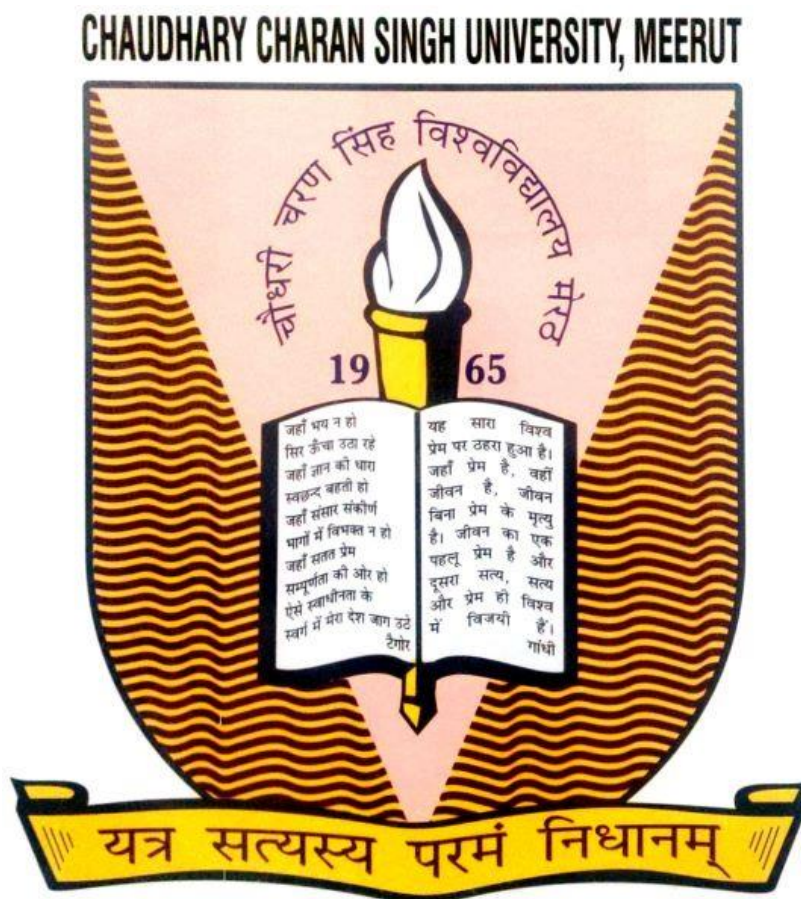


INSTITUTE OF BUSINESS STUDIES
Ch. Charan Singh University Campus
Meerut



NAAC A++

[Effective from the Session: 2024-25 onwards]

MASTER OF BUSINESS ADMINISTRATION
Syllabus

Study and Evaluation Scheme

Programme: Master of Business Administration (Dual Specialization)

To be approved from academic session- 2024-25 onwards

SEMESTER - I

S.N.	Course Code	Subject		EVALUATION SCHEME				
			SESSIONAL EXAMS				ESE	Subject
			CT	TA	TOTAL	CREDIT		Total
1	MBA 101	Principles & Practice of Management	20	10	30	3	70	100
2	MBA 102	Managerial Economics	20	10	30	3	70	100
3	MBA 103	Accounting for Managers	20	10	30	3	70	100
4	MBA 104	Quantitative Techniques	20	10	30	3	70	100
5	MBA 105	Computer Applications in Business	20	10	30	3	70	100
6	MBA 106	Business Laws	20	10	30	3	70	100
7	MBA 107	Business Communication	20	10	30	3	70	100
8	MBA 108	Workshop on Soft Skills	20#	20	40	3	60*	100
	#Internal/*External Examiner will evaluate on the basis of GD and presentation Total					24		800

SEMESTER - II

SEMESTER - I								
S.N.	Course Code	Subject		EVALUATION SCHEME				
			SESSIONAL EXAMS				ESE	Subject
			CT	TA	TOTAL	CREDIT		Total
1	MBA 201	Production & Operations Management	20	10	30	3	70	100
2	MBA 202	Human Resource Management OR Human Recourse Management (From Swayam Portal)	20	10	30	3	70	100
2	MBA 203	Operation Research	20	10	30	3	70	100
4	MBA 204	Financial Management	20	10	30	3	70	100
5	MBA 205	Marketing Management	20	10	30	3	70	100
6	MBA 206	Research Methodology	20	10	30	3	70	100
7	MBA 207	Business Environment	20	10	30	3	70	100
8	MBA 208	Work Shop on Information Technology &Computer Proficiency	20#	20	40	3	60*	100
	#Internal/*External Examiner will evaluate on the basis of Practical and PPT presentations Total					24		800

@ Summer Training 6-8 weeks after 2nd semester in a standard Organization for corporate exposure.

SEMESTER – III

S.N.	Course Code	Subject	EVALUATION SCHEME					
			SESSIONAL EXAMS			CREDIT	ESE	Subject Total
			CT	TA	TOTAL			
1	MBA 301	Business Policy & Strategic Analysis	20	10	30	3	70	100
2	MBA 302	Entrepreneurship and Small Business Management	20	10	30	3	70	100
3	MBA 303	Organizational Behavior OR Organizational Behavior (From Swayam Portal)	20	10	30	3	70	100
4	----	Specialization Group -I Elective-I	20	10	30	3	70	100
5	----	Specialization Group -I Elective-II	20	10	30	3	70	100
6	----	Specialization Group -II Elective-I	20	10	30	3	70	100
7	----	Specialization Group -II Elective-II	20	10	30	3	70	100
8	MBA308	Summer Training Report Evaluation and Viva-Voce	20#	20	40*	3	60	100
		#Internal /*External Examiner will evaluate on the basis of & Viva voce Total					24	800

SEMESTER – IV

S.N.	Course Code	Subject	EVALUATION SCHEME					
			SESSIONAL EXAMS			CREDIT	ESE	Subject Total
			CT	TA	TOTAL			
1	MBA 401	Research Report	20#	20	40	3	60*	100
2	MBA 402	Comprehensive Viva (CV)				2		100
3	MBA 403	GD, Presentations and Mock Interviews	20\$	20	40@	3	60	100
4	MBA 404	Marketing Research (From Swayam Portal)				4	100	100
5	----	Specialization Group -I Elective-III	20	10	30	3	70	100
6	----	Specialization Group -I Elective-IV	20	10	30	3	70	100
7	----	Specialization Group -II Elective-III	20	10	30	3	70	100
8	----	Specialization Group -II Elective-IV	20	10	30	3	70	100
		#Internal/*External Examiner will evaluate on the basis of PPT presentations & Viva-Voce \$Internal/@External Examiner will evaluate on the basis of GD, PPT Presentation & Mock Interviews Total					24	800

ELECTIVE PAPERS

Specialization Group: Human Resource Management

	<u>Course Code</u>		
1.	MBA HR 01	Performance and Reward Management System	(III Semester)
2.	MBA HR 02	Industrial Relations and Labour Law	(III Semester)
3.	MBA HR 03	Training and Development	(IV Semester)
4.	MBA HR 04	Negotiation and Conflict Management	(IV Semester)

Specialization Group: Marketing Management

	<u>Course Code</u>		
1.	MBA MK 01	Sales & Distribution Management	(III Semester)
2.	MBA MK 02	Consumer Behavior	(III Semester)
3.	MBA MK 03	Marketing of Services	(IV Semester)
4.	MBA MK 04	Digital Marketing	(IV Semester)

Specialization Group: Financial Management

	<u>Course Code</u>		
1.	MBA FM 01	Security Analysis and Portfolio Management	(III Semester)
2.	MBA FM 02	Corporate Tax Laws and Planning	(III Semester)
3.	MBA FM 03	Working Capital Management	(IV Semester)
4.	MBA FM 04	Financial Derivatives	(IV Semester)

Specialization Group: International Business

	<u>Course Code</u>		
1.	MBA IB 01	International Marketing	(III Semester)
2.	MBA IB 02	International Logistics Management	(III Semester)
3.	MBA IB 03	Export Import Documentation	(IV Semester)
4.	MBA IB 04	Cross Cultural Management	(IV Semester)

NOTE

MASTER OF BUSINESS ADMINISTRATION

The M.B.A. course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the Course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the four offered: Marketing, Finance, Human Resource Management and International Business. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, note plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having six compulsory papers of 40 sessions each of one-hour duration. There is a system of dual specialization. The students will have to opt for two functional areas for their specialization, having four papers (two in third semester and two in the fourth semester) from Specialization 1, four papers (two in third semester and two in fourth semester) from Specialization 2 respectively.

Summer Training for 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Comprehensive viva and Research project are part of the course.

EVALUATION OF PAPERS

Every paper/course will carry maximum marks of 100 (70 marks for semester examination and 30 marks for internal assessment, as per rules). Internal Assessment will consist of two components (i) Class Test (20 marks) (ii) Teacher Assessment (10 marks). However in subject (MBA 108), (MBA 208), (MBA 308), (MBA 401, MBA 402 & MBA 403), There will be assessment on the bases of detailed scheme mentioned in the above table. Question Papers in Semester Examination will be divided into the following three parts:

Part I: 10 Marks

Containing 10 objective type questions from the total syllabus (All Compulsory)

Part II: 20 Marks

Containing a case or practical problems or numerical as relevant in the subject. In case of case problem, only one case will be given which will be compulsory. However, there may be maximum two practical problems or numerical with similar number of internal choices.

Part III: 40 Marks

Containing four questions, preferably two from each unit, with one internal choice in each question.

Balancing of Questions from each unit may be done by avoiding asking questions from such Units from where case or Numerical have been asked in the examination in the part II. Question of this part will carry 5 marks each. There will be choice before paper setter to set a full length question of 10 marks instead of two questions of 5 marks in any unit or from two different units. Internal choice may be given to the students.

Work Shop on Soft Skills (MBA – 108)

1. The performance of the student in soft skills will be evaluated by one internal and one external examiner. It will carry total of 100 marks divided into 60 marks presentation & Viva-Voce to be evaluated by the external examiners and 40 marks by internal evaluation process. Only such persons will be appointed examiner who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted. Professionals from corporate not lower than middle level management may also be called as an external examiner.
2. It is mandatory that the student will participate in GD (20 + 10 marks) (i.e. External + Internal) and make presentation (20 + 10 marks) (i.e. External + Internal) in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting (GD – 40 + 20 marks) (i.e. External + Internal).
3. Student's inter personal skills will be judged by a panel constituting external and internal examiners in an formal interaction (20 + 10 marks). (i.e. External + Internal)
4. Ten marks of teacher's assessment.

Work Shop on IT and Computer Proficiency (MBA – 208)

1. The performance of the student in IT Skills and computer proficiency will be evaluated by one internal and one external examiner. It will carry total of 100 marks divided into 60 marks lab performance & Viva-Voce to be evaluated by the external examiners and 40 marks by internal evaluation process. Only such persons will be appointed examiner who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted. IT Professionals from corporate not lower than middle level management may also be called as an external examiner.
2. It is mandatory that the student will participate in lab assignment (20 + 10 marks) (i.e. External + Internal) and make power point presentation (20 + 10 marks) (i.e. External + Internal) in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting (GD – 40 + 20 marks) (i.e. External + Internal).
3. Student's computer proficiency will be judged by a panel constituting external and internal examiners in Mock interview (20 + 10 marks). (i.e. External + Internal)
4. Ten marks of teacher's assessment.

SUMMER TRAINING REPORT (MBA – 308)

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization, analyses and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as

Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (Paper Black) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by one internal and one external examiner. It will carry total of 100 marks divided into written report of 60 marks and presentation & Viva-Voce of 40 marks. Only such persons will evaluate the project report that has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted. Professionals from corporate not lower than middle level management may also be called as an external examiner.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

RESEARCH REPORT (MBA – 401)

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the Department MBA under the supervision of a core faculty member of the department. The research project report will carry 100 marks. The evaluation of the project report will be done by One (01) external & One (01) internal examiner & will consist of Evaluation of Project Report and Viva on Project (100 Marks) external examiner may be from industry also. The marks awarded by the two (02) examiners (i.e. One external & one internal) will be taken into account for the results. In case the difference in the awards given by the examiners is 20 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain Relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper or on both the side printed. Report will be spiral bind-ed.

COMPREHENSIVE VIVA-VOCE (MBA – 402)

The comprehensive Viva-Voce (MBA-208 & MBA-408) examination is scheduled at the end of Semester - II and Semester IV in order to judge the performance of the students will be done by one (01) External and One (01) Internal examiners to understand as well as application the knowledge gained by the students by the end of 2nd and 4th Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

The Viva-Voce examination of 100 marks each in both the semesters (i.e. 2nd & 4th Semester) to be conducted by the one External and one Internal Examiner each be appointed by the competent authority of the University.

GD /Presentation /Mock Interview (MBA – 403)

1. The performance of the student in GD/Presentation/Mock Interview will be evaluated by one internal and one external examiner. It will carry total of 100 marks divided into 60 marks presentation & Viva-Voce to be evaluated by the external examiners and 40 marks by internal evaluation process. Only such persons will be appointed examiner who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted. Professionals from corporate not lower than middle level management may also be called as an external examiner.
2. It is mandatory that the student will participate in GD (20 + 10 marks) (i.e. External + Internal) and make presentation (20 + 10 marks) (i.e. External + Internal) in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting (GD – 40 + 20 marks) (i.e. External + Internal).
3. Student's interview skill will be judged by a panel constituting external and internal examiners in Mock interview (20 + 10 marks). (i.e. External + Internal)
4. Ten marks of teacher's assessment.

MBA 101: PRINCIPLES & PRACTICE OF MANAGEMENT

Course Objectives:

- Imparting understanding on nature of managerial job in terms of principles, skills and roles.
- Familiarizing students with the basic elements of management process.
- Helping learners evolve an integrated perspective of the discipline of management and inter-linkages of this course with other core and functional area courses.

Unit I Introduction Management

Introduction, Meaning, scope and process of management, Managerial skills, Levels and roles, Evolution of management theories.

Unit II Planning and Decision-Making

Meaning, Scope and importance of planning, Strategy making: formulation VS crafting model, Goal setting: vision, mission, objective, strategy, goals and targets, Management by objectives, Decision making; managerial decision making models.

Unit III Organizing

Division of work and various basis of Organizational structure; Power, authority and responsibility, Delegation and decentralization, Coordination.

Unit IV Actuating and Directing

Leadership and collaboration, leader Vs manager; Brief discussion on theories of leadership, motivating others; Content theories of motivation, Communication process; barriers to communication.

Unit V Controlling

Meaning and process of control, Types of control; financial controls, dysfunctional controls, Emerging issues in management, International dimensions.

Recommended Books:

1. Stoner, James, A.F. and Freeman, R.E., Management, Prentice Hall of India.
2. Robbins, S.P.: Management, PHI, New Delhi.
3. Koontz, H. and Donnell C., Essentials of Management, McGraw Hill, New Delhi.
4. Drucker, Peter F: The Practice of Management. N. Deming, Management: Principles and Guidelines, Wiley India.
5. Griffin, Ricky, W.: Management, eight edition, Wiley India

MBA 102: MANAGERIAL ECONOMICS

Course Objectives:

- To create an understanding of the relevant concepts and analytical tools of economic theory.
- To develop economic way of thinking.
- To enable the learners apply the economic concepts and tools in managerial decision –making.

Unit I Introduction to Economics

Principles of Economics; Demand and supply analysis; Law of demand, elasticity of demand, demand forecasting.

Unit II Market structure

Price and output under perfect competition, monopoly; monopolistic competition and oligopoly.

Unit III Production Process and Cost Analysis

Properties of Production function, Law of diminishing returns; Cost concepts and cost curves (short and long run).

Unit IV Macroeconomics I

Circular Flow of economic activities; National Income: concepts and measurement, Instruments of Fiscal Policy; Tools of Monetary policy

Unit V Macroeconomics II

Economic growth and development, Business Cycles; The balance of Payments and exchange rates determination, Inflation.

Recommended Books:

1. Peterson, Craig H., Lewis, Chris and Sudhir Jain, Managerial Economics, Pearson Education, 2006.
2. Mark Hirshey, Economics for Managers, 2007, Thomson Learning.
3. Samuelson, Paul , Economics, 18th edition, 2005, Tata-McGraw Hill.
4. Gupta, G., Managerial Economics, 2004, Tata-McGraw Hill.
5. Rangarajan and Dholkia, Macroeconomics, Tata-McGraw Hill.

MBA 103: ACCOUNTING FOR MANAGERS

Course Objectives:

- To provide a comprehensive treatment of accounting principles, technique and practices.
- To get the students acquainted with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organization.
- To have a basic understanding of significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements
- To have a brief knowledge about international accounting standards as to have a global competence.

Unit I

Meaning and Scope of Accounting : Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation , Overview to Deprecation (straight line and diminishing method)

Unit II

Accounting Standards and IFRS : International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting.

Unit III

Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance ,Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

Unit IV

Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analyzing Balance sheet.

Unit V

Funds Flow Statement :Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Recommended Text Books:

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI,3rd Ed)
- 3) Ramachandran Kakani- Financial Accounting for Management(TMH ,3rd Edition).
- 4) PC Tulsian- Financial Accounting (Pearson, 2016)
- 5) Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
- 5) Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed)
- 6) Dhaneshk Khatri- Financial Accounting (TMH,2015)
- 7) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 8) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
- 9) Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

MBA 104 : QUANTITATIVE TECHNIQUES

Course Objectives:

1. To compute and understand the measures of central tendency, symmetrical and asymmetrical distribution, patterns.
2. To understand the time series analysis and to compute index number.
3. Performing Correlation & Compute the equation of simple regression line from a sample data and interpret the slope and the intercept of the equation
4. To understand the probability concepts and perform probability theoretical distributions
5. Use Estimation Theory and Hypothesis Testing concepts & perform various parametric and non parametric tests.

Unit I Descriptive Statistics

Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Inter-quartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis.

Unit II Time Series & Index Number

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Unit III Correlation & Regression Analysis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation and implantation in Industries.

Unit IV Probability Theory & Distribution

Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

Unit V Sampling Theory & Testing of Hypothesis

Sampling theory: Sample enumeration and census enumeration, sampling techniques.

Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test)

Text Book:

1. Chandrasekaran & Umavathi-Statistics for Managers, 1st edition, PHI Learning
2. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill

1. Davis , Pecar – Business Statistics using Excel, Oxford
2. Ken Black – Business Statistics, 5th ed., Wiley India
3. Levin and Rubin – statistics for Management, 7th ed., Pearson
4. Lind, Marchal, Wathen – Staistical techniques in business and economics, 13th ed, McGrawHill
5. Newbold, Carlson, Thorne – Statistics for Business and Economics, 6th ed., Pearson
6. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing
7. Walpole – Probability and Statistics for Scientists and Engineers, 8th ed., Pearson

MBA 105 : COMPUTER APPLICATIONS IN BUSINESS

Course Objective:

The objectives of this course include developing an appreciation of different software & Hardware system available in the industry among the participants and build up the experience of computer usage in business organization with specific reference to database, Networking & Communication, spreadsheet & Operating System .

UNIT I

An Introduction of Computer Systems: Types of Software's, Types of O.S. , Concept of MS-DOS : Internal & External Commands. Path, prompt, rmdir, time,ver, vol,echo, chkdsk, diskcopy, label, scandisk, replace, format, f disk. Windows - Windows explorer, print manager.

UNIT II

Data Communication & Networks: Introduction of Communication, Communication Medias, Communication Modes, Switching techniques, Networks: Goals of Networks, Types of Networks, Client/Server Computing , Network Topologies, MODEM, Gateways, Multiplexer, Bridges, Routers. Ethernet. Spreadsheet Software : Introduction of spreadsheet software, creating , Range, formulas, Functions, databases functions in spreadsheet, Graphs on Spreadsheet, data validation , Application of MS-Excel in Business .

UNIT III

Ms-PowerPoint: Power point Basics, create presentations, insert and modify text, working with graphics and media, final presentation , delivery presentation.

UNIT IV

Ms-word: Introduction ms word , creating and editing document ,formatting document, working with tables, advanced formatting ,mail merge

UNIT V

Excel: Introduction to ms-excel and understanding Basic working with it, Working with formula\function, conditional formatting ,data sorting and filtering, pivot table/chart, VBA macros, security feature.

Recommended Books :

1. Summer ,M. : Computers Concepts and Uses , Englewood Cliffs, New Jersey , PHI
2. V. Rajaraman : Fundamental of Computers
3. Peter Norton : Introduction to MS-DOS
4. O.Brian, J.A. : MIS , TMH
5. Computer Networks : Tannenbaum

MBA 106 : BUSINESS LAWS

Course Objectives:

- To provide a general introduction to the legal environment that affects individuals, businesses, and business transactions.
- To create an understanding of the basic legal terminology, and concepts; and application of legal reasoning to situations for forming conclusions.
- To gauge the impact of individual and corporate decisions on human life, society, and the environment
- To examine the ethical climate in which managers have to function and thus build a framework for resolving ethical dilemmas.

UNIT I

Indian Contract Act 1872: Offer, Acceptance and Consideration; Essentials of a Valid Contract; Void Agreements; Discharge of Contract; Remedies for breach of Contract; Quasi Contract; Indemnity & Guaranty; Bailment and Pledge; Agency.

UNIT II

Sale of Goods Act 1930: Formation of contract of sale; Condition and warranty; Transfer of title and Passing of property; Rights of an unpaid seller.

Negotiable Instrument Act 1881: Nature, Types, Negotiation, Assignment and crossing; Holder in due course; Crossing, Dishonor and discharge;

UNIT III

Company Law 2013: Nature, Types and Formation of Companies; Memorandum of Association, Articles of Association; Prospectus, Shares, Allotment of Shares and share Capital; Authorities.

UNIT IV

The Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

Partnership Act: Definition, Essentials of partnership, Formation of partnership Kind of partners, Authorities, Right and liabilities of partners, registration of partnership, dissolution of partnership, Limited liability partnership.

UNIT V

The Information Technology Act: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgement and dispatch of Electronic Records, Regulation of certifying, Authorities, Digital Signature Certificate, Offences and Penalties. And all other business related cyber laws.

Recommended Books:

1. Boatright, J.R.: Ethics and the Conduct of Business, ed. vi, 2006, Pearson Education.
2. Fernando, A.C.: Corporate Governance- Principles, Policies and Practices, ed. i, 2006, Pearson Education.
3. Gulshan, S.K.: Mercantile Law, ed. iii, 2007, Excel Books.
4. Kuchhal, M.C.: Business Law, ed. iv, 2005, Vikas Publishing.
5. Velasquez, M.G.: Business Ethics- Concepts and Cases, ed. vi, 2007, Pearson Education.
6. Singh Avtar ,Law of contract, EBC Web Store, 2022

MBA-107 : Business Communication

Course Objectives:

To encourage the all round development of students by focusing on soft skills and to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition and practice.

UNIT-II

Meaning and importance of communication in business: Process, types of communication: formal and informal and their characteristics, essentials of effective business communication, Channels of communication, their effectiveness, limitations, Barriers of communication.

UNIT- II

Time Management and Goal Setting: Identification of Time Wasters, Goal Setting. Listening Skills: Listening to Specific Information, Identifying Main Issues, competitive and Collaborative Team Behavior; Team/ Group Dynamics, Team Assignment.

UNIT- III

Stress Management: Symptoms of Stress, Report Writing: Process, Structure and Layout. Principles of clear writing, often misused words, applications and requests, positive and negative responses to requests, routine messages, memos, organizing meetings, preparation of agenda and minutes, business etiquette, telephone etiquette, e-mail etiquette.

UNIT- IV

Interview: Types of interviews, Job interview, Telephone interview, Conducting the interview.

UNIT- V

Interpersonal Skills: Negotiations, social skills, assertive skills, cross-cultural communications. Leadership Skills: Concepts of leadership, leadership styles, insights from great leaders.

Recommended books:

1. Lesikar, Petit & Lesikar's: Basic Business, Tata McGraw Hill,
2. Poe & Fruchling: Basic Communication, AITBS,
3. Taylor: English Conversion Practice, Tata McGraw Hill,
4. Diwan & Aggarwal: Business Communication, Excel Books,
5. Baugh, Frayer & Thomas: How to write first class Business Correspondence, Viva Books,
6. B.L. Courtland and J.V. Thill: Business Communication Today, Pearson Education,
7. H.A. Murphy, W. Hilderland and P.J. Thomas: Effective Business Communication, Tata McGraw Hill Companies.

MBA108 : WORKSHOP ON SOFT SKILLS

Broad frame work is being given here however Instructor/Trainer/Faculty /Expert will have freedom to design his /her program e in such manner so that effective learning will take place.

Icebreakers

Each course is provided with a wide range of interactive Icebreakers. The trainer can utilize an Icebreaker to help facilitate the beginning of the course, as it helps “break the ice” with the participants. If the participants are new to each other, an icebreaker is a great way to introduce everyone to each other. If the participants all know each other it can still help loosen up the room and begin the training session on positive note. Below you will see one of the icebreakers that can be utilized from the Icebreakers folder. **Icebreaker: Friends Indeed**

Purpose

Have the participants moving around and help to make introductions to each other.

Materials Required

- Name card for each person
- Markers

Preparation

Have participants fill out their name card. Then, ask participants to stand in a circle, shoulder to shoulder. They should place their name card at their feet. Then they can take a step back. You as the facilitator should take the place in the center of the circle.

Activity

Explain that there is one less place than people in the group, as you are in the middle and will be participating. You will call out a statement that applies to you, and anyone to whom that statement applies must find another place in the circle.

Examples:

- Friends who have cats at home
- Friends who are wearing blue
- Friends who don't like ice cream

The odd person out must stand in the center and make a statement.

The rules:

- You cannot move immediately to your left or right, or back to your place.
- Let's be adults: no kicking, punching, body-checking, etc.

Play a few rounds until everyone has had a chance to move around.

Communication Skills

1. Verbal Communication
2. Body Language
3. Physical Communication
4. Writing
5. Storytelling
6. Visual Communication
7. Humor

- 8. Quick-wittedness
- 9. Listening
- 10. Presentation Skills
- 11. Public Speaking
- 12. Interviewing

Leadership

- 13. Team Building
- 16. Mentoring
- 17. Delegation
- 18. Dispute Resolution
- 20. Giving Feedback
- 22. Decision Making
- 23. Performance Management
- 24. Supervising
- 25. Managing
- 27. Talent Management

Interpersonal Skills

- 38. Networking
- 39. Interpersonal Relationships
- 40. Dealing with Difficult People
- 41. Conflict Resolution

Personal Skills

- 44. Emotional Intelligence
- 45. Self Awareness
- 46. Emotion Management
- 47. Stress Management
- 48. Tolerance of Change and Uncertainty
- 49. Taking Criticism
- 50. Self Confidence
- 51. Adaptability
- 52. Resilience
- 53. Assertiveness
- 54. Competitiveness
- 55. Self Leadership
- 56. Self Assessment
- 57. Work-Life Balance
- 58. Friendliness
- 59. Enthusiasm
- 60. Empathy

Creativity

- 61. Problem Solving
- 62. Critical Thinking
- 63. Innovation
- 64. Troubleshooting
- 65. Design Sense
- 66. Artistic Sense

Professional Skills

- 70. Time Management
- 71. Meeting Management
- 72. Technology Savvy
- 73. Technology Trend Awareness
- 74. Business Trend Awareness
- 75. Research
- 76. Business Etiquette
- 77. Business Ethics

MBA 201 : PRODUCTION AND OPERATION MANAGEMENT

Course Objective:

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

Unit-I

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

Unit-II

Production planning and control , Procedure , objectives and importance of production planning and production control elements of production planning and production control , aggregate planning and capacity planning, job sequencing, difference between product and services .

.

Unit-III

Materials & stores management , Inventory control , relevant costs , economic lot size , inventory analysis , JIT, KANBAN standardization & specialization, Automation .

Unit-IV

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

Unit-V

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

Recommended Books:

1. Goel B.S. : Production & Operation Management
2. Aswathappa, K. & Bhatt, K.S.- Production and Operations Management(Himalaya Publishing House, 2nd Edition)
3. Chase, R.B., Shankar, R & Jacobs, F.R. – Operations & Supply Chain Management(Tata McGraw Hill, 14th Edition)
4. Mayers : Production Management
5. Chary, S.N. – Production and Operations Management(Tata McGraw Hill, 6th Edition)
6. Buffa : Operations Management

MBA 202 : HUMAN RESOURCE MANAGEMENT

Course Objectives:

- To familiarize the students with Human Resource Management. Concepts and functions.
- To help the students in identifying problems in the management of Human Resources.
- To acquaint the students with different strategies and legislations used in management of HR related issues in the organization.

Unit I Introduction to Human Resource Management

Evolution of HRM, Relevance of HRM, Challenges faced by HRM, Human Resource Functions, Systems Model of HRM Functions, The Indian Scenario of HRM.

Unit II Manpower Management

Human Resource Planning, Steps in HRP, Succession planning, recruitment and selection, training and career development, training administration, training needs analysis, job analysis - job description and job specifications.

Unit III Compensation, Benefits and Performance Management

Principles of wage determination; salary structure, grades, range, overtime payments; job evaluation, purpose, methods and procedure; wage policies and regulations in India, performance management.

Unit IV Industrial Relations

Industrial relations machinery; preventive and **settlement** machinery; discipline in industry; grievance and the procedure for the Redressal of grievance; Roles, rights and responsibilities of trade union; collective bargaining; worker's participation in management.

Unit V Employee Welfare Services and Security

Quality of work life; health and safety, employee assistance programmers; voluntary welfare schemes for education; recreation, housing, medical services; an outline of social security measure; P.F., Gratuity, E.S.I schemes etc.

Recommended Books:

1. Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
2. Patnayak, Biswajeet, Human Resource Management, ed. iii, 2006, P.H., New Delhi.
3. T.V. Rao and Raju Rao, (ed) 360 degree Feedback and Performance Management System, Vol. I, ed. ii, 2003, Excel Books.
4. Gar Dessler, Human Resource Management, ed. x, 2006, Pearson Education New Delhi.
5. Strauss & Sayles, Personnel Problems of Management, Prentice Hall of India.
6. Pramod Verma, Management of Industrial Relations, Vora Prakashan, Ahmedabad.
7. Sinha, PRN, Sinha IB and Shekhar SP, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi 2004

MBA 203 : OPERATION RESEARCH

Course Objective

Understand the importance of the use of OR application in decision Making environment

- To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
- To understand and solve transportation & assignment models.
- To know optimal sequence model and understand concepts of queuing theory.
- To identify right time for replacement of equipment and understand project management techniques

Unit I

Operations Research & Decision Making Environments Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making .*Decision-making environments*:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit II

Linear Programming Problem & Transportation Problem *Linear programming*: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality.

Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution-Stepping Stone & MODI Method, Maximization Transportation Problem

Unit III

Assignment model & Game Theory *Assignment model*: Hungarian Algorithm and its applications, Maximization Assignment Problem.

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Unit IV

Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Unit V

Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. *Project Management*: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

Recommended books:

- 1- R. Panneerselvam - Operations Research (PHI, 2nd Edition)
- 2- Sharma J K - Operations Research (Pearson, 3rd Edition)
- 3- Apte-Operation Research and Quantitative Techniques (Excel Books)
- 4- S Kalawathy-Operation Research (Vikas IVth Edition)
- 5- Natarajan- Operation Research(Pearson)
- 6- Singh & Kumar—Operation Research(UDH Publisher edition 2013)
- 7- Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
- 8- Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
- 9- Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

MBA 204 : FINANCIAL MANAEGMENT

Course Objectives:

- To familiarize students with basic concepts used in FM
- To provide basic understanding of working capital management
- To introduce project appraisal mechanism and basics of dividend decisions

Unit I Introduction

Introduction, Meaning, scope and development of financial management; finance function; Indian financial System, Risk and Return, Regulatory framework related to financial management; Time value of money and its relevance.

Unit II Financing Decisions

Cost of Capital and Capital Structure, Cost of debt and preferred stock; cost of equity, retained earnings and overall cost of capital; financial and optimum capital structure; theories of capital structure; M.M hypothesis on capital structure. Financial and operating leverage.

Unit II Investment Decisions

Management Long-term Capital, Methods of project appraisal; payback period method; average rate of return method; accounting rate of return method; net present value method; internal rate of return method; capital rationing.

Unit IV Working Capital Management

Working Capital Management, overall considerations in WCM; Determination of W.C. requirements; management of cash; Management of receivables; Management of inventories, CCC theory.

Unit V: Dividend Decisions

Issues in Financial Management, Overview of dividend policy; dividend policy and share valuation; practical considerations and legal requirements on dividend; lease financing in India, contemporary issues in financial management.

Recommended Books:

1. Chandra Prasanna, Financial Management: Theory and Practice, 2005, Tata McGraw, New Delhi.
2. Khan YM and Jain PK, Financial Management – Text and Problems, 2007, Tata McGraw Hill Publishing Company Ltd, New Delhi.
3. Van Horn James C, Financial Management and Policy, 2000, Prentice Hall of India, New Delhi.
4. Pandey IM – Financial Management (Vikas, 2004, 9th Ed.)
5. Knott G – Financial Management (Palgrave, 2004)st
6. Damodaran – Corporate Finance – Theory & Practice (Wiley, 1st Ed.)

MBA 205 : MARKETING MANAEGMENT

Course Objectives:

- To familiarize with the basic concepts, and techniques of marketing management.
- To understand the behavior of consumers.
- To create awareness of marketing mix elements.
- To analyses and solve marketing problems in the complex and fast changing business environment.

UNIT-I

Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning – an overview.

Market Analysis and Selection : Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; consumer versus organizational buyers; Consumer decision making process.

UNIT-II

Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT-III

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling.

Promotion Decisions: Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

UNIT-IV

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

Marketing Organization and Control: Organising and controlling marketing operations.

UNIT-V

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

Recommended Books:

1. **Kotlar, Philip**, Marketing Management, Prentice Hall, New Delhi.
2. **Stanton, Etzel**, Walker, Fundamentals of Marketing, Tata-McGraw Hill, New Delhi.
3. **Saxena, Rajan**, Marketing Management, Tata-McGraw Hill, New Delhi.
4. **McCarthy, E.J.**, Basic Marketing: A managerial approach, Irwin, New York.
5. **Kotlar, Philip and Armstrong Gray**, Principle of Marketion, (17th Edotion)

MBA 206 : RESEARCH METHODOLOGY

Course Objectives:

- To provide students an insight into various sources of business research data and examine processes for collecting data and analyzing the same.
- To learn how to prepare and present marketing research reports.
- To develop skills to evaluate the changing nature of business research and assess the contribution of these changes to actionable business research.

Unit I Introduction and Need of Business Research

Introduction to Basic Concepts; Stages in the Research Process; Problem Definition, Research Objectives, Types of Research; Significance of Business Research in Managerial Decision Making; Business Research in Practice.

Unit II Research Designs & Data Collection Techniques

Classification of Research Designs; Exploratory, Descriptive and Conclusive Research Designs; Causal Research; Secondary Data- Nature, Sources and Advantages; Primary Data- Nature, Types, Means & Issues in Obtaining Primary Data, challenges in data collection.

Unit III Measurement, Attitude Scales and Questionnaire Design

Concept of Measurement, Scales of Measurement—Their Types & Properties; Measurement of Attitudes & Scaling Procedures; Questionnaire Design and Testing.

Unit IV Statistical Analysis using SPSS & Reporting of Research Findings

Introduction to SPSS; Analyzing data using SPSS—T-test, ANOVA, Correlation & Factor Analysis; Interpretation of results; Reporting Research Findings

Unit V: Advanced Analytics Modules

Concept of principal component analysis , Factor analysis and Discriminant analysis.

Recommended Books:

1. Naresh Malhotra, Marketing Research: An Applied Orientation, Pearson/Prentice Hall.
2. Boyd, Westfall and Stasch, Marketing Research: Test and Cases, Richard D. Irwin, Homewood, Illinois.
3. Churchill, G.A., Marketing Research: Methodological Foundations, Dryden Press, New York.
4. Majumdar, R., Marketing Research: Text, Applications and Case Studies, Wiley Eastern Ltd., New Delhi.
5. Tull, D.S., Hawkins, D.I., Marketing Research: Measurement and Methods, Macmillan, New York.

MBA 207: BUSINESS ENVIRONMENT

Course Objectives

- To provide an in-depth understanding of the various elements/facets of business environment.
- To equip with tools and perspectives to analyses the effects of the various elements of business environment on internal organization of business.
- To enable the learners to infer the implications of the emerging trends and issues on businesses.

Unit I Elements of Business Environment

Nature and factors in business environment, elements of economic environment, Political, Legal environment, socio-cultural environment

Unit I Globalization and characteristics of Indian Economy

Globalization and international environment of business; Features of Indian economy, financial system in India.

Unit III Business and Government

Economic role of government; monetary policy and its implications for business; Fiscal policy and budget.

Unit IV Business and Government

Industrial policy in India, Government's policy towards small scale sector, foreign direct investment policy; Competition policy and information economy; Trade policy

Unit V Emerging Issues

Corporate social responsibility; Environmental and sustainability issues in development; issues in Corporate Governance in India; India and WTO.

Recommended Books:

2. Shaikh, Business Environment, Pearson Education, New Delhi, 2006.
3. Bedi, Suresh, Business Environment, Excel Books, New Delhi, 2004.
4. Misra , S.K and V.K. Puri, Indian Economy, 23rd edition, Himalaya Publishing House, 2005.
5. Justin, Paul, Business Environment: Text and cases, Tata McGraw Hill, New Delhi, 2006.
6. Mittal, Vivek, Business Environment, Excel Books, New Delhi, 2007.

MBA 208 : WORKSHOP ON INFORMATION TECHNOLOGY AND COMPUTER PROFICIENCY

Broad frame work is being given here however Instructor/Trainer/Faculty /Expert will have freedom to design his /her program e in such manner so that effective learning will take place.

Course Objectives:

This course offers a good understanding of basics of Information Technology. The students will proficiency in the use of personal computers, specifically in the use of spreadsheets and database packages will enhance. The curriculum is so designed as to provide required expertise in the use of personal computer as an effective management tool.

Unit I U

Network: Services and its classification : Knowledge management using internet search engines, techniques to use search engine effectively: use of on line database (RBI// world bank/ IMF etc.)in terms of data extraction and report generation : HTML – basic HTML tags, web page designing using any software: application of computers in project management: features, capabilities and limitation of project management software (with reference to popular software viz. ms-project)

Unit II

Digitization: Digital signature, e-Governance, Application of Digital Financial Services, Basics of E-mail, Electronic payment system.

Unit III

Mobile computing & its application: Introduction, issues in mobile computing, overview of wireless telephony: cellular concept, GSM: air-interface, channel structure, location management: HLR-VLR, hierarchical, handoffs, channel allocation in cellular systems, CDMA, GPRS

Unit IV

Online Transaction and Trading: Understand the E-Commerce and E-Commerce Transition in India Recognize the benefits and limitations of E-Commerce Analyze different E-Commerce business models Understand E-Marketing and E-CRM

Unit V

Network security & its application: Application security (Database, E-mail and Internet), Data Security Considerations Backups, Archival Storage and Disposal of Data, Security Technology-Firewall and VPNs, Intrusion Detection, Access Control. Security Threats-Viruses, Worms, Trojan Horse, Bombs, Trapdoors, Spoofs, E-mail viruses, Macro viruses, Malicious Software, Network and Denial of Services Attack, Security Threats to E-Commerce Electronic Payment System, e- Cash, Credit/Debit Cards. Digital Signature, public Key Cryptography.

Recommended Books:

1. P.K.Sinha: Fundamental of Computers, BPB Publishers.
2. A. Leon & A. Leon: Internet for Everyone, Leon Tech World.
3. Curtin, Foley, Sen & Martin: Information Technology, Tata McGraw Hill.
4. Ron Masfield: MS-Office, Tech Publication.
5. V.K. Jain: Information Technology, Atlantis.
6. D. Anfinson & K. Quamme: Information Technology Essentials, Pearson Education.

MBA 301 : BUSINESS POLICY & STRATEGIC ANALYSIS

Course Objective:

This course deals with corporate level Policy & Strategy formulation areas. This course aims to developing conceptual skills in this area as well as their application in the corporate world.

UNIT-I

Business Policy as a study ; Its Nature & Importance , Development & Classification of Business Policy; Mechanism or Policy making.

UNIT-II

Top Management its Responsibilities & tasks . Objectives of Business Characteristics, Classification , types of Objectives and their overall Hierarchy , Setting of Objectives , Key areas involved.

UNIT-III

Corporate Planning ; Concept of long term planning , Strategic Planning (Planning Strategically) , Nature , Process & Importance .

UNIT-IV

Corporate Strategy : Concept , Components , Importance. Strategy Formulation : Concept , Process & Affecting Factors. Strategy Evaluation: Process , Criteria , Environmental Analysis , Resource Analysis .

UNIT-V

Synergy : Concept , Types , evaluation of Synergy. Capability Profiles , Synergy as a Component of Strategy & its Relevance .

Recommended books :

1. Peter F. Drucker Management Task & Responsibilities
2. Igor Ansoff Corporate Strategy
3. Gluek & Jauch Corporate Strategy
4. Standard Management Policy
5. McCarthy, MiniChiello, Curran Business Policy & Strategy

MBA 302 : Entrepreneurship and Small Business Management

Course Objectives:

- To create understanding of the concept and process of entrepreneurship
- Management of small business and other types of small scale enterprises.
- To have an understanding of the major causes and remedial actions for SSI sickness

Unit I Introduction

Evolution and concept of Entrepreneurship, Entrepreneurial functions and tasks; characteristics of successful entrepreneurs; individual and corporate entrepreneurs; and different types of entrepreneurs.

Unit II Entrepreneurship Infrastructure in India

Scope of small business activities; place in national economy; institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, etc; entrepreneurship development programmes and management education for entrepreneurs, EDPs and Role of Women Entrepreneurs

Unit III Framework for Small Business Management

Concept, definition, and framework of Small Business, Project Identification and Selection, Project Formulation, and Project Appraisal, Financing of Enterprise, social benefits and governmental policies for small scale sector; benefits and incentives for small industry in India; registration and licensing; application for registration and organisational structure of a small business.

Unit IV Institutional Support for Small Business and Management of SSE

Need, types and sources of finance; role of financial institutions and schemes for assisting small scale units. Government Policy towards small business. Fundamentals of Management, Working Capital Management, Inventory Management, Production and Operations Management, Marketing Management, HRM, and TQM for Small Scale Enterprises

Unit V Special Issues and Problems

Teething problems in setting small units; location, technology, marketing, recoveries, labour, and planning, international business ecommerce, franchising etc; problem of sickness; modernisation; mergers and takeovers; and future potential and need for small units.

Recommended Books:

1. Mitra Jay: The Business of Innovation , SAGE Publishing.,2017
2. Entrepreneurship 10th Ed (Indian Edition) by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill, 2016.
3. Baumbach C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Taraporevala, Bombay.
4. Khanka S.S., Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
5. Desai, V., Management of a Small Scale Industry, 3rd ed., Himalaya, Bombay,
6. Taub, R.P. & Taub D.L., Entrepreneurship in India's Small Scale Industries, Manohar, New Delhi.
7. Tewari, V.K., Philip J. & Pandey, A.N., Small Industry Success and Failure Concept, New Delhi.

MBA 303 : ORGANIZATIONAL BEHAVIOUR

Course Objectives:

- Providing the students a conceptual framework of understanding, analyzing, and Predicting behavior
- Helping them to understand OB in a global scenario Familiarizing about the challenges and opportunity for OB
- Helping the students to gain an understanding of dynamics of complex work situations.

Unit I: Foundations of Organizational Behavior

The nature and functions of an organization; meaning and systematic study of O.B; contribution of behavioral sciences to O.B.; developing contingency model of O.B; OB in a global perspective; Challenges and opportunities in OB.

Unit II Individual Dimensions in Organizational Behavior

Nature of human behavior; Personality; meaning; theories and determinants; Values, attitudes and job satisfaction; Perception process.

Unit III Foundations of Learning and Motivation

learning process; Theories of learning; content theories of motivation(brief discussion) ; Process theories of motivation; Reinforcement and motivation; An integrative model of motivation; Motivational techniques for Indian managers.

Unit IV Group and Interpersonal Dimensions

Formation, classification, stages and group dynamics; Group decision making; teams and team work; transactional analysis; conflict management.

Unit V Organizational Dimensions

Leadership, Organizational culture; Work stress; Organizational change; Organizational development.

Recommended Books:

2. Robins, S.P. and Sanghi, S.: Organizational Behavior, ed. xi, Pearson-Education, New Delhi.
3. Sakaran, U., Organizational Behavior, TMH, N. Delhi.
4. Newstrom J W and K Davis: Organizational Behavior: Human Behavior at Work, ed.v. , New Delhi: Tata McGraw.
5. F. Luthans: Organizational Behavior, ed. vii, PHI, New Delhi.
6. L.M. Prasad: Organization Theory and Behavior, HPH, New Delhi.
7. Mullins L. J.: Managemesnt and Organizational Behavior, Pearson- Education, N.Delhi.

MBA : HR01 PERFORMANCE & REWARD MANAGEMENT SYSTEM

Course Objectives:

- Articulate the benefits of using a performance development plan and the consequences of not having one in place.
- Distinguish the elements of an effective, integrated performance development system.
- Devise “SMART” annual performance objectives (e.g., **objectives that are specific, measurable, attainable, relevant and track able**).
- To familiarize the students with the concept of competency mapping and understanding its role in career development.
- To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

Unit I

Introduction to Performance Management System

Meaning, Uses and purpose of performance management, how it differs from performance appraisal, Performance management and its challenges in current scenario, Performance management as a system and process, Establishing performance criterion of developing an effective appraisal system.

Unit II

Managing Performance Methods of managing performance of all the levels of management- 360 degree performance appraisal, MBO and, Performance analysis for Individual and organizational development,

Unit III

Contemporary Issues Potential appraisal, competency mapping & its linkage with career development and succession planning, Balance score card- advantages and applications.

Unit IV

Reward System Compensation- Definition, Function, significance. Job evaluation, methods of job evaluation, inputs to job evaluation, its practical implication for technical/non technical and executive/managerial positions, and significance of wage differentials.

Unit V

Compensation: Method of pay and Allowances Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Methods of payment - Time and piece rate. Fringe benefits & other allowances- overtime, city compensatory, travelling etc., Incentive schemes - individual, group, profit sharing- co-partnership- stock option, welfare Measures, social security schemes- PF, Pension, Insurance, Gratuity and Maternity Benefits.

Recommended Books:

1. Michael, Armstrong (1999). Performance Management. Kogan Page.
2. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
3. Performance Management: Robert Bacal, McGraw-Hill Education, 2007 Text Book.
4. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books, 2007.
5. Magazines ICFAI Journals Business Manager Websites: www.shrm.org.

MBA: HR02 INDUSTRIAL RELATIONS & LABOR LAWS

Course Objectives:

To provide conceptual framework of Industrial Relation

To make students aware with the Indian Labour legislation

To make students aware with the basic requirements and mandate of labour legislations

Unit I

Introduction: Concept, objectives, functions, significance & aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions.

Unit II

Collective Bargaining: Significance, types & Procedure of collective bargaining, Discipline, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry, Grievance Function in IR: Grievance Settlement Procedure, Industrial Disputes: Preventive & Settlement Machinery in India

Unit III – Overview of following labour laws

The Factories Act, 1948

The Workmen's compensation Act, 1972

Unit IV - Overview of following labour laws

The Trade Unions Act 1926

The Industrial Disputes Act, 1947

Unit V - Overview of following labour laws

The payment of Gratuity Act, 1972

Employee's Provident fund & Miscellaneous Provisions Act, 1952

.

Recommended Books:

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
3. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
4. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)
5. Monappa Arun, Industrial Relations

websites:

www.labour.nic.in www.hrmguide.net

MBA : MK01 Sales & Distribution Management

Course Objectives:

- To build knowledge, understanding, and skills in Sales and Distribution management.
- Enable development and implementation of Sales and Channel management strategies.
- Help analyze decision alternatives and criteria in the context of realistic problem situations in Sales and Channel management.

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

UNIT-II

Personal selling: theories, setting objectives, analyzing market potential, sales forecasting methods Sales operation: sales budget sales territories, sales quota Salesmanship: types of salesman, prospecting, pre approach & approach steps in selling sequence. Sales promotion: sales display, sales promotion strategies, factor tools, designing sales promotion campaign.

UNIT III

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

UNIT IV

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

UNIT V

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

Recommended books :

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

MBA: MK02 CONSUMER BEHAVIOUR

COURSE OBJECTIVES

At the conclusion of this course, the student should be able to:

- Define external influences on buying behavior (culture, demographics, social status, reference groups, purchasing groups, management influence).
- Define internal influences on buying behavior (belief, attitude, perception, preference, personality, and emotions).
- Explain the decision making process and how it relates to consumers and industrial buyers.
- Understand the self-concept and lifestyle and their influences on purchasing decisions.
- To apply consumer theories to the real marketing context.

Unit-I

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

Unit-II

Individual Determinants of CB:

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

Unit-III

Group Determinants of CB:

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

Unit- IV

Environmental Influences on CB:

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

Unit-V

Consumer Decision making Process:

Problem recognition Information Search Process and Evaluation Purchasing process Post purchase behavior Models of CB- Nicosia, Howard & Sheth, Engel-Kollat Blackwell

Recommended Books:

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

MBA : FM01 Security Analysis & Portfolio Management

COURSE OBJECTIVE:

This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

- Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection.
- The course material will cover formulae that can be applied in different business situations regarding active portfolio management.
- To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.
- To provide a theoretical and practical background in the field of investments.

Unit-I

Investment Alternatives, Investment attributes, Investment Vs. Speculation Vs. Gambling, Primary and Secondary market and its operations, NSE and BSE, Buying and Selling shares, Stock market Indices. Corporate Debt Market and Money market. Risk and Return.

Unit-II

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

Unit-III

Fundamental Analysis- Macroeconomic Analysis, Industry Analysis, Company Analysis. Technical Analysis- Charting technique, Technical Indicators, Trading Rules. Efficient, weak form, semi strong form and strong form efficient market Hypothesis.

Unit-IV

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

Unit-V

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

Recommended Books:

- 1- Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2nd Ed.)
- 2- Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 3rd Ed)
- 3- Bhatt- Security Analysis and Portfolio Management (Wiley ,1st Ed)
- 4- Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 5- Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 10th Ed)
- 6- William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall, 6th Ed).
- 7- Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education, 6th Ed)
- 8- Charles P. Jones, Investments Analysis and Management, (John Wiley & Sons, 13th Ed)
- 9- Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 9/e, John Wiley & Sons, 2001. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, 5/e, Tata McGraw-Hill, New Delhi, 2002.

MBA : FM02 Corporate Tax Laws and Planning

COURSE OBJECTIVE:

- The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian
- Acquaint about the relevance of direct and indirect taxes in taking business decisions.
- A broad understanding or role of taxation in economic and industrial development of an economy
- A student of taxation will have to make a detailed study of tax policy and tax in India.

Unit I Introduction

Definition of Tax, Type of taxes, Canons of Taxes, Theories of taxes.

Corporate income tax: specific words, Residential status and tax incidence exempted income, Deductions.

Unit II Heads Of Income

Heads of Income – Related to Company: Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources., Clubbing of incomes.

Unit III Corporate Tax

Computation of taxable income, Carry-forward and set-off of losses for companies Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds.

Unit IV Indirect Taxes

Goods and Service Taxes Act, 2017, Custom Duty Act, 1948

Unit V

Tax planning regarding companies:

- 1- Forms of business organization: Sole trader Vs Partnership Firm, Sole trader Vs Company, Partnership Firm Vs Company
- 2- Financial decision: Capital structure Decision, Make or Buy decision, Repair or Purchase Decision, Continue or Shutdown.

Text Books :

1. Dr. S.K. Shukla-Direct tax law and account with tax planning, Royal publication lucknow.
2. Dr. Vinod K. Singhania& Dr. Monica Singhania Students Guide to Income Tax (Taxmann Publication ,Latest Edition according to assessment year)
3. Dr.B.K. Agarwal& Dr. Rajeev Agarwal Tax Planning and Management(NirupamPublication,Latest Edition according to assessment year)
4. Paolo M. Panteghini Corporate Taxation in a Dynamic World (Springer, Latest Edition)
5. GirishAhuja& Ravi Gupta Direct Tax Laws & Practice (Bharat Law House, Latest Edition)
6. Datey V.S. - Indirect Taxes – Law & Practice (Taxman ,Latest Edition) 6.E. A. Srinivas Corporate Tax Planning(Tata McGraw Hill, Latest Edition)

Recommended Books & Journals :

1. Dr.Vinod K. Singhania& Dr. KapilSinghania Students Guide to Income Tax (TaxmannPublication ,Latest Edition)
2. Parthasarathy Corporate Governance: Principles, Mechanisms & Practice (Wiley, Latest Edition)
3. H. P. Ranina Corporate Taxation (Orient Law House, Latest Edition) 4.Balachandran- Indirect Taxes (PHI, Latest Edition)
4. .Income Tax Reports, Company Law institute of India PvtLtd(Chennai Latest Edition)
5. 6Taxman, Taxman Allied Serives Pvt Ltd.(New Delhi Latest Edition)

MBA : IB01 INTERNATIONAL MARKETING

COURSE OBJECTIVES:

- Provide understanding of the decision variables a marketing manager may use in an international marketing environment.
- To gain experience in developing international marketing strategies.
- Provide understanding of product and pricing decisions appropriate for international market.
- Develop the basic skills needed to develop an international marketing communications plan and strategy,
- Provide opportunities for practical implementation of the relevant concepts through analysing a variety of international business scenarios.

UNIT I

Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process , EPRG framework an overview: influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment;

UNIT II

International Marketing Research Introduction, Concept of Marketing Research, Need for Marketing Research, Approach to Marketing Research, Scope of International Marketing Research, International Marketing Research Process, market surveys, marketing information system International market segmentation, International positioning strategies, International marketing strategies International Market Entry Strategies Introduction, Different Entry Modes and Market Entry Strategies, joint Ventures, Strategic Alliances, Direct Investment, Manufacturing and Franchising.

UNIT III

International Product Policy and Planning Introduction, Product Planning in International Markets, Packaging and Labelling, International Product Life Cycle, Branding decisions in international markets: standardization vs Adaptation , Protecting brand names

Unit IV

International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion, Counter Trade Legal and Ethical Issues in International Marketing Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business

Unit V

International Promotional Strategies Introduction, Communications Process, principles of communication, Status of Promotion, Promotion Appeals, Media Selection, Personal Selling, Public Relations and Publicity, Sales Promotion, advertising, e-marketing International e-tailing, concept and types, benefits, segmentation, pricing and promotional strategies in e-tailing.

Recommended Text Books:

1. Nargundkar- International Marketing (Excel Books)
2. Czinkota - International Marketing (Thompson, 8th Ed.)
3. Kotabe helson- International Marketing(Wiley, 6th Ed.)
4. Cateora Graham - International Marketing (TMH, 10th Ed.)
5. Siddiqui- International Marketing (Wiley Dreamtech)
6. Cherunilam F - International Trade and Export Management (Himalaya, 2007)

Recommended Books:

7. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

MBA : IB02 INTERNATIONAL LOGISTICS MANAGEMENT

COURSE OBJECTIVES:

- To gain a working understanding of logistics principles
- To introduce key activities performed by the logistics functions.
- To understand the aspects of shipping industry and freight system
- To understand the ports facilities and global air transportation.
- To understand the role and importance of information and communication technology in logistics management.

UNIT I

Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, International Logistics development, International trade logistics Chain, Shippers logistics requirement in trade

UNIT II

Structure of Shipping Industry , Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company, Shipping Formalities, Conference System, Chartering-Types, principles and practices; Charter party agreement, Transportation: Transport Fundamentals: Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out –sourcing.

UNIT III

Warehouse management, Inventory management Ocean freight rates: freight or tariff rates, freight surcharge, freight rebates. Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping intermediaries: customs broker, freight forwarders, shipping agents, stevedores.

Unit IV

Ports in India, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, benefits of Containerization, I.C.D/CFS. International Air transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

Unit V

Information and communication technology in logistics management, Reverse Logistics: Application area and activities involved. Internationalization of SCM. Integrated SCM: Concept, span and process of integrated SCM, Supply Chain performance measurement.

Recommended Books:

1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.
2. Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill
3. Johnson J, Wood D- Contemporary Logistics.
4. Reji Ismail- Logistic Management (ExcelBooks)
5. Dornier- Global Operation & Logistic Management (John Wiley)
6. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

MBA308- Summer Training Report: Evaluation and Viva-Voce

MBA 401- Research Report

MBA 402- Comprehensive Viva- Voce

MBA 403- GD, Presentation and Mock Interview

MBA 404 : MARKETING RESEARCH

FROM SWAYAM PORTAL

MBA : HR03 TRAINING AND DEVELOPMENT

Course Objective:

The course aims at exposing the learner to the Concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill- based exposure to the process of planning, organizing and implementing a training system.

Unit I

Introduction: Concepts and Rationale of Training and Development; Difference between Training & Development , overview of training and development systems; Training and development policies; linking training and development to company's strategy; Requisites of Effective Training .

Unit II

Training Needs Assessment (TNA): Meaning of TNA, Purpose and Methods of TNA, TNA at different levels, the Need Assessment Process – Organizational Analysis, Person Analysis, Task Analysis, Output of TNA.

Unit III

Learning Theories and Program Design: Introduction to learning, Learning Theories – Social Learning Theory, Goal Theory, Need Theory, Process of Learning, Consideration in designing effective training programs, organizational learning vs. learning organization.

Unit IV

Designing, Conducting & Evaluation of Training Program: Areas of training, Types of training, System's Approach to Training, Training Methods, Make or Buy Decision, Designing a training program, contents & scheduling, study material, selecting a trainer, deciding method of training, Costing & Training Budget, Types of Teaching Aids in Training, Training Evaluation & Methods of Training Evaluation.

Unit V

Executive Development: Importance of Executive Development, Steps in the organization of a management Development Program/ Executive Development Program, Methods/ Techniques of Management Development Program, Training & Development in Indian Industry.

Recommended Books:

1. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill, 5th Edition, 2012.
2. Rao VSP, Human Resource Management, Excel Books Publication, 3rd Edition. 2013.
3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.
4. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd.
5. Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods, Routledge.
6. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

MBA : HR04 NEGOTIATION AND CONFLICT MANAGEMENT

Course Objective:

To familiarize the learners with the dynamics of collective bargaining in the industrial relations environment in the country and to impart them relevant skills in effective negotiations so as to help in managing unions effectively. .

Unit I

Conflict: Meaning and Source of Conflict, Types of conflict, patterns, levels and traditional and modern approaches to conflict; Functional and dysfunctional conflicts; Conflict Process.

Unit II

Dealing with Conflict: Four myths about conflict, Team Conflict, Understanding individual styles for handling Inter Personal Conflict, Cross – Cultural differences in Approaches to Conflict.

Unit III

The Negotiation Process – Gaining leverage through power & persuasion:

Elements of Negotiation, Multiparty Negotiations, Stages of Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations, Types, strategies and tactics in negotiation. Bargaining & Negotiation. Conciliation, Arbitration; Principles of persuasion; Persuasion Strategy and its effectiveness.

Unit IV

Negotiation Skills for Effectiveness: Need for developing Negotiation skills, Breakdown of Negotiation: Causes and Consequences; Third Party Intervention, Impasse and Alternative Dispute Resolution (ADR), What causes Impasse and Intractable Negotiations, characteristics that make a Negotiation more intractable, Effective Negotiation: Mutual Trust and Understanding; Challenges for effective negotiators..

Unit V

The influence of culture and gender on negotiations: Understanding cultural differences in negotiation, Gender issues in negotiations; role of cross-cultural differences in Negotiations; Seven pillars to negotiation wisdom. International Negotiations, Best practices in negotiations. Skills Ability to identify and apply the knowledge of subject practically in real life situations.

Recommended books:

1. Carrell. R. Michael & Heavrin Christina Heavrin, Negotiating Essentials: Theory, Skills, and Practices, Pearson Education New Delhi, 2008
2. Lewicki J. Roy, Saunders M. David, Berry Bruce, Negotiation, Mc Graw Hill, 5th Edition, 2011.
3. Cohen, S. Negotiating Skills for Managers. McGraw Hill Professional
4. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, Tata Mc Graw Hill.
5. Udai Pareek: Understanding Organizational Behaviour, Oxford Press

Websites:

<http://www.skillsyouneed.com/ips/negotiation.html>
<http://www.skillsyouneed.com/ips/conflict-resolution.html>

MBA: MK03 MARKETING OF SERVICES

Course Objective :

The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

UNIT-I

Nature & Scope: Concept of services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Service Marketing (Micro as well as Macro).

UNIT-II

Understanding Customers: Concept of CRM, Relationship management in practice, Segmenting, Targeting & positioning various services.

UNIT-III

Product, Product differentiation, product levels

Pricing of services- pricing concepts, pricing strategies for services, use of differential pricing. **Place-** Service distribution, components of service delivery system, potential management, problems associated with services delivery.

UNIT-IV

Promotion- Advertising, Sales Promotion & Personal Selling in service industry.

People- Importance of people in service marketing. role of various people involved.

Physical Evidence-concept of Physical Evidence, importance, types of Physical Evidence in various services

Process-concept, types of process, Role of process in various services **UNIT-V**

Service Models- Service quality Gap Model, Gronross Model of service quality (Internal marketing, external marketing and Interactive marketing). Challenges in Marketing of services

Application of Service Marketing to Hospitals, Educational Institutions, Tourism Industry.

Recommended books:

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

MBA: MK04 DIGITAL MARKETING

Course Objectives:

- To help students understand digital marketing practices, inclination of digital consumers and role of content marketing.
- To provide understanding of the concept of E-commerce and developing marketing strategies in the virtual world.
- To impart learning on various digital channels and how to acquire and engage consumers online.
- To provide insights on building organizational competency by way of digital marketing practices and cost considerations.
- To develop understanding of the latest digital practices for marketing and promotion.

Unit 1

Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, the modern digital consumer and new consumer's digital journey, Marketing strategies for the digital world - latest practices.

Unit II

E-Commerce and Internet Marketing: Introduction to E-marketing, online marketing-mix, online consumer, customer relationship management in the virtual world, online branding, traffic building and E-commerce, Managing content in a digital age – content planning and writing, Consumer buying behavior in the digital-age, and factors affecting consumer behavior.

Unit III

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

Unit IV

Designing Organization for Digital Success: Digital transformation, digital leadership principles, online P.R. and reputation management, ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies

Unit V

Digital Innovation and Trends: The contemporary digital revolution, digital transformation framework; security and privatization issues with digital marketing Understanding trends in digital marketing – Indian and global context, online communities and co-creation, future of marketing gratification and apps.

Recommended books:

- 1- Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
- 2- Eric Greenberg, and Kates, Alexander; Strategic Digital Marketing: Top Digital Experts Share the Formula for Tangible Returns on Your Marketing Investment; McGraw-Hill Professional (October, 2013).
- 3- David Whiteley; E-Commerce: Strategy, Technologies and Applications, Mcgraw Hill Education.
- 4- Menon, Arpita; Media Planning and Buying; McGraw Hill (1st Edition, 2010)
- 5- Arnold, George; Media Writer's Handbook: A Guide to Common Writing and Editing Problems; McGraw-Hill Education; (5th edition, 2008)
- 6- Ryan, Damian; Understanding Digital Marketing: marketing strategies for engaging the digital generation; Kogan Page (3rd Edition, 2014).

MBA: FM03 WORKING CAPITAL MANAGEMENT

Course Objectives:

- To have a basic understanding of the concept and importance of sound working capital strategies of a firm.
- To have an understanding of the impact of working capital policies relating to Cash management, inventory and receivables management on firm's profitability.
- To gain an insight into the sources of working capital financing.

Unit- I Introduction to Working Capital

Nature, Scope and Definition of Working Capital, Types of working Capital, Determinants of working capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement,

Unit - II Management of Cash and Marketable Securities

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, Lock Box system and concentration banking, compensating balances

Unit - III Management of Receivables)

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

Unit - IV Inventory Management

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory,

Unit - V Working Capital Financing

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit Analysis, Alternative strategies for financing: Working capital: Commercial papers, Certificates of deposit, factoring, secured loans, etc; Pattern and sources of Working Capital, Financing in India with reference to Government policies.

Recommended books:

- 1- Bhalla V.K - Working Capital management, Text and cases, Anmol Publication, Delhi , 11th edition
- 2- Rangrajan - Working Capital management, Excel Books
- 3- Bhattacharya – Working Capital management , 2e, PHI
- 4- Periasamy - Working Capital Management –Theory & Practice, Himalaya
- 5- Rustagi - Working capital Management, Taxmann
- 6- Sharma - Working Capital Management ,Himalaya publication

MBA: FM04 FINANCIAL DERIVATIVES

Course Objective:

- To make students aware of different types of Derivatives
- To develop an understanding amongst students of financial derivatives and associated regulatory framework
- To have an understanding of the derivative tools such as options, futures and their application to hedging.

Unit – I

Introduction to derivatives market; Definition, Evolution and features of Derivatives, Types of Derivatives, Forward , futures and options market, Forward market transactions , Forward contracts , Forward market in India , Hedging with forwards.

Unit – II

Forwards and Futures: Forward Contract, features of forward contracts Futures contract , types , functions , distinction between futures and forward , pricing of futures contract, Currency Futures ,

Unit III

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

Unit – IV

Options , Hedging with Currency Options , Speculation and Arbitrage with Options ,Pricing Options , General Principles of Pricing , Black Schools option pricing Model Index Options , Hedging with Index Options Use of different option strategies to mitigate the risk

Unit – V

Swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps Interest Rate Futures, Forward Rate Agreement

Recommended books:

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

Websites:

1. www.bseindia.com
2. www.nseindia.com
3. www.sebi.com
4. www.careratings.com
5. www.crisil.com
6. www.icraindia.com
7. www.capitalmarket.com

MBA: IB03 EXPORT IMPORT DOCUMENTATION

Course Objectives:

- The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management
- To promote basic understanding on the concepts of export and import; documentations to enable them to realize the impact of documentations.

Unit I

Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports, Registration – IEC, RCMC, EPC, & Central Excise. (*BCMC changed to RCMC*) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

Unit II

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

Unit III

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, Excise clearance Benefit / Rebate, Income Tax Benefit , (*IPRS is discontinued*), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

Unit IV

The organization of exports –imports firms and business planning, planning of export/import operations, Import procedures Overview of various export promotion schemes Duty Drawback-Advance License, (*Replenishment Licenses, Special Interest License is discontinued*), Remission Scheme, DEPB Scheme

Unit V

Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

Recommended Books:

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. A Guide on Export Policy Procedure & Documentation– Mahajan
4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor

MBA : IB04 CROSS-CULTURAL MANAGEMENT

Course Objectives:

- To consider the nature of intercultural communication
- To learn to think across cultural differences
- To experiment with different ways of acting in cross-cultural situations
- To reflect on the cultural foundations of economic systems and of organizational practices

Unit I Introduction

Understanding culture: Values, world views and socio-cultural systems what is culture and why is it important? How do people react to cultural differences?

Can we measure or graph cultural differences? Is it possible to change a culture? If so! how? What does culture have to do with business? Ways of describing cultural differences Going International, (Assignment): Come to class with an idea for discussion.

Unit II Cultural diversity and multicultural teams:

The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication, , Kohlberg, Malcolm X, and Martin Luther King Jr, Are some societies better than others?, Relativism vs. development, Respect cultural differences vs. stages of development, The possibility of an international subculture.

Unit III Conflict and negotiation:

Gender differences, Gender, multi -ethnicity, religion, geography Body language, the culture of poverty, Hofstadter's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies.

Unit IV: Cultural diversity and multicultural teams

National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams Participatory Strategic Planning and the Technology of Participation Change in corporate culture: the example of quality improvement.

Unit V Culture and ethics

Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices with respect to Japan, European countries, US, China, corporate social responsibility in MNC's , The McDonald's Corporation.

Recommended Books:

1. Cross culture management by Ms Shobhana Madhavan, Oxford University Press, 2011.
2. Eastern and Cross Culture Management by N K Singh, Springer.
3. Cross Cultural Management by Tarun Patel.
4. The Cultural Map by Erin Meyer