

ORDINANCES, CURRICULUM *and* SYLLABI

Approved in First Meeting of Board of Management held on 14-3-2014
and Academic Council on 11-6-2014



Master of Business Administration

for

Newly Admitted Students from Session 2014-2015

**MADAN MOHAN MALAVIYA
UNIVERSITY OF TECHNOLOGY
GORAKHPUR-273010 (UP), INDIA**

CONTENTS

		Page
Section A	ORDINANCES	3
Section B	CURRICULUM	20
Section C	SYLLABI	44

Section A

ORDINANCES

MADAN MOHAN MALAVIYA UNIVERSITY OF TECHNOLOGY GORAKHPUR (UP) - INDIA

First Ordinances

In pursuance of the provisions of section 31 of The Uttar Pradesh Madan Mohan Malaviya University of Technology Act, 2013, these are the first Ordinances for Madan Mohan Malaviya University of Technology, Gorakhpur:

The Uttar Pradesh Madan Mohan Malaviya University of Technology

FIRST ORDINANCES, 2014

Short title, commencement and Definitions Sec. 31 (1)

1. These Ordinances may be called the Madan Mohan Malaviya University of Technology, Gorakhpur. First Ordinances, 2014
2. They shall come into force at once.
3. Anything contained in ordinances, regulations and rules made there under in violation to provisions of Act shall be void and the provisions of Act shall prevail.
4. In these Ordinances, unless the context otherwise requires
 - (a) 'Act' means the Uttar Pradesh Madan Mohan Malaviya University of Technology Act, 2013 as amended from time to time.
 - (b) 'Section' means a section of the Act.
 - (c) 'University' means the Madan Mohan Malaviya University of Technology, Gorakhpur.
5. Words and expression used herein but not defined and defined in the Act shall have the same meaning as assigned to them in the Act.
6. **UNDER SECTION 31-1(a) - The Admission of students, the courses of Study and Fees therefore, the qualifications pertaining to the award of degrees, diploma, certificates and other academic distinctions, the conditions for the grant of fellowships and awards and the like**
 - (a) University may start the other Degree, Diploma, Certificate programmes and other academic distinctions as deemed necessary for fulfilling its objectives and the Ordinances for the same shall be as prescribed by Academic Council and Board of Management.
 - (b) Courses of Study shall be as prescribed by the Academic Council and approved by Board of Management.
 - (c) Fellowships and Awards shall be instituted as per the requirement with the approval of Vice Chancellor under intimation to the Academic Council and Board of Management
 - (d) Ordinances for Bachelor of Technology (B.Tech.), Master of Technology (M.Tech.), Master of Business Administration (M.B.A.), Master of Computer Applications (M.C.A.) and Doctor of Philosophy (Ph.D.) Degree programmes running in the University at the time of its reconstitution from Madan Mohan Malaviya Engineering College, Gorakhpur are detailed ahead. Ordinances for other programmes as started from time to time shall be as prescribed by the Academic Council and Board of Management.

6.3 ORDINANCES FOR M.B.A. PROGRAMME FROM ACADEMIC SESSION 2014-15

6.3.1 ADMISSION

- 6.3.1.1 University offers full time Post Graduate Degree programme in Master of Business Administration (MBA).
- 6.3.1.2 Admission to MBA first year in semester I will be made as per the rules prescribed by the University from time to time.
- 6.3.1.3 The reservation policy as prescribed by U.P. State Government or its directions regarding admission from time to time shall be adhered in the admission.
- 6.3.1.4 The selection will be based on the merit of the candidate in the admission process.

- 6.3.1.5** Admission on migration of a candidate from any other University to Madan Mohan Malaviya University of Technology is not permitted.
- 6.3.1.6** If, at any time after admission, it is found that a candidate has not fulfilled all the requirements stipulated in the offer of admission or has committed some fraudulent act at any stage then the University reserves the right to revoke the admission of the candidate.

6.3.2 ELIGIBILITY FOR ADMISSION

- 6.3.2.1** (a) A candidate holding a Graduation Degree of minimum three year duration from any University recognized by the U.G.C., New Delhi and this University with at least 55% marks in aggregate in the field of Arts, Science, Home Science, Social Science, Agriculture, Commerce, Medicine, Engineering or Life Science shall be eligible for admission to MBA programme.
- (b) Any Graduate Degree referred in **Clause 6.3.2.1(a)** obtained in a period of less than three years will not be eligible for admission to MBA programme.
- 6.3.2.2** Academic Council of the University has the power to repeal and modify the eligibility criteria for admission.

6.3.3 PROGRAM DURATION

- (a) The duration of the MBA programme for the candidates admitted in semester I will be two academic years (four semesters).
- (b) The duration of each semester will generally be 90 working days or as prescribed by the University from time to time.
- (c) There are two regular semesters in a year. The semester that begins in July (*July to November/December*) is known as the *Odd Semester* and the semester that begins in December/January (*December/January to May*) is known as the *Even Semester*. Academic session may be scheduled in the summer season as well.
- (d) The maximum time allowed for completion of the programme for the candidates admitted in semester I shall be three years beyond which the admission of the candidate shall be automatically cancelled. The candidate will not be allowed to continue in the subsequent years of the programme, if sufficient time period is not available for its completion in stipulated maximum duration.
- (e) The student may complete the programme at a slower pace by taking more time but not more than prescribed maximum duration subject to the provisions of **Clause 6.3.8**.

6.3.4 CURRICULUM STRUCTURE OF THE PROGRAMME

- 6.3.4.1** The structure of programme is designed so that the students study the core courses from different functional areas of management subjects that are made mandatory and in the next stage various specializations as offered in functional domain areas of management subjects where a student can opt for two specializations under the **Dual Specialization Scheme** out of different Specialization Groups such as Human Resource Management, Marketing, Financial Management, Information Technology, International Business, etc. The selected Specialization Groups will also be reported in the Mark sheets of respective semesters.

The University follows a specialized credit-based semester system. The programme has a specific curriculum for all semesters (semester I to semester IV) with a syllabi consisting of theory, practical, research project work, seminar, summer training project, etc., as given below and shall be in accordance with the prescribed syllabus. The courses shall be covered through lectures, tutorials, laboratory classes, etc. as prescribed by the University.

Post Graduate Core Courses (PGC)

- (i) Basic & Applied Maths (BAM)
- (ii) Departmental Core (DC)
- (iii) Humanities & Social Science (HSS)
- (iv) Research Project (RP)
- (v) Summer Training Project (STP)

- (vi) Seminar (S)
- (vii) Comprehensive Viva (CV)

Post Graduate Electives (PGE)

Programme Electives (PE)

Audit Courses

Audit Course (AC)

The duration for summer industrial/organizational training of project based type preferably will be of two months duration after semester II which could be under Cooperative Education Model (CO-OP Model). The student will submit a report on the industrial/practical training to the Head/Coordinator, Department/Centre for Management Studies for evaluation through a committee of faculty members constituted by the Department/Centre.

Seminar is a course wherein under the guidance of a faculty member a student is expected to do an in-depth study in a specialized area by doing survey of published literature, understanding different aspects of the selected topic and arriving at a status report. While doing a seminar, the student is expected to critically analyze works of various authors/researchers, learn the investigation methodologies, study concepts, techniques and the results presented in these papers, and present a seminar report. It is mandatory to give a seminar presentation of stipulated duration before a panel constituted for the purpose by the centre.

The comprehensive viva will be conducted at the end of semester IV in order to judge the understanding and knowledge gained by the students during the entire MBA programme. The idea behind this is to judge the depth of knowledge of students in different subjects taught during the programme and their relevance in the industries/organizations.

Each course is assigned a certain number of credits as follows. Few audit courses as per demand and requirement of students shall be offered.

- (a) 1 credit per lecture hour per week
- (b) 1 credit per tutorial hour per week
- (c) 1 credit per 2 hours laboratory/research project per week.

The curriculum for MBA Programme has been designed with total minimum credits of 120 and total minimum 8 credits of audit courses for those admitted in 1st year of MBA Programme.

6.3.4.2 Overall Credit Structure

Credit Courses			
Post Graduate Core (PGC)		Post Graduate Electives (PGE)	
Category	Min. Credits	Category	Min Credits
Basic & Applied Mathematics (BAM)	6	Program Electives (PE)	32
Department Core (DC)	64		
Humanities & Social Science (HSS)	4		
Comprehensive Viva (CV)	2		
Summer Training Project (STP)	2		
Seminar (S)	2		
Research Project (RP)	8		
Total	88		32
Grand Total		120 (minimum)	
Audit Courses			
Audit Courses (AC)			8
Total		8 (minimum)	

Each student has to register for a set of courses in each semester by paying the stipulated fees, which include tuition fee, examination fee, enrolment fee, development fee, insurance fee, degree fee, alumni fee, internet charges, hostel fee, mess advance, miscellaneous user charges etc. as applicable from time to time.

6.3.4.3 Other Activities

The other general proficiency activities will include Games/Sports/Cultural/ Literary/ Practical/Field Activities/Industrial visit/Extension Lectures. It will be carried out beyond the class hours. Students may be taken on conducted tours through industrial/organizational visits arranged by the CMS to expose them management structure/facilities of different industries/organizations. The curriculum will also include other curricular, co-curricular activities and extra curricular activities as may be prescribed by the University from time to time. The general proficiency remark as per **Clause 6.3.5.2(g)** shall appear in the Grade Card of the student in each semester.

6.3.5 GRADING SYSTEM AND ASSESSMENT PROCEDURE

6.3.5.1 Grading System

The academic performance evaluation of a student will be according to a Letter Grading system based on class performance of students. The Letter Grades and the corresponding Grade Points are as follows. Grades falling between A(+) and D in different subjects are called pass grades, while the students securing F grade will be treated fail in the subject and shall have to appear in re-major examination or repeat the semester as per provision of **Clause 6.3.6 & 6.3.8** respectively.

Letter Grade	Grade Points	Description
A(+)	10	Outstanding
A	9	Excellent
B(+)	8	Very Good
B	7	Good
C	6	Average
D	5	Below Average
F	0	Fail
U	-	Short Attendance
W	-	Withdrawal
I	-	Incomplete
AP	-	Audit Pass
AF	-	Audit Fail
S		Satisfactory Completion
Z		Course Continuation

Grade Award System

Grade	Grade Points	Marks (in %)
A(+)	10	90-100
A	9	80-89
B(+)	8	70-79
B	7	60-69
C	6	50-59
D	5	40-49
F	0	<40

6.3.5.2 Assessment Procedure

Tests & Examinations

The theory and practical examinations shall comprise of continuous assessment throughout the semester in all subjects major examination conducted by University at the end of the semester (November/December or April/May). The assessment of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain points, will be awarded as per the range of total marks (out of 100) obtained by the candidate, as detailed below. The rounding off shall be done on the higher side.

(a) Distribution of Marks for Theory based Subject

S. N.	Assessment Basis	Duration	Marks	
1.	Continuous Evaluation	Minor Test-I	1 Hour	15
2.		Minor Test-II	1 Hour	15
3.		Minor test-III	1 Hour	15
4.		Tutorial/Home Assignment/Quiz/ Attendance	-	15
5.	Major Examination	3 Hours	40	

(b) Distribution of Marks for Theory & Practical based Subject

S. N.	Assessment Basis	Duration	Marks	
1.	Continuous Evaluation	Minor Test-I	1 Hour	10
2.		Minor Test-II	1 Hour	10
3.		Minor test-III	1 Hour	10
4.		Tutorial/Attendance/Home Assignment/Quiz	-	10
5.	Practical Work/Record/Viva Voce/Practical Examination		20	
6.	Major Theory Examination	3 Hours	40	

Note: The syllabus for Minor Test-I, Minor Test-II and Minor Test-III will be 25% each in a successive manner. However, the Major Examination will be conducted from the entire syllabus of the subject.

Students, who are absent in Minor Test-I/Minor Test-II/Minor Test-III on genuine grounds such as admission to hospital or representing the University with prior permission and reporting to the Head/Coordinator within two days of rejoining, may be permitted for only one special test with the permission of the Head/Coordinator. The special test will be conducted after the Minor Test-III. The coverage for the special test shall be the combined syllabus of Minor Test-I/Minor Test-II/Minor Test-III of the subject.

(c) Distribution of Marks for Summer Training Project

For evaluation of summer training project, the respective industry shall nominate an In-charge/Supervisor from its organization under intimation to the University. The evaluation shall be done by a panel of teachers appointed by the Head/Coordinator. There will be two parts in the evaluation process.

- Part A : Marks Awarded by the respective Industrial/ Practical training organization : 40
- Part B : Marks Awarded by the Department/Centre for Industrial/ Practical training : 60

S. No.	Assessment Basis		Marks	
1.	Part A	Technical Quality of the work	20	
		Internal Marks	Attendance	5
			Discipline	5
			Involvement	5
			Interest of the Student	5
2.	Part B	Project Work	20	
		Viva Voce & Presentation	30	
		Summer Training Project Report	10	

(d) Distribution of Marks for Seminar

S. No.	Assessment Basis	Marks
1.	Quality of Material	30
2.	Quality of Presentation	30
3.	Quality & Extent of Response of Questions Asked	20
4.	Participation in Other Seminars (Attendance)	20

Any student securing less than 40 marks ('F' grade) in seminar shall have to repeat the seminar in the same semester. This will be limited to only one chance.

(e) Distribution of Marks for Research Project

The Research Project is divided in semester III and semester IV as Research Project Part-I and Research Project Part-II, respectively on a problem/topic (from the specialization groups opted by the students) to be assigned by the Department/Centre under the supervision of a faculty member. Students are required to begin research project work after the end of MBA first year Major examination. A project grade is awarded in both the semesters on the basis of the prescribed evaluation process.

In Semester III

S. N.	Assessment Basis		Duration	Marks
1.	Continuous Evaluation	Mid Term Presentation	-	30
		Literature Survey/Progress Review		
2.	Evaluation	Preliminary Project Report, Effort and Regularity (awarded by supervisor)	-	20
3.		End Semester Presentation (Methodology adopted/Work Plan/Progress)	1 Hour	50

The portion of Research Project carried out in semester III shall be examined at the end of semester III. The project will be evaluated by a committee consisting of Head/Coordinator, Project Supervisor(s) and two senior faculty members of the Department/Centre. Any student securing less than 40 marks ('F' grade) shall have to repeat the Research Project Part-I in the next semester. The change of research sub-area is not permitted in semester IV.

In Semester IV

Sl. No.	Assessment Basis	Duration	Marks	
1.	Continuous Evaluation	Mid Term Presentation (Intermediate Results/Innovation in Work)	-	10
2.		Pre-Submission Presentation (Results Obtained/Project Outcome)	-	20
3.		Final Project Report/Attendance (awarded by supervisor)	-	20
4.	Major Examination	Publication of Research Paper(s)*	1Hour	10 (Max.)
5.		Supervisor on the basis of Project Work		10
6.		External Examiner on the basis of Project Evaluation		10
7.		Board of Examiners based on merit of project and viva-voce performance		20

*Publication of Research Paper(s) jointly with supervisor in Refereed non-paid Journal/Conferences prescribed by the University from time to time. These marks are to be awarded by the Board of Examiners.

- (i) upto 10 marks for the paper(s) Published/Accepted for publication in Referred non-paid Journal.
- (ii) upto 8 marks for the paper(s) to be considered for possible publication in Referred non-paid Journal i.e. on production of acceptance with revision.
- (iii) upto 5 marks for the paper(s) communicated for possible publication in a Referred non-paid Journal/ Presented or accepted/communicated for possible presentation in a Conference of repute.

The Examiners must be of not lower than the rank of Associate Professor from Management department. The Examiners should be a faculty of IITs/NITs/reputed engineering/management colleges or Universities/Industrial professionals from Management department/section.

Any student securing less than 40 marks ('F' grade) shall have to repeat the Research Project Part-II in the next semester.

(f) Distribution of Marks in Comprehensive Viva

The viva voce will be conducted by the panel of faculty members appointed by the Head/Coordinator.

S. N.	Assessment Basis	Marks
1.	Understanding of subjects knowledge	50
2.	Relevance of subject taught to practical field	50

Any student securing less than 40 marks ('F' grade) in Comprehensive viva shall have to repeat the viva after two weeks. This will be limited to only one chance.

(g) Audit Courses

S. N.	Audit Course Status	Marks Obtained
1.	Audit Pass (AP)	50% and Above
2.	Audit Fail (AF)	Below 50% , Candidate has to repeat the course

(h) Distribution of Marks for General Proficiency

General proficiency remark will be based on the cumulative percentages of marks scored by the student during each semester through various components as detailed below. Detailed distribution for award of marks in each component and/or their weightage may be as prescribed by the University from time to time.

S. N.	Assessment Basis	Weightage of Marks
1.	Discipline/Behaviour of Students Inside/Outside University campus	40%
2.	Games/Sports/Cultural/Literary Events	40%
3.	Academic & Research/Special Lecture/Extra-curricular Events & Industrial/ Organization Visits	20%

S. N.	Marks Secured	Remark
1.	80-100%	Excellent
2.	60-79%	Very Good
3.	40-59%	Good
4.	20-39%	Satisfactory
5.	<20%	Average

6.3.6 RE-MAJOR EXAMINATION

Student with 'F' grade in any subject will be required to appear in the re-major examination along with regular semester examinations in the forthcoming respective semester(s) in the same maximum marks as that of the previous major examination, provided she/he has scored at least 40% of the total marks allocated for continuous evaluation in the concerned subject. However, special re-major subject examination for the both odd & even semester subjects may be arranged during fourth semester for the students who have already appeared in regular semester major examinations as per availability but they could not improve 'F' grade in respective subjects or who could not get chance to appear in re-major examination.

6.3.7 EVALUATION OF PERFORMANCE

The performance of a student will be evaluated in terms of two indices, viz. the Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester, and Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time considered cumulatively.

Points Secured in the Semester = \sum (Course Credits \times Grade Point) for courses in which A(+) to D grade has been obtained

Total Credits Registered in the Semester Excluding Audit Courses = \sum (Course credits) for courses in which A(+) to D grade has been obtained

$$SGPA = \frac{\text{Points secured in the semester in all passed courses (A(+) to D Grade)}}{\text{Total Credits registered in the semester excluding audit courses}}$$

The CGPA is calculated on the basis of all pass grades, except audit courses and courses in which S or Z grade is awarded/secured in all completed semesters.

Cumulative Points secured in all passed courses = \sum (Course Credits \times Grade Point) for courses in which A(+) to D grade is obtained

Cumulative Total Credits excluding Audit Courses = \sum (Course credits) for courses in which A(+) to D grade is obtained

$$\text{CGPA} = \frac{\text{Cumulative Points secured in all passed courses (A(+) to D Grade)}}{\text{Cumulative Total credits excluding audits courses}}$$

An example of these calculations is given below.

ODD Semester

Course No.	Course Credits	Grade Awarded	Total Credits	Grade Point	Points Secured
Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
MBA101	4	B	4	7	28
MBA102	4	C	4	6	24
MBA103	4	A(+)	4	10	40
MBA104	2	B(+)	2	8	16
MBA105	4	D	4	5	20
MBA106	3	A	3	9	27
MBA107	3	B(+)	3	8	24
XX108	4	F	-	0	0
XX107	-	S	-	-	-
XX108 (AC)	3	AP	-	-	-
Total	28		24		179

Credits registered in the semester excluding audit courses (total of column 2) = 28

Total credits in the semester excluding audit courses (total of column 4) = 24

Points secured in this semester (total of column 6 for all passed courses) = 179

$$\text{SGPA} = \frac{\text{Points secured in the semester in all passed courses (A(+) to D Grade)}}{\text{Total Credits registered in the semester excluding audit courses}} = \frac{179}{24} = 7.458$$

$$\text{CGPA} = \frac{\text{Cumulative Points secured in all passed courses (A(+) to D Grade)}}{\text{Cumulative Total credits, excluding audits courses}} = \frac{179}{24} = 7.458$$

Semester performance: Total credits (E.C.) = 24 SGPA = 7.458

Cumulative performance: Total credits (E.C.) = 24 CGPA = 7.458

EVEN Semester

Course No.	Course Credits	Grade Awarded	Total Credits	Grade Point	Points Secured
Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
MBA151	4	B(+)	4	8	32
MBA152	4	A	4	9	36
MBA153	4	F	-	0	0
MBA154	3	B	3	7	21
MBA155	4	C	4	6	24
MBA156	4	A(+)	4	10	40
MBA157	3	B	3	7	21
MBA158	4	C	4	6	24
XX157	-	S	-	-	-
XX158 (AC)	3	AF	-	-	-
Total	30		26		198

Credits registered in the semester excluding audit courses (total of column 2)	= 30
Total credits in the semester excluding audit courses (total of column 4)	= 26
Points secured in this semester (total of column 6 for all passed courses)	= 198
Cumulative points in all passed courses = 179 (past semesters) + 198 (this sem.)	= 377
Cumulative Total credits = 24 (past semesters) + 26 (this sem.)	= 50

$$\text{SGPA} = \frac{\text{Points secured in the semester in all passed courses (A(+) to D Grade)}}{\text{Total Credits registered in the semester excluding audit courses}} = \frac{198}{26} = 7.615$$

$$\text{CGPA} = \frac{\text{Cumulative Points secured in all passed courses (A(+) to D Grade)}}{\text{Cumulative Total credits, excluding audits courses}} = \frac{179 + 198}{24 + 26} = 7.540$$

Semester performance: Total credits (E.C.) = 26	SGPA = 7.615
Cumulative performance: Total credits (E.C.) = 50	CGPA = 7.540

6.3.8 ACADEMIC CRITERIA FOR CONTINUATION

- 6.3.8.1** A minimum 5.0 CGPA is required in order to qualify for continuation of registration at any stage and award of the degree at the end of 4th semester.
- 6.3.8.2** A student must register a minimum of 20 credits in a semester which shall essentially include the prerequisite subject(s). It allows the students to progress at an optimum pace suited to individual ability and convenience, subject to fulfilling minimum requirement for continuation in stipulated duration.
- 6.3.8.3** MBA 1st year students must earn 75% of total Credits (i.e. min. 45 credits) in odd and even semester of an academic session for promotion to 2nd year failing which they have to re-register & repeat complete 1st Year.
- 6.3.8.4** A student is considered to pass in a particular subject if he/she secures A(+) to D grade in it and the marks obtained are 40% or more in continuous evaluation of the subject. In case of the marks in continuous evaluation of any subject of a semester being less than 40%, the student has to repeat the semester completely and continue as per **Clause 6.3.8.2 & 6.3.8.3**.

6.3.9 AWARD OF DIVISION, RANK AND MEDALS

- 6.3.9.1** A candidate who satisfies the course requirements for all semesters and who passes all the examinations prescribed for all the four semesters within a maximum period of two years reckoned from the commencement of the first semester to which the candidate was admitted shall be declared to have qualified for the award of degree subject to the fulfillment of requirements of **Clause 6.3.8.1**. Award of the Division in the degree shall be governed by the provisions given below.
- (a) A candidate who qualifies for the award of the degree securing D or above grades in all subjects pertaining to all semesters in his/her first attempt within four consecutive semesters (two academic years) and in addition secures a CGPA of 7.5 and above for the semesters I to IV shall be declared to have passed the examination in **FIRST DIVISION WITH HONOURS**.
- (b) A candidate who qualifies for the award of the degree by securing D or above grades in all subjects of all the semesters within a maximum period of four semesters, after his/her commencement of study in the 1st semester and in addition secures CGPA not less than 6.5 shall be declared to have passed the examination in **FIRST DIVISION**.
- (c) All other candidates who qualify for the award of degree by securing D or above grades in all subjects of all semesters within a maximum period of four semesters after his/her commencement of study in the 1st semester shall be declared to have passed the examination in **SECOND DIVISION**.

6.3.9.2 For the award of **Ranks**, the CGPA secured in all semesters shall be considered and it is mandatory that such candidates should have passed all the subjects by securing D or above grades in all the semesters in the first attempt in two years duration of programme as applicable. Rank certificates in the form of “Certificate of Merit” would be issued to top three students as 1st, 2nd & 3rd rank on the basis of CGPA in particular academic session.

6.3.9.3 Vice-Chancellor Gold Medal will be awarded to the passing out students identified as prescribed in **Clause 6.3.9.2**, who secures the highest CGPA at the end of IV semester in first attempt i.e. 1st Rank holder for MBA Programme.

6.3.10 ATTENDANCE

6.3.10.1 Every faculty member handling a course will record attendance from the scheduled date of commencement of classes upto 3 calendar days before the last instructional day in the semester as per academic calendar. The cumulative percentages of attendance will be recorded in the office of the Dean handling academic affairs of such students of the University. The attendance remark in the grade card will be shown based on the cumulative percentages of attendance calculated for the period between the date of commencement of classes and the last date for recording the attendance in all the registered subjects (credits and audit courses) in the semester as per the following table. Cumulative attendance remark shall appear in the grade card in each semester.

S. N.	Attendance	Remark
1.	90-100%	Very Good
2.	80-89%	Good
3.	75-79%	Satisfactory
4.	<75%	Poor

6.3.10.2 A student is expected to attend all classes, laboratory, seminar, project, tour and tutorial sessions that are formally scheduled and a formal attendance will be taken in each such session. It is recognized that due to illness and other emergent reasons there may be instances when a student is unable to join the scheduled academic activities; a leave application duly recommended and forwarded by the Head/Coordinator should be submitted in such cases at the earliest to office of the Dean. Such absence can not be more than 25% of the total classes held in a subject which needs to be got condoned as prescribed in **Clause 6.3.10.3**.

6.3.10.3 For the students who have less than 100% but more than 75% attendance in a semester if their medical leave is considered for condonation of attendance then they are eligible for seeking the privilege of upgradation of the attendance remark.

6.3.10.4 A student, who has a cumulative attendance lower than 75% in the semester whatever, may be the reason for the shortfall in attendance, will not be permitted to appear in the University Major Examinations. Such candidates will have to repeat their study in the same semester in coming academic session and his/her registration for that semester will be treated as cancelled, and she/he shall be awarded ‘U’ in that semester.

6.3.11 REGISTRATION AND ENROLMENT

6.3.11.1 The University follows a specialized credit based semester system; therefore, registration at the beginning of each semester on the prescribed dates announced in the Academic Calendar, is mandatory for every student till she/he completes her/his programme. If a student does not register in a particular semester, her/his studentship is liable to be cancelled. Without registration, any academic activity (course/seminar/project etc.) undergone by a student will not be counted towards the fulfillment of requirements of her/his degree.

6.3.11.2 Every student admitted shall have his/her unique registration number. The registration number shall have ten digits. First four digits shall indicate year of admission; next two digits shall indicate his/her department/centre of study, next one digit shall indicate his/her level (Undergraduate, Post Graduate and Ph.D.) and last three digits shall indicate his/her serial number/roll number or as prescribed from time to time. Every student shall be identified by this registration number through out his/her stay in the University.

6.3.11.3 Registration should be carried out by the student himself/herself on stipulated date, but not later than the first week of each semester as late registration upon payment of prescribed late fees as decided from time to time. In any case, registration must be completed before the prescribed last date for registration, failing which he/she will not be registered in that particular session. Such students will have to register in coming next academic session if it is permissible under **Clause 6.3.3**.

6.3.11.4 Students having any kind of outstanding dues to the University or hostel shall be permitted to register only after clearing the outstanding dues.

6.3.11.5 In-absentia registration may be allowed only in rare cases at the discretion of the Vice-Chancellor of the University in case of serious illness/natural calamities/ unavoidable circumstances upon the recommendation of Dean.

6.3.12 UNFAIR MEANS

Cases of unfair means shall be dealt as per the rules of the University.

6.3.13 GENERAL ELIGIBILITY FOR AWARD OF MBA DEGREE

A student shall be declared to be eligible for award of the MBA degree if he/she has

- (a) registered and successfully completed all the required core/elective/audit courses and projects and other requirements of programme as prescribed in this Ordinance or as prescribed by the University from time to time;
- (b) successfully acquired the minimum required credits/audits as specified in the curriculum corresponding to the branch of his/her study within the stipulated time as prescribed in this Ordinance or as prescribed by the University from time to time;
- (c) earned the specified credits in all the categories of subjects;
- (d) has no dues to the University, Hostels, Libraries, etc., and
- (e) no disciplinary action is pending against him/her.

6.3.14 POWER TO MODIFY

Notwithstanding all that has been stated above, the Academic Council has the right to modify partly or completely the provisions of above ordinances with the approval of Board of Management. Under extreme exceptional circumstances arising out of certain inconsistency in the ordinance or otherwise, the Vice-Chancellor can take suitable decision in deference to the laid down provisions provided standard of evaluation is not compromised and the same shall be reported to ensuing Academic Council/Board of Management with suitable justification. Such actions of Vice Chancellor shall not be treated as precedence under any circumstances.

6.3.15 CURRICULUM FOR MBA PROGRAMME

The curriculum for MBA Programme has been designed with total minimum credits of 120 and total minimum 8 credits of audit courses for those admitted in 1st year of MBA Programme. A student must register a minimum of 20 credits in each semester.

FIRST YEAR, Semester I							
S.N.	Category	Paper Code	Subject Name	L	T	P	Credit
1	DC			3	1	0	4
2	DC			3	1	0	4
3	DC			3	1	0	4
4	DC			3	1	0	4
5	DC			2/3	1	0	3/4
6	DC			2/3	1	0	3/4
7	BAM			2/3	1	0	3/4
8	HSS			2	0/1	2	3/4
9	AC						-
				20/23	7/8	2	28/32

FIRST YEAR, Semester II							
S.N.	Category	Paper Code	Subject Name	L	T	P	Credit
1	DC			3	1	0	4
2	DC			3	1	0	4
3	DC			3	1	0	4
4	DC			3	1	0	4
5	DC			3	1	0	4
6	DC			2/3	0/1	0	3/5
7	DC			2/3	1	0	3/4
8	BAM			2/3	1	0	3/4
9	AC						-
				21/24	7/8	0	29/33

SECOND YEAR, Semester-III							
S.N.	Category	Paper Code	Subject Name	L	T	P	Credit
1.	DC			3	1	0	4
2.	DC			2/3	0/1	0	3/5
3.	DC			3	1	0	4
4.	PE		Elective, SG-I	2/3	1	0	3/4
5.	PE		Elective, SG-I	3	1	0	4
6.	PE		Elective, SG-II	2/3	1	0	3/4
7.	PE		Elective, SG-II	3	1	0	4
8.	STP		Summer Training Project	0	0	4	2
9.	RP		Research Project Part-I	0	0	4	2
10.	AC						-
			Total	18/21	6/7	8	29/33

SECOND YEAR, Semester-IV							
S.N.	Category	Paper Code	Subject Name	L	T	P	Credit
1.	DC			3	1	0	4
2.	PE		Elective, SG-I	2/3	1	0	3/4
3.	PE		Elective, SG-I	3	1	0	4
4.	PE		Elective, SG-II	2/3	1	0	3/4
5.	PE		Elective, SG-II	3	1	0	4
6.	RP		Research Project Part-II	0	0	12	6
7.	S		Seminar	0	0	4	2
8.	CV		Comprehensive Viva	-	-	-	2
9.	AC						-
				13/15	5	16	28/30

Note: Under the Dual Specialization Scheme, a student has to select two Specialization Groups (SG) as Specialization Group-I (SG-I) and Specialization Group-II (SG-II). Further, he/she selects two subjects each from Specialization Group-I and Specialization Group-II in Semester-III and Semester-IV, respectively. These specialization Groups will also be reported in the Mark sheets of respective semesters.

Specialization Groups (For Example)

- (i) Human Resource Management (HR)
- (ii) Marketing (MK)
- (iii) Finance Management (FM)
- (iv) Information Technology (IT)
- (v) International Business (IB), etc.

Section B

CURRICULUM

MASTER OF BUSINESS ADMINISTRATION
M. M. M. UNIVERSITY OF TECHNOLOGY
GORAKHPUR

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	MAS-103	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	MAS-100	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-I	0	0	4	2
10.	AC	MAS-108	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	MAS109/110/111	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

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

Specialization Group: Information Technology (IT)

Course Code

MBA IT1	Database Management System
MBA IT2	System Analysis, Design and Software Engineering
MBA IT3	Data Communication & Network
MBA IT4	Electronic Commerce- Concept & Applications
MBA IT5	Enterprise Resource Planning
MBA IT6	Managing IT Enabled Services

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
Financial Management (FM)							
13.	MBA FM 1	Management of Working Capital	Financial Management & Cost Accounting	2	1	0	3
14.	MBA FM 2	Security Analysis and Investment Management	Financial Management & Cost Accounting	3	1	0	4
15.	MBA FM 3	Management of Financial Institutions & Services	Financial Management & Cost Accounting	2	1	0	3
16.	MBA FM 4	Tax Planning & Financial Reporting	-	3	1	0	4
17.	MBA FM 5	Behavioral Finance	-	2	1	0	3
18.	MBA FM 6	Multinational Finance & Forex Management	Financial Management & Cost Accounting	3	1	0	4
Information Technology (IT)							
19.	MBA IT1	Database Management System	Computer Application in Management	3	1	0	4
20.	MBA IT2	System Analysis, Design and Software Engineering	-	3	1	0	4
21.	MBA IT3	Data Communication & Network	-	2	1	0	3
22.	MBA IT4	Electronic Commerce- Concept & Applications	Computer Application in Management	3	1	0	4
23.	MBA IT5	Enterprise Resource Planning	Computer Application in Management	3	1	0	4
24.	MBA IT6	Managing IT Enabled Services	-	2	1	0	3

International Business (IB)							
25.	MBA IB 1	International Marketing	Marketing Management	3	1	0	4
26.	MBA IB 2	International Business Environment and Foreign Exchange Economics	Business Environment	3	1	0	4
27.	MBA IB 3	Export Management and Documentation	-	3	1	0	4
28.	MBA IB 4	International Logistics Management	Supply Chain Management	3	1	0	4
29.	MBA IB 5	International Financial Management	Financial Management & Cost Accounting	2	1	0	3
30.	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	Industrial Economics and Management	-	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	Organisation Behaviour and Personnel Management	-	2	1	0	3
6.	BOE-21	Principles of Management	-	2	1	0	3

Audit Courses

S.N.	Paper Code	Subject	Prerequisite Subject	L	T	P	Credits
MBA 1st Year							
1.	MCA-153	Computer Application in Management	-	2	0	2	3
2.	MAS-100	Soft Skills	-	0	0	4	2
MBA 2nd Year							
4.	MAS-108	Behavioral Psychology	-	2	1	0	3
5.	MAS 109	Foreign Language- French	-	2	1	0	3
6.	MAS 110	Foreign Language- German	-	2	1	0	3
7.	MAS 111	Foreign Language- Spanish	-	2	1	0	3

Section C

SYLLABI

**MASTER OF BUSINESS ADMINISTRATION
M. M. M. UNIVERSITY OF TECHNOLOGY
GORAKHPUR**

COURSES OFFERED

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	-	3	1	0	4
5.	MBA 105	Organizational Behaviour & 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.	MBA HR1	Cross Cultural & Global Management	Organizational Behavior	2	1	0	3
2.	MBA HR2	Industrial Relations & Labour Enactments	-	3	1	0	4
3.	MBA HR3	Team Building & Leadership	Organizational Behavior	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
Financial Management (FM)							
13.	MBA FM 1	Management of Working Capital	Financial Management & Cost Accounting	2	1	0	3
14.	MBA FM 2	Security Analysis and Investment Management	Financial Management & Cost Accounting	3	1	0	4
15.	MBA FM 3	Management of Financial Institutions & Services	Financial Management & Cost Accounting	2	1	0	3
16.	MBA FM 4	Tax Planning & Financial Reporting	-	3	1	0	4
17.	MBA FM 5	Behavioral Finance	-	2	1	0	3
18.	MBA FM 6	Multinational Finance & Forex Management	Financial Management & Cost Accounting	3	1	0	4
Information Technology (IT)							
19.	MBA IT1	Database Management System	Computer Application in Management	3	1	0	4
20.	MBA IT2	System Analysis, Design and Software Engineering	-	3	1	0	4
21.	MBA IT3	Data Communication & Network	-	2	1	0	3
22.	MBA IT4	Electronic Commerce- Concept & Applications	Computer Application in Management	3	1	0	4
23.	MBA IT5	Enterprise Resource Planning	Computer Application in Management	3	1	0	4
24.	MBA IT6	Managing IT Enabled Services	-	2	1	0	3
International Business (IB)							
25.	MBA IB 1	International Marketing	Marketing Management	3	1	0	4
26.	MBA IB 2	International Business Environment and Foreign Exchange Economics	Business Environment	3	1	0	4
27.	MBA IB 3	Export Management and Documentation	-	3	1	0	4
28.	MBA IB 4	International Logistics Management	Supply Chain Management	2	1	0	3
29.	MBA IB 5	International Financial Management	Financial Management & Cost Accounting	3	1	0	4
30.	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	Industrial Economics and Management	-	2	1	0	3
3.	MBA-03	Public Administration	-	3	1	0	4

SYLLABI

MBA-101	FUNDAMENTALS OF MANAGEMENT	4 Credits (3-1-0)
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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 Wehrich: 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

MBA-102

ACCOUNTING AND FINANACIAL ANALYSIS

4 Credits (3-1-0)

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

MBA-103 MANGERIAL ECONOMICS

4 Credits (3-1-0)

UNIT I

9

Basic Concepts of Economics -Nature, Significance and scope of Economics, Micro Economics and Macro Economics, Managerial Economics and Decision making, Fundamental Principles of Managerial Economics, Profit Analysis and profit Forecasting-Concept of Profit. Accounting Profit and Economic profit, Theories of Profit, Dynamic Theory of Profit, Risk and Uncertainty-Bearing Theory of Profit, Innovation Theory of Profit, Profit, Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization. Recent Economic Issues and Developments

UNIT II

9

Demand Analysis and Demand Forecasting-Theory of Demand. Types of Demand and their characteristics, Utility Analysis, Elasticity of Demand and its measurement, Supply analysis –Law of Supply and Elasticity of Supply and its uses in managerial decision making

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, Least Cost Combination Concept
Estimation of Revenue, Average Revenue, Marginal Revenue and Elasticity of Demand, Techniques of Demand Forecasting

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 Kinked Demand Curve
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.
3. D. Salvatore, Managerial Economics, McGraw Hill, New Delhi.
4. Pearson and Lewis, Managerial Economics , Prentice Hall, New Delhi
5. G.S. Gupta, Managerial Economics, T M H, New Delhi.
6. Mote, Paul and Gupta, Managerial Economics, T M H, New Delhi.
7. Joel Dean, Managerial Economics, Prentice Hall, USA.
8. H L Ahuja, Managerial Economics, S Chand & Co. New Delhi.

MBA-104 MARKETTING MANAGEMENT

4 Credits (3-1-0)

Objectives

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

UNIT I

9

Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing.

Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.

UNIT II

9

Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information

Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling.

UNIT III

9

Developing Pricing Strategies: Setting Price, Factors influencing Price Determination Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

UNIT IV

9

Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process

Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management

Books & References:

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2010). Marketing (14th ed.). New Delhi: Tata McGraw-Hill.
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: Tata McGraw-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 3 Credits (2-1-0)

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 MANAGEMENT

4 Credits (3-1-0)

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 Retentional 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

4 Credits (3-1-0)

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

4 Credits (3-1-0)

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

MBA-109 RESEARCH METHODOLOGY 4 Credits (3-1-0)

UNIT I 9
 Marketing Research – Definition, Scope, Significance, Limitations, Obstacles in acceptance. Ethics in marketing research, Marketing Intelligence system
 Research process – Management dilemma (problem) – decision problem – research problem – hypothesis statement – characteristics of a good hypothesis – drafting the research proposal
 Various sources of market Information – Methods of collecting Market Information - Secondary data – sources – problems of fit and accuracy, Syndicated services

UNIT II 9
 Exploratory designs – Descriptive designs - Longitudinal and cross-sectional analysis
 Qualitative research techniques – (a). Based on questioning: Focus groups, Depth interviews, Projective techniques (b). Based on observations: ethnography, grounded theory, participant observation
 Causal research – Basic experimental designs – internal and external validity of experiments

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
 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.
 Data analysis – Univariate analysis – Bivariate analysis – Multivariate analysis, Simple and cross tabulation, simple and multiple regression, Factor analysis.

UNIT IV
 Hypothesis testing – Types of tests and test selection, One sample test, Two-Independent Sample tests, Two-related sample tests. Chi-square test, tests for large and small samples.
 Report writing – forms of report – fundamentals of a good report

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 4 Credits (3-1-0)

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 **4 Credits (3-1-0)**

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 4 Credits (3-1-0)

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 3 Credits (2-1-0)

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	4 Credits (3-1-0)
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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 (Frank Brothers)
8. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)

MBA-122	CONSUMER BEHAVIOUR & MARKETING COMMUNICATION	3 Credits (2-1-0)
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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 Consumer Behavior, Rural Consumer Behavior; New Consumption Patrons

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	4 Credits (3-1-0)
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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	3 Credits (2-1-0)
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UNIT I	6
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	6
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	6
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	6
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	3 Credits (2-1-0)
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UNIT I	6
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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 4 Credits (3-1-0)

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

MBA HR3 TEAM BUILDING & LEADERSHIP 3Credits (2-1-0)

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)

MBA HR4 NEGOTIATION & COUNSELING 4 Credits (3-1-0)

UNIT I 9
Introduction: Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactic.

UNIT II 9
Negotiation: Scope, Types and Styles of negotiation; negotiation process, Strategies and tactics; win-win negotiation; Role of trust in negotiations; Negotiation and IT; ethics in negotiation; cultural differences in negotiation styles.

UNIT III 9
Introduction to Counseling; Historical evolution; Counseling, Psychotherapy and Instruction, Approaches to Counseling: Psychoanalysis; Behaviorism and Humanism. Goals and Process of Counseling; Counseling Procedures and Skills, Organizational Application of Counseling Skills; Changing Behaviors through Counseling; Specific Techniques of Counseling; Role conflicts of Managers and Counseling, Application of Counseling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Ethics in Counseling.

UNIT IV 9
International and Cross Culture negotiation: Context and concept. Influence of Culture on Negotiation
Case: The Dabhol Debacle (Negotiation Made Simple. SL Rao., Excel Books pp 30-35 and pp 196-197)

Books & References:

1. Brett, J. M. (2001) Negotiating Globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries, San Francisco: Jossey Bass.
2. Korobkin, R. (2009). Negotiation theory and strategy. Aspen Publisher.
3. Raiffa, H. (1982). The art & science of negotiation US: Harvard College.
4. Singh, K. (2009). Counseling skills for managers. New Delhi: Prentice Hall of India..

MBA HR5 PERFORMANCE MANAGEMENT 3 Credits (2-1-0)

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 **3 Credits (2-1-0)**

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.

MBA MK1 MARKETING OF SERVICES **3 Credits (2-1-0)**

UNIT I	6
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	6
Consumers' Behavior for Services- Consumer Decision Making Process and Buying behavior in services, Meaning and Types of Service Expectations, Zone of Tolerance, Consumer Satisfaction, Segmenting, Targeting and Positioning of Services.	
UNIT III	6
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	6
Implementing Service Marketing-Service Quality Measurement and Improvement of Service Quality, CRM in Services, Consumer Complaint Behavior; Consumer Response to Effective Service Recovery, Principles of Service Recovery; Contemporary Issues in Services Marketing -The content of the unit depends upon the recent developments in the field of services marketing, which would be declared by the respective faculty during the coverage of syllabus.	

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 **3 Credits (2-1-0)**

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**4 Credits (3-1-0)****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**4 Credits (3-1-0)****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 Atmospherics

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

3 Credits (2-1-0)

UNIT I

6

Relationship marketing, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation, People factor in CRM, Dimensions of Customer Relationship Management

UNIT II

6

Customer Satisfaction: Meaning, Definition, Significance, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction

Customer Loyalty: Meaning, Definition, Significance, Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Dimensions of Customer Loyalty, Determinants of Customer Loyalty, Drivers of Customer Loyalty

Service Quality: Meaning and Definition of Service Quality, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps.

UNIT III

6

Customer Relationship Management: Technology Dimensions-E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software.

UNIT IV

6

Emerging Concepts and Perspectives in Customer Relationship Management: To be announced by the Teacher at the beginning of the session

Books & References:

A.K. Rai - Customer Relationship Management- Concept & Cases, PHI Learning

MBA MK6 MARKETING RESEARCH

3 Credits (2-1-0)

UNIT I

6

Introduction to Marketing Research-Nature and Scope of Marketing Research; Role of Marketing Research in the Designing and Implementation of Marketing Programs; the Marketing Research Process; Marketing Research Designs

UNIT II

6

The Source & Collection of Data-Observational Methods; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys – Methods & Techniques, Use of Questionnaire & Schedules.

Introduction to Marketing Data Analysis-Review of Basic Descriptive Statistics; Introduction to SPSS; Data Reading & Coding; Simple Inferential Statistical Analysis Tools

UNIT III

6

Multivariate Data Analysis Techniques-Regression Analysis (Advertising Budget Decisions etc.) – Violation of Assumptions in Regression Analysis & Therapy, Types of Regression Analysis Factor Analysis (Questionnaire Development & Advertising Theme Decisions etc.) – Fundamental Theorem & Central Concept, Factor Extraction Methods & Criteria, Factor Rotation & Scores Cluster Analysis (Market Segmentation etc.) – Concepts and Process, Hierarchical versus Non-hierarchical Cluster Algorithms, Linkage Methods, Determination of Cluster Number, Interpretation and Profiling of Cluster Solutions Discriminant Function Analysis (Brand & Product Line Decisions etc.) - Significance Tests and Wilks Lambda, Standardized Canonical Discriminant Function Coefficients, Structure Matrix, Interpreting Discriminant Functions and Classification. Multidimensional Scaling (Strategy Formulation) - Basic Principles and Application in Marketing, Data Collection Methods, Determining Proximity, The MDS Algorithm, Number of Dimensions and their Interpretation, Assessing Reliability and Validity.

UNIT IV

6

Marketing Research Project-The student or group of students needs to apply this course learning in a real 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 Albaum
3. Marketing Research – Nargundkar
4. Marketing Research – Beri
5. Marketing Research – Measurement & Methods, Donald S. Tull, Del I. Hawkins

MBA FM 1 MANAGEMENT OF WORKING CAPITAL

3 Credits (2-1-0)

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**

4 Credits (3-1-0)**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**

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

3 Credits (2-1-0)

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 Wiley and 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

4 Credits (3-1-0)

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

MBA IT 1 DATABASE MANAGEMENT SYSTEM

4 Credits (3-1-0)

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	4 Credits (3-1-0)
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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 audit) System Support and Security - Definition of Systems Operations and Support, Technical Support Data Security and Reliability Considerations in Designing a System	

Books & References:

1. Elias M Awad – SAD (Galgotia Publication, 2nd ed.)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7th Ed.)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st ed.)
5. Singh B –Network Security (PHI Publication, 1st ed.)

MBA IT 3	DATA COMMUNICATION & NETWORK	3 Credits (2-1-0)
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UNIT I		6
	Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes	
UNIT II		6
	LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card. Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay, Frame Relay; ISDN; B-ISDN	
UNIT III		6
	OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network. Network Operating systems: Unix; Linux; Windows.	
UNIT IV		6

Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves
 Mobile Internet & WML: Mobile IP, Wireless TCP& UDP, WAP, WML

Books & References:

1. Widjaja L G - Communication Networks (Tata McGraw Hill, 2000)
2. Comer - Computer Networks and Internets (Pearson Education, 4th ed.)
3. Stallings W - Data Computer Communication (Pearson Education, 2003, 7th ed.)
4. Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th ed.)
5. Black - Computer Networks (Prentice-Hall, 1999, 2nd ed.)

MBA IT 4 ELETRONIC COMMERCE-CONCEPT & APPLICATIONS 4 Credits (3-1-0)

UNIT I **9**
Introduction to e-Commerce: Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce.

Network Infrastructure for e-commerce: Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model, Standards & Overview of TCP/IP, Internet Security, e-commerce & Internet.

UNIT II **9**
E-commerce Models: Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government
e-Advertising & Marketing: The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

UNIT III **9**
Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System
Electronic Data Exchange: EDI- Definitions & Applications, Standardisation and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI

UNIT IV **9**
E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce
e-CRM: CRM, what is e-CRM, it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India.

Books & References:

1. Jeffrey F. Rayport & Bernard J. Jaworski: Introduction to E-commerce, TMH, 2003.
2. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
3. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata McGraw Hill, New Delhi, 2000.
4. C.S.V. Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
5. Kamallesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
6. Bharat Bhaskar: Electronic Commerce, Tata McGraw Hill, New Delhi, 2003.
7. Perry: E-Commerce, Thomson Publications, New Delhi, 2003.
8. Elias M. Awad: Electronic Commerce, Prentice-Hall India, New Delhi,,2002.

MBA IT 5 ENTERPRISE RESOURCE PLANNING 4 Credits (3-1-0)

UNIT I **9**
 Introduction to ERP-Overview and Evolution of ERP-II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Identifying Benefits of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage

UNIT II **9**

Understanding Business Processes-Concept of Business Process; Rethinking of the Processes; Emergence of Reengineering Concept; Identification of Re-engineering Needs; Preparing and Conducting Business Process Reengineering

UNIT III

9

ERP Implementation-ERP Implementation Lifecycle; Implementation Methodology; Hidden Costs; Organizing the Implementation - Vendors, Consultants and Users; Contracts with Vendors, Consultants and Employees; Project Management and Monitoring; Pre & Post ERP Implementation Issues

Modules of ERP-Introduction to Basic Modules of ERP System: HRD - Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario

UNIT IV

9

The ERP Market-Issue of Standard Vs. Customized ERP Solution; ERP Packages at Market Introduction to SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc. (SSA), QAD etc.; A Comparative Assessment and Selection of ERP Packages and Modules

Books & References:

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

3 Credits (2-1-0)

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

MBA IB 1 INTERNATIONAL MARKETING

4 Credits (3-1-0)

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. Grahm, International Marketing, 10th ed., Irwin McGraw Hill, Boston, 1999.
3. Jain, Subash C., Internatiional 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	INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMICS	4 Credits (3-1-0)
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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

4 Credits (3-1-0)

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

3 Credits (2-1-0)

UNIT I

6

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

UNIT II

6

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

6

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

6

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

4 Credits (3-1-0)

UNIT I

9

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

9

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

9

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

9

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)

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)
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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	INDUSTRIAL ECONOMICS AND MANAGEMENT	3 Credits (2-1-0)
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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 sorbent 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)

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