



Swami Ramanand Teerth Marathwada University,

School of Commerce and Management Sciences,

Nanded

Master of Business Administration (M.B.A.)

(CBCS System)

Under the faculty of Management Studies

Course Details, Course Objective, Course Structure and

Workload and Course Contents

(Revised syllabus with effect from June 2015)

(A) COURSE DETAILS

Name of the Course: Master of Business Administration (MBA)

Intake: 60 + 09 (NRI and PIO Quota)

Total credits: 122

Total Marks: 3000

Eligibility: Any Graduate along with CET OF DTE, Maharashtra being cleared

Course Durations: Two years (Full Time) (Extended over 4 semesters)

Medium of Instruction: English

Methods of instructions:

1. Formal lectures as well as visiting speakers (Resource Persons) from universities / business and industry.
2. Seminar discussion, test, tutorials / home assignments.
3. Case discussions and Presentations.
4. Role-plays.
5. Syndicates.

Teaching aids: Use of video, audio tapes, Projector etc will be made teaching- learning more effective.

(B) OBJECTIVES OF COURSE

The objectives of M.B.A. programs are as under.

1. To equip the students with a high level of conceptual, analytical and descriptive abilities.
2. Enable them to comprehend and understand complex environment and handle their job competitively and effectively.
3. Strengthen their decision-making skills.
4. To increase the business awareness and entrepreneurial abilities among educated youth for speeding up the process of industrialization required for industrially backward region like Marathwada.
5. To provide basic understanding in finance, business organization and the Government Organizations for occupying positions like consultants, analysts and researchers.

(C) EXAMINATION PATTERN

Each semester and paper has:

01 Internal assessment 50 Marks 2 credits

02 University examination 50 Marks 2 credits

100 Marks 4 Credits

Internal assessment of 2 credits

A. Distribution of internal marks per paper as shown below:

Test 1	Test II	Tutorial	Seminar	Total
10	10	10	20	50

(Except for those currying practical examination)

Break up of seminar/field survey marks are as follows: Seminar will be assessed on the basis of communication skill, presentation style, Analytical ability, audience interaction & query handling etc)

1) Seminar write-up/survey report 10 Marks

2) Seminar Presentation or survey 10 Marks

Total: 20 Marks

Paper pattern of university Examination all papers for 2 credits

No. of credits 02

Total marks 50

Duration 3 hours

Nature of Question Paper

- Question No. 1st and 6th are compulsory and carrying 10 marks each. Q1 will be short answers (8 sub questions will be given out of that any 5 have to be answered) & Q 6 will be based on case study or numerical problem.
- Question No. 2 to 5 will be descriptive or numerical questions. The candidate has to answer any 3 questions. All questions carry equal marks. (Paper pattern for 4 credit paper will be as per CGPA system which does not have any sections)

Standards of passing

- The passing rules of this course shall be as per the CGPA/CBCS system of this university.
- The internal and external assessment will constitute separate heads of passing and they will have to be shown separately in the transcripts including seminar/field survey credits.
- For each paper the ratio of marks of internal assessment in relation with external examination shall be as per CGPA system 50:50

- Marks in the internal assessment should be communicated to the university before the commencement of the semester examination.
- The external assessment shall be based on the term end written examination to be held at the end of each semester for each paper/course.
- For Internal Examination/ assessment passing will be for 25 marks out of 50 marks and also for external examination passing will be for 25 marks out of 50. Category wise passing will be for 50% of total marks and in case fraction next integer number will be taken for passing e.g. out of 25 marks passing will be 13 marks instead of 12.5 marks.
- Student attending less than 75% of classes will not be allowed for Internal or external examination in partial or full.
- All other rules of grades, conversation A.T.K.T. grace CPI & final grade marks etc. will be given as per CGPA system of this university.

Project report & Viva-Voce:

* Project report will carry 50 Marks 2 credits

* Viva-voce on project 50 Marks 2 credits

Total 100 Marks 4 credits

Project reports and pre project submission seminar will be evaluated by internal teacher for 50 marks of 2 credits and Via-voce will be conducted by a committee consisting of project guide, HOD, and one Expert from home university department and expert from other university department appointed by the university. Grades, conversion of marks & CPI & final grade etc will be as per CGPA system.

Important Instructions and Key Points

1. There will be an industrial tour for not more than two weeks during the study period.
2. A candidate who has passed the M.B.A. examination of this university or of a statutory University recognized as equivalent there to may be permitted to take up course for M.B.A. degree in any other optional subject, provided that he / she puts the required attendance as a regular student for those papers and that he / she puts the required attendance as a regular student for those papers and that he / she will not be entitled to additional degree of M.B.A. However,

certificate shall be issued to him / her to that effect. Student has to take admission for additional optional and is required to pay full fees as per rules.

3. A.T.K.T. & grace marks will be given as per other P.G. Courses in the campus school.

4. The questions to be asked in the class tests / tutorials / home assignments / seminar presentation will be prepared by the concerned teachers and communicated to the candidates. The school should submit internal marks to the university examination department before the commencement of external examination. In case of any grievance to the students about internal marks given by the teachers then the decision of the Head of the Department shall be final.

5. At the Semester end examination (external assessment) total marks 50 per paper. The duration of the examination for all papers is three hours. For university examinations in every paper there should be at least one examiner / paper setter shall be from other university area as far as possible.

6. It is suggested that a minimum of 10 days shall be given to the candidates for preparation of external examination after completion of syllabus.

7. For computer-based papers, (Computer applications in Management, e-Business and MIS) University examination will be for 50 marks and Practical examination is for 25 marks and will be conducted by the concerned teacher. For these papers internal marks are for journals 15 marks, seminar presentation 10 marks. The total 50 marks are given by the concerned teacher and will form a single head i.e. internal assessment. External examiner is appointed for conducting practical examinations as far as possible.

8. In case of any grievance to the students about internal marks given by the teachers then following procedure will be adopted. Director of the school will appoint 'Three members committee' with prior approval of Hon'ble Vice Chancellor for the constitution of committee. The committee will be made up of three members. Director of the school will be chairman of the committee, one external subject expert will be member and 1 internal school faculty will be member. They will investigate and submit report to the chairman and corrective actions could be taken by the approval of Vice-Chancellor and final report will be submitted to examination section of this University for further necessary action.

A student can choose one paper from the group of papers as his choice as far as electives are concerned student is free to take specializations as Major + Minor in the same or

different specialization as per his choice. In the transcript to be issued to the student and on the degree certificate the same will be reflected.

Explanation of Major and Minor specialization

The school offers following choices of specializations

- a. Marketing Management.
- b. Financial Management.
- c. Human Resource Management.
- d. Information Systems.
- e. Banking (Only as minor)

A student who is opting for marketing management as major specialization can opt Marketing Management, Financial Management, Human Resource management or information systems or Banking as Minor Specialization. Similarly Those Student opting Major in any other specialization can opt any one of the available minor specializations. Students are allowed to choose Banking specialization as minor specialization as credit transfer from M. Com.

COURSE STRUCTURE AND WORKLOAD

MBA Syllabus 2015-16 (CBCS)

SCHOOL OF COMMERCE & MANAGEMENT SCIENCES

Name of the Class: M.B.A. (First Year) (Semester I and II)

M.B.A. Semester I (New)

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
101	I	Principles & Practices of Management	04	04	50	50	100
102	II	Accounting for Managers	04	04	50	50	100
103	III	Managerial Economics	04	04	50	50	100
104	IV	Legal aspects of Business	04	04	50	50	100
105	V	Quantitative Techniques & Business Mathematics	04	04	50	50	100
106	VI	Organizational Behavior	04	04	50	50	100
107 A	VII A	Computer Applications in Management (Lab)	02	02	50	00	50
107 B	VII B	Advance excel lab.	02	02	50	00	50
Total			28	28	350	350	700

M.B.A. Semester II (New)

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
201	VIII	Marketing Management	04	04	50	50	100
202	IX	Financial Management	04	04	50	50	100
203	X	Production & Operations Management	04	04	50	50	100
204	XI	Human Resource Management	04	04	50	50	100
205	XII	Research Methodology, & Statistics for Management	04	04	50	50	100

206	XIII	Business Environment	04	04	50	50	100
207 (A)	XIV (A)	Management of Creativity and Innovations OR	04	04	50	50	100
207 (B)	XIV (B)	Business Process Reengineering and Quality Management OR	04	04	50	50	100
207 C	XIV C	Principles Of Banking & Finance	04	04	50	50	100
208	XV	E-Business	04	04	50	50	100
Total			30	30	400	400	800

Name of the Class: M.B.A. (Second Year) (Semester III and IV)

MBA III Semester (New)

Compulsory subjects

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
301	XVI	Business Policy & Strategic Management3333	04	04	50	50	100
302	XVII	Business Entrepreneurship	04	04	50	50	100
303	XVII I	Managerial Communication & Communication Lab	02	02	50	50	100
304	XIX	Operations Research	04	04	50	50	100
305 A	XX A	Foreign Language 1 (French/ Spanish) OR	02	02	50	00	50
305 B	XX B	Leadership Lab	02	02	50	00	50
Total for compulsory credits			16	16	250	200	450

FUNCTIONAL ELECTIVES I (Marketing) Group A (Major)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
306-A	XXI-A	Consumer Behavior & Marketing Research	04	04	50	50	100
307-A	XXII-A	Advertising, Sales Promotion, Sales & Distribution Management	04	04	50	50	100
308-A	XXIII-A	Rural Marketing	04	04	50	50	100
309 A	XXIV A	Industrial Marketing	04	04	50	50	100
Electives total			16	16	200	200	400

FUNCTIONAL ELECTIVES II (Finance) Group B (Major)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
306-B	XXI-B	Security Analysis & Portfolio Management.	04	04	50	50	100
307-B	XXII-B	Strategic Financial Management.	04	04	50	50	100
308-B	XXIII-B	Financial Derivatives	04	04	50	50	100
309 B	XXIV-B	International Financial Management	04	04	50	50	100
Electives total			16	16	200	200	400

FUNCTIONAL ELECTIVES III (HRM) Group C (Major)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
306-C	XXI-C	Human Resource Planning	04	04	50	50	100
307-C	XXII-C	Human Resource Training & Development	04	04	50	50	100
308-C	XXIII-C	Management of Industrial relations & Employment Laws	04	04	50	50	100
309-C	XXIV C	Strategic Human Resource Management	04	04	50	50	100
Electives total			16	16	200	200	400

FUNCTIONAL ELECTIVES IV (Information Systems) Group D (Major)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
306-D	XXI-D	Structured System Analysis & Design	03+01=04 (L+P)	04	50	50	100
307-D	XXII-D	Software Engineering & Management	03+01=04 (L+P)	04	50	50	100
308-D	XXIII-D	Database Management Systems	03+01=04 (L+P)	04	50	50	100
309-D	XXIV D	Management Support Systems	03+01=04 (L+P)	04	50	50	100
Electives total			16	16	200	200	400
Total			80	32	400	400	800

Name of the Class: M.B.A. (Second Year) IV Semester (New)
Compulsory subjects

Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
401	XXV	International Business Management	04	04	50	50	100
402-A	XXVI (A)	Corporate Governance, Business Ethics & Ethos. OR	04	04	50	50	100
402- B	XXVI (B)	Logistics & Supply chain management	04	04	50	50	100
402 C	XXVI C	Productivity & Quality Management.	04	04	50	50	100
403- A	XXVII (A)	Management Control System	04	04	50	50	100
403-B	XXVII (B)	Startup & New venture management	04	04	50	50	100
403-C	XXVII (C)	Enterprise performance management	04	04	50	50	100
404-A	XXVIII- A	Management Information Systems OR	03+01=04 (L+P)	04	50	50	100
404-B	XXVIII- B	Disaster Management	04	04	50	50	100

405-A	XXIX- A	Foreign Language II (French/Spanish) OR	02	02	50	00	50
405-B	XXIX- B	Interview Skills Lab	02	02	50	00	50
Compulsory total			20	20	250	200	450
FUNCTIONAL ELECTIVES – I (A Marketing Management)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
MAJOR							
406(A)	XXX (A)	Project Report and Viva Voce (on Major Specialization)	04	04	50	50	100
407(A)	XXXI(A)	Services & Relationship Marketing	04	04	50	50	100
MINOR							
408(A)	XXXII(A)	Retail Management	04	04	50	50	100
409(A)	XXXIII(A)	Product & Brand Management	04	04	50	50	100
Electives total			16	16	200	200	400
FUNCTIONAL ELECTIVES – II (B Financial Management)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
MAJOR							
406 B	XXX (B)	Project Report and Viva Voce	04	04	50	50	100
407 B	XXXI(B)	Corporate Income Tax and Planning (Business Taxation)	04	04	50	50	100
MINOR							
408 B	XXXII B	Financial Services Management	04	04	50	50	100
409 B	XXXIII B	Banking Services Operation	04	04	50	50	100
Electives total			16	16	200	200	400

FUNCTIONAL ELECTIVES – III (Human Resource Management)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
MAJOR							
406-C	XXX (C)	Project Report and Viva Voce	04	04	50	50	100
407- C	XXXI(C)	International Human Resource Management	04	04	50	50	100
MINOR							
408-C	XXXII C	Leadership Skill and Change Management	04	04	50	50	100
409-C	XXXIII C	Performance Management & Retention Strategies.	04	04	50	50	100
Electives total			16	16	200	200	400
FUNCTIONAL ELECTIVES – IV (Information Systems Group D)							
Course No.	Paper No.	Subject/Title of the Paper	No. of lectures per week	No. of Credits per courses	Internal	University	Total Marks
MAJOR							
406 D	XXX (D)	Project Report and Viva Voce	3+1=04 (L+P)	04	50	50	100
407 D	XXXI(D)	Strategic Management of Information Technology	3+1=04 (L+P)	04	50	50	100
MINOR							
408 D	XXXII D	Information Systems Audit & Control	3+1=04 (L+P)	04	50	50	100
409 D	XXXIII D	Emerging Trends in Information Technology	04	04	50	50	100
Electives total			16	16	200	200	400
		Total	68	32	400	400	800

MBA Syllabus 2015-16 (CBCS)

SCHOOL OF COMMERCE & MANAGEMENT SCIENCES

Name of the Class: M.B.A. (First Year) (Semester I and II)

M.B.A. Semester I (New)

Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
101	I	Principles & Practices of Management			
102	II	Accounting for Managers			
103	III	Managerial Economics			
104	IV	Legal aspects of Business			
105	V	Quantitative Techniques & Business Mathematics			
106	VI	Organizational Behavior			
107 A	VII A		Computer Applications in Management (Lab)		
107B	VII B		Advance excel lab.		

M.B.A. Semester II (New)

Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
201	VIII	Marketing Management			
202	IX	Financial Management			
203	X	Production & Operations Management			

204	XI	Human Resource Management			
205	XII	Research Methodology, & Statistics for Management			
206	XIII	Business Environment			
207 (A)	XIV (A)		Management of Creativity and Innovations OR		
207 (B)	XIV (B)		Business Process Reengineering and Quality Management OR		
207 C	XIV C	Principles Of Banking & Finance			
208	XV		E-Business		

Name of the Class: M.B.A. (Second Year) (Semester III and IV)

MBA III Semester (New)

Compulsory subjects

Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
301	XVI	Business Policy & Strategic Management			

302	XVII		Business Entrepreneurship		
303	XVIII		Managerial Communication & Communication Lab		
304	XIX	Operations Research			
305 A	XX A		Foreign Language 1 (French/ Spanish) OR		
305 B	XX B		Leadership Lab		

FUNCTIONAL ELECTIVES I (Marketing) Group A (Major)

Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
306-A	XXI-A			Consumer Behavior & Marketing Research	
307-A	XXII-A			Advertising, Sales Promotion, Sales & Distribution Management	
308-A	XXIII-A			Rural Marketing	
309 A	XXIV A			Industrial Marketing	

FUNCTIONAL ELECTIVES II (Finance) Group B (Major)

Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
306-B	XXI-B			Security Analysis & Portfolio Management.	
307-B	XXII-B			Strategic Financial Management.	
308-B	XXIII-B			Financial Derivatives	
309 B	XXIV B			International Financial	

				Management	
FUNCIONAL ELECTIVES III (HRM) Group C (Major)					
Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
306-C	XXI-C			Human Resource Planning	
307-C	XXII-C			Human Resource Training & Development	
308-C	XXIII-C			Management of Industrial relations & Employment Laws	
309-C	XXIV C			Strategic Human Resource Management	
FUNCIONAL ELECTIVES – IV (Information Systems) Group D (Major)					
Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
306-D	XXI-D			Structured System Analysis & Design	
307-D	XXII-D			Software Engineering & Management	
308-D	XXIII-D			Database Management Systems	
309-D	XXIV D			Management Support Systems	

Name of the Class: M.B.A. (Second Year) IV Semester (New)
Compulsory subjects

Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
401	XXV	International Business Management			
402-A	XXVI (A)	Corporate Governance, Business Ethics & Ethos. OR			
402- B	XXVI (B)	Logistics & Supply chain management			
402 C	XXVI C		Productivity & Quality Management.		
403- A	XXVII (A)	Management Control System			
403-B	XXVII (B)		Startup & New venture management		
403-C	XXVII (C)	Enterprise performance management			
404-A	XXVIII- A				Management Information Systems OR
404-B	XXVIII- B				Disaster Management
405-A	XXIX- A		Foreign Language II (French/Spanish) OR		
405-B	XXIX- B		Interview Skills Lab		

FUNCTIONAL ELECTIVES – I (A Marketing Management)					
Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
MAJOR					
406(A)	XXX (A)			Project Report and Viva Voce (on Major Specialization)	
407(A)	XXXI(A)			Services & Relationship Marketing	
MINOR					
408(A)	XXXII(A)			Retail Management	
409(A)	XXXIII(A)			Product & Brand Management	
FUNCTIONAL ELECTIVES – II (B Financial Management)					
Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
MAJOR					
406 B	XXX B			Project Report and Viva Voce	
407 B	XXXI B			Corporate Income Tax and Planning (Business Taxation)	
MINOR					
408 B	XXXII B			Financial Services Management	
409 B	XXXIII B			Banking Services Operation	

FUNCTIONAL ELECTIVES – III (Human Resource Management)

Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
MAJOR					
406-C	XXX C			Project Report and Viva Voce	
407-C	XXXI C			International Human Resource Management	
MINOR					
408-C	XXXII C			Leadership Skill and Change Management	
409-C	XXXIII C			Performance Management & Retention Strategies.	
FUNCTIONAL ELECTIVES – IV (INFORMATION SYSTEMS)					
Course No.	Paper No.	Ability Enhancement compulsory course (AECC)	Skill Enhancement course (SEC)	Elective: Discipline specific (DSE)	Elective: Generic (GE)
MAJOR					
406 D	XXX D			Project Report and Viva Voce	
407 D	XXXI D			Strategic Management of Information Technology	
MINOR					
408 D	XXXII D			Information Systems Audit & Control	
409 D	XXXIII D			Emerging Trends in Information Technology	

Summary of Credit System

Class	No. of periods per week	Total credit in the semester	Total credit
M.B.A. Semester I	28	28	28
M.B.A. Semester II	36	36	36
M.B.A. Semester III	64	32	32
M.B.A. Semester IV	64	32	32
Total			128

M.B.A. Mark Distribution

Semester	Internal	University Exam	Total
M.B.A. Semester I	350	350	700
M.B.A. Semester II	400	400	800
M.B.A. Semester III	450	350	800
M.B.A. Semester IV	400	350	750
Total			3200

M. B.A. I Semester

University Examination 50	Marks
Internal Assessment 50	Marks
Total 100	Marks

Paper No. I

PRINCIPLES AND PRACTICES OF MANAGEMENT

Unit I: Introduction to Management:

Definition, Characteristics and Nature of Management, The Management Process, Management levels and hierarchy, Managerial Roles, Management skills, Universal applicability of Management.

Unit II: Theories of Management:

The Evolution of Management Theory: Early thinking about Management, **Classical Theories:** Scientific Management School, Administrative Management, Bureaucratic Management **Neo-classical theories:** Human Relations school- Behavioral approach Quantitative or Management science approach **Recent development in management theory:** Systems approach, Contingency approach etc.

Unit III: Corporate Social Responsibility and Managerial Ethics

Social responsibilities of Management, Arguments for and against social responsibilities of Business, Social stakeholders, Managerial ethics

Unit IV:- Functions of Management Part I Planning- Characteristics, Nature, Importance, Steps, Limitations, Types of Planning, & Plans Management by Objectives (MBO) **Decision Making**—Concept, Nature, Process, Types of decisions **Organizing-** Concept, Nature, Importance, Principles, Centralization, Decentralization. Structure- Line and Staff authority, Functional, Product, Matrix, Geographical, Customer, organization- virtual etc

Unit V: Functions of Management Part II Staffing- Concept, Nature, Importance, Steps. **Directing-** Concept, Nature Importance. **Leadership** –Concept, Nature, Importance, Attributes of a leader, Leadership theories **Controlling** - Concept, Importance, Process of controlling, Types of Control, Control

Books Recommended:

1. Management - Stoner, Freeman, Gilbert, Prentice Hall of India
2. Management Concepts, Practice and Cases – Karminder Ghuman, K.Aswhathappa, Tata McGraw Hill Education Pvt. Ltd., 2010
3. Management Tasks, Responsibilities, Practices – Peter F. Drucker, Allied Publishers
4. Management Theory and Practice (Text and Cases) – Dr. P. Subba Rao, Himalaya Publishing House, 2012
5. Principles of Management: Concepts and Cases – Rajeesh Viswanathan, Himalaya Publishing House

M. B. A. I Semester

University Examination 50 Marks
Internal Assessment 50 Marks
Total 100 Marks

Paper No. II

ACCOUNTING FOR MANAGERS

Objective: The objective of this course is acquainting students with the accounting tools and techniques of accounting & Utilisation of financial and accounting information of planning and decision making helpful for managers.

Unit :1 Introduction of Management Accounting : Definition, Nature, objectives and tools of Management Accounting. Comparison between financial and management accounting, benefit and limitations.

Unit :2 Financial Accounting System : Meaning & Nature of financial Statement, basic accounting terms, Classification of Accounts, Writing of journal entries in journal book, preparation of ledger accounts and preparation of trial balance, numerical problems on final account of sole trading concern.

Unit :3 Analysis and interpretation of Financial Statements, types of analysis, advantages of analysis and interpretation. Ratio Analysis - its types, and numerical problems on ratios.

Unit :4 Costing : Standard Costing and Variance Analysis, Techniques and Significance, Problems on Computation of material cost and labour cost variances. Marginal Costing – Cost Volume Profit Analysis, BEP, and Numerical Problems. Budget and Budgetary control, Types of budgets, numerical problems on production budget, cash budget and flexible budget.

Unit :5 Responsibility Accounting : Meaning, Definition, Objectives of Responsibility Accounting. Organisational structure of Responsibility Centres - Cost Centre, Revenue Centre, Profit Centre and Investment Centres. Numerical problems on responsibility centres.

References:

1. I.M. Pandey, Management Accounting, Vikas Publishing House, New Delhi.
2. Khan and Jain, Management Accounting, Tata Mc Graw Hill, Delhi.
3. Dr. A.P.Rao, Management Accounting.
4. Jawaharlal, Cost Accounting.
5. Khan & Jain, Theory & Problems in Management & Cost Accounting.
6. S. M. Inamdar, Cost and Management Accounting.
7. Dr. Mahesh Kulkarni, Management Accounting.
8. Khan & Jain, Management Accounting-3rd Edition.
9. Ashish K. Bhattacharya, Principles and Practice of Cost Accounting.

M. B.A. I Semester

University Examination 50	Marks
Internal Assessment 50	Marks
Total 100	Marks

**Paper No. III
MANAGERIAL ECONOMICS**

Unit I: Introduction to Managerial Economics:

Nature and Scope of Managerial Economics, Role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand – concept, determinants of Demand, Demand Function and econometric techniques. Theories of Supply-concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Demand forecasting.

Unit II: Cost Functions: Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial use of cost Function; Production Function to cost function-long run and short run Total cost. Production and cost-Return to scale, cost curves.

Unit III: Market Structure and pricing decisions: The competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

Unit IV: National Income: Concept and measurement. GDN, GNP, Business cycles, fiscal policy, monetary policy and inflation.

Unit V: Case studies /numerical problems on the above topics.

Books Recommended:

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
3. Joel Dean : Managerial Economics, Prentice Hall, New Delhi.
4. Mote, Paul & Gupta: Managerial Economics- Concepts and Case, Mc Graw Hill, New Delhi.
5. D. M. Mithani: Managerial Economics- Himalaya Publishing, Mumbai
6. Prasad, Sinha, Managerial Economics- Pragati Publishing, Meerut
7. H.L. Ahuja, Managerial Economics, S. Chand Publication
8. Geetika, et al, Managerial Economics, Tata Mc Graw Hill Publishing, New Delhi
9. G. S. Gupta, Managerial Economics Tata Mc Graw Hill Publishing, New Delhi

M. B.A. I Semester

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. IV

LEGAL ASPECTS OF BUSINESS

Objective:

The objective of this course is to provide the students with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

Unit I : Introduction: Meaning and Concept Law, Need, Mercantile Law, Need and sources, Its importance.

Unit II Contract Act, 1872: Definition, concept of contract, valid contract and its essential elements, Types of contract, discharge of contract: various; remedies for breach of contract, Govt. Contract.

Unit III Sale of Goods Act, 1930: Introduction, contract of sale, agreement to sell documents of title, conditions and warranties, doctrine of caveat emptor: transfer of property significance of transfer of ownership, rule; performance: delivery of goods by seller, acceptance of delivery by buyer; remedies for breach: Rights of unpaid-sellers.

Unit IV Negotiable Instruments Act, 1881: Definition and characteristics, promissory notes, bills of exchange, and cheques, parties to negotiable instruments; Methods of negotiation of instrument, endorsement and deliver of negotiable instrument, negation by unauthorized parties, negotiation of dishonored and overdue instruments; banker and customer: introduction, crossing of a cheques, obligations of a banker, protection granted to bankers, obligations of a customer, Dishonour of cheque and its consequences.

Unit V A. Partnership Act, 1932: Definition of partnership, types, of partnership, formation of Partnership, registration of partnerships, and kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm

B. Companies Act, 1956: definition of company, formation of company, memorandum and articles of associations of a company, types of companies, directors and meeting; winding up of companies

Unit VI Consumer protection Act, 1986: Definition of consumer, goods and defect, services and deficiency, consumer forums, procedure to approach consumer forums

Unit VII The Information Technology Act, 2000 Digital Signature- Digital Signature Certificate, Electronic Governance , Electronic Records , Certifying Authorities, Penalty & Adjudication .

Unit VIII Miscellaneous Provisions: Conceptual understanding of patents, copyrights, trademarks ,FEMA, Environment protection Act., Sick Companies Act 1985 , IRDA , Competition Act 2002, Right to Information Act 2005

Books Recommended:

1. Kuchhal MC-Business Law(Vikas), 2nd ed 1998.
2. Tlsian-Business Law, (Tata Mc Graw- Hill, 2nd edition)
3. Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.

M. B. A. I Semester

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Paper No. V

QUANTITATIVE TECHNIQUES AND BUSINESS MATHEMATICS

Objectives:

To impart basic concepts in quantitative techniques and business mathematics, to develop skills in structuring and analysis problems and develop aptitude to implement the solutions of The decision problems.

1 Unit I Quantitative Techniques:

Meaning and Classification of Quantitative Techniques, Programming Techniques, Role of Quantitative Techniques in Management Decision - making.

2 Unit II Transportation and Assignment Problems:

Transportation Model, Problem Statement, Loops in Transportation Table, Steps in Transportation Method. North – West Corner Rule, Least Cost Method (Matrix Minima), Column Minima, Row Minima Method, Vogel’s Approximation Method (VAM), Modified Distribution (MODI) Method. Hungarian Assignment Method (HAM), Maximization Case.

3 Unit III Queuing Theory:

Queuing system. Arrival Process, Service systemqueue structure, Operating Characteristics of queuing system- Basic concepts in queuing theory, Queuing models; (1) Poisson, exponential, single server model infinite population (2) Poisson, exponential, single server model finite population (3) Poisson exponential multiple server model (4) Erlang’s Method.

Unit IV Game Theory, Replacement Models:

Game Theory – Two Person – Zero Sum – Game. Saddle Point, Value of Game, Dominance Strategy, Mixed Strategy, Replacement Models.

Unit V Business Mathematics:

Determinants & Matrices, Permutations & Combinations.

Books Recommended:

1. *Quantitative Techniques in Management. (TMH)– by N.D. Vohra , Tata Mc Graw Hill*
2. *Quantitative Techniques by C.R. Kothari, Vikas Publishing House, Delhi.*
3. *Statistical Methods - by S.P. Gupta, Sultan Chand & Sons*

M. B.A. I Semester

University Examination	50	Marks
Internal Assessment	50	Marks
Total	100	Marks

Paper No. VI
ORGANIZATIONAL BEHAVIOUR

Unit I Organizational Behavior: Definition, assumptions, significance-Historical Evolution- Fundamental concepts of OB, OB- as an emerging challenge of managing diversity.

Unit II Individual Behavior and Managing diversity, Factors affecting individual behavior, Personality Development: meaning and determinants, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception: Meaning and definition, Perceptual process, Managerial implications of perception in business situations, Perceptual errors i.e. factors influencing perception.

Unit III Motivation: Nature and importance, basic process- theories of motivation: Maslow's hierarchy of needs theory, Herzberg theory, Alderfer's ERG theory, McClelland's Achievement Motivation Theory, Expectancy theory, Theory X & Y. **Unit**

IV Group Behaviour: Group formation: formal and informal group, stages of group development, Group decision making, group effectiveness and self-managed teams

Unit V Conflict and Stress Management: Meaning, process, functional and dysfunctional conflict, conflict handling- nature, causes and consequences of Stress. Management of change: concept, Lewin's stages of change, forces of change, resistance to change and Managing planned change.

Books Recommended:

- 1.Diagnostic approach to Organisational Behaviour by Gordon J.R., Allyn and Bacon, New York, 1987.*
- 2.Essentials of Organisation Behaviour by Robbins S.J., Text N.D.*
- 3.Organisational Behaviour Processes by Parle K.U., Rowat Publishers, Jaipur, 1988.*
- 4.Organisational Behaviour by Robbins P. Stephen, McGraw Hill Inc. New York.*
- 5.Organisational Behaviour, Concepts, Controversies and Applications – by Robbins P. Stephen, Prentice Hall of India, N.D. 1985.*
- 6.Management of Organisational Behaviour Utilizing Human Resources- by Paul Hersey & Ken Blanchard, Prentice Hall of India; N.D. 1985.*
- 7.Managing in Turbulent Times by Drucker. Peter F., Pan Books Ltd. London, 1980.*
- 8.Organizational Behaviour- Text, Cases and Games- by K. Aswathappa, Himalaya Publishing House.*

MBA I Semester

Computers Application in Management

Paper No. VII A

Internal Examination 50 Marks

Journal 20 Marks

Field Study report 20 Marks

Minor Project 10 Marks

Suggestive List of Experiments to be carried by each individual for the internal assessment

Students are expected to perform the experiments based on the contents of MBA syllabus of their

1. Study of different operating systems and their features.

2. Study of networks, their Features and Configurations for business management
3. Study MS OFFICE and its features.
4. Study of menu bar, Tool Bar, Task bar.
5. Use of MS OFFICE features for data and file management.
6. Study of MS WORD for Business Management.
7. Study of MS POWER point for Business Management.
8. Study of different applications of MS OFFICE for Business Management.
9. Study of different applications of computer In Business Management.
10. Minor project showing hands on skills acquired by the student based on above.

MBA I Semester

Computers Application in Management

Paper No. VII B

Internal Examination 50 Marks

Journal 20 Marks

Field Study report 20 Marks

Minor Project 10 Marks

Suggestive List of Experiments to be carried by each individual for the internal assessment

Students are expected to perform the experiments based on the contents of MBA syllabus of their

1. Study of different features of EXCEL.
2. Study of Menu Bar, Tool Bar, Task Bar in EXCEL.
3. Worksheet Manipulation Using of EXCEL.
4. Data Entry operations and applications using MS EXCEL.
5. Data Tabulation & Representation MS EXCEL.
6. Use of MS EXCEL for plotting various types of Graphs.
7. Study of MS EXCEL for data processing & Formula Management applications.
8. Study of connectivity between MS EXCEL and MS POWER point for Business Presentations.
9. Study of connectivity between MS EXCEL and MS WORD for Business Management.
10. Minor project showing hands on skills acquired by the student based on above.

M.B.A. II SEMESTER

MARKETING MANAGEMENT

Course No. 201, Paper No. – VIII

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objectives: To understand the meaning of marketing, marketing concept, marketing management; how marketing concept and marketing mix are integrated in practice, thus resulting in marketing process and strategy; and the relevance of marketing in a developing economy

Unit - I: Introduction to Marketing: Marketing Concepts, Understanding Marketing Management, Emerging issues in Marketing.

Unit – II an Overview of Indian Marketing Environment: Marketing Information System, Marketing Research, And Marketing Mix: Concept and Components, Marketing Strategy-Market Segmentation, Targeting and Positioning, Consumer behaviour.

Unit – III Product mix: Concept & Classification, Product Life Cycle and Marketing Strategies, New Product Development Process

Unit IV Pricing decisions: Objectives, Process, and Methods Place decisions – Channels of Distribution, Physical Distribution, and Market Logistics.

Unit V Promotion mix: Advertising, Sales promotion, Personal selling, Public relations, Publicity Direct Marketing - Major Channels for Direct Marketing, Online Marketing-Promises and Challenges of Online Marketing.

Books Recommended:

- 1) Marketing Management – Philip Kotler, Prentice Hall of India Private Ltd., and New Delhi.
- 2) Marketing Management Planning, Implementation and Control the Indian Context – V. S. Ramaswamy and S. Namakumari, McMillan India Ltd.
- 3) Marketing Management – Biplab S. Bose, Himalaya Publishing House
- 4) Marketing Management- Karunakaran
- 5) Marketing Management- Willian Stanton
- 6) Marketing Management- Michael Porter

M.B.A. II SEMESTER

FINANCIAL MANAGEMENT

Course No. 202, Paper No. IX

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

UNIT I: Environment of Business Finance: Definition of Finance Definition of Business Finance, Types of Finance, Definition of Financial Management, Scope of Financial Management, Objectives of Financial Management, Functions of Finance Manager, Importance of Financial Management.

UNIT II: Techniques of Financial Analysis: Meaning and Definition: Income statement, Position statement, Statement of changes in owner's equity, Statement of changes in financial position, Types of Financial Statement Analysis, Techniques of Financial Statement Analysis: Comparative statement analysis, Comparative balance-sheet analysis, Comparative profit and loss account analysis, Trend analysis, Common size analysis, Funds Flow Statement Analysis (Working Capital Basis), Cash Flow Statement Analysis, Difference between funds flow and cash flow statement, Ratio Analysis

UNIT III: Capital Budgeting: Introduction, Definitions, Need and importance of capital budgeting, Capital Budgeting Process, Kinds of Capital Budgeting Decisions, Methods of Capital Budgeting of Evaluation: Pay-back period, Un even cash inflows, Post pay-back profitability method, Accounting rate of return or Average rate of return, Net present value, Internal rate of return, Excess present value index, Capital rationing, Risk and Uncertainly in Capital Budgeting

UNIT IV: Working Capital Management: Introduction, Meaning of Working Capital, Definitions, Concept of Working Capital, Gross working capital, Net working capital, Component of working capital, Operating Cycle, Types of Working Capital: Permanent working capital, Temporary working capital, Semi variable working capital, Needs of Working Capital, Working capital position/Balanced working capital position, Assessment of Working Capital Requirements, Computation (or Estimation) of Working Capital, Working Capital Financing

UNIT V: Capital Structure and Firm Valuation: Introduction, Meaning of capital structure, Definition of capital structure, Financial Structure, Optimum Capital Structure, Objectives of capital structure, Forms of capital structure, Factors Determining Capital Structure: Leverage (Types of Leverage), Cost of capital, Capital Structure Theories, Traditional approach, Assumptions, Net Income (NI) approach, Net Operating Income (NOI) approach, Modigliani and Miller approach, WACC.

Books Recommended:

- 1) Financial Management : Khan and Jain, Tata McGraw Hill Publications
- 2) Financial Management : I.M. Pandey, Vikas Publications
- 3) Fundamentals of Financial Management : Sheeba Kapil, Pearson Publications
- 4) Financial Management : V.K. Bhalla, S.Chand Publications
- 5) Financial Management : Khan and Jain, Tata McGraw Hill Publications
- 6) Financial Management : C. Paramasivan, T.Subramaniam, New Age Publications
- 7) Financial Management : Dr.N.M. Vechalekar, Nirali Publications

M. B.A. II SEMESTER

PRODUCTION & OPERATIONS MANAGEMENT

Course No. 203, Paper No. IX

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Unit I Overview of Production/Operations management: Nature, Scope, Importance and Functions - Evolution from manufacturing to operations management - evolution of the factory system - Production systems: Issues and environment, Maintenance Management, Industrial Safety.

Unit II Productivity and PPC: Production system design Planning and Control: Basics of PPC, Work system design, Work Study, Work Sampling, Scheduling and Sequencing Models

Unit III Types of Industries: Variety of Businesses–Methods of Manufacturing -Project / Jobbing, Batch Production, Flow/Continuous Production, Process Production -Characteristics of each method.

UNIT IV Facilities Location & Layout: Strategic importance - Factors affecting location & layout –Single location, multi-location decisions, Models of plant location, Principles and Types of Facilities Layout. Plant capacity and line balancing

Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM.

Unit V Material Management: An Overview, Dependent and Independent Demand System, Material Handling Principals- Equipments, - In Mass Production in Batch/Job Order Manufacturing.: Inventory Control- JIT, JOT, Zero inventory. Systems of inventory control

deterministic models & probabilistic models. EOQ safety stock ABC, VED FNSD analysis. Quality Management, recent trends.

Books Recommended:

1. B.S. Goel, production operations management, Pragati Publication, Meerut
2. J. P. Saxena, Production and d Operations Management, Tata Mcgraw Hill, New Delhi
3. P. Ramamurthi, Production and operations Management, New Age international Publisher, New Delhi
4. Buffa E.S. Modern Production Management, John Wiley, New York; 1973
5. Aswathappa K & Shridhara Bhat K.: Production and Operations Management, Himalaya Publishing House, Mumbai, 2009
6. Elwood S. Buffa & Rakesh K. Sarin: Modern Production/Operations Management, Wiley Edition, 2009
7. Chunawalla & Patel: Production and Operations management, Himalaya Publishing House, Mumbai, 2009

**M.B.A. II SEMESTER
HUMAN RESOURCE MANAGEMENT**

Course No. 204 Paper No. – XI

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objectives: To become a successful manager, students need to understand behavior of human resources in various organizational situations, in a complex world of industry and business; organizational efficiency is largely dependent on the contribution made by the human resources of the organization. The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

UNIT I: Concept and perspectives of Human Resource management: Development of HRM, environmental influence on HRM, HRM Philosophy and policy, organizational structure for HRM. **Discuss Case Studies.**

UNIT II: Acquiring Human Resource Management: Human resource Planning, Job Design, Job Analysis and Role analysis, Recruitment, Selection, Orientation and Placements. **Discuss Case Studies.**

UNIT III: Developing Human Resources- Human Resource Development System, Carrier system, Competency mapping, coaching and Mentoring, HRD in the government and public system, HRD in health sector. **Discuss Case Studies.**

UNIT IV: Managing performance and compensation: Performance appraisal of Employees, HR Audit, Compensation management, Incentives and benefits, Employee Turnover, Employee separation **Discuss Case Studies.**

UNIT V: Motivating and Mentoring HRM: Motivational perspective, Empowerment and participation, Human resource mobility, discipline and grievance management, Employee

retention, outsourcing and HRM, Quality of work Life, Recent trends in HRM. **Discuss Case Studies.**

Books Recommended:

1. K Aswathappa, Human Resource Management, Sixth Edition.
2. L. M. Prasad, Human Resource Management.
3. De Cenzo & Robbins : Personnel / Human Resource Management, 3rd (PHI)
4. McKenna & beach : The Essence of Human Resource Management (PHI)
5. Berdwell / Holden : Human resource Management A Contemporary Perspective
6. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.
7. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
8. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
9. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
10. Decenzo, "Human Resource Management", 2008, Wiley.
11. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
12. Wayne & Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
13. Human Resources Development (MS-22) IGNOU

M.B.A. II SEMESTER

RESEARCH METHODOLOGY & STATISTICS FOR MANAGEMENT

Course No. 205, Paper No. – XII

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

***Objectives:** The basic objective of this course is to familiarize the students with the statistical techniques popularly used in managerial decision making & Research it also aims at developing the computational skill of the students relevant for statistical analysis.*

Unit I - Research in Management

Research as an aid to decision making. Uses & limitations of research in management. Research design, collection of data, Types of Data, methods of Data collection. Analysis, Interpretation, & report writing characteristics of a good research report.

Unit II - Probability Theory:

Probability: Concepts of Probability, Additive and Multiplicative Laws, Baye's Decision Rule, Theoretical Distributions: Binomial, Poisson and Normal distribution.

Unit III - Sampling theory of estimation:

Concept of Sampling, Reasons for Sampling, Types of Samples, Estimation, Hypothesis testing, Type I and Type II Errors. Large Sample Tests: Mean Test, Difference between Two Means, Difference between Two Standard Deviations. Small Sample Test: Mean Test, Difference Between Means of Two Independent Samples, Difference between Two Dependent Samples or Paired observations, Z- test of significance of coefficient of correlation.

Unit IV - Non-parametric tests:

Meaning-Advantages and Limitations of Non-Parametric Tests. The Sign Tests: One Sample Sign test, the Two Sample Sign Test for paired and independent observations, Chi Square Test and Test of Goodness of fit.

Unit V - Analysis of variance (ANOVA)

Meaning, Assumptions, Procedure for Analysis of Variance, General form of ANOVA, One Way Classification, Two-Way Classification, Computation of Variance.

Books Recommended:

1. Amir D. Aczel & Jayavel Sounderpandian-Complete Statistics, 6th Edition,
2. GC Beri- Business Statistics, TMH.
3. Anderson R, David Sweeney J, Dennis & Williams A Thomas- Statistics for Business and Economics, 9th edition, Thomson.
4. ND Vohra- Management Decisions, New Age Publications.
5. SP Gupta & MP Gupta- Business Statistics, Sultan Chand & Sons.
6. Levin R. L. Rubin S. David- Statistics for Management, 7th Edition, Person/PH1

M.B.A. II SEMESTER

BUSINESS ENVIRONMENT

Course No. 206, Paper No. – XIII

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objectives: This course will help to develop among students the knowledge base of environmental factors affecting business. The primary objective of this course is to acquaint the students to the emerging trends in business environment. The course also focuses on inculcating values of Environmental ethics amongst the students.

SECTION – A

Unit I: BASICS OF BUSINESS ENVIRONMENT: Concept, Significance, Nature of Business Environment, Need of Environmental studies for Business, Environment Scanning, SWOT Analysis, Basic philosophies of Capitalism and Socialism, Concept of Mixed Economy

Unit II: TYPES OF BUSINESS ENVIRONMENT: Types of Business Environment- Internal Environment, Micro Environment, Macro Environment-Economic Environment, Socio-Cultural Environment, Political Environment and Technological Environment, Legal Environment

Unit III: INDIAN BUSINESS ENVIRONMENT: Government Policies - Industrial Policy, EXIM Policy, Technology Policy, Government policy regarding Small Sector Enterprises, Fiscal Policy, Planning In India-Planning Commission, New trade policy-1991 onwards, Industrial Licensing in India.

SECTION – B

Unit IV: INDIAN BUSINESS ENVIRONMENT: Liberalization, Privatization, Globalization, Multinational Corporations, Foreign Direct Investment (FDI), Disinvestments, Special Economic Zone (SEZ), An introduction to MRTP, Competition, FEMA, SEBI Act, Consumer Protection Act.

Unit V: NATURAL ENVIRONMENT: Natural Environment, Natural Resources, Renewable and Non renewable Resources, Limitations of non-renewable resources – Need of Renewable resources, Importance of Water & Land, Global Warming

Unit VI: Case studies on the above topics.

Books Recommended:

- 1) Business Environment-Text and Cases, Justin Paul: Tata McGraw Hill 3rd Edition
- 2) Essentials of Business Environment, Aswathappa: Himalaya Publishing House.

- 3) Business Environment-Text and Cases, Cherunilam, Francis: Himalaya Publishing House.
- 4) Environmental Policy-By James Lester, Duke University Press
- 5) Environmental Management System ISO 14001-By Dr. Ashok Joshi, L. Ramkrishnan, Nivedita Sarnaik

M.B.A. II SEMESTER

MANAGEMENT OF CREATIVITY AND INNOVATION

Course No. 207, Paper No. – XIV (A)

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Unit I - Realms of Creativity:

Creativity: Concept- Determinants of Creativity – Process- Convergent and Divergent Thinking- Creative abilities- Roots of Human Creativity-Biological, Mental, Spiritual Social- Forms of Creativity-Essence, Elaborative and Expressive-Existential, Entrepreneurial and Exponential.

Unit II - Creative Personality:

Traits - Congenial to Creativity- Blocks to Creativity- Strategies for unblocking Creativity- Conductive Environment: Formative Environment and Creativity- Environmental Stimulants- Motivation and Creativity- Strategies for Motivation for being creative, The creative intelligence - Fluency - Flexibility – Originality.

Unit III - Corporate Creativity:

Creative Problems Solving, Techniques of Creative Problem Solving- Creative manager Creative Management Practices: Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies - Collective Creativity.

Unit IV - Creative Organisation:

Issues and approaches to the Design of Creative Organizations - Mechanisms stimulating Organizational Creativity- Successful innovative organization Structure - Creative Societies, Model of creative society.

Unit V - Management of Innovation:

Nature of Innovation-Technological Innovations and their Management, Managing innovation within firms, Innovative entrepreneurship - Agents of Innovation-Skills for Sponsoring Innovation, Practice cases and situations.

Books Recommended:

1. Pradip Khandwalla, Lifelong Creativity- An Unending Quest, Tata McGraw Hill,2006.
2. Pradip Khandwalla, The Corporate Creativity -The Winning Edge, Tata McGraw Hill New Delhi.
3. Pradip Khanwalla, The Fourth Eye, Wheeler Publishing, New Delhi.
4. P. N. Rastogi, Managing Creativity of Corporate Excellence, Macmillan, New Delhi.
5. Jone Ceserani, Pater Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
6. Christensen Clayton, Innovation and General Manager, Tata McGraw Hill.
7. Margaret. A,Whit & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach.
8. CSG Krishnama Charyulu & R. Lalitha- Innovation Management, Himalaya

M.B.A. II SEMESTER

E-BUSINESS

Course No. 208, Paper No. – XVI

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objective: *As an extension to the earlier course of computer application this course will help provide the students the idea on the analytical and technical framework of the emerging world of e-Business. The syllabus focuses on the E-Business challenges and an opportunity for managers with reference to the technological, functional, legal and business level strategies and skills required thereto.*

Unit I Introduction to E Business concept and scope, E Business v/s E Commerce, Types of Business Automation 'ON LINE, OFF LINE, REAL TIME, Digital economy, e-business, e-commerce markets and models.

Unit II Technological supports and needs for e-business framework, Tools, Gadgets, processors, network and communication devices, hardware and software support, web technology & softwares advantages for implementation of E Business.

Unit III Introduction and Overview Industrial Automation and Robotics, Modern Manufacturing tools and techniques, NC, CNC, SPM and their impact on business management, advantages and disadvantages.

Unit IV E Business Design and Applications: Steps in e-business design, integrating the supply chain management process. Study of applications in e-selling, e-buying, e-procurement, e-payments: Pre; Post and instant payment systems, e-banking, e-governance, e-learning, e-CRM, e-Business Strategy etc into action.

Unit V Issues, Implications and Future of E-Business: Challenges in Enterprise architecture planning, Risks related to e-Security, Cryptography, e-transition issues, reversing the value chain, Govt policies, legal implications, Social media and its impact on e- business

Books Recommended:

01. Agrawal K.N.& Deeksha Agrawala, Business on the net: What's and How's of e-commerce, McMillan New Delhi
02. Diwan, Prag and Sunil Sharma, Electronic commerce- A Manager's guide to e-business, Vanity books international New Delhi.
03. Janal D.S., On line Marketing Handbook, Van Nostrand Reinhold, New York.
04. Kosir David, Understanding electronic commerce, Microsoft press, Washigton.
05. Monoli & Minol, Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
06. Damier Amor – The E-business Evolution – HP Professional books.
07. Ravi Kalakota – A.B. Whinstan – Frontiers of Electronic commerce.
08. Murthy C S V (2009), **E-Commerce – Concepts, Models, Strategies**, Mumbai, Himalaya Publishing House.
09. Rayudu C S (2008), E-Commerce – E-Business, Mumbai, Himalaya Publishing House.
10. Bharat Bhasker (2009), **Electronic Commerce – Framework, Technologies and Applications**, 3rd Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
11. Chaffey Dave (2009), **E-Business and E-Commerce Management**, 3rd Edition, New Delhi, Pearson Education.

MBA III SEMESTER

Paper No. XV

BUSINESS POLICY AND STRATEGIC MANAGEMENT

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Unit1 : Concept, evolution, meaning and scope of Strategy, Vision, Aim, Objectives, Mission, Goal, Road Map, Benchmarks, Milestones, Policy, Plan, Blue Book and their role in Management. Business Models, Business Sub Unit and Corporate Policy. Levels of Strategies, Strategic Choices and alternatives, Factors related to decision making.

Unit2: Types of Strategies, Diversification, Integration, Niche, Mergers & Acquisitions, Joint Ventures, Takeovers, Turnaround, Divestment and Liquidation and other options.

Unit3: Strategy Formulation and Design tools such as Industry Analysis, Business analytics, BCG, GE, ADL Matrix, PESTAL, SWOT, ETOP analysis, 7 S & 4 Cs, 5 Forces principles, Organizational Appraisal need & Procedure.

Unit4: Tools and Techniques of Strategy Implementation, evaluation, review and Control. Strategic Advantages, Core Competencies, Budgeting, Audit, Staffing, Systems & Synergy. Issues and Case Studies in versatile fields of Business on local as well as Global level in H.R., Finance, Marketing, I.T., Modernization of Management, Success and Failures.

Reference Books:

1. Azhar Kazmi -Strategic Management and Business Policy Tata McGraw Hill.
2. R.M.Srivastava -Management Policy and Strategic Management –Concepts, Skills and Practices- Himalaya Publishing House.
3. S. Namakumari Strategy Text& Cases The Indian Concept Macmillan Business Books.
4. Thomas L. Wheelen- Concepts in Strategic Management and J. David Hunger Business Policy-Krish Rangarajan Pearson Education.
5. R. Srinivasam- Strategic Management, Prentice Hall of India Pri.Ltd – Delhi.
6. Subba Rao,P Business Policy and Strategic Management -Himalaya Publishing House.
7. John A Pearce II Richard B Robinson, Jr. Amita Mital- Strategic Management Formulation, Implementation and Control, Tata McGraw Hill.

MBA III SEMESTER

Paper No. XVI

BUSINESS ENTREPRENEURSHIP

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objectives: To sensitize students about entrepreneurship, To encourage students to develop their own business plan, To motivate students to set up their own business ventures, To create awareness about project management

Unit I. Foundations of Entrepreneurship Development: Concept and Need of Entrepreneurship Development, Definitions of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity; Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur – Comparative study of Roles, Responsibilities, and Career opportunities; Entrepreneurship as a Career Option, Entrepreneurship as a Style of Management.

Unit II. Creating Entrepreneurial Venture: Business process planning, Environmental analysis, Search and Scanning, Identifying problems and opportunities, Defining business idea, Basic Government procedures to be complied with.

Unit III. Role of Government in Entrepreneurship Development: MSME Development Act, 2006, Institutional support for Entrepreneurship Development

Unit IV. Project Management: Concept, Need and Significance, Types of Projects

Unit V. Project Planning and Management, Project Life Cycle, Feasibility Study

Unit VI. Project Organization, Project Team, Project Leadership

Note: It is expected that student will prepare a project report on ‘Setting up a new Small Enterprise’. This project report will carry 50 marks as a part of Internal Assessment.

Reference Books:

1. Management and Entrepreneurship–Veerbhadrha Havinal-New Age International publishers
2. Entrepreneurship: New Venture Creation – David H. Holt
3. Entrepreneurship Development – Satish Taneja, Himalaya Publishing House
4. Entrepreneurship: Strategies and Resources – Marc J. Dollinger, Pearson Education
5. The Culture of Entrepreneurship – Brigitte Berger.
6. Innovation and Entrepreneurship – Peter F. Drucker
7. Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
8. Entrepreneurship Theory and Practice- Raj Shankar, Tata McGraw-Hill Education
9. Project Management Principles and Techniques B.B. Goel
10. Project management – K. Nagarajan, New Age International Publishers
11. Project Management Planning & Control techniques- Rory Burke, John Wiley & Sons
11. Project Management – S. Choudhury, Tata McGraw Hill Publishing Co.
12. Intrapreneurship: Gifford Pinchot
13. Entrepreneurship Development - C. B. Gupta, Srinivasan, Sultan Chand & sons

MBA III SEMESTAR

Paper XVII

MANAGERIAL COMMUNICATION

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objectives: The objective of this course is to impart communication skills amongst the students so that on completion of the course they will be equipped with communication skills.

Unit -I Communication in organizations : Definition – Communication and organizational communication – communication models – communication process – types – principles – Role of managers in business communication – Role of technology in contemporary communication process.

Unit –II. Communication Skills : Public speaking – Counselling, listening, interview – Basic principles of Journalism – Group communication – Group discussion – Seminars – symposia – paper presentation – Reporting – Basic principles for drafting business letters – Layouts – Circulars – Agenda – Minutes – Memo – Reports – Employment letters.

Unit –III. Organizational communication : Internal and External communication – Structural issues that effect communication – communication within basic organization structure – Advantages and Disadvantages of informal structure – The Grapevine communications between employees and Trade unions – communication to share holders and investing public – communications and Ethical actions in organizations.

Unit –IV. Communication for organizational effectiveness: Sources and Effects of conflict in communication – Approaches to managing conflict communications – organization design and conflict management – communication and Role conflict – Efficiency of organizational structure to reduce destructive effects of role conflict.

Unit –V. Organization with government and Other Public: Basic principles of public relations – Interaction with several public corporate image – Factors governing corporate image. Building and maintaining corporate image – Correspondence with insurance and banking companies, suppliers and agents – sales letters.

Reference Books:

1. Dalmar Fisher: Communication in Organizations Jaico Pub.
2. Asha Kaul : Effective Business Communication.
3. Jessmand Dows & William Ird : Functional Business Communication (TMH)
4. Chappan and Reed : Business Communications.
5. Laland Drown: Communication Facts & Ideas in Business.
6. N.H. Arthereya : Written Communications and Results.
7. Denna Murphy: Communication in Business and Industry.
8. Bill Scot : The Skills of Communication.
9. R.C. Sharma & Krishna Mohan: Business Corresponding and Report Writing

MBA III SEMESTER
Paper No. – XVIII
OPERATIONS RESEARCH

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objective: The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Unit -I Operations Research: Concept and significance of operations research; Evolution of operations research; Steps in designing operations research studies; Operations research models.

Unit-II Linear Programming Problem (LPP): Meaning, Assumptions, and characteristics of LPP

Unit-III Business Application of Linear Programming Technique-

Formulation of LPP- Solution by Graphic method -simplex method.

Unit –IV Decision Theory

Decision making under certainty, Decision Making under risk and Decision Making under uncertainty.

Unit -V Simulation of Management Systems : Meaning and Process of Simulation, Application of simulation techniques; Monte – Carlo Approach, Random number generation, Waiting line Simulation Model, Inventory Simulation Model, Advantages & Limitations of Simulation.

Reference Books:

1. Agarwal, J.D. and Sagarika Ghosh : Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
2. Billy, E. Gillett: Introduction to Operations Research – A Computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.
3. Lucey, T: Quantitative Techniques, D.P. Publication, London.
4. Sharma, K.R.: Quantitative Techniques and Operations Research : Kalyani Publication, Ludhiana.
5. Tata, Hamdy A : Operations Research – An Introduction, Prentice Hall, Delhi.
6. Vazsonyi, Andrew and Herbert F. Spriner : Quantitative Analysis for Business, Prentice Hall, New Delhi.
7. Vohra, N.D: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.
8. Wagner, H.M. : Principles of Operations Research, Prentice Hall, Delhi.
9. Watsman, Terry J. and Parramor Keith: Quantitative Methods in Finance, International Thompson Business Press.
10. Sharma SC, Sehenoy GV, Srivastava VK: Quantitative Techniques for Managerial Decision Making; Wiley Western Ltd. New

M.B.A. SEMESTER III
PAPER NO. XIX (A)
FRENCH I

Internal Assessment: 50 marks

Total: 50 marks

OBJECTIVES:

This FLE (French as a Foreign Language) component of the M.B.A. program will introduce learners to the French language and culture. This paper aims at teaching learners to communicate in basic daily life situations and to exchange basic information, in both oral and written form in French. It will introduce the basic concepts of French grammar and phonetics so that learners are able to carry out basic communication in French in formal and informal situations.

UNIT I: Communicative Functions

Communicative Functions: Formal and informal greetings- To introduce one self and to introduce others (written and oral) - Ask and give details of personal information: name, age, profession, nationality, address, e-mail, phone number - To give and ask for time and date- To describe one self - Basic questions / answers to survive in the classroom and in a new place (conference/ visit abroad) - Formal and Informal Communication.

UNIT II : Context-Vocabulary

Certain nationalities, countries and languages- Parts of the day, days of the week and months- Numbers - Professions- Colours- Adjectives of Quality - Family- Parts of the body – Objects in the classroom – Vocabulary of time.

UNIT III: Contents of Grammar

Alphabet and phonology- Subject pronouns- Indicative Simple Present: Conjugation of -er, -ir, -re ending verbs (Regular verbs, selected irregular verbs être, avoir, aller, venir)- Basic negative and interrogative constructions - Gender and number- Articles and contractions - Interrogative pronouns: qui, où, quand, comment, combien de, etc.- Expressions like aller+inf., aimer+inf., Qu'est-ce que c'est?, C'est/ce sont –Introduction to Negation and Interrogation – Introduction to Prepositions – Tu/toyer/Vouvoyer

Reference Books:

- *Connexions Niveau 1*, by Régine Mérieux and Yves Loiseau, Didier, Paris, 2004. (Selected lessons)
- Assorted material from print and electronic sources.

MBA III SEMISTAR
Paper No. XIX (B)
LEADERSHIP SKILLS (LAB)

Internal Assessment 50 Marks

Objectives: The course will let the student understand the impact and importance of becoming a leader, effective leadership behavior and styles-Skills. Understanding the change, its role and implementation.

Unit I: The nature and importance of leadership: The meaning of leadership –The Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders’ leadership motives-cognitive factors and leadership.

Unit II: Effective leadership behaviour and attitudes: task-related attitudes and behaviours – relationship-oriented attitudes and behaviours.

Unit III: Leadership styles: the leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style.

Unit IV: Developing teamwork: advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork.

Unit V: Leadership development, succession and the future: development through self-awareness and self-discipline – leadership development programmes.

Unit VI: Case studies.

Reference Books:

1. Making sense of change management - Esther Cameron, Mike Green
2. Creative leadership: skills that drive change - Gerard J. Puccio, Mary Murdock, Marie Mance
3. Leading change - John P. Kotter
4. Change the Way You Lead Change: Leadership Strategies that REALLY Work - David M. Herold, Donald B. Fedor

MBA III SEMESTER

Paper No. XX (A)

CONSUMER BEHAVIOR AND MARKETING RESEARCH

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objectives: To provide understanding among the students about buyer behavior in a holistic manner, to analyze consumer behavior and apply that knowledge in designing marketing strategies and in enhancing effectiveness of marketing programs. To make the students aware about the nature and significance of marketing research and enable them to apply the relevant and appropriate techniques of marketing research in an effective manner

Unit I. Consumer Behavior- The definition and scope, Need & Significance, Framework, Theories, Models, The Consumer's Decision Making Process: Consumer Influence & the Diffusion of Innovations, Consumer Decision Making and Beyond

Unit II. The Consumer as an Individual: Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation & Change, Communication & Consumer Behaviour .

Unit III. Environmental Influences on Consumer Behaviour: Reference Groups & Family Influences, Social Class & Consumer Behaviour, Influence of Culture on Consumer Behaviour

Unit IV. Marketing Research: Introduction & Basic Concepts, Nature and Scope, Careers in Marketing Research

Unit V. Marketing Research Process, Marketing Research Frameworks

Unit VI. Data Availability and Data Collection Procedures, Questionnaire Design, Scaling Techniques, Sampling Design and Procedures, Data Processing and Analysis, Report Preparation and Presentation

Reference Books:

1. Consumer Behavior – Suja Nair
2. Consumer Behavior An Indian Perspective –P.K. Agrawal, Kumar, Pragati Prakashan
3. Consumer Behavior – David L. Loudon, Albert J.Della Bitta, Tata McGraw-Hill
4. Consumer Behaviour – Leon Schiffman, Leslie Lazar Kanuk, Pearson Education
5. Marketing Research An Applied Orientation – Naresh K. Malhotra, Pearson Education
6. Marketing Research – Rajendra Nargundkar, Tata McGraw Hill
7. Marketing Research Text Applications and Case Studies- Ramanuj Majumdar, New Age International Pvt. Ltd.
8. Marketing Research – G. C. Beri – Tata McGraw-Hill
9. Marketing Research – Aaker, Kumar, Day – John Wiley & Sons
10. Business research methods – Cooper – Tata McGraw-Hill

M. B. A. III SEMESTER

Paper No. XXI (A)

Elective: Marketing management –II

ADVERTISING, SALES PROMOTION, SALES & DISTRIBUTION MANAGEMENT

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objective: to provide an insight in the area of Advertising, sales and distribution management for developing career in the field.

Unit-I Advertising :- definition, objectives ,functions and advantages of advertising . Effects of advertising – Economical, social and ethical. Role and functions of advertising Manager .

Unit-II Advertising agency and advertising media.-Definition, functions of advertising Agency, organisational structure of advertising agency. Advertising media–forms of Advertising Media, advertising copy and its features Media planning – concept, objectives, scheduling of media.

Unit –III Sales promotion – meaning, objectives, sales promotion tools-price service quality, style or design, personality and ability of Salesman, reputation of the company, off season offers, price promotion, premium promotion.

Unit -IV Personal Selling- objectives, importance of personal selling, personal selling process, Advantages and approaches of personal selling, motivation and controlling sales force efforts. Salesmanship- golden rules for successful salesman, essentials of effective selling.

Unit-V Sales Management- Nature, Scope and objectives of Sales management, AIDAS theory of selling, steps in effective selling, recruitment and compensation of sales force, sales meeting and contests, sales budgets. Distribution Management- Meaning, types and functions of channel of distribution, selection of channel, supply chain management.

Reference Books:

- 1.Dr.S.Gupta “Sales & Distribution Management” 2010, Excel Books, 2nd Ed.
- 2.K.k.Hawaladar and others- sales and Distribution Management, TATA Megraw hill Co.
- 3.S.A.Chunawala- Advertising, Sales and Promotion Management. Himalaya Publishing House
- 4.K.K.Hawaladar and V.M. Cavale “Sales and Distribution Management” 2009 Tata McGraw Hills.
- 5.Dr.B.Narayan- Advertising Management. A. P. H. Publishing Corporation Darya Ganj New Delhi.
- 6.G.R.Basotia.N.K.Sharma. Mangaldeep Publication Jaipur.

MBA III SEMESTER
Paper No. – XXII(A)
Elective: Marketing Management -
RURAL MARKETING

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objective: The objective of the course is to provide conceptual understanding on rural and Agricultural marketing with special reference to Indian context and develop skills required for planning of rural and Agricultural marketing.

Unit I:- Rural Marketing: Introduction, definition, evolution, Concept and components – Characteristics of Rural Markets, rural market in India, size and scope, changing pattern of rural demand, constraints to rural marketing and strategies to overcome the constraints, rural v/s urban marketing.

Unit II: Rural consumer behaviour, Factors influencing rural consumer behaviour, marketing environment in rural areas-Demographic, Political, economic, socio-cultural, technological, Natural. Rural Marketing Research.

Unit III: Rural Marketing strategies, Rural Segmentation, Targeting and positioning, rural marketing plan, rural product, rural price, rural distribution, rural sales force management, communication process, rural media, media model and media innovation. Marketing strategies for FMCG Products, Consumer Durables, Automobiles & other industries

Unit IV: Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market, Export potential for agro-products.

Unit V: Marketing Strategies for Seed; Fertilizers; Pesticides; Tractors, Farm equipment, Role of Co operative societies, Role of warehousing, Determination of agricultural pricing, Institutions & organisations working in Agricultural Marketing, Economics of Natural Farming, organic farming, cooperative farming in India.

Case Studies on the above Topics.

Reference Books:

1. C.K. Pralhad: The fortune at the bottom of the pyramid-eradicating poverty through profits- Wharton school publishing, 2010
2. C.S. Krishanama Charyulu; Rural Marketing. Lalitha Ramakrishnan text and cases
3. Ramkishen Y: new perspectives in rural and agricultural marketing-Jaico Books,
4. Anjila Saxena and Other (Ed.) : Rural Marketing – Thrust and challenges – National Publishing House, Jaipur.
 1. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication
 2. Rural Marketing, Pradeep Kashyap and Siddhartha Raut, Biztantra
 3. Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan - Pearson Education
1. Balaram Dogra & Karminder Ghuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S. Pandey,RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publishers, 2007
3. A Textbook of Agricultural Economics 2011 by C.B. Singh and R.K. Singh Rs 210 Publisher 2011
- 4.Agricultural Economics An Indian Perspective Paperback – 2015 by R.K. Lekhi & Joginder Singh (Author) Rs425 Publisher: Kalyani Publishers (2015)

MBA III SEMESTER

Paper No. – XXIII (A)

Elective: Marketing Management - III

INDUSTRIAL MARKETING

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Course Objective:

Business or Industrial marketing offers immense potential for marketing of many goods and services. The objective of this course is that the student should acquire theoretical framework of Industrial marketing and practical knowledge about business marketing.

Unit 1:- Introduction: Introduction, The Concept of Industrial Marketing, Definition of Industrial Marketing, Characteristics of Industrial Marketing, Difference Between Industrial and Consumer Marketing, Types of Industrial Customers, Industrial Products and Services, Industrial marketing in the global content, Purchase and procurement procedure.

Unit 2: Buying Process: Industrial market segmentation, Industrial buying center, Buying criteria, Buying center influences, Industrial Buying Process, Industrial Marketing sales cycle, Models of organizational buying behavior

Unit 3: Key Accounts Management: Introduction, Major Accounts Management, Identification and classification of Key accounts, Role of Key accounts Manager, Corporate gifting & Brand Promotions, Role of technology, E- Procurement System, Vendor Rating System.

Unit 4: Marketing Strategies for Industrial Markets: Target Marketing & Positioning in Industrial Marketing, Types of industrial product lines, new product development, Industrial product life cycle & Strategies, Pricing of industrial products, Promotional Strategies for Industrial Products, Channel Management Decisions.

Unit 5 :- Marketing Research: Marketing research in Industrial Marketing, Forecasting Approaches, Selling technology to Government and other institutes, Industrial Marketing Intelligence system, Industrial locations Scenario In India.

Case Studies on above topics.

Reference Books:

1. Business marketing: Text and cases 3e: Krishna K Havaladar: TMH 2010.
2. Business Marketing-Dr. Francis cherunilam: Himalaya Publication House: 2012.
3. Business to Business Marketing: Robert Vitale et al.: Pearson 2012.
4. Marketing Management 14 e: Philip Kotler et al: 2013.
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M.B.A. III SEMESTER

Paper No.XX (B)

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Learning Outcomes:

To enable the students to understand the securities market, to develop the analytical skills to evaluate the securities on the basis of risk and returns and to construct, evaluate and manage the portfolios.

Unit - I Investments: Nature, Objectives, Process, Types and Media - Investment and Speculation Securities- Investment principles -Securities Markets: Primary and Secondary Market - Stock Exchanges in India: BSE, NSE, OTCEI, Organization and Regulation.

Unit - II Securities Analysis: Objectives of Securities Analysis - Fundamental analysis: Economy, Industry and Company Analysis - Technical Analysis: Dow Theory- Efficient market theory.

Unit - III Valuation of Securities: Valuation of Equity Shares and Preference Shares, Valuation of Debt Securities - Risks in Investments, Problems and Cases on valuation of common stocks and debt securities in different situation and Bond Yields - concept and problems - Equity research in India.

Unit - IV Technical Analysis: Efficient Market Hypothesis -Technical Analysis: Meaning- Technical Analysis, Market/Technical Indicators, Charting Techniques -Elliot Wave Theory

Unit - V Portfolio Theory: Traditional Theory of Portfolio Management, Efficient Market Theory, Modern theory of Portfolio Management, Markowitz Risk Return Optimization, CAPM, Sharpe Portfolio Optimization - Portfolio Selection, Diversification - Efficient Frontier, Capital Market line (Problems & Cases). Portfolio Performance Evaluation: Concept, objectives, Sharpe's Gtreyon and Jenson's Portfolio Performance measures - Portfolio revision: Constraints, Formula Plans (Problems and cases).

Reference Books:

1. Security Analysis and Portfolio Management : V.A. Avadhani, Himalaya Publication House
2. Security Analysis and Portfolio Management : Fischer and Jordan Pearson Education
3. Security Analysis and Portfolio Management : Punithavathy Pandian, Vikas Publication House
4. Investment Management: Preeti Singh, Himalaya Publication House
5. Investment Management: V.A. Avadhani, Himalaya Publication House

MBA III SEMESTER

Paper No. XXI (B)

Elective: II- B- FINANCIAL MANAGEMENT GROUP

STRATEGIC FINANCIAL MANAGEMENT

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objective: The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

Unit-I: : Introduction Strategic Financial Management

Conceptual Framework – 9S Model for Strategic Financial Management- Right Issue- Initial Public Offer- Private Placement.

Unit-II: Capital Structure Planning

Estimating Financial Plans relating to Capital Structure – EBIT-EPS Analysis – Levered Beta – Unlevered Beta (Problems).

Unit-III Corporate Acquisitions

of Acquisitions – Mergers – Reasons– Exchange Ratio –Takeovers (Problems).

Types

Unit-IV Corporate Valuation

Concept – Financial Flows – Computation of the Value of the Firm DCF approach, two stage and three stage growth models.

Unit-V Corporate Restructuring and Reengineering

Ownership – Spin-off – Split-off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares – Benchmarking Practices .

Changing

Reference Books:

1. Prasanna Chandra – Financial Management, Tata McGrawhill Book Co. Ltd. 4th Edn.
2. Aswath Damodaran – Corporate Finance Wiley India 2nd Edn.
3. Shridan Titman, John DMartin, V. Ravi Anushuman – Valuation Analyzing Global Opportunities, Pearson Education 1st Edn.
4. J. Fred Weston, Kwang SC Hung, Susan E. Hoag Mergers – Restructuring and Corporate Control, Prentice Hall, India, 2007.
5. Glen Arnold, Mohan Kumar – Corporate Financial Management, 3rd Edn. Pearson Education.

MBA III SEMESTER

Paper No. XXII (B)

Elective: II- B- FINANCIAL MANAGEMENT GROUP

FINANCIAL DERIVATIVES

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objective: The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments.

Unit-I: Derivatives –financial risk and importance of derivatives, Introduction – Evolution – Signification and functions – Types – Players in Derivatives Market – Trading and types of Orders – Settlement Procedure – Clearing House – Mark-to-Market.

Unit-II: Forward & Future Contracts – Concept – Features – Forward Contract Types – Forward Rate Agreements – Forward Trading Mechanism – Forwards Vs. Futures – Future Contracts – Types – Evolution of Futures Market – Players in future market – Functions – Trading Mechanism – Specifications of future contracts – Pricing of futures-Yielding no income, known income, known dividend – Beta estimation-Hedging with futures and forwards- Pay off Diagram of Futures.

Unit-III: Options – Concepts – Options Vs. Futures – Types – Trading with options – Basic principles – Strategies involving options – Hedging with options – Currency options. Pay off Diagram of options.

Unit-IV: Valuation of Options – Factors determining option value – Binomial Option Pricing Model-single period and two periods – Black-Scholes Option Pricing Model-non dividend and dividend paying strategies – The Greeks of Black Scholes Model.

Unit-V: Swaps-Concept & nature-Interest rate swaps-Currency swaps- Debt Equity Swaps- Financial Derivative Market in India – Recommendations of L.C. Gupta Committee on derivatives – Trading Mechanism at NSE and BSE – Eligibility of stocks – Regulation of Trading System – J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

Reference Books:

1. S.L.Gupta: Financial Derivatives-Theory, Concepts and Problems, Prentice-Hall of India Pvt. Ltd., new Delhi, 2008
2. David A. Dubofsky & Thomas W. Miller, JR: Derivatives-Valuation and Risk Management, Oxford University Press
3. John C. Hull: Options, Futures, and Other Derivatives, Pearson Education, Seventh Edition.
4. G.Kotreshwar: Risk Management-Insurance and Derivatives, Himalaya Publishing House, Mumbai, 2007
5. Somanathan T.V: Derivatives, Tata McGraw-Hill Publishing Co.Ltd., New Delhi,2008
6. Vhora & Bagri: Futures & Options, TMH, 2006
7. S.S.S.Kumar: Financial Derivatives, PHI Learning Pvt. Ltd., New Delhi, 2008
8. D.C. Patwari & Anshul Bhargava: Options & Futures, Jaico Publishing House, Mumbai
9. N.R.Parasuraman: Fundamentals of Financial Derivatives, Wiley India Pvt. Ltd.

M.B.A. III SEMESTER

Paper No.XX III B

INTERNATIONAL FINANCIAL MANAGEMENT

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Learning Outcomes:

To enable the students to understand the international finance, currency convertibility and foreign exchange market.

Unit – I International Financial System: Meaning, scope and significance of International Finance - International Financial System: Components and environment. Finance function in global context - International Monetary System: fixed and floating systems - Balance of Payments (BOP). International Financial Institutions: World Bank, IMF, ADB.

Unit – II Foreign Exchange Market: Players and components, functions - Foreign Exchange Rates: Determination, Spot, Forward and Cross Rates. Foreign Direct Investment - growth, advantages and disadvantages- Foreign Exchange Management Act (FEMA) - Recent development (Problems).

Unit – III Management of Foreign Exchange Risk: Meaning and types of risk - Management of Translation, Transaction, and economic exposure - Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems and cases).

Unit – IV International Monetary System: Derivatives, Forwards, Swaps, futures and options European Monetary markets, Asian Currency Markets, GDRs, ADRs, Blocked Accounts, (problems).

Unit – V Financial Management of Multinational Firm: International Capital Budgeting Decisions – Multinational Cash Management- International Tax Environment.

Reference Books:

1. International Financial Management – Sharan, TMH
2. International Financial Management – Madhuvij – Excel Books
3. International Financial Management – Apte – TMH
4. International Financial Management – Siddaiah – Pearson
5. International Financial Management – V.A. Avadhani – HPH
6. International Finance – A case Book – Desai – Wiley
7. International Finance – O' Brien – Oxford

MBA III SEMESTER

Paper No. XX (C)

Elective: Human Resource Management - I

HUMAN RESOURCE PLANNING

University Examination 50	Marks
Internal Assessment 50	Marks
Total 100	Marks

Objective: The student should be understand concept of Human resource planning, development, job analysis, job design, career planning, HR forecasting and Human capital accounting.

Unit- I Introduction to HRP: Definition and concept of HRP, objectives, Need and Importance, factors, levels of HRP, problems of HRP, benefits, process, HRP components, Guidelines of effective HRP.

Unit - II Human Resource Development Concept, Objectives, Need and Mechanisms and Assumptions of HRD, qualities of HRD manager, Difference between HRM And HRD, principles, Methods of Developing Human Resources

Unit - III Job Analysis, Job Design and Career Planning: Concept, Meaning and definition, Objectives, significance, process, techniques, Position Description, Position Specification, Role analysis, Concept of Job Design, Approaches to job design, Methods of Job Design, Recent trends in Job Redesign, Meaning, Advantages, Procedure and stages of career planning

Unit - IV HR Forecasting: Forecasting manpower needs, the forecasting process, inventorying available talent, projecting future talent supply, forecasting staffing requirements. Index analysis-expert forecasts- Delphi technique- nominal group technique-HR budget and staffing table, scenario forecasting, and regression analysis.

Unit - V : Human Capital Accounting Introduction to HR Accounting, Historical Development of HRA, Measurement in HRA, Measurements of Group Value, Concept of HR Audit, Need, Scope, Process & Technique of HR Audit, Concept of HR Information System and it's need.

Reference Books:

1. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM) PHI-Private Ltd, New Delhi - 2007
2. Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
3. Edwards - Internationa HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao - International Human Resource Management Himalaya Publishing House
6. P.L. Rao - International Human Resource Management – Text and Cases Excel Books-New Delhi
7. Peter J. Dowling - International Human Resource Management.

MBA III SEMESTER

Paper No. XXI (C)

Elective: Human Resource Management - II

HUMAN RESOURCE TRAINING AND DEVELOPMENT

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objectives: The purpose of this paper is to provide an in-depth understanding of the role of training in the HRD and to enable the course participants to manage the training system and processes.

Unit - I Introduction to Training: Definition, Scope, Objectives, Difference between Training & Development, Analysis of Training Need- Organizational Analysis and Operational Analysis, Training Design.

Unit - II Training Process: Methods of training-On-and Off-the-Job training, Techniques and Aids of training, Developing Groups and Climate, Training Approaches, Implementation of Training, Trainers Skills and Styles.

Unit - III Learning: Concept, Principles of learning, Learning Principles, condition of Learning, Hierarchy of Learning, Learning Cycle, Learning Curve, Adult learning, Human learning and Memory, Electronic Learning, Theories of Motivation.

Unit - IV Training Evaluation: Validation and Evaluation of training-Types of Evaluation Instruments, Types of Evaluation Techniques, Dimensions of training evaluation, Models of training evaluation, cost-benefit Analysis, Training Audit.

Unit - V Recent trends in Training and Development: New Area of Training and development- innovation in training, Computer based training, Grid training, SSL technology, Modular programme, walkabout, out Bound training Programme, self-efficacy Programme, Neuro linguistic programme.

Books Recommended:

1. B Janakiram, Trainign & Development, biztantra New Delhi
2. P L Rao, Training and Development, Excel Book New Delhi.
3. R. Krishnaveni Human Resource Development a Researcher's perspective Excel Books-2009
4. Raymond A Noe, Employee Training and Development, Tata McGraw Hill, New Delhi.
5. Rolf P Lynton, Training for Development, Vistaar publications (SAGE), Delhi
6. Sage Publication, New Delhi
7. T.V. Rao Future of HRD , Macmillan India Ltd
8. T.V. Rao Human Resources Development-Experiences- Interventions Strategies

M.B.A. SEMESTER - III

Paper No. – XXII(C)

Elective: III- C- Human Resource Management

MANAGEMENT OF INDUSTRIAL RELATIONS & EMPLOYMENT LAWS

University Examinations 50 Marks

Internal Assessment 50 Marks

Objectives: The purpose of this course is that the students should gain an understanding on the Basic concept Management of industrial relations & employment laws.

Unit I. Industrial Relations: Basic concept & Philosophy of Industrial Relations – Historical background – Evolution & growth of Industrial Relations in India – Structure & framework of Industrial Relations

Unit II. Industrial Disputes: Collective Bargaining, Trade unions, Employee Grievances and Discipline.

Unit III. Trade Unions Act, 1926: Objectives of the act, definitions, coverage, registration & recognition of Trade Unions, Industrial Employment (Standing Orders) Act, 1946: Various issues pertaining to employment standing orders. Industrial Disputes Act, 1947: Machinery available for settling for grievance handling, penalty, strike lockout, layoff, retrenchment etc.

Unit IV Employees Provident Funds (and Misc. Provisions) Act, 1952: Definition, scope and provisions of the act Workman's Compensation Act, 1923: Objective of the Act Definitions, Dependant Employer, Wages, Workmen, Workmen's Compensation (Employer's Liability for compensation, amount of compensation, Procedure for compensation)

Unit V Employee's State Insurance Act, 1948: Contributions, administrative arrangements, Benefits (Sickness Benefit, Maternity Benefit, Disablement Benefit, Dependants Benefit, medical Benefit, Funeral Benefit, Prescribed Specification for Entitlement Administration of Disablement Benefit), Provision of Medical Treatment by State Government, Penalties. Minimum Wages Act, 1948: Definition, scope and provision of the act. Payment of Wages Act, 1936: Definition, scope and provision of the act.

The Contract Labor Regulation and Abolition Act: Definition, scope and provisions of the act

Factories Act, 1948: Definition, scope and provisions of the act.

Shops & Establishment Act: Definition, scope and provisions of the act. Ethical issues & Laws at Work Places

Unit VI Case and Problems on above topic

Reference Books:

1. Labour & Employment Law in India - Manishi Pathak & Puneet Arora
2. Human resource Management & Human relations – V.P. Michael.
3. Textbook on Labour & Industrial Law - Dr. H.K. Saharay
4. Industrial Relations – Monappa.
5. Dynamics of Industrial Relations in India – C.B. Memoria & Memoria.

MBA III SEMESTER

Paper No. XXIII (C)

Electives: Human Resource Management-II

STRATEGIC HUMAN RESOURCE MANAGEMENT

University Examination 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Objective: The student should be understand concept of Human resource planning, development, job analysis, job design, career planning, HR forecasting and Human capital accounting.

Unit-I The Framework of SHRM: Definition – Importance – components of HRM strategy – models of strategy – Contribution of HR in formulating and implementation of business strategy – Linkage between strategic business planning (SBP) and strategic HR development (SHRD)

Unit-II HR Strategy Formulation: Strategic concept & definition, strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR.

Unit-III HR Strategy Implementation: Efficient utilization of human resources, Cross training and flexibility in assigning work – Using work teams –Strategically oriented performance measurement system – Strategically oriented compensation systems – Improving the quality of performance measures - Results oriented vs. Process oriented measures – Individual best practices and systems.

Unit-IV HR Strategy Evaluation: HR evaluation process – Overview– Level of analysis – Criteria – Level of constituents – Ethical dimensions – Approaches to evaluation – Audit approach – Analytical approach – Quantitative and Qualitative measures – Outcome process criteria - Balanced score card perspective – Bench marking – Evaluating strategic contribution of traditional areas such as selection, training, compensation – Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness

Books Recommended:

1. Gangaram Singh, R. Nandagopal and R.G. Priyaadarshini, Strategic Human Resource Management in a Global Economy, Excel Books, 2007.
2. Jeffray A. Mello, Strategic Human Resource Management, Cengage Learning Indian Pvt. Ltd., New Delhi, 2008.
3. Monica. Belcourt and Kenneth J. Mc Bey, Strategic Human Resource Planning (Second Edition), Cengage Learning India Pvt. Ltd. New Delhi, 2008.
4. R. Srinivasan, Strategic Management – The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi, 2002.
5. R. Venugopal, Contemporary Strategic Management, Vikas Publissing House Pvt. Ltd., 2000.
6. Dr. Ramakanta K. Patra, Strategic Human Resource Management & Organizational Development, Himalaya publication house, Nagpur. 2011.
7. DR. D. M. Khandare, Strategic Human Resource Management, Kanpur Publishing, 2014.
8. Charles R. Greer, Strategic Human Resource Management a General Managerial Approach, Dorling Kindersley (india) Pvt. Ltd. New Delhi, 2006

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks

Total 4 Credits

Course No 401 Paper No. – XXV

INTERNATIONAL BUSINESS MANAGEMENT

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: (1 CREDIT) Introduction of Globalization: Globalization-meaning, importance and impact, Forces behind Globalization, Dimension of Globalization, Introduction to International Business, Why companies engage in International Business, Stages of Internationalization, Approaches of International Business, theories of International Trade -Adam Smith, David Ricardo, Heckscher-Ohlin theory and Factor mobility theory, INCOTERMs.

Unit II: (1 CREDIT) International Business Environment: Cultural Environment, Political Environment, Legal Environment, Social and Economic Environment, technological environment, Highlights India's Foreign Trade policy, Country risk analysis and industry analysis. Trade Regulation-Tariff and Non-tariff Barriers, Trade Block: EU, NAFTA, ASEAN and SAARC, World Trade Organization.

Unit III: (1 CREDIT) Country Evaluation and selection: Sselection of Manufacturing, Marketing centre, data collection and analysis, country/Location comparison tools, foreign market analysis, Modes of Entry, Foreign Direct Investment (FDI) and Profile of top 10 Indian and Foreign MNCs, International Ports and International trade Routes.

Unit IV & V (1 CREDIT) International Finance: Global Monetary system, Foreign exchange market, Exchange rates, Risk management and FEMA, EURO vs. DOLLAR, Currency Crisis and Lessons. **Recent Trends in International Trade:** Export- Import procedures and Documentation, Recent Trade Agreement, Anti-Dumping, Trends in India's Foreign Trade, India's Balance of payment, **Discuss Case Studies on related Topics.**

Books Recommended:

1. Sundaram and Black- International Business Environment
2. Bhalla and Raju - International Business Environment
3. P.G.Apte - International Financial Management
4. Francis Cherulinam - International Business
5. Rao and Rangachari- International Business
6. Rathod- Export Management
9. Charles Hill - International Business
10. John D.Daniels- International Business Environment & Operations
11. Justin Paul, International Business, PHI
12. P. Subha Rao, International Business, Himalaya Publishing House

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Course No. 402 A Paper No. – XXVI A Corporate Governance, Business Ethics & Ethos

Objective: This course aims at helping students think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The objective of course is to acquaint the students Ethics and Indian Ethos along with its relevance to managerial decision making ▫

Unit I (1 CREDIT) Corporate Governance: Concept, History & Development significance in Indian context, Corporate social responsibility, Role of Board of Directors, Corporate Governance and its Effects.

Unit II (1 CREDIT) Business Ethics: Nature, scope and purpose of Ethics; Importance of Ethics & Moral standards; Ethics & Moral Decision Making.

Corporate Social Responsibility: Nature, scope & Importance; Corporate Governance: Concept, Importance for Industry; Ethical Issues related with Advertisements, Finance, Work ethics: concept of *Swadhrama*.

Unit III (1 CREDIT) Gandhian approach in Management & Trusteeship: Gandhiji's doctrine of Satya & Ahinsa, Concept, importance & relevance of Trusteeship principle in modern business.

Indian Ethos : Need, purpose & relevance of Indian Ethos; Salient features , Brain Stilling, Total Quality Mind, Intuition, Intellectual Rational brain V/s Holistic-Spiritual Brain, Holistic Approach for Managers in Decision Making; Relevance of Bhagvad Gita: Doctrine of Karma i.e *Nishkama Karma yoga, Guna Theory (SRT i.e. Sat, Raj & Tam Model), Theory of Sanskaras, & Self Management.*

Unit IV (1 CREDIT) Case studies on the above topics

Suggested Readings:

- 1. Business Ethics and Corporate Governance – S.K. Bhatia.**
- 2. Business Ethics and Corporate Governance – C.S.V. Murthy.**
- 3. Governance- A Question of Ethics- Surender Kumar (2000), Galgotia Publishing co.**
- 4. Leadership and Corporate Governance- A V. Vedpuriswar (2002), ICFAI University Press**

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Course No. 402 B Paper No. – XXVI B Logistics and Supply Chain management

1. (**1 CREDIT**) Logistics -objectives, components, significance, different modes of Logistics. Supply chain management- objectives , components, significant, Trade off customer service and cost, Logistics Vs SCM
2. (**1 CREDIT**) Materials management – An overview – Introduction – Scope Objective, - Interface with other functions. Concept of logistics and supply chain management and evolution to 4 PL. . Material Requirement Planning - Techniques of material planning - MRP -II- concept of ERP, Input and Output MRP system, Bill of Material, BOM explosion- materials flow in MRP
3. (**1 CREDIT**) Purchasing and store Management- Role of Purchase department- purchase cycle- Negotiation and Bargaining- vendor relations- purchase methods. Sales functions, Importance, Organisation of stores and stores layout, store procedure.
4. (**1 CREDIT**) Supply chain management- Supply Chain Mapping, processes, Developing and Implementing Partnerships in the Supply Chain , Supply Chain Performance Measurement.
5. Recent trends in Logistics and Supply change management : World class supply chain management, Lean manufacturing- Six sigma, TQM. Information Technology and supply chain, Enterprises Resource Planning, Green logistics and Green supply chain management.

Books Recommended:

Materials and logistics Management – Prof. Shailesh Kasande

Materials and logistics Management – Dr. L. C. Jhamb

Materials Management – Mr. K. K. Ahuja

An integrated approach to Materials Management – Gopalkrishnan & Sundersan

Handbook of Logistics and Distribution Management – John Gattorna

Logistics Management – P. Fawcett, R. McLeish and I Ogden

Strategic Logistics Management – D.M. Lambert & J R Stock, Richard D Irwin Inc.

Supply chain management – Sunil chopra

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Course No. 403 A Paper No. – XXVII A

Management Control System

UNIT I: The conceptual foundations of control systems (1 Credit)

Basic Concept, Meaning, Nature and purpose of control systems, Boundaries of Management Control, Direct, Indirect, Informal and formal. Factors influencing Control Systems. Span of control, decentralization, Functions of Controller, Cybernetic Paradigm, Block & Mathematical Modeling of Control Systems, key control variables, open loop & Close loop systems. Role of technology and automation in control management.

UNIT II : Tools & Techniques of Management control in organizations (1 Credit)

Cause & Effect Analysis, Pareto Chart, Why-Why Analysis, PERT & GNATT Charts, Activity diagrams, Decision tree, decision table, Root cause Analysis, Ishikava (Fishbone) Diagrams, CPM, Standards, Concepts of - Benchmarks, Road map, Yardsticks, Kaizen, Quality Circle, TQM, TPM, MBO, MBE, MBWA, JIT, JOT, Zero Inventory, Kan-Ban, Poka-Yoka and other modern management techniques. Performance Appraisals, KPI, Internal controls, External & internal audit, role of financial controllers and auditor, accounting aspect of control, management audit, marketing and distribution control, different types of audit.

UNIT III : Accountability in organizations (1 Credit)

Responsibility Centers, Types of Responsibility Centers, Expense Centers, Profit Centers and Investment Centers, Benchmarking and Total Cost Management, Transfer Pricing (Market based and Cost Based) Return on Investment, Economic Value Added, Market Value Added, Activity Based costing.

Budget and Budgetary control: Concept of Budget, Organization for Budgetary control, Budget Committee, Budget Manual, Budget period, Principal Budget Factors, Functional Budgets and Master Budget, Cash Budget, flexible budget, performance budgeting. Concept of Zero-base, zero base budget, Advantages and limitations of Budgetary Control System.

UNIT IV : The new dimensions of control with cases (1 Credit)

Behavioral aspect of management control, motivations, morale, participative management, learning curves, HR accounting, reward System, risk management.

Sectoral applications- financial, banking, insurance, manufacturing, service, Information Technology, Communication, non-profit organizations, legal environment, public service organizations, public utility sector, government and co-operative business, control in projects. Non-financial Measures of performance, Control of quality, Cycle time & Productivity.

Books Recommended:

Management Control Systems – Robert N. Anthony & Vijay Govindarajan
Management Accounting–Horngreen, Sundem, Stratton–PHI- Latest Edition
Management and Cost Accounting–Colin Drury–Chapman Hall(ELBS)– Latest ed.
Management Control System – Kirbi C.J. and Maciariello J.A.-PHI- Latest ed.
Management Control System – Anathony Dearden
Cost Accounting – Horngreen, Foster and S.M.Datar – PHI – Latest Edition
Advanced Cost and Management Accounting, Textbook. V.K.Saxena, C.D.Vasistha, S Chand
Management Control: Modern Tools & Techniques, Dhande N C, Samarth Udyog.
Theory and Problems of Management and Cost Accounting – M.Y.Khan and P.K.Jain – Tata
Mcgraw Hill Publication Co.Ltd.
Cost Analysis and Control , Gosh P.K. and Gupta.
Management of Organizational Behavior, Hersey P and Balanchard H.B.
Management and Cost Accounting- Colin Drury

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Course No. 403 B Paper No. – XXVII B

Startup and New Venture Management

Objectives: 1. To enable the students to comprehend the conceptual framework of MSMEs with a special focus on initiation and procedural formalities, government rules and regulations 2. To inculcate the spirit of entrepreneurship and provide an overview of the entrepreneurial competencies

Unit 1: (1 Credit) Small enterprises -An Introductory Framework: concept and definition of MSMEs, Characteristics of MSMEs, entrepreneurship and MSMEs

Unit 2: (1 Credit) Government policy & Development of MSMEs in India: Government policy framework for MSMEs, problems for small enterprises, prospects of small enterprises in a free economy, opportunities for an entrepreneurial career

Unit 3: (1 Credit) Project Identification and Selection: creativity, innovation and idea generation, sources of business ideas, criteria for selection of a business opportunity – environmental analysis, SWOT analysis

Unit 4 and Unit 5: (1 Credit) Setting up a New Business Enterprise - I: Planning for setting up a new enterprise, project identification/selection, project selection – product choice, technology and machinery, arranging finance, decision about location, project report preparation, filing of entrepreneur's memorandum, approvals/clearances, enterprise development, quality certification

Unit 5: Setting up a New Business Enterprise - II: Government rules and regulations, arranging finance, organization structure, relevant Acts for entrepreneurs

Suggested Readings:

1. Entrepreneurial Development, S. S. Khanka, S. Chand &Co.
2. Achieving Society, McClelland, D.Van Nostrand Co.
3. Entrepreneurship Text and Cases, Cengage Learning India
4. Theory of Economic Development, J. A. Schumpeter, Harvard University Press
5. MSMEs in India An Overview,
http://dcmsme.gov.in/ssiindia/MSME_OVERVIEW09.pdf
6. <http://dcmsme.gov.in/policies>
7. Entrepreneurship of Small Scale Industry, M.U. Deshpande, Deep and Deep Publications
8. Entrepreneurship Development, Satish Taneja, Himalaya Publishing House
9. Fundamentals of Entrepreneurship, Sangram Keshari Mohanty, PHI Learning
10. Managing New Ventures Concepts and Cases on Entrepreneurship, Anjan Raichaudhuri, PHI Learning
11. Entrepreneurship Theory and Practice, Vijay Nicole Imprints
12. Essentials of Entrepreneurship and Small Business Management, Thomas W. Zimmerer, Norman M. Scarborough, PHI Learning

13. Entrepreneurship and Management, Nagendra, Manjunath, Pearson
14. Compendium of Policies and procedures for Small Scale Industry, Maharashtra Chamber of Commerce and Industries

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Course No. 403 C Paper No. – XXVII C

Enterprise

Performance

Management

Objectives: 1. To familiarize the students with various perspectives of effective enterprise management, key performance indicators 2. To comprehend functional knowledge of business intelligence and organizational strategy

Unit 1: (1 Credit) Introduction to Performance Management – Meaning, Need, Significance. Strategic planning, Management control, Operational Control

Unit 2: (1 Credit) Performance evaluation: Financial performance measures – responsibility centres, revenue centre, expense centre, profit centre, investment centre, MVA, EVA, DuPont analysis; Non-financial performance measures – balanced scorecard, Malcom Baldrige framework

Unit 3: (1 Credit) Capital Expenditure Control, capital budgeting process, types of capital expenditure decisions – pre-sanction, operational, post-sanction control of capital expenditure; audit as a tool of performance measurement – financial audit, cost audit, internal audit, management audit

Unit 4 and Unit 5: (1 Credit) Performance Evaluation for banks – customer base, NPAs, deposits, ROI, financial inclusion, spread, credit appraisal, investments; Performance Evaluation for Retail – ABC analysis, sell through analysis, multiple attribute method, gross margin return on investment (GMROI)

Unit 5: Performance Evaluation for projects: project control process, schedule variance (time overruns), project cost variance (cost overruns); Performance Evaluation for non-profit organizations – fund accounting, governance, product pricing, strategic planning, budget preparations, social audit

Suggested Readings:

1. Enterprise performance Management- Harishkumar Padmanabhan and Hetal Nitin Bhide, Thakur Publication
2. Financial Management – Prasanna Chandra
3. Project Management – K. Natrajan, New Age International Publication
4. Management Control System – R.C. Sekhar
5. Principles and Practices of Banking – Indian Institute of Banking and Finance, McMillan India Ltd.
6. Principles and Practices of Auditing – Ravindar Kumar, Virendar Sharma
7. Management Control System – Robert Anthony, Vijay Govindrajan, Tata McGraw Hill Publishing co.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Course No 404 A Paper No. – XXVIII A

MANAGEMENT INFORMATION SYSTEM

Unit-I: (1 Credit) Management Information system, Need, Purpose and objectives:
Types of Information, Concept of Data, Types of Data, Metadata, Data Processing, Transaction Processing, EDP, Information Systems, DBMS, RDBMS & contemporary approaches to use of information for competitive advantage, Information Security and controls, Quality assurance, Ethical and Social Dimension, Intellectual Property Rights as related to IT services/ IT products.

Unit-II: (1 Credit) Information Management and Decision Making:
Types of Decisions, Decision Making Process, Decision Tree, Decision Table, Group Decision System, DSS, MIS, EIS, GIS, MRP1, MRP2, ERP, Concept of Neural Networking & Artificial intelligence, Knowledge Systems, Expert Systems, Data Warehouse, Data Mining, Big Data, Cloud Computing.

Unit-III: (1 Credit) Systems Analysis and Design:
System Development Life Cycle, Make or Buy option analysis, Flow Charts, Data flow diagrams, Entity Relationship Diagrams, Normalization Techniques, SQL, System Development Models, Waterfall, “V” model, Spiral model, Simulation, Proto Typing, Agile, Rapid Developing Tools, CASE Tools, Object oriented systems (only introduction to these tools and techniques).

Unit-IV: (1 Credit) M.I.S. Lab:
Applications of MIS in functional areas as well as in the service sector should be covered with the help of minimum Five Case Studies. Emphasis should be given on management oriented problems and cases. Students should perform the practicals and submit the journal for final evaluation.

Guidelines for performing the Practical

- Experiments done are expected to of conceptual & study type.
- Experiment must be focused on the applications & evaluate the merits and demerits.
- The investigation should explore the innovative ideas and creative information systems for the industry and business needs.
- Extensive use of the state-of-the-art technology is expected from the student for the study of applications.
- Submission may contain the success/ failure stories.

Suggestive list of Experiments:

1. Suggest different data names, attributes, records and data types that are needed for an organization in design of their MIS with real example.
2. Study of information flow, data flow and document flow system in an academic/ industrial organization.
3. Preparation of the database structure for a service industry such as Bank, insurance, Gas agency, Hospitals, Hotel etc. Create the table using any software tool.
4. Design an executive information system (block diagram) for a small scale organization such as dairy, shopping mall etc.
5. Study and evaluation of the security provisions that are implemented in the information system by an organization.
6. Study of Software Development project features.
7. Study of various front end tools and back end tools used in MIS.
8. Study of various CASE tools available for system development.
9. Study of different output formats and input forms as an example of data processing.
10. Design a plan for a small System development life cycle for a small business unit.
11. Study of a MIS implemented in an organization with reference to the managerial advantages.

Suggested Readings:

1. Management Information Systems-Laudon 7th Edition, Pearson Education , Asia.
2. Management Information Systems, Jawadekar Tata McGraw Hill.
3. Management Information Systems: An overview of Tools, N C Dhande, Samarth Udyog.
4. Management Information Systems, Davis and Olson, Tata McGraw Hill.
5. Management Information Systems, Jayant Oke.Laudon,
6. Management Information Systems: Managing the Digital Firm. Kenneth C., and Jane Price Laudon. Prentice Hall, 2005.
7. "Learning Zone-;MIS: Time to plunge into automated systems." Printing World. 6 April 2006.Shim, Jae K. and Joel F. Siegel.
8. The Vest Pocket Guide to Information Technology. John Wiley & Sons, 2005.Torode, Christina.
9. Management Information Systems, O Brien, Vth Ed. Tata McGraw Hill.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Course No 404 B Paper No. – XXVIII B

Disaster

Management

Objectives: 1) To explain the role and significance of management in tackling disaster situations,
2) To understand various perspectives of disaster management

Unit I (1 Credit) Disaster Management: Concept, Definition, Objectives, Scope, Dimensions, Challenges

Unit II (1 Credit) Types of disasters & effects/ damages due to disasters:

Natural disasters: Unpredictable disasters– Earthquake, Volcano, Landslides, Predictable disasters– Cyclone, Draughts: Partially predictable disasters– Floods, Landslides

Man made disasters: Industrial disasters, Economic disasters, Social disasters, Environmental disasters, Ecological disasters

Unit III (1 Credit) Disaster Management and socioeconomic system: Factors affecting damages, Factors affecting mitigation measures

Unit IV and Unit V (1 Credit) Disaster Management Cycle: Prevention, Mitigation, and Preparedness; Tools, Methods, and Technologies to Manage Disasters, Planning for Disaster Preparedness and Management: Unit V Disasters and Development: Disasters and the Government- Disaster Management Act 2005

Suggested Readings:

1. All You Wanted to Know about Disasters- B. K. Khanna, New India Publishing Agency, New Delhi
2. Disaster Management Global Challenges and Local Solutions- Rajib Shaw, R.R. Krishnamurthy, Universities Press, Hyderabad
3. Disaster Management, M. Saravana Kumar, Himalaya Publishing House
4. Natural Disasters - David Alexander, UCL Press, London
5. www.ndma.gov.in
6. www.nidm.net.in
7. www.ndmindia.nic.in

M.B.A. Semester - IV

University Examinations 50 Marks
Internal Assessment 50 Marks
Total 100 Marks Total 4 Credits
Course No 405 B Paper No. – XXIX B

Interview Skills Lab

OBJECTIVE : *Students will use readings, role plays, experiential exercises, and self-reflection, as well as focused coaching and feedback, to optimize their own leadership capabilities in Interview preparation.*

Unit I : (1 Credit) Meaning of leadership, importance of leadership and its role in interview
Introduction to general leadership theory, knowledge, and skills, challenges for good leaderships.

Unit II : (1 Credit) Understand differing leadership theories, e.g. scientific, moral, transactional, Transformational, and situational and give specific examples of the merits and use of each, Indian cases of successful leaders in various functional areas.

Unit III : (1 Credit) Interview preparation – Writing Resume, Covering Letter. Dressing Sense, Etiquette and Manners.

Unit IV: (1 Credit) Facing an Interview, Introducing yourself, personal introduction & academic contributions, professional contributions, SWOT analysis, Overcoming Interview Fears, Common Interview Questions.

Books For Reference :

1. Personality Development and Presentation Skills By DR.R.K.GUPTA
2. Secrets Of Success In Interviews By SANTHA KUMAR. R.
3. Personality Development and Communication Skills By DR.S.S.NARULA
4. Personality Development By S.P. Sharma.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Elective I: Marketing Management.

Course No. 407 A Paper No. – XXXI A

Services and Relationship Marketing

Objectives: 1) To acquaint students to the uniqueness of the services characteristics and its marketing implications. 2) To analyze several facets in the area of services marketing essential for the success of a service enterprise

Unit I: (**1 CREDIT**) Introduction to Service Marketing: Understanding Service, The Nature of Service Marketing - significance, Classification of Services, Challenges of Service Marketing

Unit II: (**1 CREDIT**) Management of Services Marketing: Services Marketing Mix, Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Developing and Maintaining Demand & Capacity, Delivering Quality Services

Unit III: (**1 CREDIT**) Service Marketing Practices: Financial services; Hospitality: Travel, Hotels and Tourism; Educational services Unit IV Relationship Marketing- An Overview

Paradigm Shift in Marketing, Fundamental Concepts in Relationship Marketing, Customer lifetime value: Customer life cycle – attracting – retaining and growing customers – lifetime customer value (LCV) - Customer equity – Recency-Frequency Monetary value (RFM) model. IT enabled RM: Emergence of CRM – database marketing – data warehousing and data mining- ethical issues – customer privacy

Unit V (**1 CREDIT**) Sustaining Customer Relationships: The role of service in building relationships, Segmentation of service, Measurement of service - Monitoring of customer satisfaction, Analyzing customer defections

Suggested Readings:

1. Services Marketing – Vasanti Venugopal, Raghu V.N., Himalaya Publishing House
2. Services Marketing –S. Shajahan, Himalaya Publishing House, 2011
3. The CRM Handbook – Jill Dyche, Pearson Education, 2002
4. The Nuts & Bolts of CRM – Dhruv Nath, Tata McGraw-Hill Publishing Co.
5. Leading Through Relationship Marketing- Richard Batterley
6. Relationship Marketing Text and Cases- S.Shajahan, McGraw-Hill Co. 2009
7. Customer relationship Management – H.Peeru Mohamed, A.Sagadevan, Vikas Publishing House, 2010
8. The Ultimate CRM Handbook – John G. Freeland, Tata Mc Graw-Hill Edition, 2008
9. Services Marketing - Zeithaml & Others, Pearson Education.
10. Servicing Marketing- S.M. Jha, Himalaya Publishing House.

MBA IV SEMESTER

University Examination 50 Marks

Internal Assessment 50 Marks

No. of Credits: 04

Course No 408 A

Paper No. XXXII-A

RETAIL MANAGEMENT

Objectives: The purpose of this course is that the students should gain an understanding on Basics of Retailing, Functional aspects of Retailing, Current Trends in Retailing & Application of IT in Retailing

Unit-I: Introduction to Retail Management (1 CREDIT)

Retailing, Meaning, Importance of Retailing, Functions of Retailers, Theories of Retail Development, Evolution of Retail in India, Retail Formats, Organized and Unorganized Retailing, Retailing Environment, Retailing in India, Recent Trends in Retailing, Problems and Challenges of Retailing, Non-Store Retailing, FDI in Retailing

Unit-II: Retail Store Location, Store Layout and Design (1 CREDIT)

Types of Store locations, Factors for Choosing Store Location, Steps involved in choosing a Store Location, Trade Area Analysis, Layout Selection, Principles of Store Design, Importance of Store Design, Interior Store Design & Exterior Store Design

Unit-III: Retail Merchandise Management and Retail Pricing (1 CREDIT)

Classification of Consumer Goods, Merchandise Procurement, Process of Merchandise Procurement, Merchandise Assortment Plan, Category Management, Retail Pricing, Factors Affecting Retail Pricing, Different Approaches of Retail Pricing
Unit-IV: Retail Human Resource and Promotion Management
Overview of Human Resource in Retail-Recruitment, Selection, Training, Motivation and Evaluation of Performance of Personnel, Need and Importance of Promotion Mix in Retailing, Retail Promotion Mix Strategies, Communication Mix, Visual Display

Unit-V: Factors Affecting Retail management (1 CREDIT)

Factors affecting Customer Buying Behaviour, Customer Segmentation in Retailing, Licenses needed for Retailing in India, Retail Research, Customer Relationship Management in Retailing, Application of IT in retailing, Retailing through Internet

Unit VI Case Studies on the above Topics.

Suggested Readings:

1. Levy, Weitz and Pandit : Retailing Management:Tata McGraw Hills.
2. Dr. Harjit Singh : Retail Managemen: S. Chand Publication
3. Arif Sheikh & Fatima Kaneez : Retail Management: Himalaya Publication House
4. Swapna Pradhan: Retail Management : Tata McGraw Hill, New Delhi
5. Lamba: Art of Retailing: Tata McGraw Hill

6. KVS Madaan : Fundamentals of Retailing:Tata McGraw Hill
7. A Shiva Kumar: Retail Marketing: Excel Books
8. Gipson G Vedamani: Retail Management. JAICO publishing house.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Elective I: Marketing Management.

Course No. 409(A) Paper No. – XXXIII (A)

PRODUCT

&

BRAND

MANAGEMENT

Objectives: To explore the various issues related to Product & Brand Management and to enhance the understanding and appreciation of this important intangible strategies.

Unit I: (1 CREDIT) Introduction to Product Management: - Meaning of product, overview of Product Management, Components and level of Products, Functions of Product manager, Product and product Lines, Special issues in Product Management, Classification of products, Product and service differentiation.

Unit II:- (1 CREDIT) Strategic Product Management:- Product Life cycle & Strategy, Product Differentiation & its positioning- Decisions on Packaging, Labeling, Warranties & Guarantees, New Product Development, Product Personality. Individual Product Decisions, Product attributes, POP and POD's, Perceptual Maps, financial analysis and performance appraisal for product management.

Unit III: (1 CREDIT)Introduction to Brand Management: Brand & Products, understanding brands, Importance of Branding, Things that can be branded, Challenges and opportunities for Branding,

Value & Significance of Brand, Brand Name, Symbol & Slogan, Essentials of good brands, conducting brand audits, Brand Loyalty; Awareness, Creating and Managing Brand Loyalty, Co-Branding and ingredient branding.

Unit IV: (1 CREDIT) Brand Equity Management:- Identifying & establishing Brand positioning & Values, Planning & implementing brand Marketing programs, Measuring & Interpreting brand performance, Growing and sustaining brand equity, contemporary issues in product & brand management.

Case studies on the above topics.

Suggested Readings:

1. Ramanuj Mazumdar – Product Management in India –PHI Learning –New Delhi –2009
2. Kevin lane Keller etal-Startegic Brand Management 4e-Pearson-2015
3. Michael Baker and Susan Hart –Product Strategy and Management –Pearson Education New Delhi –2009
4. Donald R Lehman –Product Management –Tata McGraw Hill Pvt Ltd –New Delhi –2005

5. S.A.Chunawalla –Product Management –Himalaya Publishing House –New Delhi.
6. U C Mathur – Product and Brand Management –Excel Books –New Delhi.
7. Tapan K Panda –Building Brands –Excel Books –New Delhi.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Electives II - FINANCIAL MANAGEMENT.

Course No. 407(B) Paper No. – XXXI (B)

CORPORATE INCOME TAX AND PLANNING (BUSINESS TAXATION)

Wef : Academic year 2016-17

Objective: The course aims to develop an understanding of the importance of Tax Planning & Tax Management.

UNIT – I: (1 CREDIT)Corporate Taxation — Significance of corporate taxation - Basic Concepts and definitions – Residential Status and Scope of Total Income of a Company – Classification of companies for tax purpose – Incomes exempt from tax applicable to company.

UNIT – II: (1 CREDIT)Assessment of Companies- **(i)**- Computation of Income from House Property – Income from Business – Capital Gains – Other Sources (Problems)

UNIT- III: (1 CREDIT)Assessment of Companies- **(ii)** - Set-off and Carry forward of losses – Deductions from GTI u/s.80 applicable to companies — Computation of Total Income and Tax Liability (problems). – New Provisions of MAT.

UNIT –IV: (1 CREDIT) Tax Planning: Meaning and Scope of Tax Planning and Tax Management – Tax Evasion vs. Tax Avoidance.

Note: Provisions of Law shall be applicable as per current financial year i.e. for financial year 2016-17 assessment year 2017-18.

Suggested Readings:

1. Gaur and Narang: Income Tax Law and Practice, Kalyani Publishers, New Delhi.
2. B.B.Lal & N. Vashisht: Direct Taxes, Pearson Education.
3. H.C. Meherotra- Income Tax Law and Practice- Sahitya Bhavan, Agra.

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Electives II - FINANCIAL MANAGEMENT.

Course No. 408 (B) Paper No. – XXXII (B)

FINANCIAL SERVICES MANAGEMENT - (Group – B)

Objective: To focus on research, strategy and application specific to decision making in the highly competitive and rapidly growing services sector.

Unit –I. (1 CREDIT)Indian Financial System : Organized and unorganised Capital and Money markets – Players and types of Financial Services – Funds based and fee based Financial Services.

Unit –II. (1 CREDIT)Merchant Banking : Nature and Functions of Merchant Banker,Scope of Merchant Banking in India. Lease financing Vs Debt Financing(Problems).

Unit –III. (1 CREDIT) Mutual Funds : Concept –types of funds, advantages,Factoring .

Unit –IV. (1 CREDIT)Venture Capital : Nature Scope and Limitations.

Unit –V. Credit Rating : Concept of credit Rating – Types of credit rating, Credit rating Agencies in India.

Suggested Readings :

1. M.Y. Khan ; Financial Services, TATA Mc Graw Hill publishers, New Delhi.
2. V.A. Avadhani ; Marketing, of Financial Services, Himalaya publishing House, Mumbai.
3. Deodhar and Abhyankar : Indian Financial System, Himalaya Publishing House, Mumbai.
4. Machi Rajio : Indian Financial System : Vikas Publishing House, New Delhi

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Electives II - FINANCIAL MANAGEMENT.

Course No. 409 (C) Paper No. – XXXIII (C)

BANKING SERVICE OPERATIONS - (Group – B)

Objective: The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector. Banking services operation will enable the management student to have an insight to the banking sector and how it works.

Unit - 1 Introduction to Banking: Meaning, definition, historical developments in banking, types of banks, challenges of banking industry. Functions of commercial bank. Banking regulation Act. (**1 CREDIT**)

Unit - II Practical Banking: Types of bank deposits, computation of interest on deposits, deposit schemes, composition of bank deposits. Banker & customer, paying banker, collecting banker, cheques & crossing of cheques, Endorsement & its significance, Passbook. (**1 CREDIT**)

Unit - III Retail banking: Basics of retail banking, forms of retail banking and emerging issues. Corporate banking: The nature of corporate banking, developments in corporate banking, consortium finance, multiple banking arrangements, and loan syndication. Unit - IV Fee-based services: The fee-based services of banks, letter of credits, bank guarantees, subsidiary services, off balance sheet activities, banc assurance. (**1 CREDIT**)

Unit - V Introduction to banking operations: The changing nature of banking operations, importance of customer relationship management in banks – different types of products and services offered to customers – role of technology in banking operations – the need for AssetLiability Management. Introduction to electronic banking: electronic banking: market assessment, ebanking: an introduction, internet: e-commerce, ebanking in India, internet banking strategies, risks in ebanking. : Payment and settlement systems, RTGS and clearing house. (**1 CREDIT**)

Books Recommended:

1. Bharati V. Pathak: The Indian Financial System – markets, Institutions and Services, Pearson Education Pvt. Ltd., new Delhi. 75
2. Bhole L.M. & Jitendra Mahakud: Financial Institutions and markets, Tata McGraw-Hill Education Private Ltd., new Delhi
3. Clifford Gomez: financial Markets, Institutions and Financial Services, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Frederic S. Mishkin & Stanley G. Eakins: Financial Markets and Institutions, Pearson Education.
5. Guruswamy.S: Financial markets and Institutions Tata McGraw-Hill Education Pvt. Ltd.
6. Jeff Madura: Financial markets and Institutions, Cengage Learning, 2006
7. Srivastava R.M. & Divya Nigam: Management of Indian Financial Institutions, Himalaya Publishing House, Delhi.
8. Vasant Desai: The Indian Financial System and Development, Himalaya Publishing House, Mumbai, 2009

M.B.A Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

No. of Credits 04

Course No. 407 - C Paper No. XXXI - C

Elective II International Human Resource Management

Objectives: The purpose of this course is that the students should gain an understanding on International HRM, Basics of IHRM, The Functional Aspects of IHRM, IHRM Practices in Selected Countries, and Special Issues in IHRM.

Unit-I: Basics of IHRM: (1 CREDIT)

Definition, Nature, Importance, Objectives & Problems of IHRM, Difference between IHRM and Domestic HRM, Three Dimensions of IHRM activities, Factors affecting IHRM policies & practices, Cultural issues in IHRM, Model of IHRM activities

Unit-II: Recruitment, Selection, Staffing & Training in International context: (1 CREDIT)

Issues in International Selections, International Staffing Policies, Advantages & Disadvantages of Staffing Policies, Expatriate Selection, Expatriate Failures & Reasons, Need & Importance of Expatriate Training, Cultural Awareness Training Programs, Cross Cultural Team Building

Unit-III: International Compensation, Performance Management & Labour Relations: (1 CREDIT) Objectives and Key components of an International compensation program, Approaches to International compensation, Performance Management of Expatriates, International Labour Relations. **Unit-IV: IHRM Practices in Selected Countries: HRM practices in different countries - Japan, America, Britain, Germany, China and India.**

Unit-V: Special Issues in IHRM: (1 CREDIT)

Role of Global HR Manager, Information Technology and International HRM, Human Resource Out-Sourcing, Women Expatriates and their problems, Ethics in IHRM, Future challenges in IHRM

Unit VI: Case studies on the above topics.

Suggested Readings:

1. K Aswathappa, Sadhna Dash- - International Human Resource Management Text and Cases - Tata McGraw Hill Publishing Company Ltd
2. Dr. Nilanjan Sengupta & Dr. Mousumi Bhattacharya- International Human Resource Management - Excel Books, New Delhi
3. R.V.Badi & S.G. Hundekar - International Human Resource Management – Vrinda Publications, Delhi
4. P. Subba Rao - International Human Resource Management -Himalaya Publishing House
5. S. C. Gupta - International Human Resource Management -MacMillan Publishers
6. S.P.S. Bedi , Minakshi Kishore- - Global Human Resource –Wisdom Publications, Delhi

7. Sujata Mangalal - Globalization and Human Resource Management Excel Books
 8. Charles M. Vance - Managing a Global Workforce (-challenges and opportunities in IHRM)
PHI-Private Ltd, New Delhi - 2007
 9. Wendell L. French - Human Resource Management Houghton Mifflin USA
- Peter J. Dowling - International Human Resource Management Denise E. Welch 4th Edition,
Thomson Learning USA

M.B.A Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

No. of Credits 04

Course No. 408 - C Paper No. XXXII - C

Leadership Skills and Change Management

Unit 1: (**1 CREDIT**) Introduction- Meaning & Understanding of Leadership: Evolution of leadership theories attributes of leadership, Leadership styles. Role of leadership, characteristics of leader. Unit 2: Leadership skills and tactics: Persuasion skills, Motivational skills, Conflict resolution skills, and leadership tactics

Unit 3: (**1 CREDIT**)Understanding Change: Evolution of an organisation change, the creativity stage, the stage of Direction-setting. The stage of Decentralization; The stage of coordination; the stage of collaboration; Classification of change: Dramatic change, systematic change, organic change; mode of change: Revolution; Reform; Rejuvenation

Unit 4: (**1 CREDIT**)Implementation change: Transforming an organisation: Establishing a sense of Urgency; Creating a Guiding Coalition; Developing a vision and strategy for change; communication the change vision.

Unit 5: (**1 CREDIT**) Change agents: CEOs as change agents: Middle level managers as change agent: HR personnel as change agents; Traditional role in new circumstances; consultants as Change agents

Books Recommended.

1. David M. Herold, Donald B. Feder – Change the way you Lead Change: Leadership Strategies that really work.
2. Gerard J. Puccio, Mary Murdock, Marie Mance – Creative leadership: skills that drive change.
3. John P. Kotter – Leading change
4. Making sense of change management – Esther Cameron, Mike Green
5. Leadership Skill & Change management. – Ifcai University press

M.B.A. Semester - IV

University Examinations 50 Marks

Internal Assessment 50 Marks

Total 100 Marks Total 4 Credits

Electives III – HUMAN RESOURCE MANAGEMENT.

Course No. 409-C, Paper No. XXXIII-C

Performance Management & Retention Strategies

***Objectives:** The course is designed to make the students understand the basic concept of Performance Management retention strategies and to expose the students to different approaches of Performance Appraisal retention strategies with their industry application.*

Unit I: (1 CREDIT) Introduction to Performance Management: Performance management defined Aims, Characteristics and Developments in performance management, Concerns, Understanding and guiding principles performance management, Performance appraisal and performance management, Views on performance management, Performance management and the psychological contract.

Unit II: (1 CREDIT) Performance Management Process: Performance Planning, Ongoing Feedback, Employee Input,, Performance Evaluation , Performance Review, Implementation, Ensure Alignment with Other HR Systems, Get Organizational Members on Board, Communicate , Automate, Pilot Test, Train Employees and Managers , Evaluate and Improve, Legal Considerations. **Unit III: Performance Measurement:** - Measuring performance, Criteria for performance measurement; Setting Organizational, Team & Individual Performance Standards; Methods for evaluating Performance – 360 Degree appraisal, Competency Mapping & Competency Modelling, Balance Score card.

Unit IV (1 CREDIT)Improving performance: Improving performance at the organizational level, The problems at managerial level, Dealing with the problem –overall strategy, Dealing with the problem – human resource, improvement, Top management levers for improving performance, Performance management at the organizational, level, Improving team performance, Improving, individual performance, Managing underperformers.

Unit V: (1 CREDIT)Retention Strategies: Employee Turnover, Why Does Turnover Matter? Why Employees Leave: Identifying Trouble Spots, Invest in Yourself, Becoming an Employer of Choice, Understanding Why Employees Stay, Starting Employees Off Right, Ongoing Learning, Requesting Feedback, Market-wise Retention, Employee Loyalty, Generating Employee Loyalty, Dealing With Low Morale, Exit Interviews Performance Linked Rewards - Methods; Pay Structure; Performance Related Pay (PRP). Competence related pay; Team pay-contribution related pay; Skill based pay; Shop floor incentive bonus scheme; Sales force incentive schemes, Team rewards; Gain sharing, Profit sharing.

Recommended Books/Journals:

1. H.Aguinis, Performance Management, Pearson
2. Udai Pareek & TV Rao, Designing & Managing Human Resource Systems,
- 3.K. Aswathappa, Human Resource Management – Text & Cases, Tata McGraw Hill
4. B. Pattanayak: Human Resource Management, OUP

5. P.Jyothi & D. N. Venkatesh, Human Resource Management, OUP
6. K. K. Chaudhuri, Human Resource Management – Principles & Practices, Himalaya
7. Harvard Business Review, • Journal of Human Resource Development