

DEPARTMENT OF BUSINESS ADMINISTRATION

*Faculty of
Management*

M.B.A.

TWO YEARS PROGRAMME

ORDINANCE

&

SYLLABUS

MASTER OF BUSINESS ADMINISTRATION

(Under Choice Based Credit System)

Master of Business Administration (MBA) is a Two Year Full Time Programme. The course structure and programme ordinance are as follows:

COURSE STRUCTURE

The M.B.A. program shall be of two years duration i.e. first year and second year, each year consisting of two semesters. The first two semesters, each shall consist of eight core theory papers and viva-voce. The third and fourth semesters shall contain a combination of core papers and discipline specific elective papers. There shall be a system of **dual specialization**.

The list of papers offered during first year and second year of the program shall be as follows.

FIRST YEAR

I Semester

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA -C11	Management Concepts and Skill Development	4	30	70
MBA -C12	Statistics for Business Decisions	4	30	70
MBA -C13	Managerial Economics	4	30	70
MBA -C14	Human Resource Management	4	30	70
MBA -C15	Marketing Management	4	30	70
MBA -C16	Business Ethics	3	30	70
MBA -C17	Financial Accounting and Reporting	4	30	70
MBA -C18	Computer Applications in Management	3	30	70
MBA -C19	Viva-Voce	2	-----	100
	Total	32	240	660

II Semester

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA -C21	Organizational Behavior	4	30	70
MBA -C22	International Business	4	30	70
MBA -C23	Quantitative Techniques	4	30	70
MBA -C24	Accounting for Decisions Making	4	30	70
MBA -C25	Financial Management	4	30	70
MBA -C26	Business Environment	4	30	70
MBA -C27	Research Methodology	4	30	70
MBA -C28	Production & Operations Management	4	30	70
MBA -C29	Viva-Voce	2	-----	100
	Total	34	240	660

SECOND YEAR

III Semester

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA –C31	Strategic Management - I	4	30	70
MBA –C32	Project Management	4	30	70
MBA –C33	Management Information System	4	30	70
MBA – C34	In Industry Training Report – Evaluation & Viva Voce	4	-----	100
MBA – E -	Specialisation Area I - <i>Part A Elective Paper I</i>	4	30	70
MBA – E -	Specialisation Area I - <i>Part A Elective Paper II</i>	4	30	70
MBA – E -	Specialisation Area II - <i>Part A Elective Paper I</i>	4	30	70
MBA – E -	Specialisation Area II - <i>Part A Elective Paper II</i>	4	30	70
	Total	32	210	590

IV Semester

Paper Code	Title of Paper	Credits	Marks	
			Internal	External
MBA-C41	Strategic Management - II	4	30	70
MBA -C42	Dissertation - Evaluation & Viva Voce	8	-----	100
MBA – E -	Specialisation Area I - <i>Part B Elective Paper III</i>	4	30	70
MBA – E -	Specialisation Area I - <i>Part B Elective Paper IV</i>	4	30	70
MBA – E -	Specialisation Area II - <i>Part B Elective Paper III</i>	4	30	70
MBA – E -	Specialisation Area II - <i>Part B Elective Paper IV</i>	4	30	70
	Total	28	150	450

Minimum credit requirements for the programme = 126 credits.

The following shall be the Specialization Areas/ Elective Groups. The department (depending upon the staff position and other facility), shall offer in the beginning of MBA Part –II (Semester-III), the elective group(s) and / or paper(s), that will be taught in III and IV semester of MBA Second Year.

ELECTIVE GROUPS:

FINANCE

Part A

Security Analysis and Portfolio Management	MBA – E -F-51
Corporate Restructuring	MBA – E -F-52
International Financial Management	MBA – E -F-53

Part B

Financial Derivatives	MBA – E -F-54
Management of Financial Services	MBA – E -F-55
Strategic Financial management	MBA – E -F-56

MARKETING

Part A

Marketing Research	MBA – E -M-61
Service Marketing & CRM	MBA – E -M-62
Consumer Behaviour	MBA – E -M-63

Part B

International Marketing	MBA – E -M-64
Sales & Distribution Management	MBA – E -M-65
Advertising & Product management	MBA – E -M-66

HUMAN RESOURCE MANAGEMENT

Part A

Labour Welfare and Social Security	MBA – E -H-71
Organizational Change and Intervention Strategies	MBA – E -H-72
Managing Interpersonal and Group Processes	MBA – E -H-73

Part B

Management of Industrial Relations	MBA – E -H-74
Compensation Management	MBA – E -H-75
Cross Cultural and Global HRM	MBA – E -H-76

PRODUCTION & OPERATIONS MANAGEMENT

Part A

Purchasing and Material Management	MBA – E -P-81
Total Quality Management	MBA – E -P-82
Production Planning and Control	MBA – E -P-83

Part B

Advance Operations Research	MBA – E -P-84
Logistics & Supply Chain Management	MBA – E -P-85
Service Operations Management	MBA – E -P-86

INFORMATION TECHNOLOGY MANAGEMENT

Part A

Management Support System	MBA – E -IT-91
Business Process Re-engineering	MBA – E -IT-92
System Analysis and Design	MBA – E -IT-93

Part B

Strategic Management of Information Technology	MBA – E -IT-94
Data Base Management	MBA – E -IT-95
Telecommunication for Business	MBA – E -IT-96

INTERNATIONAL BUSINESS

Part A

Export Procedure and Documentation	MBA – E -IB-01
Comparative International Management	MBA – E -IB-02
International Marketing Management	MBA – E -IB-03

Part B

Globalization and Sustainable Development	MBA – E -IB-04
International Human Resource Management	MBA – E -IB-05
International Financial Management	MBA – E -IB-06

Admission to MBA-I Year (Semester II)

Admission to MBA-I year (Semester II) shall be given to those students who have successfully cleared at least five papers out of eight theory papers and not declared as fail.

Admission to MBA II Year (Semester III)

Admission to MBA II year (Semester III) shall be given to those students, who have cleared successfully at least five papers out of eight theory papers offered for MBA-I year (Semester-I) as well as at least five papers out of eight theory

papers offered in MBA I year (Semester II) exams and not declared as failed in any semester.

In Industry Summer Training & Report: At the end of second semester examination, every student of MBA will undergo industrial training of 6 to 8 weeks duration. The student, after the completion of training will submit one copy of the report to the Department, which will form part of third semester examination. The report should ordinarily be based on primary data. The average size of report normally will be 60 to 75 typed pages in standard font size (12) with 1.5 spacing. The report should have one certificate duly signed by the Reporting Officer of the organization where the student has undergone training. The report must be submitted latest by 31st August during third semester. A late fee of Rs. 1000 will be paid by the student, if he/she fails to submit the report by 31st August.

The **Third and Fourth Semesters** shall contain a combination of core papers and discipline specific elective papers. There shall be a system of **dual specialization**. A student shall be required to opt for two functional areas for their specialization at the time of admission to MBA – II year (Semester – III) which in turn will lead to studying **four papers (Two in third semester and Two in the fourth semester) from Specialisation Area I and four papers (Two in third semester and Two in the fourth semester) from Specialisation Area II.**

In MBA III Semester a student shall have the **choice** of studying **any two papers out of three papers mentioned in Part A of Specialisation Area I.** Similarly he/she will have the choice to study **any two papers out of three papers mentioned in Part A of Specialisation Area II.**

In MBA IV Semester a student shall have the **choice** of studying **any two papers out of three papers mentioned in Part B of Specialisation Area I.** Similarly he/she will have the choice to study **any two papers out of three papers mentioned in Part B of Specialisation Area II.**

Note: A paper from specialization area shall only be offered for studying in MBA III/MBA IV Semester if minimum number of students interested in that paper is 20.

A student of MBA – II year (Semester – III) has to study two papers from Specialisation Area I & two papers from Specialisation Area II besides compulsory papers.

In MBA – II year (Semester – IV) a student has to study two papers from Specialisation Area I & two papers from Specialisation Area II besides compulsory papers.

Dissertation and its Report: In fourth semester, a student shall be required to prepare a Dissertation under the supervision of a faculty. Evaluation of its report and viva shall be conducted by both external and internal examiners. The dissertation report must contain a certificate of the Supervisor and the Head of the Department certifying the authenticity of the report. The average size of report normally will be 60 to 75 typed pages in standard font size (12) with 1.5 spacing. The report must be submitted latest by 15th April during fourth semester.

Topic for dissertation shall be allotted in the beginning of Semester III.

1. For Admission in MBA programme minimum percentage of marks required at graduation level is 50 percent (a student having even 49.99% shall not be eligible for admission). Government norms regarding reservation & relaxation in percentage shall be applicable in admission process.
2. English shall be the medium of instruction in lectures, University examinations; Admission test(s) Presentations etc.
3. As far as possible fifty percent paper setters / examiners will be internal and fifty percent external.

4. All students will have to make a presentation of their industry training report which shall be evaluated centrally (by external & internal examiners) and viva voce would be conducted jointly by two examiners ,one internal and one external who shall be the university teacher / senior business executive during the third semester examination. In industry training report shall carry a maximum of 100 marks.
5. The Dissertation shall carry a maximum of 100 marks and the evaluation of the same shall take place in fourth semester. The title for the project work shall be allotted by the concerned faculty / academic committee to a group consisting of not more than five students. After the submission of project report in fourth semester group presentation of the same shall take place & viva-voce held which shall be conducted & evaluated centrally & jointly by the supervisor and external expert.
The academic committee of the department shall comprise of all regular faculty members.
6. For promotion in next semester/clearing the semester it is compulsory for students to pass in the Viva-Voce examination of I Semester/Viva-Voce examination of II Semester/In-Industry Training Report Evaluation of III Semester/Dissertation Evaluation in IV Semester, as the case be, because provision of Back Paper shall not be applicable in these examinations.
7. **End semester examination:** All papers will be of 03 hours duration. The maximum marks allotted for each paper will be 70.
8. **Mid semester examination:** There shall be one mid semester written examination of two hours duration for each paper, which shall carry 20 marks. This examination will be compulsory for the students. In case, if any student fails to appear in one or more papers on **medical ground** then he/she may be provided **one more chance during the same semester with due permission of the Head/Dean on payment of re-examination fee of Rs 1000/- per paper subject to a maximum of Rs 5000/-**

9. **Guidelines for internal evaluation:**

- a) It shall be based on verifiable means.
- b) The distribution of marks of internal evaluation will be as follows:
 - (i) Written test 20 marks
 - (ii) Term Assessment based on assignments/
presentations/LSA/class participation 10 marks

Whenever the score in internal evaluation is 80% or more (except in papers of quantitative nature) the written test answer books could be re-evaluated by two teachers of the department.

- c) All assignments will be submitted in his/her hand writing only.

10. **The maximum marks allotted for each paper will be as follows:**

- (i) End semester examination 70 marks
- (ii) Internal evaluation 30 marks

11. **Back Paper Provision:**The minimum passing marks in each individual paper will be 40% and in aggregate 50% in each semester. This percentage will apply on aggregate marks of internal evaluation and end semester examination. Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in not more than three papers, in first semester of the first academic year will be promoted to the next semester of MBA Part I. Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in not more than three papers, in first semester of the academic year will be promoted to the next semester of MBA Part-I or MBA - Part II as the case may be. However in MBA Part II (III semester), only those candidates will be admitted who have cleared at least five papers in each of the I and II semester of MBA Part I examinations.

A maximum of three back papers are allowed in any semester.

The examinations of the back papers of the I and II semesters will be held along with III and IV semesters respectively. The examinations for the back papers of the III and IV semesters will be held in subsequent year (s) as and when the III and IV semesters examinations of the next batch are held.

A maximum of two chances shall be available to a candidate to clear his/her back papers. The candidate has to clear all his/her back papers within a period of four years from the year of his/her admission. After which he/she will be declared fail.

If a candidate clears his I, II, III semesters but obtains back (s) only in IV semester then treating it as a special case the examination of back paper (s) of IV semester could be held along with I and III semester examinations or earlier, if possible.

12. A candidate who has secured minimum marks to pass in each paper but has not secured minimum marks to pass in aggregate may reappear in any of the paper(s) of the semester concerned (subject to maximum of three), according to his choice in order to secure the minimum marks prescribed to pass in the aggregate.

13. Evaluation Pattern for MBA:

Award of Grades & Grade Points Based on Absolute Marks

Sno.	Marks Range (out of 100)	Grade	Grade Point
1	90 – 100	O	10
2	80 – 89	A	9
3	70 – 79	B	8
4	60 – 69	C	7
5	50 – 59	D	6
6	40 – 49	E	5
7	25 – 39	Bp	4
8	00 – 24	F	0
9	Absent	Ab	0

Letter grades O, A, B, C, D & E in a paper means that the student has been able to clear that paper (i.e. **passed in paper**).

Letter grade Bp in a paper means that the student has **not been able to clear the paper** and is **entitled to appear in the Back Paper examination** if he/she satisfies other conditions for **Back Paper examination**.

Letter grade F means that the student has failed.

Letter grade Ab means that the student was absent

Calculation of SGPA and CGPA

The following procedure shall be used to calculate the **Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)**:

- The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA} = \Sigma(C_i \times G_i) / \Sigma C_i$$

where **C_i** is the number of credits of the **i**th paper and **G_i** is the grade point scored by the student in the **i**th paper.

- The CGPA is also calculated in the same manner taking into account all the papers undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \Sigma(C_j \times S_j) / \Sigma C_j$$

where **S_j** is the SGPA of the **j**th semester and **C_j** is the total number of credits in that semester.

- The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Illustration of Calculation of SGPA and CGPA

- Illustration for SGPA**

Paper	Credit	Grade Letter	Grade Point	Credit Point
Paper 1	4	B	8	4 x 8 = 32
Paper 2	4	C	7	4 x 7 = 28
Paper 3	3	O	10	3 x 10 = 30
Paper 4	4	E	5	4 x 5 = 20
Paper 5	3	D	6	3 x 6 = 18
Paper 6	4	E	5	4 x 5 = 20
Paper 7	4	C	7	4 x 7 = 28
Total	26			176

Thus, **SGPA = 176/26 = 6.77**

- Illustration for CGPA**

Semester I	Semester II	Semester III	Semester IV
Credit : 30	Credit : 26	Credit : 32	Credit : 34
SGPA:6.9	SGPA:5.8	SGPA:7.3	SGPA:6.8

$$\mathbf{CGPA = \Sigma(C_j \times S_j) / \Sigma C_j}$$

$$\mathbf{CGPA = \{(30 \times 6.9) + (26 \times 5.8) + (32 \times 7.3) + (34 \times 6.8)\} / \Sigma C_j}$$

$$\mathbf{Thus, CGPA = 822.6/122 = 6.74}$$

The conversion formula for **converting CGPA to the corresponding Percentage of Marks** will be as follows:

$$\mathbf{X = 10 Y - 4.5}$$

where, **X = Percentage of Marks**

$$\mathbf{Y = CGPA}$$

14. In the first three semesters, the candidate will be declared only as “Pass” or “Fail” Division will be awarded only on the basis of combined result of all the four semesters of MBA I and II.

15. If a candidate fails to appear in industry training viva voce, viva voce of dissertation or any viva voce then he / she may be provided a second chance with due permission of the Registrar on the Payment of prescribed fee for each viva voce.

16. No regular admission will be given to failed students. Any candidate who fails in the examination or is entitled to carry over papers as “back papers” may reappear in the next subsequent examinations. However the marks obtained previously by the candidate in the internal evaluation of the paper concerned, shall be retained and added with the marks obtained in the subsequent end semester examinations.

17. There will be no re-evaluation or supplementary exams. Scrutiny in not more than four papers in each semester is permitted.

18. The syllabi will be prescribed by the Board of Studies. However, the course outline in detail will be prepared by the department. For the paper setting the course outline thus prepared, will be sent to the examiner concerned.

19. The award of the division to the successful candidate will be on the basis of the combined results of MBA Part I and II examinations (of all four semesters) as follows:

(i) Candidates securing CGPA 6.45 and above

I Division

(ii) Candidates securing CGPA 5.45 to 6.44

II Division

(iii) Candidates securing CGPA less than 5.45

Fail

20. The students will have to fulfill the minimum requirement of attendance as per the rule of the university

21. No person shall be admitted as a candidate for the examinations of any of the part after the lapse of four years after admission to the first year of MBA course. However under special circumstances this period may be extended by one additional year (i.e. total five years) with the special permission of the Head as well as Dean.



MBA - I Semester

Management Concepts and Skill Development

PAPER CODE: MBA-C11

Objective: The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in Organization.

UNIT-I

Management: Definition, nature, process, functions & skills. **Evolution of Management Thoughts-** F.W. Taylor, Henri Fayol, Max Weber, Elton Mayo. **Management Approaches-** System approach, Contingency approach. **Business Organization-** Types of ownership.

UNIT-II

Planning: Concept and purpose, Planning Process, Management by Objectives (MBO), Decision Making. **Organization:** Concept and purpose of Organization, Types of Organization, Line, Line & Staff, Matrix, Virtual Organization structures. Basis of Departmentation, Concept of Authority, Functional Authority, Delegation of Authority, Centralization and Decentralization of Authority. Coordination. Staffing.

UNIT-III

Directing: Leadership- Concept, Traits, Styles. Communication: Concept, Types, process, barriers, making Communication effective. **Controlling:** Concept, process, Requirement for Adequate control, Budgetary Control, Non-Budgetary Control.

UNIT-IV

Business Process Re-engineering- Concept, Process, Redesign, BPR, experiences in Indian Industry. **Total Quality Management (TQM)-** Concept, Systems model of Quality, Deming's approach, TQM as a business Strategy. **Knowledge Management (KM)-** What, why, how, of Knowledge Management, KM process, approach, strategies, tools. **E-commerce-** Ideology, methodology, classification by application/nature of transactions, Driving Forces of EC, Impact of EC, Scope.

UNIT-V

Skill Development- Writing Business Letter, Official letters, 7C's & 4'S in Communication, Report writing Skills, Presentation Skills.

Suggested Readings:

1. Stoner, Freeman, Gilbert Jr.: Management (Pearson education)
2. Kootz, O'Donnell, Weighrich: Essentials of Management
3. Michael, J. Stahl: Management- Total Quality in a global environment (Blackwell Business)
4. Newman, Warren and Summer: The Process of Management, Concept, Behaviour & Practice.
5. Brech, E.F.L.: Principles and Practice of Management
6. Drucker, P.F. : Managements, Tasks, Responsibilities, Practices
7. Asha Kaul: Effective Business Communication (PHI)
8. RonLudlow, Fergus Panton: The Essence of Effective Communication(PHI)
9. Efrain, jae, david, H. Micheal: Electronic Commerce : A Managerial Perspective (Pearson Education)



MBA - I Semester

Statistics for Business Decisions

PAPER CODE: MBA-C12

Objective: The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

UNIT-I

Statistics: Concept, Significance and Limitations. Collection of Primary and Secondary Data, Classification and Tabulation, Frequency Distributions and their graphical representation.

UNIT-II

Measures of Central Tendency: Mean, Median and Mode. Measures of Dispersion: Range, Mean Deviation, Standard Deviation and Quartile Deviation . Moments, Measures of Skewness and Kurtosis .

UNIT-III

Probability: Classical, Relative and Subjective Probability. Additive and Multiplicative rules; Conditional Probability and Baye's Theorem. Random Variable, Mathematical Expectation, Binomial, Poisson and Normal probability distributions.

UNIT-IV

Sampling: Methods of Sampling; Sampling and Non-Sampling Errors; Law of Large Numbers and Central Limit Theorem (without proof). Estimation, Point & Interval Estimates, Confidence Intervals. Statistical Testing- Hypothesis and Errors; Large and Small One Sample and Two sample Tests- Z test, T-test and F-Test. Chi-Square as a test of Independence and as a test of Goodness of Fit, Analysis of Variance .

UNIT-V

Correlation and Regression Analysis: Two variable case / Index Numbers; Time series- its components and their determination.

Suggested Books:

1. Levin, R.I.: Statistics for Management(PHI)
2. Black, K: Business Statistics(Wiley)
3. Levine, Stephan, Krehbiel & Berenson: Statistics for Managers(Pearson)
4. Gupta, S.P. & Gupta, M.P.: Business Statistics
5. Lapin, Lawrence: Statistics for Modern Business Decisions (HBJ)
6. Shenoy, G.V. & Pant, M: Statistical Methods in Business and Social Science's



MBA - I Semester

Managerial Economics

PAPER CODE: MBA-C13

Objective: The basic objectives of this course are to familiarize the students with the concepts and tools of managerial Economics as applicable to decisions making in contemporary business environment.

UNIT-I

Nature and scope of Managerial Economics: Nature and scope of Managerial Economics, its relationship with subjects. Objective of Firm, Fundamental Economic concepts- Opportunity cost concept, Incremental concept, Principle of the perspective, Discounting principle and Equimarginal principle.

UNIT-II

Demand Analysis: Concept and importance of Demand & its determinants, Income & Substitution effect, various elasticities of demand, using elasticities in managerial decisions, revenue concepts, relevance of demand forecasting, methods of demand forecasting.

UNIT-III

Cost Concept and Production Theory: Various cost concepts & classifications, Cost output relationship- in short run and in long run, (cost curves), Economies of scale, cost control and cost reduction, Production function, managerial uses of production function, Indifferent curves.

UNIT-IV

Pricing Decisions: Pricing methods, Price Discrimination, Price and output decisions under different market structures- Perfect competition, Monopoly and Monopolistic Competition, Oligopoly.

UNIT-V

Profit & Inflation: Profit, Functions of profit, profit maximization, Break Even analysis, Inflation- Types, in terms of demand pull & cost factors, effects of inflation.

Suggested Readings:

- | | |
|---------------------------|--|
| 1. Varsney & Maheshwari : | Managerial Economics |
| 2. Mote, Paul & Gupta | Managerial Economics: Concepts & Cases |
| 3. D.N. Dwivedi | Managerial Economics |
| 4. D.C. Hague | Managerial Economics |
| 5. Peterson & Lewis | Managerial Economics |
| 6. Trivedi | Managerial Economics |
| 7. D. Gopalkrishan | A study of Managerial Economics |
| 8. Habib-Ur-Rehman | Managerial Economics |



MBA - I Semester

Human Resource Management

PAPER CODE: MBA-C14

Objective: The course aims at developing a basic understanding in the students of the issues relating to procurement, development, appraisal, compensation, integration etc. of human resource for its optimum utilization and productivity in the Organization in the context of dynamic business environment.

UNIT-I

Human Resource Management: Concept, objectives, scope, functions, importance, Human Resource Planning: Meaning, Objectives, process, limitations, importance, and responsibility for human resource planning.

UNIT-II

Recruitment and Selection: Meaning, sources of recruitment, selection process, induction.

UNIT-III

Training and Development: Meaning, identification of training and development needs methods of training and development, evaluation of training and development programmes, significance of training and development, career development.

UNIT-IV

Performance appraisal: Meaning, process, methods, limitations, importance, internal mobility, separation.

UNIT-V

Wage and Salary Administration: Concept, objectives, factors influencing wage and salary administration. Job evaluation: meaning, principles, methods, limitations, importance, Systems of payment: Time rate system, piece rate system and Incentive payments. Fringe benefits, Executive compensation.

Suggested Readings:

1. David A. De Cenze & Stephen P. Robbins : Personnel/Human Resource management
2. Rudrabasavarj , M.N. : Dynamic Personnel Administration: management of Human Resource
3. P. Subba rao : Essentials of Human Resource Management & Industrial Relations
4. C.B. Mamorai : Personnel Management
5. Dale Yoder & Paul Staudohar : Personnel Management & Industrial Relations
6. Beach : Personnel- The Management of People at work
7. Strauss G & Sayles , L.R. : The Human Problems of Management
8. Jucius , M.C. : Personnel Management
9. Flippo, Edwin ,B : Personnel Management



MBA - I Semester

Marketing Management

PAPER CODE: MBA-C15

Objective: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

UNIT-I

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning– an overview. **Market Analysis and Selection:** Marketing environment– macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer Behaviour; consumer versus organizational buyers; Consumer decision making process.

UNIT-II

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. **Pricing Decisions:** Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT-III

Distribution Channels and Physical Distribution Decisions : Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. **Promotion Decisions:** Communication Process; Promotion mix– advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion– tools and techniques.

UNIT-IV

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organization and Control: Organizing and controlling marketing operations.

UNIT-V

Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Suggested Readings:

1. **Kotlar, Philip**, Marketing Management, Prentice Hall, New Delhi.
2. **Stanton, Etzel**, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. **Saxena, Rajan**, Marketing Management, Tata-McGraw Hill, New Delhi.
4. **McCarthy, E.J.**, Basic Marketing: A managerial approach, Irwin, New York.



MBA - I Semester

Business Ethics

PAPER CODE: MBA-C16

Objectives: The course aims to educate that how the adoption of Business Ethics by Organizations not only discourages corporate wrong- doing, but also contributes substantially in the achievement of corporate excellence.

UNIT-I

Business Ethics- An Overview- Concept, nature, Objectives, evolving ethical values, Arguments against business Ethics.

UNIT-II

Work life in Indian Philosophy- Indian ethos for work-life, Difference between ethics and ethos, purpose of Indian ethos, need of Indian ethos, Indian values for the work place, Work-Life Balance, components of work life balance.

UNIT-III

Relationship between Ethics & Corporate Excellence- Corporate Mission Statement, Code of Ethics, need for code of ethics ,Types of code of ethics ,Organizational culture, Characteristics of organizational culture, TQM: Benefits and principles.

UNIT-IV

Gandhian Philosophy of Wealth Management- Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins.

UNIT-V

Corporate Social Responsibility- Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.

Suggested Readings:

1. Chakraborty , S.K. : ,Foundations of management Work - Contributions from Indian Thought: Himalaya Publishing House Delhi 1998
2. Griffiths , B. : Themarriage of East and West , colling London 1985
3. Gandhi , M.K. : The Study of My Experience with Truth, Navjivan Publishing House , Ahmedabad , 1972
4. Velasquez , M.G. : Business Ethics
5. Sekhar , R.C. : Ethical Choices in Business .



MBA - I Semester

Financial Accounting and Reporting

PAPER CODE: MBA-C17

Objective: The objective of this paper is to give exposure of the fundamentals of accounting and how financial statements are prepared and other related matters.

UNIT -I

Financial Accounting- Nature and objectives, Use of financial statements, Users of Accounting information. Accounting Principles. Accounting Standards, Capital and Revenue receipts and payments. **Origin and Analysis of Business Transaction-** Types of Accounts, Journal, Ledger and Trail Balance [including practical problems].

UNIT-II

Depreciation methods and accounting- Inventory valuation techniques and accounting [including practical problems].

UNIT-III

Financial Statements of Trading Organization- Preparation with adjustments, Final Accounts of Limited Liability companies, P/L Account, P/L Appropriate A/C and Balance Sheet.

UNIT-IV

Company Accounts: Issues of shares and debenture and their redemption. Accounting Policy and Trends in Corporate Reporting.

UNIT-V

Value added reporting- Value added statements, EVA Concept and its application in India, Environmental Accounting & Reporting: environmental Costs, Guidelines for environmental reporting.

Suggested Readings:

1. Financial Accounting: Ashok, Deepak, Sehgel
2. Financial Accounting: Ashish, K. Bhattacharya
3. Jawaharlal: Corporate Financial Reporting theory and Practice, Taxamann, New Delhi

Paper Setting Guidelines

UNIT-I-	One Numerical and one theoretical.
UNIT-II-	Two Numerical Questions.
UNIT-III-	Two Numerical Questions.
UNIT IV-	One Numerical and one theoretical.
UNIT V -	Two Theoretical Questions.



MBA - I Semester

Computer Applications in Management

PAPER CODE: MBA-C18

Objective : The objectives of this course is to provide knowledge of latest Hardware & software tools available in the field of computer among the participants and build up the experience of computer usage in business organization with specific reference to office environment, Networking & Communication, spreadsheet & Operating System .

UNIT-I: Introduction to Computers

Introduction of Computers, Types of Computer, Organization of Computer, Hardware & Software components, System software & Application software, Memory & types of Memory, Data vs. Information, Application of Computers, Number Systems (Binary, Octal ,Hexadecimal), Binary operations.

UNIT-II: Operating System

Introduction to Operating System, Types of Operating Systems, Functions of Operating system, User Interface-CUI & GUI, Windows: Window Basics-desktop, icons, folders, taskbar, shortcuts, start menu, customizing desktop,

UNIT-III: MS-Office

- (1) **MS Word**: Creation, editing & formatting of a document, Headers & Footers, Find & Replace, Checking spellings & grammar, working with tables, Mail-merge & printing a document
- (2) **MS Excel**: Electronic spreadsheet-basic operations, editing & formatting a worksheet, printing a worksheet, Functions-mathematical, statistical & Financial, Charts
- (3) **MS PowerPoint**: Creation of a presentation, Arranging text in levels, changing fonts, size etc, inserting clip-arts, formatting the slide design, saving & running the presentation.

UNIT-IV: Communication & Network concepts

Introduction of Communication & Network, Network: goals and applications, Switching techniques, Transmission Medias, Types of Networks: LAN, MAN & WAN, Network Topologies, Network Devices-Modem, Ethernet Card, Hub, Switch, Router, Gateways, Bridges

UNIT-V: Internet Concepts

Introduction, Concept of internet, intranet & extranet, Client & server, TCP/IP, WWW, Hypertext, URL, IP Address, e-mail, Web browsers, Search engines & Internet Services

Suggested Books :

1. Deepak Bharihoke (Excel Books) : Fundamentals of Information Technology.
2. V. Rajaraman : Fundamental of Computers
3. Computer Networks : Tannenbaum
4. Dr. Sushila Madan (Taxmann's) : Information Technology



MBA - II Semester

Organizational Behaviour

PAPER CODE: MBA-C21

Objective: To have an understanding about how people interact in an Organization and also to help an individual to have a better understanding about one's ownself.

UNIT- I

Concept of Organization Behaviour: Introduction- nature of OB, caused nature of Behaviour, S<->O<->B model, Individual differences, Model's of Man.

UNIT- II

Psychological foundation of Human Behaviour: Perception- Concept and Process. **Learning-** Classical and operant Conditioning theories and their application, reinforcement schedule, OB modifications. **Personality-** Factors, Theories of personality, values and attitudes

UNIT-III

Interpersonal Relations: Transactional Analysis- role of self-concept, ego states, Life positions, Life script, strokes etc. in TA, type of transactions, psychological games. **Group Dynamics-** Concept, group norms, group status, group cohesiveness. **Leadership Theories-** Trait, Behavioural and Situational.

UNIT-IV

Dynamics of Organization Behaviour: Motivation Theories- Maslow's Need Hierarchy theory, Herzberg's Two Factor theory, Adam Equity theory, McGregor theory X and Y, Vrooms Expectancy theory. **Organizational Climate-** Job Satisfaction, Morale. **Stress:** Nature causes and strategies to cope up with stress.

UNIT-V

Organizational System: Organizational Conflict- Types, Conflict resolution techniques and styles. **Organizational Change-** Types of change, reasons for change, change process, resistance to change and overcoming resistance. **Organizational Development-** Objectives, characteristics, process, OD intervention strategies.

Suggested Readings:

1. Robbins: Organizational Behaviour concepts, Controversies and applications.
2. Fred Luthans: Organizational Behaviour
3. Paul Hersey Blanchard : Management of Organizational Behaviour
4. Keith Davis: Introduction to Behavioural Science for Business
5. VSP Rao & PS Narayana: Organization Theory & Behaviour
6. L.M. Prasad: Organization Theory & Behaviour.



MBA - II Semester

International Business

PAPER CODE: MBA-C22

Objective: This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm.

UNIT-I

Concept; Domestic to Transnational Business; Driving and Restraining Forces; Characteristics and role of MNCs. Advantages and Disadvantages of Free trade; The case for protection; Forms of Restriction; Effects of protection.

UNIT-II

Classical trade theory; Theory of comparative costs in terms of money; Evaluation of comparative costs theory; General Equilibrium Approach; Heckscher-Ohlin Factor– Price Equalisation theory; Influence of factor mobility on volume of trade; country similarity theory. Gains and terms of trade; Balance of trade and Balance of payments.

UNIT-III

International business environment– The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment. Technological environment.

UNIT-IV

International Institution Systems– IMF, World Bank and WTO (all in brief), / Regional economic integration; impact of integration; European Union; NAFTA; ASEAN; SAARC.

UNIT-V

Strategy of International Business– Strategy, planning, Organizational structure and process of control. Recent developments in international business.

Suggested Readings:

- 1 Cherunilam, Francis – International Business(PHI)
- 2 Aswathapa, K – International Business (Tata McGraw Hill)
- 3 Sharan, Vyuptakesh – International Business (Pearson Education)
- 4 Varshney R.L. and Bhattacharya ,B– International Marketing Management (Sultan Chand & Sons)



MBA - II Semester

Quantitative Techniques

PAPER CODE: MBA-C23

Objective: This course is designed to acquaint the students with the important quantitative techniques which play an important role in the decision making process. The emphasis will be given on their specific applications to business problems.

UNIT -I

Introduction to Quantitative Techniques & Linear Programming: Concept of Model Building for Business Decisions, Role and Scope of Models in Business and Industry. LPP-Problem formulation, Graphic method, Simplex method including Big M method & Duality.

UNIT -II

Transportation and Assignment Problems: Transportation-NWCR, Matrix Minima & VAM Methods. Degeneracy & Optimum Solution. Assignment Problems & Routing Problems.

UNIT -III

Decision Theory & Games Theory: Decision making under Uncertainty-Criteria of Maximax, Maximin, MiniMax Regret, Laplace & Hurwicz. Decision making under risk- Criteria of EMV & EOL. Decision Tree Approach and its application. Types of Games, Pure Strategy and Mixed Strategy.

UNIT -IV

Inventory Management & Replacement Theory: Types of Inventory, Inventory Management Systems, Safety Stock, Approaches to Inventory Control. Replacement policy for items & staff.

UNIT -V

Queuing Models & Network Techniques: Population and Queue discipline, Channels and Phases, Single Phase-Single Channel Queue Models. CPM and PERT Models.

Suggested Readings:

1. U.K. Srivastava : Quantitative Techniques
2. Levin and Kirpatric : Quantitative Approaches to Management
3. Taha : Operations Research
4. Kothari, C.L. : Quantitative Techniques
5. Kanti Swaroop : Operation Research
6. Ackoff and Saisini : Fundamentals of Operation Research



MBA - II Semester

Accounting for Decision Making

PAPER CODE: MBA-C24

Objective: To get acquainted with tools and techniques of Management accounting and their application in decision making process of management.

UNIT-I

Accounting for Management- Nature and scope, Role of Management Accounting, Differences with financial accounting. Analysis of Financial statement- Ratio Analysis- Profitability, Turnover and Solvency Ratios, Funds Flow and cash flow analysis.

UNIT-II

Cost Classifications, Activity based Costing- Kaplan & Cooper's approach to ABC- How to develop ABC system, How ABC system supports corporate strategy. When to use ABC, Learning curve model- learning curve, Value Chain Analysis, Target Costing, Life cycle Costing.

UNIT-III

Marginal Costing and Cost- Volume- Profit Analysis- Practical applications of Marginal Costing techniques, BEP analysis, P/V Ratio and their applications in solutions to business problems.

UNIT-IV

Budgeting and Budgeting Control- Flexible Budgets and cash Budgets, Capital Budgeting- Pay Back Period, NPV, IRR and ARR methods and their practical applications.

UNIT-V

Variance Analysis- Material and labour variances. Capacity Management- Capacity Planning, levels of activity, approaches to capacity determination and utilisation, Guidelines on Capacity Determination. Transfer Pricing Techniques.

Suggested Readings:

1. Anthony R N and Reece JS. Accounting Principles , Hoomwood illinos , Richard D. Irvin
2. Bhattacharya SK and Dearden J. - Accounting for Management. Text and Cases, New Delhi.
3. Hingorani NL and ramanthan AR - Management Accounting , New Delhi
4. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
5. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
6. Gupta, SP - Management Accounting, Sahitya Bhawan , Agra .

Paper Setting Guidelines:

UNIT-I- Two Numerical questions.

UNIT-II - One Numerical and one theoretical Question.

UNIT-III- Two Numerical Questions

UNIT IV- Two Numerical Questions

UNIT V - One Numerical and one theoretical Question



MBA - II Semester

Financial Management

PAPER CODE: MBA-C25

Objective: The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.

UNIT-I

Introduction- Nature concept of finance function. Distinction between Accounting and Finance function. Objectives of Financial Management- Profitability vs Wealth Maximization. Organization for Finance Function. **Time value of money valuation concept-** Compound value concept and Present value concept. Financial Planning and Financial Forecasting.

UNIT-II

Capital Structure Planning- Patterns of financial requirement, Objectives of an optimum capital structure. Security Mix. **Capitalisation concept-** Causes, Consequences and Remedies of over capitalisation and under capitalisation. Capital structure theories (with numerical problems). **Sources of long term finance-** Shares and Debentures. New financial Instruments and Institutions Leverage Analysis.

UNIT-III

Management of Fixed Capital- Concept, relevance and computation of cost of capital nature and Scope of Capital Budgeting, Capital Budgeting , Analysis of risk and Uncertainty (with numerical problems).

UNIT-IV

Management of Working Capital- Concepts of working capital, Nature and Scope of Working Capital Management, Approaches to the Financing of Current Assets determining the financing mix, Financing of working capital in India. Estimation of working capital (with numerical problem).

UNIT-V

Management of Earnings- Nature and scope of management of earnings, Dividend Policy and Dividend Models, Walter's Model, Gordon's Model, MM Hypothesis, Pattern of dividend policies (with numerical problems). Determinants of Dividend Policy.

Suggested Readings:

1. Brigham : Financial Management Theory and Practice
2. Horne, Wachowicz , Jr. : Fundamentals of : Financial Management
3. Westorn and Brigham : Managerial Finance
4. Van-Horne : Financial Management and Policy
5. I.M. Pandey : Financial Management
6. S.N. Maheshwari : Financial Management



MBA - II Semester

Business Environment

PAPER CODE: MBA-C26

Objective: The course aims to educate the student with the different environmental factors which effect business. This course aims to develop ability to understand and scan business environment in order to analyse the opportunities and take decisions under the uncertainty.

UNIT-I

Concept, Significance and nature of Business Environment; Elements of environment- internal and external; Different roles of government in relation to business; Social Responsibilities of Business.

UNIT-II

Broad profile of Indian Economy, Industrial Policy- its historical perspective (in brief), Industrial Policy Liberalisation. Economic Planning in India; Rationale of economic planning, latest five year plan.

UNIT-III

Public sector- its objectives and working, major problems of public sector enterprises; Privatisation of public sector enterprises- the issue involved. Role of Private and Joint Sectors. Securities Exchange Board of India- Organization and Role, Regulation of Mergers and Acquisitions.

UNIT-IV

Competition Act; Industries Development and Regulation Act; Consumer Protection Act- its main provisions.

UNIT-V

Latest Export- Import Policy; Foreign Exchange Management Act; Globalisation and Business practices, WTO- objectives and Role in International trade.

Suggested Readings:

1. Francis Cherunilam : Business Environment
2. K. Ashwathapa : Business Environment
3. Rudra Dutt : Indian Economy
4. Kuchhal S.C. : Industrial Economy of India
5. Ghose P.K : Government & Industry



MBA - II Semester

Research Methodology

PAPER CODE: MBA-C27

Objective: To equip the students with the basic understanding of the research methodology & to provide an insight into the analytical tools and techniques for the purpose of management decision making.

UNIT-I

Introduction– Meaning of Research; objectives of Research; Types of Research; Research Process; Research Problem formulation.

UNIT-II

The Design of Research– Research Design: Features of a good design; Different Research Designs. Measurement in Research: Data types; Sources of Error; Tests of Sound Measurement. Scaling: Meaning & classification; Important Scaling Techniques; Scale construction Techniques. Sampling Design: Census and Sample Survey; Steps in Sampling design; Types of Sample designs- Probability and Non-Probability sampling.

UNIT-III

Methods of Data Collection- Primary versus Secondary Data; Collection of Primary Data; Guidelines for constructing questionnaire; Collection of Secondary data; Case study Method. Processing & Analysis of Data- Processing operations; Problems in processing; Types of Analysis; Descriptive measures [only theoretical] Correlation & Regression [only theoretical]

UNIT – IV

Hypothesis Testing- Introduction; Parametric tests: Hypothesis testing of means; Difference between means; Proportions; Variance; Correlation Coefficients. Non-Parametric tests or Distribution-free test: Sign Test; Signed Rank test; Rank Sum tests; One sample Run test; Chi-square test.

UNIT – V

Presentation– Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanics of writing a Research report; Precaution for writing report; Oral presentation- preparation; Delivery; Audio Visuals.

Suggested Readings:

1. Gupta, S.P. : Statistical Methods (Sultan Chand)
2. Kothari, C.R. : Research Methodology (Wiley Eastern)
3. Krishnaswami; O.R. : Methodology of Research in Social Sciences (Himalaya Publishing House)
4. Salkind, N.: Exploring Research (Prentice Hall)
5. Cooper, D.R. & Schindler, P.S. : Business Research Method (Tata McGraw Hill)



MBA - II Semester

Production & Operations Management

PAPER CODE: MBA-C28

Objective: This course aims at acquiring the students with the basic management decisions with respect to production function and designing of a production system.

UNIT-I

Nature and scope of production & operations management, production functions, Responsibilities of the Production Manager. Types of Manufacturing systems, Plant location and plant layout.

UNIT-II

Production planning and control, Procedure, objectives and importance of production planning and production control, scheduling.

UNIT-III

Materials & Stores Management, Inventory control, relevant costs, economic lot size, inventory analysis, JIT, standardization & specialization, Automation.

UNIT-IV

Work study, Method study, work measurement, flow charts, industrial safety and health considerations, maintenance of production facilities.

UNIT-V

Quality control and inspection, sampling inspection, quality control charts, concept of TQM & ISO 9000.

Suggested Readings:

1. Goel B.S. : Production & Operation Management
2. Mayers : Production Management
3. Buffa : Operations Management
4. Moore FG & Hendrick : Production & Operation Management
5. Chunawalla : Production Management



MBA -III Semester

Strategic Management-I

PAPER CODE: MBA-C31

Objective: The focus is to critically examine the management of the entire enterprise from the Top Management point of view. Then paper gives learning to the basic concepts related to Strategy formulation, strategy implementation, analysis & choices and strategy evaluation and control.

UNIT-I

Introduction to Strategic Management- Strategic Management Concepts, Vision, Mission, Goals and Objectives. Strategic Management and Competitive Advantages.

UNIT-II

External, Internal and Competitor Analysis- Environment and the Firm, PEST and Scenario Planning. Industry Analysis– Porter's 5 Forces. Applying Porter's Five Forces Analysis. Internal Environment Analysis- Core Competencies, Resource Based View, Competitive Analysis.

UNIT-III

Business Level Strategies- Generic Business Strategies- Cost Leadership, Differentiation Strategy, Focus Strategy & Hybrid Strategy. Business Strategies for Different Industry Conditions

UNIT-IV

Strategic Analysis- Evaluation of Strategic Alternatives. Tools & Techniques for Strategic Analysis.

UNIT-V

Strategy Implementation & Evaluation- Implementing a Formulated Strategy. Balanced Scorecard. Strategy Reformulation. Evaluating and Measuring Strategy Implementation.

Suggested Readings:

1. Ansoff H.Ighor, Implanting Strategic Management, Prentice Hall.
2. Azhar Kazmi & Adela Kazmi: Strategic Management, McGraw-Hill, 4e.
3. Sukul Lomash & P.K. Mishra, Business Policy & Strategic Management, Vikas Publicising house, New Delhi.
4. VSP Rao & V.Hari Krishna, Strategic Management, Text & Cases 2010, Excel Books, New Delhi.
5. Fred R. David, Strategic Management, PHI, New York.
6. P.K. Ghosh : Business Policy , Strategy , Planning and Management
7. Christensen , Andrews Dower: Business Policy- Text and Cases
8. William F. Gkycj : Business Policy – Strategy Formation and Management Action
9. Bongee and Colonan : Concept of Corporate Strategy
10. Peter F. Drucker : Management Tasks, Responsibilities, Practices



MBA - III Semester

Project Management

PAPER CODE: MBA-C32

Objective: The basic objective of this course is to equip the students with entrepreneurial skills like project formulation, appraisal, evaluation, monitoring and control, etc.

UNIT-I

Project Management- Frame Work: Concept of a Project, Capital Expenditure, Importance & Difficulties, Phases of Capital Budgeting, Feasibility Study: Overview. Resource Allocation: Elementary Investment strategy, Portfolio Planning tools, Strategic position & Action Evaluation.

UNIT-II

Project Identification & Formulation- Scouting for Project Idea, Preliminary Screening and Project Rating Index. Market & Demand Analysis- Market Survey, Characterisation of Market, Forecasting & Planning, Profit potential of Industries ; Porter Model Technical Analysis - Analysis of Inputs, Technology, Product Mix, Capacities, Location, Civil Works, Charts, Layouts, Work Schedule.

UNIT-III

Financial Analysis & Appraisal- Cost of Project, Means of Financing, Cost of Production, Working Capital Requirement & its Financing, Estimates of Net Cash Accruals over a period. Project Risk Analysis: NPV, Benefit-Cost Ratio, IRR, Payback Period, ARR (Qualitative Treatment only) Their assessment. Investment Appraisal - Indian & International Practices.

UNIT-IV

Analysis of Risk- Types & Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Monte Carlo simulation, Certainty equivalent, Risk Adjusted Discount Rate, Decision Tree Analysis, Selection of Project, Special Decision Situation. Risk Analysis: Firm Risk & Market Risk (Quantitative Aspect).

UNIT-V

Implementation Monitoring & Control-Project Organization, Project Scheduling: Network Techniques for Project Management, Administrative aspects of Capital Budgeting Special Issues in Project Management (brief introduction only): Social Cost Benefit Analysis- Rationale, UNIDO & L.M. approach. Multiple Project Analysis: Portfolio Theory - CAPM Technique.

Suggested Readings:

1. Prasanna Chandra : Project: Preparation, Appraisal, Budgeting and Implementation.
2. P.K. Matto : Project Formulation in Developing Countries.
3. Chitale : Project Viability in Inflationary Condition.
4. Little and Mirrless : Guidelines for Project Evaluation.



MBA -III Semester

Management Information System

PAPER CODE: MBA-C33

Objective: The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

UNIT-I

Introduction: Need, Purpose, Objective and role of MIS in organization, MIS as an evolving concept, Meaning and role of MIS with respect to management levels, MIS growth and development, Information for decision making in MIS.

UNIT-II

Information Concepts and Information Technology: Definition and difference between data and information, information as a resource, Relevance of information to Decision making, Source and types of information, Relevance of information in MIS, Assessing information Needs of the organization, Trends in information technology-Hardware and Software.

UNIT-III

Developing MIS Systems: Types of information systems, System Development Life Cycle., Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance.

UNIT-IV

Internet and networks: History and Future of Internet and WWW. Web -client and web servers. Web page and web site. Web site strategies and Web site design principles. Domain Name System (DNS). Uses of computer networks, types of computer networks, network topologies, Internet and intranet.

UNIT-V

MIS Applications and Issues : Enterprise Resource Planning (ERP); Customer Relationship Management (CRM); Supply Chain Management (SCM); Transaction processing; Artificial intelligent technologies in business; Information Security and Control – Quality Assurance -Ethical and Social Dimensions, Cyber Crime and Privacy Issues.

Suggested Readings:

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
- 4 ITL ESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)



MBA - III Semester

Security Analysis and Portfolio Management

PAPER CODE: MBA-E-F-51

Objective: To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

UNIT-I

Investment Alternatives, Investment attributes, Investment Vs. Speculation Vs. Gambling, Primary and Secondary market and its operations, NSE and BSE, Buying and Selling shares, Stock market Indices. Corporate Debt Market and Money market. Risk and Return- Risk and Return of a single asset and portfolio, CAPM (Practical Problems).

UNIT-II

Basic valuation model, valuation of Bonds/Debentures, YTM, Bond Duration. Valuation of Preference Shares, Valuation of Ordinary Shares. Other approaches to valuation of shares. (Practical Problems).

UNIT-III

Fundamental Analysis- Macroeconomic Analysis, Industry Analysis, Company Analysis. Technical Analysis- Charting technique, Technical Indicators, Trading Rules. Efficient Market Hypothesis- Random Walk and search for theory, efficient market, weak form, semi strong form and strong form efficient market Hypothesis.

UNIT-IV

Traditional and Modern portfolio management. Portfolio Risk and return, Portfolio Diversification, Optimal portfolio, CAPM- Basic assumptions, CML, SML. Arbitrage pricing theory. (Numerical Problems).

UNIT-V

Specification of Investment objectives and constraints, Formulation of Portfolio strategy, Selection of securities, Portfolio execution, Portfolio Revision, Performance Evaluation- Sharpe, Treynor, Jensen and fgm measures.

Suggested Readings:

1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
2. Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
3. Sudhindra bhat: Security Analysis and Portfolio Management, Excel Books.
4. Barua, Raghunathan and Verma : Portfolio management , Tata McGraw Hill, Delhi.
5. Clark, James Francis : Investment – Analysis and Management, McGraw Hill, International Edition, New York.
6. Fabozzi, Frank J : Investment Management, Prentice hall, International Edition, New York.
7. Fischer, D.E. and Jordan R.J. : Security Analysis and Portfolio Management, Prentice hall, Delhi.
8. Sharpe, William F, Fordon J Alexander and J. V Bailly : Investments, Prentice Hall, Delhi.
9. Strong, Robert : Portfolio Theory and Capital Markets, McGraw Hill, New York.
10. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.



MBA -III Semester

Corporate Restructuring

PAPER CODE: MBA-E-F-52

Objective: To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an Understanding of Merger as significant economic activity taking place in today's economy.

UNIT-I

Forms of corporate restructuring, early merger movements, mergers types and characteristics framework of analysis of mergers. Role of industry life cycle. Theory of the firm and corporate finance corporate capital structures and dividend policies and regulatory framework of mergers and takeovers in India.

UNIT-II

Principle of valuation— capital budgeting decisions, definition and measurement of cash flows, capital budgeting basis for firm valuation, free cash flow basis for valuation, dividend growth valuation model, increasing the value of the organization.

UNIT-III

Theory of mergers and take over and tender offers – efficiency theories information and signaling agency problems and managerialism, free cash flow, market power, taxes, redistribution Sell of and diversities, spin of equity curves outs, rational for gains to sell of, motive for divervestitaves.

UNIT-IV

Methods of payments and leverages , theories of influence of method of payments on abnormal returns , role of the junk bond , post merger financial leverage, joint ventures – joint ventures in business strategy, rational for joint ventures , ESOP and MLPs - types of pension plan and type and uses of ESOPs. Nature and advantage of MLPs. Elements of LBO operation – source of gains and empirical evidence of LBO.

UNIT-V

Theory of multinational enterprises, reason for international M&As basic stock repurchase model. Theory behind repurchase , take over refuse – financial diffusive measures , coercive offers and defuse , anti take over, amendments , position fill defies , targeted shares repurchase and standstill agreements etc.

Suggested Readings:

1. Fred Weston, Kwang S Chung, Susan E Hoag Mergers, Restructuring and Corporate Control, Pearson Education.
2. Sudi Sudarsanam Value Creation from Mergers and Acquisitions, Pearson Education.
3. Krishna & Visheanath Merger Acquisitions & Corporate Restructuring. Sage Publications.
4. Enrique Arzac Valuation for mergers Buyouts & Restructuring, Wiley Finance.
5. Weston Mitchel and Mulherin: Takeovers, Restructuring and Corporate Governace, Pearson Education.
6. L.M. Sharma Amalgamation, Mergers, Takeovers, Company Law Journal Acquisitions – Principles, Practices & Regulatory Framework
7. J.C. Verma Corporate Mergers, Amalgamations & Bharat Publishing House Takeovers
8. N.L. Bhatia, Jagruti Takeover Games and SEBI Takeover Taxmann Publications Sampat Regulations
9. S. Shiva Ramu Corporate Growth through Mergers & Response Books Acquisitions



MBA - III Semester

International Financial Management

PAPER CODE: MBA-E-F-53

Objective: The objective of the course is to accustom the students with the international capital market environment and it's working. How international funds management is being done.

UNIT-I

Evolution of the Multinational Corporation, the role of global finance manager, integration of financial markets- reasons, benefits, costs and effects. Balance of Payments- categories, Factors affecting the components of BOP, BOP compilation, coping with the current account deficit.

UNIT-II

Alternative exchange rate systems- Free float, Managed Float, Target Zone Arrangement, Fixed Rate system. A brief history of the International Monetary System. European Monetary system and Monetary Union. IMF and World Bank- Organization and financing schemes. Arbitrage and the Law of one price- Purchasing Power Parity, Fisher effect, International Fisher effect, Interest rate parity and Forward rates as unbiased predictions of future spot rates.

UNIT-III

Foreign Exchange Market- The structure, Exchange Rate quotations, Market mechanism and conventions- Direct quotes, Inverse Quotes, Cross rates, Three point arbitrage. Types of transactions- Forward quotes, Discount and Premium, Swaps, Settlement dates, Quotes for various kinds of Merchant Transactions. Euro and Indian foreign exchange Market- Structure and Regulation.

UNIT-IV

Foreign exchange risk- Measuring and Managing Translation, Transactions and economic exposures. Financial Swaps. International Trade, Financing and Export financing. International Financial Instruments.

UNIT-V

Multinational Working capital Management- Current Asset Management and Short-term Financing. Capital Budgeting for the Multinational Corporation- Alternative capital budgeting framework. Issues in foreign Investment Analysis. Political Risk Analysis.

Suggested Readings:

1. Apte, P.G. : International Financial Management, Tata McGraw Hill, New Delhi,
2. Buckley, Adrian : Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I. Stenehill : Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H. Scott : International Financial Management, McGraw Hill, International Edition.
5. Rodriqufe, R.M. and E.E. Carter : International Financial Management, Prentice Hall, International Edition.
6. Shaprio, Alan. C : Multinational Financial Management, Prentice Hall, New Delhi.
7. Yadav, Surendra S. , Jain P.K. and Max Peyrard : Foreign Exchange Markets, Macmillan, New Delhi.
8. Zeneff, D. and J.Zwick : International Financial Management, Prentice Hall, International Edition.
9. O Connor DJ, Bueso AT : International Dimensions of Financial Management ; Macmillan, New Delhi.



MBA - III Semester Marketing Research *PAPER CODE: MBA-E-M-61*

Objective: The course is designed to inculcate the analytical abilities and research skills among the students.

UNIT-I

Introduction to Marketing Research: Meaning, Nature, Scope, limitations of marketing research, Marketing Research during different phases; Interaction between management & marketing research; Problem Formulation & Marketing Research process.

UNIT-II

Marketing Research Design: meaning and its need. Types of Research Designs- Exploratory research , Descriptive research, Experimental research designs: Before - After with Control group Design , After only design , Four group six study design , panel design, etc. A brief introduction of sample and population, different types of sampling techniques, problems associated with sampling, sampling error.

UNIT-III

Data collection Methods in Marketing: Secondary data- its types, evaluation of secondary data, secondary data sources. Primary data - Types of Primary data, means of obtaining primary data, literature review, Communicative methods, focus group interviews, process and guidelines for preparation of questionnaire, Schedules, Observation techniques.

UNIT-IV

Attitude and its measurement: Attitude- definition, meaning, type. Scales of measurement- Thurstone, Likert, Semantic Differential, etc.; Attitude Scaling procedures, limitation of attitude measurement, self report attitude scales.

UNIT-V

Product Research, Advertising research, Copy testing, Test Marketing, Media Selection, Report preparation, layout and APA style referencing. A brief overview of data analysis through MS excel or SPSS. Application of data analysis technique correlation, regression, factor analysis.

Suggested Readings:

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research-Text and Cases Harper W. Boyd Jr., Ralph Westfall
3. Malhotra & Dash. Marketing Research, Pearsons Education, New Delhi.



MBA - III Semester

Service Marketing & CRM

PAPER CODE: MBA-E-M-62

Objective: To enable the students in evolving marketing strategies that meets the unique challenges and opportunities of the services sector. The course also aims at upgrading the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

UNIT-I

Services Marketing: Meaning and nature of services; Distinctive characteristics of services; Trends and developments in service sector; Classification and marketing implications; Services marketing trilogy; The Seven Ps.

UNIT-II

Assessing Business Opportunity: Analysing services marketing environment; STP Strength, Understanding Customers–Buying influences and decision making process; Customer expectations and perceptions; Service Quality– determinants of service quality; Gap Model, Gronross Model.

UNIT-III

Services Marketing Strategies: Developing Services product-New service development, Core and supplementary services, Branding; Service distribution- through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence –role of servicescape; People – employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process- developing service blueprint, Self-service technologies.

UNIT-IV

Customer Relationship Management: Definition; CRM Ladder. Customer Relationships: Rise of relationship marketing; Nature of customer relationships; Firm and customer motivations for relationships; relationship development process; Customer life cycle and customer lifetime value; Customer acquisition, retention and development.

UNIT-V

Service Marketing in Practice: Hospitals, Educational Institutions, Hotel industry, Tourism; Challenges in Marketing of Services.

Suggested Readings:

1. Christopher, H. Lovelock, Services Marketing, Prentice Hall International, New Jersey.
2. Payne, Adrian, The Essence of Services Marketing, Prentice Hall of India Ltd.
3. Shankar, Ravi, Services Marketing: The Indian Experience, South Asia Publications, New Delhi.
4. Zeithmal, V.A. and Bitner, M.J., Services Marketing, McGraw Hill.
5. Verma, Harsh V., Services Marketing: Text and Cases, Pearson.
6. Seth, Jagdish N., Parvatar, Atul & Sainesh G.:Customer Relationship Management
7. C.Bhattacharjee. Service Marketing, Excel Books India.
8. S.M.Jha Service Marketing, Himalaya Publishing House.



MBA -III Semester

Consumer Behaviour

PAPER CODE : MBA-E-M-63

Objective: The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

UNIT-I

Introduction to Consumer Behaviour (CB): Nature and Importance of CB, application of CB in Marketing, Consumer Research process.

UNIT-II

Individual Determinants of CB: Perception: Process, Consumer Imagery, perceived risk. Learning: principles, theories. Personality: nature, theories, self-concept, psychographic and life style. Attitude: Structural model of attitude, attitude formation & change. Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories.

UNIT-III

Group Determinants of CB: Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept. Family: functions of family, family decision making, family life cycle (FLC). Opinion Leadership and Personal influence. Diffusion of Innovation: Adoption process. Diffusion process.

UNIT- IV

Environmental Influences on CB: Social class, Life style Profile of Social class, application to CB. Culture: characteristics, cross cultural understanding.

UNIT-V

Consumer Decision making Process: Problem recognition. Information Search Process and Evaluation. Purchasing process. Post purchase behaviour. Models of CB- Nicosia, Howard & Sheth, Engel- Kollat Blackwell.

Suggested Readings:

1. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
2. Schiffman LG and Kanuk LL Consumer Behaviour
3. Nair, Suja R, Consumer Behaviour in Indian Perspective
4. Bennet and Kasarjian Consumer Behaviour
5. Mowen, John Consumer Behaviour



MBA - III Semester

Labour Welfare and Social Security

PAPER CODE: MBA-E-H-71

Objective: The course aims at providing the students an understanding of the theoretical, applied and legal aspects of labour welfare and social security with special reference to India.

UNIT-I

Labour Welfare:-Meaning, Scope of Labour Welfare within and outside Factory premises, Objectives, Principles, and Theories. Agencies for Labour Welfare- Necessity and importance of Labour Welfare in India. Growth and Development of Trade Unions Movement in India.

UNIT-II

Factories Act, 1948 (Health, Safety, Welfare Measures):- Labour welfare officer, Consumer Co-operative stores, Counselling services, Educational Facilities, Transport Facilities, Recreational Facilities, Family Planning, Workers' Education scheme; Welfare Special Categories of labour:- Female labour, Child labour, Contract labour, Constructional labour, Bonded labour, Inter-State Migrants labour, Handicapped and Disabled labour.

UNIT-III Social Security:- Meaning, Scope, Objectives, Social Insurance and Social Assistance, Social Insurance, Commercial Insurance. ILO and Social Security. The employee state insurance act, provident funds and miscellaneous provisions act, 1952. Payment of gratuity act, 1972. Contract labour (regulation and abolition) act, 1970.

UNIT-IV

The Delhi shops and establishment act, 1954; Recruitment and Training:- The employment exchanges (compulsory notification of vacancy) act, 1959. The apprentices act 1961. The Maternity Benefits Act, 1961.

UNIT-V

Labour Legislation and labour Administration:-Meaning, Objectives, Need, principles. Classification of Labour Legislation. Control Machinery of Labour Administration. Labour Administration at the State Level.

Suggested Readings:

1. A.M. Sharma :Aspects of labour welfare and Social Security
2. T.N. Bhagoliwal: Economics of Labour and Industrial Relations
3. S.P Jain: Industrial & Labour Law
4. R.C. Saxena: Labour Problems and Social Welfare
5. S.N. Mehrotra:Labour problems in India
6. V.V. Giri: Labour problems in Indian Industry
7. P.L. Malik: Industrial Laws



MBA -III Semester

Organizational Change and Intervention Strategies

PAPER CODE : MBA-E-H-72

Objective: The objective of this paper is to prepare students as organizational facilitator using the knowledge and techniques of Behavioural science.

UNIT-I

Defining Organization Development, Nature and Scope of OD, Features of OD, Characteristics of OD, Objectives of OD Assumptions, Values and Belief in OD , Introduction, Meaning of Change, Stimulating Forces for Change, External Forces, Internal Forces, Individual Level , Group Level and Organizational Level Change and resistance to change, Overcoming resistance to change, Managing Planned Change, Planning for Change, Assessing Change Forces, Implementing Change.

UNIT-II

Models of Change --Characteristics of Effective Change Programmes, Models of Change- Systems Model of Change, Lewin's Force Field Analysis Model, The Continuous Change Process Model, Change and Transition Management Model, Organizational Growth Model. OD models used in MNC's.

UNIT-III

Introduction- The Evolution of OD, Why is change needed in Organization?, Meaning of Change Agents, Types of Change Agents, Characteristics of Successful Change Agents, Role of Change Agent, Levels of Change Leadership Skills, Advantages and Disadvantages of Internal and External Change Agents, Steps in OD process, Process Consultation.

UNIT-IV

Concept of Organizational climate, Characteristics of Organizational climate, dimensions of Organizational climate, significance of Organizational climate, factors influencing Organizational climate, role of managers and employees in influencing Organizational climate, improving. Organizational climate, Job Satisfaction. Concept of Organizational culture, characteristics of Organizational culture, elements of Organizational culture, role and significance of Organizational culture, types and creation of Organizational culture.

UNIT-V

Quality of working life, approaches to improve quality of working life, Morale, nature of morale, significance of morale, relationship between morale and productivity, building high morale. Work-Life Balance, importance of WLB in the present working conditions, Organizational Diversity- concept ,managing Org. Diversity.

Suggested Readings

1. R. K. chopra & Vishwajeet Tyagi : Oraganisational Behaviour. India Publications, Delhi.
2. B. P. Singh & T.N. Chhabra : Organization Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited, Delhi.
3. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
4. French W.L. etc. : Organization Development theory, practice and research, 3rd edition, New Delhi, Universal Book Stall
5. VSP Rao & PS Narayana: Organizational Theory & Behaviour
6. L.M.Prasad: Organizational Theory & Behaviour



MBA -III Semester

Managing Interpersonal and Group Processes

PAPER CODE: MBA-E-H-73

Objective: The purpose of this course is to get advance understanding regarding, interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through experience based method of learning.

UNIT-I

Organization as social system , goals and activities ,understanding interpersonal Behaviour, issues between organization and individual, Definition of groups, theories of group formation, types of groups in Organization, concept of group dynamics, theories., stages of group development, formation of informal groups, processes and behaviour, group cohesiveness.

UNIT-II

Nature of decision making, decision making by groups group synergy, the problem of group think, the problem of polarization or group shift, techniques of group decision making, impact of group working on organization

UNIT-III

Definition of team, types of work teams, significance of work teams, managing teams, building effective teams, Rocket model. Categories of teams.

UNIT-IV

Concept and nature of communication, tele-commuting & e-communication, factors effecting communication effectiveness in organization, leadership styles, transformational leadership, transactional leadership, motivational techniques.

UNIT-V

Interpersonal relations- factors, transactional analysis, components and types, workforce diversity and human relations, building effective relationship, management of conflicts and styles of conflict resolution.

Suggested Readings:

1. Bannis, W.G. : Essay in interpersonal dynamics, USA Dorrey press,1979.
2. K. Shridhara Bhat : Management and behavioural processes, Himalaya Publishing house.
3. B. P. Singh & T.N. Chhabra : Organization Theory and Behaviour, Dhanpat Rai & Co.(Pvt) Limited



MBA -IV Semester **Strategic Management-II** ***PAPER CODE: MBA-C41***

Objective: The objective of this course is to enlighten the students on the practical implementation of strategies while detailing the implementation of strategies while detailing the environment and governance in the corporate world. The course structure is aimed at analyzing various aspects of strategic decision at the top level.

UNIT-I

Introductory concepts: Corporate Strategy. Strategic Decision Making.

Unit-II

Modifying Scope of the Firm- Corporate advantage. Mergers and acquisitions. Strategic Alliance. Internationalization.

UNIT-III

Influencers & Outcomes of Corporate Strategy- Structure and Corporate Strategy. Knowledge Management. Family & Micro Business Strategy. Corporate venturing. Blue ocean strategy.

UNIT-IV

Leadership and Corporate Governance- Strategic Leadership. Corporate governance. Strategic CSR.

UNIT-V

Strategic Planning & Control- Strategic Planning. Change Management. Strategic Control.

Suggested Readings:

1. Michael Porter: Competitive Advantage Simon and Schuster.
2. Thomas Jacobs: Strategic Management-Text & Cases; Pearson
3. Azhar Kazmi : Strategic Management and Business Policy, Tata Mcgraw Hill.
4. N.Chandrasekaran,P.S.Ananthanarayanan:Strategicmanagement, Oxford University Press.
5. P.K.Ghosh: Business Policy and Strategic Management.
6. Andrews : Concept of Corporate Strategy, Irwin
7. Ansoff, H. Ighor : Implanting Strategic Management, Prentice Hall
8. P. Subha Rao : Strategic Management, Himalaya Publication House
9. A.K. Chaudhary, Chitrlekha Sinha, Jyoti Kumari Sharma, Aprajta Chaudhary: Strategic Management and Business Policy, A.B.Publications, Delhi.



MBA -IV Semester

Financial Derivatives

PAPER CODE: MBA-E-F-54

Objective: To provide understanding of various derivatives instruments and their respective markets.

UNIT-I

Evaluation of financial derivatives in India regulatory environment of financial derivatives market index–types, desirable attributes of an index. Market in India, membership criteria for derivatives trading, clearing and settlement, risks management – NSE – span, margin, margin / position limit violation.

UNIT-II

Future corporate trading and specification, convergence of future price to spot price, types of traders, forward contract versus future contract. Determination of forward and future price. Stock index futures. Hedging strategy using future –basic principle, arguments for and against hedging –basic risk, minimum variance hedge ratio, hedging through stock index futures.

UNIT-III

Interest rate futures –types of rate, determining treasury zero rate, forward rate, forward rate arguments, determination of future prices of interest rate, forward yield curve, hedging with FRAs, short term interest rate futures – advanced strategy – forward yield curve and basis risk, source of basis risk and hedge ratio, strips and rolls, variation margin leverages and tailing, hedging yield curve risk with future straddles, butterfly spreads, inter contract spreads.

UNIT-IV

Mechanism of interest rate swaps, using swap to transform a liability, an asset, role of financial intermediary, corporate advantage arguments valuation of interest rate swaps, currency swaps, valuation of currency swaps.

UNIT-V

Options contracts– it types, mechanism of option specification of stock option, trading, commission, margin, properties of stock options – factors affecting option prices, trading strategies involving options, black – scholes model of option pricing option on stock indices.

Suggested Readings:

1. Chance, Don M : An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian : Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit : Swap & Derivative Financing, Probus.
4. Hull, J., Options : Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W : Understanding Futures Markets, Prentice Hall Inc., New Delhi.
6. Kolb, Robert : Financial Derivatives, New York Institute of Finance, New York.
7. Report of Prof. L.C. Gupta : Committee on Derivatives Trading.
8. Report of Prof. J.C. Verma : Committee Report on Derivatives Trading.



MBA - IV Semester

Management of Financial Services

PAPER CODE: MBA-E-F-55

Objective: The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

UNIT-I

Financial System and Financial Markets- Types of Markets, Market efficiency, Interlinkage in the Financial Markets, Types of Financial Assets, Issuer's Considerations, Investor's Considerations, Money market- its players, Indian Money Market, Money market Instruments, Indian Capital Markets.

UNIT-II

Financial Services- Merchant Banking- Registration of Merchant Bankers, General Obligations and responsibilities, Procedure for Inspection, Procedure for action in case of default, Pre Issue obligations, Post Issue obligations.

UNIT-III

Mutual Funds- Classification of Mutual funds, Mutual Funds returns, sale and purchase of Mutual Funds shares, Holding Period Returns- NAV, Calculation of NAV. Mutual Funds regulation-SEBI guidelines. Credit Rating- Rating of Debt Instruments, Need and Benefits of Credit Rating. Rating Agencies in India- Objectives, Symbols, Rating methodology of Rating Agency.

UNIT-IV

Factoring- Main Features, Types mechanism and advantages, Terms and conditions of factoring contract. Forefacting- Main features, mechanism and advantages. Depositories- Basic features, mechanism, SEBI guidelines. Venture Capital- Concept and advantages.

UNIT-V

Leasing and Hire Purchase, Debt Securities. Bill Discounting- Basic Concept and mechanism.

Suggested Readings:

1. Nalini P.Tripathi : Financial Instruments and Services, PHI Learning Pvt. Ltd
2. Batra and Dangwal : Financial Services, Deep and Deep Publications
3. M.Y.Khan : Financial Services, Tata McGraw-Hill Education
4. Kohn- Financial Institutions & Market- Tata McGraw-Hill Education



MBA -IV Semester

Strategic Financial Management

PAPER CODE : MBA-E-F-56

Objective: The purpose of the course is to prepare students to understand the advance topic of financial management in strategic management and get expertise to participate in strategic planning & decision making.

UNIT-I

Capital Structure: Theories, Impact of Taxes and Bankruptcy Cost, Agency Cost & the Capital Structure, Financial signaling through capital structure, Decision Strategic Determinants (with Numerical problems). Dividend Policy – Pay out models, Financial signaling through Dividends, Strategic Determinants of Dividend Policy, Earnings Distribution through Share repurchases. (With Numerical problems).

UNIT-II

Decision Support Models: Modelling for Decision Support, Modelling Process, Marakon Model, Alkan Model, Mckinsey Model. Working Capital Management : Working Capital Leverage, Cash Budget Simulation, Discriminant Analysis, Cash Budget Models.

UNIT-III

Corporate Risk Management : Sources of Risk, Approach to Risk Management, Process of Risk Management, Techniques of Risk Management Strategic Cost Management : Value chain analysis, Activity based Costing, Life cycle Costing- Product & project.

UNIT-IV

Divisional Performance : Management Control Systems- A Framework, Organizational Segmentation for control & reporting, Measurement of Business Performa, Transfer Pricing Mechanism, Firms in Financial Distress,- Factors leading to Bankruptcy, ReOrganizational of Distressed Firms, BIFR & its role.

UNIT-V

Valuation of Firms : Methodologies for the Valuation of Firms, Discontrol Cash Flow Approach, Comparatives Firms Approach, Adjusted Book Value Approach, Misconception about Valuation.

Suggested Readings:

1. Bhalla V. K. - Financial Management & Policy
2. Ravi M. Mohan - Financial Management Taxmann, New Delhi.
3. Prasanna Chandra- Financial Management, McGraw Hill, New Delhi.
4. Brigham Financial Management Theory And Practices
5. Home. Wachowiez In Fundamentals Of Mancial Management.
6. Westorn And Brigham Management Finance.
7. Van- Home Financial Management And Policy
8. IM Panday Financial Management.



MBA - IV Semester

International Marketing

PAPER CODE: MBA-E-M-64

Objective: The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

UNIT-I

Introduction to International Marketing, Nature, scope and different complexities of International Marketing, International Marketing Environment, Basis of International Trade, India and World Trade.

UNIT-II

Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.

UNIT-III

Concept of Free Trade and Regional Economic Groupings, Basis of International Trade, India and World Trade. Selection of Global Markets, Segmentation and Positioning, Product Planning, International PLC, Developing international Pricing Policies and Strategies for Export.

UNIT-IV

Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

UNIT-V

Management of Risks in international marketing, Instruments of Financial Transactions in international marketing, New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing.

Suggested Readings:

1. Varshney and Bhattacharya : International Marketing management.
2. Philip B. Cateora nad John M. Hess : International Marketing.
3. Alexender C. Stanley : Handbook of International Marketing.
4. John Fayerweather : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management



MBA - IV Semester

Sales and Distribution Management

PAPER CODE : MBA-E-M-65

Objective: The objective of this course is to provide an extensive knowledge about sales function as well as the intricacies of the distribution mechanics of goods and service to the students

UNIT-I

Sales management: concept, nature, objective, importance. Sales executive: role as coordinator, functions. Sales Organization: purpose, setting up and types.

UNIT-II

Personal selling: theories, setting objective, analysing market potential, sales forecasting methods. Sales operation: sales budget sales territories, sales quota. Salesmanship: types of salesman, prospecting, pre approach & approach steps in selling sequence. Sales promotion: sales display, showroom & Exhibition, designing sales promotion campaign.

UNIT-III

Recruiting & selecting sales personnel. Sales training: planning, execution, evaluation. Motivating & compensating sales personnel. Sales meetings & sales contests.

UNIT IV

Distribution channels: emergence, importance, flows, reasons for using middleman, channel members & their characteristics, selecting appropriate channel, factors affecting the choice of channel. Retailing: importance types of retailers & non store retailers, retail management decision, recent trends in retailing. Wholesaling: importance, types of wholesalers, wholesalers marketing decisions.

UNIT-V

Physical distribution: concept, importance, service standards. Location of fixed facilities like plant & warehouses. Modes of transportation, their features. Supply chain management: concept, importance.

Suggested Readings:

1. Cundiff, still : Sales management, PHI
2. Mc murry&Arnold : how to build a dynamic sales Organization , TMH
3. Pradhan, Jakate&Mali : Element of Salesmanship and publicity.
4. S.L. Gupta : Sales and Distribution Management
5. Stern : Marketing Channel



MBA -IV Semester

Advertising & Product Management

PAPER CODE: MBA-E-M-66

Objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

UNIT-I

Advertising,; Legal, Ethical and Social aspects of advertising, types of Advertising & Its evolution, Its growth and its role to facilitate marketing.

UNIT-II

Promotional Mix Role of Advertising in promotion, DAGMAR approaching Advertising budget, establishment and allocation.

UNIT-III

Advertisement copy, Its layout components, Effectiveness Types,;. Media Planning, Establishing Media objectives, Media strategies, Media mix.

UNIT-IV

Product, Classification of Product, Product Levels, Product Hierarchy, Product Mix. Product Mix decisions, Product Line decision.

UNIT-V

Product Research - Importance, tools and analysis, Product Development & Product Testing, Product Launch Decisions.

Suggested Readings:

1. Aaker, David A. etc., Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai.
5. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
6. Product Management, Ramanujam
7. Product Management, Chunawalla
8. Product Management, Lehmann DR; Russel S Winner



MBA - IV Semester

Management of Industrial Relations

PAPER CODE : E-H-74

Objective: Organizational efficiency and performance are interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations.

UNIT-I

Industrial relations: Meaning, Factors, Scope, Objectives, and Principles, models of IR:- Unitary approach, Pluralistic approach, Dunlop's and Marxist perspectives of IR. Parties to industrial relations. Requirements of successful industrial relations. Industrial Relations policy in India.

UNIT-II

Trade Unionism : Meaning , Characteristics , Objectives , Functions , Advantages, Disadvantages, Methods used to achieve its objectives, Types. Central Organizations of Indian Trade unions: INTUC, AITUC, HMS, UTUC. Problems of Indian Trade Unions. Trade Union Act 1926 (main provisions).

UNIT-III

Workers' Participation in Management: Meaning, Scope , Objectives, levels of participation, Conditions for the success of participation, Forms of Workers' participation in management in India: Works committee , Joint Management Council , scheme of workers' participation on Board of Directors , Shop councils and Plant council, Workers' participation in share capital .

UNIT-IV

Collective Bargaining and Negotiation: Introduction, Collective Bargaining, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Pre-requisites for the success of collective bargaining , importance , Collective bargaining in India. Negotiation.

UNIT-V

Industrial Conflict and Disputes Resolution: Industrial dispute: Meaning, classes, causes, consequences. Prevention and Settlement of industrial disputes. Industrial Disputes Act, 1947. Industrial Employments (Standing Orders) Act,1946. Disciplinary Action /Domestic Enquire. Dynamics of conflict and collaboration; Trends in industrial conflict; Nature, causes and types of industrial disputes-handling interest and rights disputes.

Suggested Readings:

1. C.B. Mamoria , S. Mamoria: Dynamics of Industrial Relations in India
2. B.R. Virmani: Participative Management v/s Collective Bargaining
3. G. Sinha & P.R. Sinha: Industrial Relations and Labour Legislation
4. Arun Monappa: Industrial Relations in India
5. O.P. Aggarwal: Conditions of Employment and Disciplinary Action Workmen in industrial and Commercial Establishments and shops
6. Aswathappa: Human Resource Management, TMH



MBA - IV Semester

Compensation Management

PAPER CODE : MBA-E-H-75

Objective: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of Organizations and to impact skills in designing and analysing and restructuring reward management systems, policies and strategies.

UNIT-I

Introduction to Compensation: Meaning of wage, Minimum wage, Fair wage, Living wage, Money wage, Real wage, Take home pay, Difference between wage and pay. Compensation Defined, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation, Incentive Plans.

UNIT-II

Compensation for Workers: Wage Theories, Wage Structure - Basic Wage , DA, Overtime . Concept of Bonus, Profit Sharing, Evolution of Modern Day Labor Force ESOP's, EVA Reward Management in TNC's, Discrimination in Labor Market(Wage differentials), Quality in Labor Market.

UNIT-III

Compensation for Chief Executives and Other Employees: **Guidelines of Companies Act** Relating to CEO Compensation. Different Components of Compensation Package.

UNIT-IV

“Job Evaluation” Job Description and Job Specification: Job Analysis & Its Process, Methods of Job Evaluation, Internal and External Equity in Reward Management, Role of Wage Board & Pay Commissions, International Compensation, Knowledge Based Compensation, Team Compensation, Competency Based Compensation.

UNIT-V

Major provisions of the following Acts: The Payment of **Wages Act** 1936; **The Minimum Wages Act**, 1948; The Workmen's Compensation Act, 1923; The **Payment of Bonus Act**, 1965. **Equal remuneration Act** 1976.

Suggested Readings :

1. Henderson, Richard I. (2004). Compensation Management: Rewarding Performance. Prentice Hall of India Pvt. Ltd.
2. Bergmann & Thomas, J. (2003). Compensation Decision Making. Harcourt College Publications.
3. Micton, R. (2002). Handbook of Wage and Salary Administration. London.
4. Venkatratnam, C.S. (2002). Rethinking Rewards and Incentive Management. Excel Books.
5. M. Sarma Understanding wage System
6. B.P. Tygi Labour Economics and Social Welfare
7. K.N. Subramaniam Wages in India
8. A.I. Fonseca Wage Issues in a Developing Economy : An Indian Experience



MBA - IV Semester

Cross Cultural and Global HRM

PAPER CODE : MBA-E-H-76

Objective: The purpose to design the course is to promote understanding of issues related to the cross cultural and global/ international HRM, global business strategies, global sourcing HR.

UNIT- I

Strategic HRM in the context of global scenario, Managing HR for competitive advantages, role of manager, tangible intangible assets, employee competence, organizational culture, objective of SHRM. Societal culture-impact of societal culture on managers, typologies of organizational culture, relation between societal and organizational culture.

UNIT-II

Global HRM- Introduction, Concept of Expatriate, Role of expatriate, Non- Expatriate, Inpatriate, Expatriate failure, Success and reasons, Domestic vs GHRM. Objectives, Cross- Cultural Management- Cultural sensitivity, communication process, Cultural Universal, Cross cultural effects on various functions of HRM (Motivation- Leadership-Teams) Hofsted's Model of four cultural dimensions, strategies for dealing with cultural differences, religious and economic implications.

UNIT-III

Sourcing HR for global Market- Staffing (Ethnocentric, Polycentric, Geocentric and Regio centric) determinants, transferring staff for global business activities, reasons and types of international assignment, Recruitment and Selection- criteria, expatriate selection process in practice dual career couples.

UNIT-IV

Performance management of GHRM- Introduction, Challenges, areas to be appraised, organizational role expectations, performance appraiser, system of PA, problem of PA, Effective PA, Six reasons by fortune 500 companies replacing traditional PA.

UNIT-V

Training and Development- Introduction, Need, Areas of GT&D, training for expatriate, international team training, Global Compensation. Introduction, complexities, objectives, factors that affect GC, components, executive compensation, approaches, Global IR-Key, trade unions and GIR, The response of Trade Unions of MNEs.

Suggested Readings:

1. Global Business Today- Charles W.L. Hill
2. International HRM- Dowling, Festing, Engle
3. International HRM- P. Subba Rao
4. Strategic HRM-Pulak Das