Consumer Decision making process-Concept of Consumer Decision; Consumer Motivation-The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behavior; Involvement of Consumer

UNIT II

6

Consumer Learning and Experience-Introductions to Consumer Learning; Learning Theories; Brand Equity and Brand Loyalty, Group Influence on Consumption-Role of reference groups; Effect of reference groups on consumer decision making; Examples of endorsement by celebrities, Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets

UNIT III

6

Values, Lifestyles, and Psychographics-Impact of Values, Lifestyles and Psychographics on buying behavior, Organizational Buying Behavior-Difference between Consumer and organizational buying; Factors affecting Organizational Buying, e-Consumer Behavior- e-Business; Applications to Consumer Behavior; Changing Indian

UNIT IV

6

Introduction: Concept of Integrated Marketing Communications (IMC), Promotion mix - Advertising, Sales Promotion, Publicity, Personal Selling, Direct marketing and direct response methods, Interactive / Internet Marketing, Objectives for IMC Programs: Determining Promotional Objectives, DAGMAR approach, establishing and allocating promotional budget, IMC Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. Media Management- Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research. Facilitators in IMC-Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship

Books & References:

1. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. D. I. Hawkins, R. J. Best, and K. A. Coney: Consumer Behavior: Building Marketing Strategy, Tata McGraw- Hill Publishing Company Limited.
3. F. R. Kardes : Consumer Behavior and Managerial Decision Making, Prentice Hall of India Private

MBA-123

ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Develop idea generation, creative and innovative skills.
2. Aware of different opportunities and successful growth stories.
3. Learn how to start an enterprise and design business plans those are suitable for funding by considering all dimensions of business.
4. Understand entrepreneurial process by way of studying different case studies and find exceptions to the process model of entrepreneurship.
5. Run a small enterprise with small capital for a short period and experience the science and art of doing business

UNIT I

9

Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concepts of Entrepreneur, Manager, Intrapreneur/Corporate Entrepreneur-comparative study-Roles, Responsibilities, Career opportunities, Entrepreneurship as a career, Entrepreneurship as a style of management, **The changing role of the Entrepreneur:** mid career dilemmas – Closing the window: Sustaining Competitiveness - Maintaining competitive advantage

UNIT II

9

Theories of Entrepreneurship: □ Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen

Influences on Entrepreneurship Development: Entrepreneurial Traits, External Influences on Entrepreneurship Development: Entrepreneurial culture with special reference to Intrapreneurship / Corporate Entrepreneurship.

Entrepreneurial Success and Failure: Reasons and Remedies.

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

UNIT III

9

Project Management Concepts: Concept and characteristics of a project, importance of project management, types of project, project organizational structure, project life cycle, Statement of Work, Work Breakdown Structure.

Project Planning: Project Planning and Scheduling techniques: developing the project network USING CPM/PERT, constructing network diagram, AON basics, Forward Pass and backward pass, Limitations of CPM/PERT, Precedence Diagramming Method, constructing diagram and computations using precedence diagramming method, PERT/CPM simulation, reducing project duration.

UNIT IV

9

Project performance Measurement and Control: Monitor and assess project performance, schedule, and cost. Earned value Management, performance measurement. methods to monitor, evaluate, and control planned cost and schedule performance.

Project Closure/ Termination: Meaning of closure/ termination, project audit process, termination steps, final closure

Books & References:

1. Dynamics of Entrepreneurship Development – Vasant Desai.
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development New Venture Creation – Satish Taneja, S.L. Gupta
4. Project management – K. Nagarajan.
5. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process” Tata McGraw-Hill
6. Jack Meredith, Samuel J. Mantel Jr. “Project Management- A Managerial Approach” John Wiley and Sons

MBA-124

CORPORATE GOVERNANCE & ETHICS

Course category : Departmental Core

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Demonstrate an enhanced appreciation for the relevance and practical application of ethics in the role of management.
2. Critically evaluate the range of ethical issues that arise in management, and business organizations and the theories that are used to model these issues and demonstrate an ability to propose solutions to those issues.
3. Critically evaluate the different ways in which people may respond to ethical issues at work and what may influence such responses. Demonstrate detailed knowledge of the development of Corporate Social Responsibility and the responsibilities of business corporations beyond profit maximization.

UNIT I

9

Genesis of Corporate Governance: Evolution, Principles, Main Drivers, Ownership and control. Main Drivers, Theories and Models, Structure and composition of company Boards: Chairman, CEO, Executive, Non-executive and Independent Directors. Role and responsibilities of the Chairman and Board of Directors; Board Committees and their role and functions: Corporate Social responsibility and triple bottom line.

UNIT II

9

Finance, Audit, Compensation and other Statutory Committees, Legislative Framework in India: the Companies Act, the SEBI Act and other enactments including the Reports of Prominent Committees on Corporate Governance in

India. Global Practices on Corporate Governance in the World and their impact on corporate world.

UNIT III

9

Conceptual Framework: Ethical considerations in everyday business. Business ethics as corporate governance tool, the costs of being unethical. Nature of business-purpose and goals: profit maximization versus corporate social responsibility. Changing work values from modernism to post-modernism. Distributive Justice and Economic wealth, Ethical audit, codes of conduct. Ethical training, Ethics issues in Multinational organizations

UNIT IV

9

Discipline & discharge, of remuneration, Standard deviations & performance related pay and perks, reorganization, rationalization & redundancy. Financial issues: mergers & acquisitions, insider trading, financial statement. Job discrimination: gender & caste issues, sexual harassment. Insider trading & proprietary data, bribes & kickbacks, gifts & entertainment, whistle blowing. Issues before consumers: product safety, price packaging & labelling, deception and unfit advertising.

Environmental issues: pollution control, animal protection, value & protection of the eco system. Corporate wrongdoing

Books & References:

1. Fernando, A. C. (2006). Corporate Governance. New Delhi: Pearson Education.
2. Kevin, K. (2005). Corporate Governance. England: John Wiley & Sons.
3. Prasad, K. (2006). Corporate governance. New Delhi: Prentice Hall of India.
4. Tricker, Bob. (2009). Corporate governance. New York: Oxford University Press.
5. AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.
6. Chakraborty, S. K. (2001). The Management and ethics omnibus. New Delhi: Oxford University Press.
7. Malachowski, A. (2001). Business ethics: Critical perspective on business and management. London: Routledge.
8. Malden, M. (2002). The Blackwell Guide to Business Ethics. New York: Blackwell.
9. Murray, D. (2001). Ethics in Organization. India: Kogan Page.
10. Petrick, J. A., & Quinn, J. F. (1997). Management ethics: Integrity at work. New Delhi: Response Books.
11. Robert, A. (2009). Business ethics and ethical business. USA: Oxford University Press.

MBA HR1

CROSS CULTURAL & GLOBAL MANAGEMENT

Course category : Program Elective
Pre- requisites : Organizational Behavior & Group Dynamics
Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0
Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. The ultimate goal is to provide suitable feedback regarding different cultural practices with employees and employer on global level.
2. Identify, analyse, evaluate and communicate information reflective of negotiation and management formats and in cross cultural contexts.
3. Incorporate theories, concepts and models relevant to the global and cultural context of an international business issue or case.

UNIT I

6

Defining and understanding culture, nationality and stereotypes; Social and Cultural concepts and their influence in international business organizations

UNIT II

6

Theoretical Approaches to cross-cultural analysis-George Murdock to Fons Trompenaars; Cross-Cultural Research

and Hofstede's Hermes Study; Ethics and Morality in International Business.

UNIT III

6

Human Resource Management in Cross Cultural Context: Managing Expatriates; Entry and re-entry challenges and culture shock; Training of expatriates; Performance Evaluation; Expatriate compensation; Regulatory and legal framework for expatriates; Managing Expatriate Diversity.

UNIT IV

6

Communication and Negotiation in cross-cultural context; Regional and country cluster analysis.

Books & References:

1. Adler, N. J., & Gundersen, A. (2008). International Dimensions of Organizational Behavior (5th ed.). USA: Thomson Learning.
2. Browaeys, M. J., & Price, R. (2008). Understanding cross-cultural management. New Delhi: Prentice Hall.
3. Thomas, D. C. (2008). Cross cultural management: Essential concepts (2nd ed.). New Delhi: Sage.
4. Dowling, P. J., Festing, M., & Engle, Sr. A. D. (2008). International human resource management (5th ed.) London: Thompson Learning.

MBA HR2

INDUSTRIAL RELATIONS & LABOUR ENACTMENTS

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To train Human Resource students in reference to basic labour law related practices in our country.
2. The students should be able to illustrate the role of trade union in the industrial setup.
3. Students should be able to outline the important causes & impact of industrial disputes.

UNIT I

9

Principles involved in labour legislation in India, Impact of Industrial Revolution and Capitalis on labour problems. Origin and growth of labour legislation in India, classification of labour legislation in India

UNIT II

9

The Factories Act, 1948, The Maternity Benefit Act, 1961, The Minimum Wages act, 1948 , The Industrial Employment (Standing Orders) Act, 1946, The Payment of Bonus Act, 1966, The Apprentices Act, 1969, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959

UNIT III

9

Workmen's Compensation Act, 1923 (Chapters I,II & III), Employees Provident Fund Act 1952 (Chapters I and II), Employees State Insurance Act, 1948 (Chapters I, II, IV & V), Payment of Gratuity Act, 1972

UNIT IV

9

Introduction to Industrial Relation-Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme. Industrial Conflicts/Disputes- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos, Ways to achieving industrial peace, Code of discipline in industry. Grievances Handling- meaning, nature, causes of grievances, procedure for redressal. Collective Bargaining-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, pre-requisite of effective collective bargaining, collective bargaining in India. Trade Unions Act, 1926 (Chapters I, II, III & IV), Industrial Disputes Act, 1947 (Chapters I,II, V, VI, VII, VIII & IX)

Books & References:

1. State and Labour in India : A.N. Vaid, Asia Publishing House,
2. Labour Relations Law in India S.L. Agrawal
3. Law and Practice Relating to Lay off Retrenchment and Closure V.P. Oxford and IBH Publishing Co. Delhi.
4. Report of National Commission on Labour, Govt. of India.
5. The Indian Labour year Book (Latest issue) Ministry of Labour Govt. of India.
6. Labour Laws in India, By V.K. Kapoor,
7. The Relevent Acts (Govt. of India).
8. Labour Act Industrial Laws by S.N. Mishra, Central Law Publications, Allahabad.
9. Owen, W.V. & Finston, H.V : Industrial Relations, Appleton-Century-Crofts
10. Heckman, I.L. & Hunuyager, S.C : Management of Personnel Function, London: Business Publication Ltd

MBA HR3 TEAM BUILDING & LEADERSHIP

Course category : Program Elective

Pre- requisites : Organizational Behavior & Group Dynamics

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To build and develop student's competency in leadership and teamwork skills based on the experimental learning.
2. Students will gain the practical aspects of the process of teamwork and team leadership.
3. To create new, unpredictable situations that lend themselves to chaotic outcomes causing students to exhibit new leadership abilities..

UNIT I**6**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Assessing Leadership & Measuring Its effects

UNIT II**6**

Focus on the Leader – Power and Influence; Leadership and Values. Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change

UNIT III**6**

Groups, Teams and Their Leadership, Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion, Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model

UNIT IV**6**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

Books & References:

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
2. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
3. West Michael - Effective Team Work (Excel Books, 1st Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)

3. To understand different approaches to performance measurement.
4. To design a performance management system.
5. To understand and develop key skills involved in effective performance management.

UNIT I **6**
 Defining Performance Management and PMS; Defining and Identifying Performance Indices: KPAs and KRAs for various job holders

UNIT II **6**
 Scaling and Measuring Performance levels of Individuals and Teams: Tools and Formats; Strategies to neutralize Cognitive Stereotypes and Subjectivity

UNIT III **6**
 Performance Review Methods: 360-Degree System, BARS, and Balanced Score Card System; Conducting Performance Feedback Sessions – Feedback Interview and Counseling; Competence Mapping and Potential Assessment

UNIT IV **6**
 Performance Planning and Setting Performance Targets and Standards; Defining and Measuring Performance Standards in Service Sector; Designing Performance Evaluation Forms and Rating Scales; Integrating Performance Evaluation with HR systems, including Training, Rewards and Recognition, Career Progression; Evaluating Efficacy of PMS system.

Books & References:

1. Aguinis, H. (2008). Performance management (2nd ed.). USA: John Wiley.
2. Armstrong, M. (2007). Performance management: key strategies and practical guidelines (3rd ed.). London: Kogan Page.
3. Rao, T. V. (2004). Performance management and appraisal systems. New Delhi: Response.
4. Sanghi, S. (2008). The handbook of competency mapping (2nd ed.). New Delhi: Response, Sage.
5. Richard, L., & Brian, J. H. (2006). Harvard Business Essentials: performance management: measure and improve the effectiveness of your employees (2nd ed.), Boston: HBS Press.

MBA HR6 KNOWLEDGE MANAGEMENT

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. The students will be able to understand the characteristics, components and concept of knowledge economy and its management.
2. Understand need of knowledge organization, knowledge management process cycle, strategy and its development.
3. The ability to understand knowledge management system through IT, to face the future challenges of knowledge management for grooming the career.
4. Improves the overall performance by promoting the learning efficiency, innovation, competitive challenges, creation, dissemination and utilization of knowledge management

UNIT I **6**
 Knowledge Economy-Concept of Knowledge; the Data-Information-Knowledge-Wisdom Relationship

(Knowledge Hierarchy); Organizational Knowledge; Characteristics of Organizational Knowledge; Components of Organizational Knowledge (Tacit vs. Explicit Knowledge) Transformation of an Enterprise through Knowledge Management-Concept of Knowledge Management; Characteristics of Knowledge Management

UNIT II

6

Creating Knowledge Management System in Organizations-Need for a Knowledge Management System; the Knowledge Management Process Framework; Knowledge Management Process; Knowledge Life Cycle The Knowledge Organization-Knowledge Organization; Characteristics of Knowledge Organization; Knowledge Management and Organizational Learning; Knowledge Management Strategy and its Development; the Knowledge Managers

UNIT III

6

Enabling Knowledge Management through Information Technology-Role of Information Technology in Creating Knowledge-Management Systems

Organizational Culture for Knowledge Management-Need for Organizational Culture for Knowledge Management; Ways to Develop Knowledge-Sharing Culture

UNIT IV

6

Looking Ahead: Future of Knowledge Management-Challenges to Knowledge Management; Future of Knowledge Management

Books & References:

1. Amrit Tiwana - The Knowledge Management Toolkit : Orchestrating IT, Strategy, and Knowledge Platforms, Pearson Education Limited
2. Edited; D. Morey, M. Maybury and B. Thuraisingham- Knowledge Management: Classic and Contemporary Works, Universities Press (India) Limited.
3. Edited; R. Gogula- Knowledge Management–A New Dawn, The Institute of Chartered Financial Analysis of India (ICFAI) Press
4. Elias M. Awad, Hassan M. Ghaziri-Knowledge Management, Pearson Education Limited
5. G. Natrajan & S. Shekhar - Knowledge Management: Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited, New Delhi.

(Revised) MBA MK1

MARKETING OF SERVICES

Course category : Program Elective

Pre- requisites : Marketing Management

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To be able to understand practical and theoretical implementation of Services marketing with knowledge of 7p's (Extended 3p).
2. Shall be familiar with the scope of Services marketing in real world.
3. To be able to identify critical issues in the service delivery process with an effective Service marketing system and also issues related to services marketing triangle.
4. To understand the integration of technology with services marketing for better performance.

UNIT I

Introduction to Services Marketing- Emergence of Services Economy, Definitions of Services and Nature of Services, Differences in Goods versus Services Marketing, Classification of Services, Services Marketing Mix,

Trends in Services Marketing.

UNIT II

Consumers' Behaviour for Services- Consumer Decision Making Process and Buying behaviour in services, Meaning and Types of Service Expectations, Zone of Tolerance, Consumer Satisfaction, Segmenting, Targeting and Positioning of Services.

UNIT III

Services Marketing Mix- Services Product Strategies and New Service Product development, Approaches to Pricing Services and Pricing Strategies, Designing the Service Communication and Promotional Mix, Branding of Services, Distributing Services – Context and Options, Physical Evidence of a Service, Effective Service Delivery Process- Strategies for Matching Capacity and Demand, Employees' and Customers' Role in Service Delivery and Services Marketing Triangle.

UNIT IV

Service Quality-Determinants of Service Quality, Gap Model, CRM in Services, Consumer Complaint Behaviour; Consumer Response to Effective Service Recovery, Principles of Service Recovery; Contemporary Issues in Services Marketing: Transaction & Relationship Marketing Concepts and Managing Sustainable Services. Recent Developments in the field of Services Marketing –Paradigm Shift

Books & References:

1. Lovelock, Christopher H, Services Marketing, Pearson Publication, New Delhi
2. Govind Apte, Services Marketing, Oxford Publication
3. Swartz & Lacobucci, Handbook of Services Marketing & Management, Sage Publication
4. Hoffman & Bateson, Services Marketing , Cengage Learning, New Delhi
5. P. Balaji, Marketing of Services, S Chand Publication

MBA MK2

BRAND MANAGEMENT

Course category : Program Elective
Pre- requisites : Marketing Management
Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0
Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Demonstrate knowledge of the nature and processes of branding and brand management.
2. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.
3. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.
4. Formulate and justify brand development decisions.
5. Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

UNIT I

6

Brand & Brand Management- Commodities Vs Brands, The role of Brands, The brand equity concept, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image

UNIT II

6

Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

Developing Product Strategy: Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, New Product Development.

Market Potential & Sales Forecasting: Forecasting target market potential and sales, Methods of estimating markets and sales potential, Sales forecasting, planning for involvement in international Market.

UNIT III

6

Brand Leveraging & Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mind-set, Co-branding, celebrity endorsement

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values

UNIT IV

6

Designing & Sustaining Branding Strategies: Brand Hierarchy, Branding Strategy, Brand extension and brand transfer, Managing brand over time

Managing & Measuring Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation.

Books & References:

1. Managing Brand- A Contemporary Perspective, Tata McGraw Hill
2. Kisholoy Roy, Review of Brand Management –An Indian Perspective, Vrinda Publication P Ltd.
3. S.L. Gupta, Brand Management Text & Cases An Indian Perspective, Himalaya Publication

MBA MK3

SALES & DISTRIBUTION MANAGEMENT

Course category : Program Elective

Pre- requisites : Supply Chain Management

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To develop a customer centric approach to the sales and distribution function.
2. To be able to integrate advertising, sales force and channel members by building non-conflicting and non-overlapping routes to fulfil the needs of the consumer.
3. Developing frameworks for decision taking keeping the customers as the primary focus.

UNIT I

9

Introduction and Evolution of Sales Management- Nature and Role of Sales Management, Sales Strategies- Relationship Strategy; Double win; Hard Sale Vs Soft Sale Strategy, Setting Personal selling objective, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies

UNIT II

9

Recruitment and Selection of Sales Force, Leading Sales Force Management and Motivating the Sales Force, Evaluation and Analysis Sales Motivating, Training Program-Role of a trainer; Training Method- Designing sales training program, and Designing and Administering Compensation: Financial Compensation Methods, Nonfinancial Methods, Sales Contests, Sales Meeting, Sales Contests

Designing Sales Territories and Sales Quota, Designing the Structure and Size of Sales Force, Sales Information System- Planning; Reports, Evaluation of Sales Force: Process Organizing the Sales Force

UNIT III

9

Marketing Channel-Importance; Structure; Flow, Wholesaling: Functions; Classification; Key tasks, Retailing: Organized Retail in India; Types of Retailer; Role of Retailer; E-Tailing, Market Logistics: Scope; Inventory Management; Warehousing; Transportation Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies

UNIT IV

Designing Channel System-Channel Design; Channel Planning, Selecting Channel Partners: Change; Training; Motivating; Evaluating, Channel Management: Use of Power; Channel Conflict, Channel Information System: Elements; Purpose, Channel Performance Evaluation, International Channels: Mode of Entry Decision Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

Books & References:

1. Donaldson B - Sales Management : Theory and Practice (Palgrave)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
3. Spiro - Sales Force Management (Tata Mc Graw Hill, 11th Ed.)
4. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)
5. Rosenbloom – Marketing Channels (Cengage Learning, 7th Ed.)
6. Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8th Ed.)
7. Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E - Marketing Channels (Prentice Hall of India, 6th Ed)

MBA MK4

RETAIL MANAGEMENT

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To introduce the student to the field of retailing management.
2. To understand the problems and issues faced by retailers.
3. Understand the difference between Retail and Manufacturing Supply Chain.

UNIT I

9

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out, Society, Learning, Attitude. Motivation and Perception

UNIT II

9

Situational Analysis: Retail Institutions by Ownership, Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing, Targeting Customers and Gathering Information, Communicating with Customers. Promotional Strategies used in retailing

Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospheric

UNIT III

9

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services, Service Characteristics, Branding, Perceptions of Service Quality.

UNIT IV

9

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, the Internalization Process, Culture, Business and International Management.

Books & References:

1. Newman A.J. and Cullen P, Retailing: Environment and Operations, Vikas Publication
2. Berman B and Evans J.R, Retail Management, Pearson Education
3. Michael Levi M and Weitz BW, Retailing Management, Tata McGraw Hill
4. Dunne Patrick M., Lusch Robert F. and Griffith David A, Retailing, Cengage Learning
5. Cox Roger and Brittain Paul, Retailing: An Introduction, Pearson Education
6. Newman and Cullen, Retailing, Cengage Learning

MBA MK5

CUSTOMER RELATIONSHIP MANAGEMENT

Course category : Program Elective

Pre- requisites :-

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To develop understanding about customer relationship management concepts and frameworks, and how these are applied to form relationships with customers and other internal and external stakeholders.
2. To develop skills to analyse and synthesise information and issues, related to customer relationship management, from several perspectives.
3. To enhance business communication skills required to work effectively within a marketing team.

UNIT I

6

Relationship Marketing- Concept, objectives and importance.

Approach towards marketing: A paradigm shift.

CRM- Definitions, Practices, Cycle, Stakeholders, Significance, Types, Success Factor, Implementation, & Dimensions of Customer Relationship Management.

UNIT II

6

Customer Satisfaction: Concepts, Significance, Components, Models & Rationale.

Customer Loyalty: Concepts, Significance, Benefits, dimensions, Determinants & Drivers.

Service Quality: Concepts, Types, Dimensions & Gaps.

UNIT III

6

E- CRM- Concepts, Features, Advantages, Technologies, Virtual Customer Representative, Customer Relationship Portals, Functional Components.

Database Management: Database Construction, Data Warehousing, architecture.

Data Mining- Characteristics, tools and techniques, Concepts, Significance, Advantages, Use in Call Center, Multimedia Contact Center and Important CRM software.

UNIT IV

6

CRM Emerging Perspectives- Employee- Organization relationship, Employee-Customer linkage, factors effecting employee's customer oriented behavior, Essentials of Building Employee Relationship, Employee

marketing research project of their interest area with submission of research project report and class presentation of the same.

Books & References:

1. Marketing Research, Concept & Cases – Cooper Schindler.
2. Research for Marketing Decisions – Paul Green, Donald Tull, Gerald Albaurn
3. Marketing Research – Nargundkar
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods, Donald S. Tull, Del I. Hawkins

(NEW SYLLABUS)

MBA MK7

DIGITAL MARKETING

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Students shall be able to demonstrate the understanding of Digital marketing and media concepts.
2. Understand the Integrated digital marketing, opportunities and threats associated with it.
3. Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
4. Students can develop digital marketing strategies and segmentation the market for digital marketing.

Unit 1

9

Introduction to Digital Marketing: Concept of digital marketing, The new digital world - shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey. Marketing strategies for the digital world, online marketing-mix, marketing intelligence, customer relationship management, online branding, web traffic building strategy, Managing content in a digital age – content planning and writing. Consumer buying behaviour in the digital-age and factors affecting consumer behaviour.

Unit 2

9

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content and branding and its impact on sales, search marketing, mobile marketing, video marketing, and social-media marketing. Online campaign management; using marketing analytic tools to segment, target and position like Heap Analytics, Mix Panel, Oribi, Google Analytics etc.; overview of search engine optimization (SEO).

Unit 3

9

Designing Organization for Digital Success: Digital transformation, digital leadership principles, online public relations and reputation management. Return on Investment of digital strategies, Role of digital marketing in adding value to business, and evaluating cost effectiveness of digital strategies, Ethical issues in Digital marketing, Cyber Crime, IT Act 2000.

Unit 4

9

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework, issues in digital marketing with reference to security and privacy, Understanding trends in digital marketing – Indian and global context, online communities and co-creation, future of e- marketing: new techniques and apps.

Text Books

1. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
2. Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
3. David Whiteley; E-Commerce: Strategy, Technologies and Applications, McGraw Hill Education.

Reference Books

1. Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010)
2. Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education; (5th edition, 2008)
3. Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014)

(NEW SYLLABUS)

MBA MK 8 INTEGRATED MARKETING COMMUNICATION

Course category : Program Elective
Pre- requisites : Marketing Management
Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0
Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy.
2. To provide an understanding of integrated marketing communications (IMC).
3. Explain how marketers use IMC in their campaigns in order to execute marketing strategy.

UNIT 1

9

Marketing Communication: Objectives of Marketing Communication, Functional areas of marketing communication. Integrated Marketing Communication (IMC): concepts and process, Factors contributing to IMC, Role of IMC in branding, IMC Partners, Promotion Mix, Integrating IMC in Marketing Mix, Challenges in IMC.

UNIT 2

9

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, Process of Advertising, STP Strategies for Advertising, Communication Model with reference to Advertising, AIDA, DAGMAR and PACT Model. Advertising campaigns, Fundamentals of Advertising Campaigns, The Creative Brief, Big Idea, Getting Creative to find the Big Idea, Advertising Appeal. Advertising Agencies – their role, functions, organization, Compensation, client agency relationship, Management of Advertising Agencies.

UNIT 3

9

Emerging Concepts and Issues in Marketing Communications: Programmatic, native advertising, video, mobile, digital, Sponsorship, Role of E-Commerce in Marketing Communication. Corporate advertising, Advertorials and Infomercials. Public Relations – Types & Tools of PR, Sales Promotion – Different types of Sales Promotion, Publicity – Types of Publicity, Personal Selling, Direct marketing, Event Management, Unconventional Promotional methods.

UNIT 4

9

International advertising and promotion: Global vs Local advertising, decision areas in international advertising, role of promotional mix elements in international marketing Media Planning and Strategy - Media Types and their characteristics; Setting Media objectives; Steps involved in media planning, ; Media Strategy; Cross media concept; and media research.

Ad Budget, Ad Appropriation .Methods of Budgeting .Measuring Effectiveness of Advertisement, Legal and Ethical concepts and issues in Advertising, Advertising Research. Message Design-The Creative concept development; the creative processes of the different forms of IMC; Source of the message, Message integration.

TEXT BOOK

1. Kruti Shah & Alan D' Souza :Advertising & promotions an IMC perspective- Mc Graw Hill education
2. George E Belch & Michael A Blech : Advertising and promotion- An integrated Marketing Communication Perspective-Mc Graw Hill Education
3. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, engage Learning
4. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
5. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois

REFERENCE BOOKS

1. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
2. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth Heinemann Publication
3. Duncon : Integrated Marketing Communications, Tata McGraw Hills

MBA FM 1

MANAGEMENT OF WORKING CAPITAL

Course category : Program Elective

Pre- requisites : Financial Management & Cost Accounting

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Students will get to know about the working capital as well as how it is determined and managed in organizations.
2. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances.
3. Assess the factors affecting investment decisions and opportunities presented to an organisation.

UNIT I

6

Introduction to Working Capital: Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

UNIT II

6

Working Capital Financing: Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government

policies.

Recent Developments— Introduction to concepts of EVA, MVA and CAPM

UNIT III

6

Management of Cash and Marketable Securities: Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

UNIT IV

6

Management of Receivables & Inventory

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

Books & References:

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –Theory & Practice (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9th Ed.)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
6. Ravi M. Kishore - Financial Management (Taxmann, 6th Ed.)
7. Khan and Jain - Financial Management (TMH, 5th Ed.)

MBA FM 2

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Course category : Program Elective

Pre- requisites : Financial Management & Cost Accounting

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. Evaluate the investment environment for Indian investor for various avenues of investment.
2. Formulate strategies for investment in equities, bonds and other instruments.
3. Construct, revise and evaluate portfolios of different securities.

UNIT I

9

Introduction to Investment and Securities: Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives, The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial, paper, certificate of deposits. Non-negotiable securities- Bank deposits , post office deposits, NBFC deposit, Tax sheltered schemes, PPF,NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.

Primary Market and Secondary Market: Relationship between primary and secondary market. Function of primary market, Parties involved in new issues _ Managers, Registrars, underwriters. Bankers, statutory agencies, Private placement bought out deals. Book building, Function of stock exchanges, Share groups- group A, B and B., Settlement cycle, Carry forward system. Over the counter exchange of India (OITCEI), Listing of securities

UNIT II

9

Regulatory Framework: Securities and Exchange Board of India_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE Sensex, NSE 50 (NIFTY). S&P CNX 500. **Risk Definition:** Types- systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk, Measurement of risk

Valuation of Securities: The three steps process of valuation- economic analysis, industry analysis, and company analysis. General framework of valuation, Value- price relationship, Valuation of fixed income securities, Valuation of preference share and valuation of equity shares

UNIT III

9

Efficient Market Theory: Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. Earning of company, Growth in earnings, Technical analysis, Tools of technical analysis, Dow Theory, trend – primary intermediate and short term trends. Indicators – volume of trade, breadth of market, short sales. Odd lot trading, Moving average, Oscillators, Relative strength index (RSI). ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH, Semi strong form and strong forms of EMH, Market inefficiencies

UNIT IV

9

Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities, Markowitz Risk- returns optimization.

Portfolio Selection: Risk and investor preference, constructing the best portfolio. Sharpe simple portfolio optimization, Significance of 'Beta' in portfolio, traditional portfolio selection

Capital Market Theory: Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory

Portfolio Revision: Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies, Portfolio revision practices. Constraints in portfolio revision

Books & References:

1. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy: Security Analysis and Portfolio Management, Himalaya Publishing House PvtLtd
3. Van Horne : Financial Management & Policy, Prentice-Hall
4. Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E.W. : Essential of Financial Management, Prentice-Hall

MBA FM 3 MANAGEMENT OF FINANCIAL INSTITUTIONS & SERVICES

Course category : Program Elective
Pre- requisites : Financial Management & Cost Accounting
Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0
Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome:

1. To acquire the skills necessary to manage a financial firm.
2. To describe and apply financial concepts, theories, and tools.
3. To evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions including the federal reserve, commercial bank, insurance companies, investment bank etc.

UNIT I 6

Introduction: Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

UNIT II 6

Management of Commercial Banks: Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

UNIT III 6

Management of Non-Banking Financial Institutions: Securitization - concept, nature, scope and their implications, Securitization of Auto loans and housing loans, Securitization in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance & Mutual Fund organizations - Their status, types, working and strategies for commercial viability.

UNIT IV 6

Management of Financial Services: Leasing and Hire Purchase: Industry. Size and scope, Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Books & References:

1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
2. Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
3. Machiraju H R - Indian Financial System (Vikas, 2004)
4. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
5. Srivastava, R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
6. Gurusamy, R - Financial Services & Markets (Thomson, 1st Ed.)

MBA FM 4 TAX PLANNING & FINANCIAL REPORTING

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

- 1.To understand the nature and scope of tax management.
- 2.To understand the concept and computation of Income under the different heads.
- 3.To understand the process of Filing of returns, Tax appeals, Revision & Review etc.
- 4.To understand the concept of Goods and Services Tax (GST) and their Implications.

UNIT I 9

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

UNIT II 9

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources, Tax deductible at source

UNIT III 9

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review. Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification

UNIT IV 9

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning, Service tax- Principles of Service Tax

Books & References:

1. B.B. Lal & N. Vashisht : Direct Taxes, Pearson
2. Bhagawati Prasad : Direct Taxes, New Age International Publications
3. Vinod Singhania : Direct Taxes, Law and Practice, Taxmann Publications
4. Girish Ahuja and Ravi Gupta : Direct Taxes, Bharat Law House
5. T. N. Manoharan : Hand Book of Income Tax Laws, Institute of Chartered Accountants of India
6. S. S. Gupta : Service Tax, Taxmann
7. R. Mohan Lavis : Service Tax, Bharat Publishers, New Delhi

MBA FM 5 BEHAVIOURAL FINANCE

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Understand and critically discuss the differences between a behavioural finance perspective and a traditional finance perspective.
2. Understand and critically discuss the cognitive biases and errors of judgment that affect financial decisions.
3. Critically evaluate behavioural influences involving individual's investment decisions.
4. Critically evaluate behavioural influences involving corporate (executive) financial decisions.

UNIT I **6**

Conventional finance and challenges: to market efficiency, Building Blocks of Behavioural Finance – Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes

UNIT II **6**

Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice

Decision-making-under risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective, Allais and Elsborg's paradoxes, Errors in Decision-Making

UNIT III **6**

Prospect Theory: Loss aversion theory, and Mental Accounting Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, overconfidence and emotion

UNIT IV **6**

Group Behaviour: Conformism, herding, fatal attractions

Books & References:

1. H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wileyand Sons
2. William Forbes : Behavioural Finance, John Wiley and Sons
3. Lucy Ackert, Richard Deaves : Behavioral Finance: Psychology, Decision- Making, and Markets, Cengage Learning

MBA FM 6 **MULTINATIONAL FINANCE & FOREX MANAGEMENT**

Course category : Program Elective

Pre- requisites : Financial Management & Cost Accounting

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Demonstrate basic understanding of foreign exchange market and exchange rates.
2. Demonstrate basic understanding of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
3. Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions.
4. Demonstrate critical and analytical skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance theory.

UNIT I **9**

International Finance: concept & role of international finance manager in multinational corporations.

International financial environment: international transactions & financial market, trade & capital flow, inflation, exchange control & currency devaluation, ex-proprietary action etc. Different types of risks: country risk analysis.

UNIT II 9

Financial operations of multinational corporation: sources & investment: short, medium & long term national currency financing foreign currency financing, regional & national development finance, private investment companies, Multilateral financial institution : WB/IMF, ADB. Export & import financing: role of commercial banks. Basic instruments, private non-bank sources of finance

UNIT III 9

Financial innovation & risk sharing: introduction, futures markets in growing world, financial future trading, role of financial futures, swap markets, basic swap structure, interest rate, fixed rates currency, currency coupon, types **International stock exchanges:** New York, London, Luxemburg, third world and Asian stock exchanges: working and their influences, the securities market, bond market, foreign portfolio investment

UNIT IV 9

Foreign Exchange Markets and its Activities: Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation.

New developments in international finance: country funds, ADR, GDR, EURO issues, ECBs, their process of issue, benefits, limitations & specific guidelines issued by Foreign

Investment Promotion Board (FIPB). International financial investment strategies and regulations for Indian Companies, FEMA

Books & References:

1. V. Sharan International Financial Management PrenticeHall India
2. Maurice D. Levi International Finance McGraw Hill Inc.,
3. Madhu Vij International Finance Excel Books
4. P.G. Apte International Financial Management Tata McGraw Hill
5. V.K. Bhalla Management Text & Cases Anmol Publications

(NEW SYLLABUS) MBA FM 7 FINANCIAL DERIVATIVES

Course category : Program Elective

Pre- requisites : Financial Management

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. To be able to price forward and futures contracts.
2. To develop strategies to profit from mispriced derivative assets.
3. To hedge underlying positions using derivatives

Unit – 1

Introduction to derivatives market; Definition, Evolution and features of Derivatives, Types of Derivatives, Forward, Futures and Options market, Forward Contract, features of forward contracts, Forward market transactions, Forward contracts, Forward market in India , Hedging with forwards.

Unit – 2

Forwards and Futures: Futures contract, types, functions, distinction between futures and forward,

pricing of futures contract, Currency Futures, Hedging in Currency Futures, Speculation and Arbitrage in Currency Futures, Pricing of Futures, Cost of Carry Model, Application of Market Index, Index Futures in the Stock Market, Indian Derivatives Market.

Unit – 3

Introduction to Options: Hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model Index Options, Hedging with Index Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, Use of different option strategies to mitigate the risk.

Unit – 4

Financial Swaps: Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Interest Rate Futures, Forward Rate Agreement.

References:

1. Thomas Susan, Derivatives Market in India; Tata McGraw Hill
2. Financial Derivatives: Theory, Concepts and practices by S.L. Gupta, PHI, 2005.
3. Financial Derivatives by S.S.S Kumar, PHI, 2007
4. Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi, 1997.

MBA IT 1 DATABASE MANAGEMENT SYSTEM

Course category : Program Elective

Pre- requisites : Computer Application in Management

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. To design and build a simple database system.
2. To demonstrate competence with the fundamental tasks involved with modeling, designing, and implementing a DBMS.
3. Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.

UNIT I

9

The Foundation of Database Management System-Data Processing Concepts; Data Structures; File Processing and Access Methods; Taxonomy of Data Management Systems; Various Data Base Management Models; Evaluation of Commercially Available Software, Systems with Managerial Emphasis on Tradeoffs among Cost, Capacity and Responsiveness.

UNIT II

9

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

UNIT III

9

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences
PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package

UNIT IV

Advanced Database: Distributed, Object oriented Database, Multimedia Database systems, Mobile Databases. Database Utilities; Security, Basic Database Administration/ Remote Data Access DBMS Administration-Managerial Issues Related to DBMS; Evaluation Criteria; Performance Analysis; Recovery Issues; Re-organization Problems; Implementation and Maintenance Issues.

Books & References:

1. Beynon -Davies P- Database Systems (Palgrave, 2003)
2. Hoffer - Modern Database Management (Pearson Education, 6th edition)
3. Alexis and Leon - Database Management System (Vikas, 2003.)
4. Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
5. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed

MBA IT 2 SYSTEM ANALYSIS, DESIGN AND SOFTWARE ENGINEERING

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. To develop a basic understanding the life cycle of a systems development project.
2. To develop an understanding of the analysis and development techniques required as a team member of a medium-scale information systems development project.
3. To develop an understanding of the ways in which an analyst's interaction with system sponsors and users play a part in information systems development.
4. To gain experience in developing information systems models.

UNIT I 9

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT II 9

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

UNIT III 9

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

System Design-Concept of System Design? System Design Approaches- Model Driven approaches, Rapid Application Development (RAD), FAST Systems Design Strategies. Database design, Output Design and Prototyping, Input Design and Prototyping, User Interface Design, Logical Design, Physical Design

UNIT IV 9

System Implementation-Documenting the System, Training and Supporting Users, Organizational Issues in Systems Implementation, Maintaining Information Systems, Review of System Performance (System

1. Rahul V Altekar, P.- Enterprise Resource Planning, Theory and Practice, Prentice Hall of India
2. Applegate, L.M., Austin, R.D. & McFarlan, F.W.-Creating Business Advantage in the Information Age, McGraw-Hill
3. Monk, E. & Wagner, B. - Concepts in Enterprise Resource Planning, Thomson Course Technology
4. Olson, D.L. - Managerial Issues of Enterprise Resource Planning Systems, McGraw-Hill
5. Sandoe, K., Corbitt, G. & Boykin, R. - Enterprise Integration, John Wiley & Sons, Inc.
6. John Antonio - The SAP/3 Handbook, Tata McGraw Hill, New Delhi

MBA IT 6 MANAGING IT-ENABLED SERVICES

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. To introduce students with newly emerging area of IT enabled services.
2. To be able to undertake extensive field work on role of IT in reshaping the Services Sector.
3. After successful completion of the programme, the students can secure jobs at various levels like Programmer, Web Designer, Network Administrator, System Administrator and Database Administrator in KPOs, BPOs and other industries providing IT Enabled Services.

UNIT I 6

The IT/ITES Enabled Revolution Challenges and Opportunities: IT Enabled Development, Innovation and Business Transformation. Opportunities and Strategies in IT Enabled Services. The Enabling Environment for ITES

UNIT II 6

Enabled Out-Sourcing Services: Extended Enterprise, Outsourcing Context, IT-Enabled Outsourcing Service, Segments, Development of the e-Services Capability Model. An Analysis of Quality Models and their Applicability to IT enabled Outsourcing Services.

UNIT III 6

Human and Institutional Capital: Human Capital Requirements for ITES, Private sector support Institutions, Public Sector Support Institutions.

UNIT IV 6

International Trade Negotiations and ITES Export Development: The IC Revolution. Promoting Export development, Barriers to Trade in ITES, Role of International Bodies (WTO & UNCTAD) in facilitating Trade in ITES/ITES

Books & References:

1. Nikhil Treebhohun (Ed.), : Promoting IT Enabled Services Commonwealth Secretariat
2. E. B. Hyder, M. C. Paulk, K. M. Histon & B. Hefley : e-Sourcing Capability Model for service providers Van Haren Publishing

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Student will be able to incorporate approaches for risk management and best practices.
2. Implement cyber security solutions and use of cyber security, information assurance, and cyber/computer forensics software/tools.
3. Comprehend and execute risk management processes, risk treatment methods, and key risk and performance indicators

UNIT-1

Introduction to information systems, Types of information Systems, Introduction to information security, Need for Information security, Threats to Information Systems, Information Assurance, Cyber Security, and Security Risk Analysis, Security Threats and Risk, Types of Security, Threats – Computer Viruses and Worms, Logic Bombs, Trapdoors, Spoofs, Malicious Software.

UNIT-2

Application security (Database, E-mail and Internet), Data Security Considerations-Backups, Archival Storage and Disposal of Data, Flow of Data and Network Security: Cryptography, Digital Signature, Public/ Private Key Infrastructure, VPN, Securing Wireless Networks.

UNIT-3

Developing Secure Information Systems, Application Development Security and security requirement at the beginning, Information Security Governance & Risk Management, Security Architecture & Design Security Issues in Hardware, Data Storage & Downloadable Devices, Physical Security of IT Assets, Access Control, CCTV and intrusion Detection Systems, Backup Security Measures.

UNIT-4

Cyber Laws- Needs and advantage, Security Policies: Significance, Types of Security Policies: Internet security policies, Information Security Standards-ISO, concept of IPR and IT Act 2000, Main Provisions of copyright Act, Indian Patent Act

References:

1. Charles P. Pfleeger, Shari Lawerance Pfleeger, “Analysing Computer Security”, Pearson Education India.
2. V.K. Pachghare, “Cryptography and information Security”, PHI Learning Private Limited, Delhi India.
3. Dr. Surya Prakash Tripathi, Ritendra Goyal, Praveen kumar Shukla, ”Introduction to Information Security and Cyber Law” Willey Dreamtech Press.
4. Schou, Shoemaker, “Information Assurance for the Enterprise”, Tata McGraw Hill.
5. CHANDER, HARISH,” Cyber Laws And It Protection” , PHI Learning Private Limited ,Delhi ,India

(NEW SYLLABUS) MBA IT-8 CLOUD COMPUTING FOR BUSINESS

Course category : Program Elective

Pre- requisites : -

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. To explain the core issues of cloud computing such as security, privacy, and interoperability.
2. To help choosing the appropriate technologies, algorithms, and approaches for the related issues.
3. To identify problems, and explain, analyze, and evaluate various cloud computing solutions.

Unit I

Introduction- Evolution of cloud computing, Cloud computing vendors, Cloud computing threats, Cloud reference model, Security for cloud computing, Introduction to cloud computing solutions & vendors, Comparison of traditional Vs Cloud based business solutions, Issues and challenges in cloud based business models.

Unit II

Governance and Enterprise Risk Management- Information security governance processes, its role and responsibilities, Enterprise risk management in cloud computing-Opportunity and Risk, Enterprise risk management recommendations-Types and Approaches, Information risk management methodology and Risk assessment .

Unit III

Information Lifecycle Management, and Data Centre Operations- Key challenges regarding data security, Models of data security, Data centre operations and infrastructure management services, principal, characteristics of cloud computing, Data centre security consideration and techniques.

Unit IV

Application Security- Web Application, Vulnerability distribution, Security solutions, Applications in cloud environments security. Virtualization: Hardware virtualization, Software virtualization, Memory virtualization, Storage virtualization, Data virtualization, Network virtualization, Virtualization security.

Reference Books

1. Mulholland, Andy, Pyke, Jon, and Finger, Peter; Enterprise Cloud Computing: a strategy guide for business and technology leaders; Meghan Kiffer Press
2. Linthicum, David S.; Cloud Computing and SOA Convergence in your Enterprise: A Step-by-Step Guide; Addison Wesley Information Technology Series
3. Rhoton, John; Cloud Computing Explained: Implementation Handbook for Enterprises; Kindle Edition
4. Reese, George; Cloud Application Architectures: Building Applications and
5. Infrastructure in the Cloud; O'Reilly publication

MBA IB 1 INTERNATIONAL MARKETING

Course category : Program Elective

Pre- requisites : Marketing Management

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Have developed an understanding of major issues related to international marketing.
2. Have developed skills in researching and analyzing trends in global markets and in modern marketing practice.
3. Be able to assess an organization's ability to enter and compete in international markets.

UNIT I

9

Introduction: Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Objectives and Challenges in International Marketing.

International Marketing Environment: Influence of physical, economic socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.

UNIT II

9

International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies -Exporting licensing contract manufacturing, joint venture, setting - up of wholly owned subsidiaries abroad. Major Players in International marketing

International Product Planning: Major Product decisions - Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

UNIT III

9

Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing, International Currency and Currency Crisis, Euro-Phases, Benefit and cost, Euro and Implication for India, Trade invoicing in Euro Vs Dollar, Southeast Asian Currency Crisis.

International Distribution Decisions: Distribution channel strategy – International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

UNIT IV

9

International Promotion Strategies : Communications across countries – complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.

International Marketing Planning, Organizing and Control: Emerging trends in international marketing; International Marketing through Internet; Ecological concerns and international marketing ethics.

Books & References:

1. Bhattacharya, B., Export Marketing Strategies for Success, Global Business Press, New Delhi, 1991.
2. Cateora, Phillip R. and John L. Graham, International Marketing, 10th ed., Irwin McGraw Hill, Boston, 1999.
3. Jain, Subash C., International Marketing Management, 6th ed., South Western College Publishing– International Thompson Publishing Company. Cincinnati, 2004.
4. Fair - weather, John International Marketing, Prentice Hall of India Private Ltd., New Delhi. (16)
5. Kotabe, Masaaki and Kristiaan Helsen, Global marketing Management, 2nd ed., John Wiley & Sons, 2001.
6. Keegan, W., Global Marketing Management, Prentice - Hall, Englewood Cliffs 1995.

**MBA IB 2
ECONOMICS**

INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE

Course category : Program Elective
Pre- requisites : Business Environment
Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0
Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Explain the concepts in international business with respect to foreign trade/international business.
2. Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects.
3. Analyse the principle of international business and strategies adopted by firms to expand globally.

UNIT I

9

Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Environmental Context of International Business: Framework for analyzing international business environment Domestic, foreign and global environments and their impact on international business decisions. Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade. International Financial Environment: Foreign investments - Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

UNIT II

9

International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Multinational Corporations and their involvement in **International Business:** Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

UNIT III

9

Introduction to International Economics, The three aspects of International Economics – trade theory, trade policy and international finance, modern theory of Heckcher Ohlin, trade theories post the Heckcher Ohlin model. Introduction to: Technological gap theories and Product Life Cycle. Theories of economies of scale, Linder's Hypothesis Trade Policy: Free Trade and Protection. Tariffs, quotas and subsidies, Partial equilibrium diagrams, GATT and Uruguay Round, Formation of WTO, Introduction to important Agreements of WTO, Terms of Trade, Factors affecting them, Exchange Rates, Fixed and Flexible, Exchange Control

International Finance: IMF objectives and brief history:

UNIT IV

9

Management of foreign exchange with special reference of India, India's forex scenario, LERMS, convertibility, Finance function: Financial institutions in international trade. Non resident accounts: Repatriable and non repatriable, Methods of IN Trade settlement: Open account, clean advances, documentary credit, and documentary collection. Types of LC – parties, mechanism with illustration, Documents involved in international trade, INCOTERMS: CIF, FOB, CIP. Financing of imports by opening of letter of credit: Documents required, trade and exchange control formalities, sanction of LC

limit. Export finance: Financing export/ deemed export: Pre ship, and post shipment finance export methods, ECGC and other formalities. Uniform customs practices of docu credits – 2006, ICC Paris publication 500: Clauses 1 to 49 with case studies/illustration. Uniform rules collection – 97 revision clauses 1 to 22 with case studies/illustration. Introduction to exchange rate mechanism: Spot-forward rate, exchange arithmetic. Forward, swap futures and options. Guarantees in IN Trade: Performance, bid bond etc.

Books & References:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth,1999.

MBA IB 3 EXPORT MANAGEMENT AND DOCUMENTATION

Course category : Program Elective
 Pre- requisites : -
 Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0
 Number of Credits : 4
 Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination
 Course Outcome :

1. To understand the basics of global trade and import and export policies.
2. To understand export marketing, contracts, and the role of promotion councils.
3. To understand various import process and procedures.
4. To understand the payment methods, risks and various financing strategies.
5. Understand different agencies involved in EXIM process and their role in the international trade.

UNIT I 9

EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of EXIM documents; EDI and documentation.

EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business.

Foreign Exchange Facilities and Regulations: Legal framework in India – FEMA - Origin and objectives, Main provision of FEMA; Other relevant acts.

UNIT II 9

International Trade Terms: Trade contract and trade terms; Trade terms and need for standardization; INCO terms. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms - Advance payment, open account, documentary collection, documentary credit – Documentary collection – DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC - Major clauses; Consignment sale.

Trade Finance: Sources and schemes of trade finance; Pre and post – shipment export credit schemes and methods of financing; Packing credit advance details; Post - shipment advance; Import financing.

UNIT III 9

Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo

loss claims – Procedure and documentation.

Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements.

Central Excise Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond – Rules 12, 13 and 14; Procedures and documentary requirements.

UNIT IV

9

Customs Clearance of Export and Import Cargo: Legal framework – Customs Act 1962; Customs Tariff Act 1975; Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonised System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations

Duty Drawback: Concept and rationale; Monitoring authority; Types and mechanism of rate fixation; Settlement of claims including under EDI; Procedure and documentation.

Import Policy and Export Promotion: Duty exemption schemes; Import of capital goods; Export, trading star trading, super star trading house policy and procedures; EoU's/EPZs/SEZs schemes and procedures.

Books & References:

1. Customs and Excise Law, various issues.
2. Excise Law Times, various issues.
3. IIFT, various publications.
4. IMPEX Times, various issues.
5. Ministry of Commerce, Export import Policy, Government of India, New Delhi.

MBA IB 4

INTERNATIONAL LOGISTICS MANAGEMENT

Course category : Program Elective

Pre- requisites : Supply Chain Management

Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0

Number of Credits : 4

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. To be able to incorporate and manage uncertainty and risk within supply chain management.
2. To segment different customers, products, and channels and design an optimal portfolio of logistics approaches and strategies for these various segments.
3. To highlight the importance of all activities of the supply chain and an understanding of concepts like inbound and outbound logistics, offshore and inshore logistics.

UNIT I

9

Introduction-Historical Development of International Logistics, International Logistics Definition, Components of International Logistics Management, The economic importance of International Logistics

UNIT II

9

Methods of Entry into Foreign Market- Introduction, Indirect Exporting, Active Exporting, Production abroad, Parallel Imports, Other issues in Methods of Entry International Contracts- International Sales Contracts and CISG, Agency Vs Distributorship Legal Issues, Elements of an Agency or Distributor Contacts, Termination, Arbitration Terms of Payment- Alternative Terms of Management, Cash in

Advance, Open account, Letter of Credit, Documentary Collection, Purchasing cards, Trade Cards, Bank Guarantees

UNIT III **9**

International Commercial Documents and Insurance- Export Documents, Import Documents, Transportation Documents, Electronic Data Interchange, Insurance and Perils of Sea, Perils of Air, Marine Insurance policies, Coverage under a Marine Cargo Insurance Packaging for Export- Packaging Objectives, Packaging for, Ocean Cargo, Air transport, Road and Rail transport, Security, Hazardous Cargo Custom Clearance and Logistics

UNIT IV **9**

Infrastructure-Duty, Non Tariff Barriers, Custom clearing process, Foreign Trade Zone, Transportation Infrastructure, Communication Infrastructure, Utilities Infrastructure.

Books & References:

1. Pierre David, International Logistics, Biztantra, New Delhi, 2007
2. S Sudalaimuthu, S Anthony Raj, Logistics Management for International Business, Text and Cases, Prentice Hall of India, 2009
3. Michael R. Czinkota, Ilkka A. Ronkainen, International marketing, Cengage Learning
4. Justin Paul International Marketing : Text And Cases, Tata McGraw Hill
5. Douglas C. Long, International logistics: global supply chain management, Springer

MBA IB 5 **INTERNATIONAL FINANCIAL MANAGEMENT**

Course category : Program Elective

Pre- requisites : Financial Management & Cost Accounting

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Understand international capital and foreign exchange market.
2. Identify and appraise investment opportunities in the international environment.
3. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
4. Identify and evaluate foreign direct investment and international acquisition opportunities.
5. Develop strategies to deal with other types of country risks associated with foreign operations.
6. Express well considered opinion on issues relating to international financial management.

UNIT I **6**

Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.

International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.

UNIT II **6**

International Portfolio Management: Decision to invest in portfolio: International CAPM; Identification of optimum portfolio.

International Project Financing: Concepts, types, techniques and key elements; Capital structure decision.

International Working Capital Management: Cash management; Receivables and inventory management.

UNIT III **6**

Dividend Policy for Multinational Corporations, Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.

UNIT IV

6

International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices.

International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens.

Books & References:

1. Apte P.G., Multinational Financial Management, Tata - McGraw Hill, New Delhi, 1998.
2. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs, 1998.
3. Company, New Delhi, 2000.
4. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison - Wesley Publishing Company, Readings Mass., 1998.
5. Eun, Cheol and Bruce Resnick, International Financial Management, McGraw Hill, New York, 1998.
6. Levi, Maurice, International Finance, McGraw Hill Inc., New York, 1996.

MBA IB 6

INTERNATIONAL MARKETING RESEARCH 3 Credits (2-1-0)

Course category : Program Elective
Pre- requisites : Research Methodology
Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0
Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. The students should be able to define, explain and illustrate the marketing principles that together constitute the field of study known as international marketing.
2. Develop a high level of analytical skills and critical thinking in an international marketing context: defining problems, identifying opportunities and interpreting their implications for decision making.
3. Be creative and flexible to integrate and apply selected behavioral and management science tools in solving international marketing problems (e.g. culminating project).

UNIT I

6

Introduction: nature and scope of marketing research; marketing research in international context - importance, complexities and issues; Organizational framework for international marketing research; International Marketing Information System (IMIS).

UNIT II

6

Marketing Research Process: An overview; problem identification and definition; Preparing research proposal; Exploratory, descriptive and experimental research designs; international secondary data sources; Primary data collection methods and complexities of data collection in international marketing research; Online data sources and research.

Questionnaire preparation – ethic and emit dilemma; Sample design – sampling methods and sample size determination; Fieldwork and data collection; Sampling and non sampling errors.

UNIT III**6**

Multi – country Data Analysis and Interpretation: Data editing and coding preliminary data analysis, Univariate and multivariate data analysis techniques - Discriminate analysis, factor and conjoint analysis: (including application software). Issues in multi - country data analysis - Data comparability and validity problems; Report preparation and presentation

UNIT IV**6**

Cross - cultural Consumer research – Attitude measurement and scaling techniques; Product research; Advertising research; International market opportunity analysis; Ethical issues in international marketing research.

Books & References:

1. Aaker, David A, V. Kumar arki George S Day, Marketing Research, John Wiely and Son, New York, 2001.
2. Boyd, Harper w., et al Marketing Research: Text and Cases, Irwin, Homewood Illinois, 1998.
3. Douglas, S.P. and C.C. Samuel, International Marketing Research, Johan Wiely, New York, 1999.
4. Douglas, S. P. and C.C. Samuel, International Marketing Research, Prentice Hall of India Private, Ltd., New Delhi, 1983.
5. Green, P.E. et al, Research for marketing Decisions, Prentice Hall of India Ltd., New Delhi 1998.
6. Kumar, V. International Marketing Research, prentice Hall, 2004.
7. Malhortara, Naresh K., International Marketing Research - An Applied Orientation, 3rd ed., Person Education Asia, 1999.
8. Tull, D.S. and D. I. Hawkins, Marketing Research: Measurement and Methods, Prentice Hall of India Ltd., New Delhi, 1998.

MBA-01**INDUSTRIAL MANAGEMENT****3 Credits (2-1-0)**

Course category : Program Elective
Pre- requisites : General Management
Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0
Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Student will become efficient and acquire acumen of more profitable business practices.
2. Students will understand importance of better customer service and product quality.
3. Able to make work safer, faster, easier, and more rewarding.
4. Able to help industry in production of more products which possess all utility factors.
5. Making the world safer through better designed products and processes.
6. Reducing costs associated with new technologies.

UNIT I**6**

Introduction: Management and Industrial Engineering and relation with other fields, Management concepts.

Plant Location and Layout: General considerations, Types of Layout, Cellular Manufacturing.

UNIT II**6**

Work Analysis and Measurement: Design of work methods, Time and motion study, Work sampling, Selection of labour and wage payment, Incentive and motivation.

Functional Management: Sources of finance, Balance sheet and Income statement, Different element of costs, Depreciation, Break-even analysis, Economic appraisal of projects.

UNIT III

6

Production Planning and Control: Methodology, Aggregate Planning, Scheduling, Line of Balancing.
Quality Control: Concepts of quality, Acceptance sampling, Control Charts, Total Quality Management.

UNIT IV

6

Material Management: Inventory management, Deterministic and probabilistic models of Inventory control, Material requirements Planning, JIT, ERP, SCM Business process Reengineering.

Project Management: CPM and PERT, Cost consideration and Crashing

Books & References:

1. Joel Dean.. Managerial Economics, PHI Ltd., New Delhi.
2. P. Crowson.. Economics for Managers, Macmillan, London.
3. Prasanna Chandra.. Financial Management, TMH Pvt. Ltd., New Delhi.

MBA-02 ENGINEERING AND MANAGERIAL ECONOMICS 3 Credits (2-1-0)

Course category : Program Elective

Pre- requisites : General Management

Contact hours/week : Lecture: 2, Tutorial: 1, Practical:0

Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor test and Major Theory Examination

Course Outcome :

1. Students will acquire basic knowledge in Engineering & managerial economics, which allows students to gain theoretical and empirical skill of economics.
2. To make Engineering students prepared for economic empowerment so that they could manage their wealth, help them in starting their own business or during managerial period.
3. Students will develop Interdisciplinary skills which can help them to thrive in the lifelong changing environment in various fields of Industry of Economics.
4. Students will acquire practical knowledge of economics, the kind of markets, cost theory, various issues of demand and other major economic concepts.
5. Able to explain succinctly the meaning and definition of managerial economics; elucidate on the characteristics and scope of managerial economics.
6. Able to describe the techniques of managerial economics.
7. Able to explain the applications of managerial economics in various aspects.
8. To learn about the management and economics of the industrial environment

UNIT I

6

Introduction: Meaning, Nature and Scope of Economics, Meaning of Science, Engineering and Technology. Managerial Economics and its scope in engineering perspective

Basic Concepts: Demand Analysis, Law of Demand, Determinates of Demand, Elasticity of Demand Price, Income and cross Elasticity. Uses of concept of elasticity of demand in managerial decision

UNIT II

6

Demand Forecasting: Meaning, significance and methods of demand forecasting, production function, Laws of returns to scale & Law of Diminishing returns scale. An overview of Short and Long run cost curves – fixed cost, variable cost, average cost, marginal cost, Opportunity cost.

UNIT III

6

Market Structure: Perfect Competition, Imperfect competition – Monopolistic, Oligopoly, duopoly
sorberent features of price determination and various market conditions.

National Income, Inflation and Business Cycles: Concept of N.I. and Measurement. Meaning of
Inflation, Type causes & prevention methods, Phases of business cycle

UNIT IV

6

Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline and
activity, Managerial Roles and Skills; Management Thought and Thinkers-Details: Scientific
Management; Classical

Organization Theory; Neo-Classical Theory; Systems Approach; Contingency Approach. Managerial
Functions and Decision Making

Books & References:

1. Koutsoyiannis A : Modern Microeconomics, ELBS.
2. Managerial Economics for Engineering : Prof. D.N. Kakkar
3. Managerial Economics : D.N. Dwivedi
4. Managerial Economics : Maheshwari.
5. Principles & Practices of Management : L.M. Prasad
6. Industrial Economics and Principles of Management: T.N. Chabra

MBA-03

PUBLIC ADMINISTRATION

4 Credits (3-1-0)

Course category : Program Elective
Pre- requisites : General Management
Contact hours/week : Lecture: 3, Tutorial: 1, Practical:0
Number of Credits : 3

Course Assessment: Continuous assessment through tutorials, assignments, Methods Quizzes and Minor
test and Major Theory Examination

Course Outcome :

1. The students will be able to know the scope, significance and methodology of public administration.
2. Able to understand public corporation, board, administrative set up in India, administrative
decentralization and coordination.
3. Understands the objectives, recruitment, training, terms of employment of personnel administration,
financial organization and its administration, and parliamentary control over the financial management.
4. Understands the accountability and judicial control over public administration, administrative aspects
for rural and urban administration in India.

UNIT I

9

Nature, scope and the significance of the study of Public Administration, Public Administration and other
Social Sciences, Methodology, Politic-Socioeconomic- Development and Public Administration, Role of
Chief Executive Union Cabinet and Co-ordination of Public Administration

UNIT II

9

Forms of Organisation department, Public Corporation, Commission and Board, Administrative
Organisation in India Direction, Communication, Decentralisation, Deconcentration Co-ordination,
Methods, Role of O and M Units in an Organisation, Public Relations

UNIT III

9

Objectives of Personnel Administration; aspects of Personnel Administration Recruitment Public Service
Commission, Training, Terms of Employment, Moral Discipline, Financial Administration, Financial

Organisation, Budgetary Operations and Control: Audit; Parliamentary Control over Financial Management. Delegated Legislation; Administrative Tribunals

UNIT IV

9

Accountability of Public Administration to Legislature, Public Administration, Political Parties, Pressure Groups and the People, Judicial Control over Public Administration, National Planning in India, Planning Organisation; Administration of Development Programmes, Administrative aspects of Indian Federalism, Local Self-Government and Administration-Rural and Urban in India

Books & References:

1. Avasthi A. 1980. Central Administration: Tata McGraw Hill: New Delhi.
2. Chanda Ashok: 1967. Indian Administration: Allen and Unwin: London.
3. Jain, R. B., 1976. Contemporary Issues in Indian Administration, Vishal Publications: New Delhi.
4. Johari, J.C., 1977. Indian Government and Politics: Vishal Publications: Delhi.
5. Khera, S.S. 1975. The Central Executive: Orient Longman: New Delhi.
6. Maheshwari, S.R., 1984. Indian Administration.
7. Muttalib, M.A. 1967. Union Public Service Commission, I.I.P.A.: New Delhi.
8. Prasad, Bishwanath 1968. The Indian Administrative Service; S. Chand and Company: Delhi.
9. Puri, K.K., 2006, Indian Administration, Bharat Prakashan, Jalandhar.
10. Singh Hoshiar and Singh Mohinder, 1989. Public Administration in India: Theory and Practice;
11. Sterling Publishers Private Ltd., New Delhi.
12. Subramaniam, Malathi, 1987, Management of Public Administration, Deputy Publications: Delhi.
13. Subramaniam, V. 1971. Social Background of India's Administrators, Publication Division,
14. Government of India: New Delhi