

Study & Evaluation Scheme

Of

Master of Business Administration

[Applicable w.e.f. Academic Session 2017-18 till revised]



TEERTHANKER MAHAVEER UNIVERSITY

N.H.-24, Delhi Road, Moradabad, Uttar Pradesh-244001

Website: www.tmu.ac.in



Study & Evaluation Scheme

Program: MBA

Semester I

S.N	Course	Subject	Periods			Credit	Evaluation Scheme		
	Code		L	T	P		Internal	External	Total
1	MBA101	Principles of Management	4	0	0	4	40	60	100
2	MBA131	Computer Fundamentals, Internet, & MS-Office	3	1	0	4	40	60	100
3	MBA103	Managerial Economics	4	0	0	4	40	60	100
4	MBA199	English Communication & Soft Skills-I	3	0	2	4	50	50	100
5	MBA106	Financial Accounting	3	2	0	4	40	60	100
6	MBA116/ MBA205	Human Resource Management	4	0	0	4	40	60	100
7	MBA151	Computer Fundamental (practical)	0	0	4	2	50	50	100
Total			21	3	6	26	300	400	700

Semester II

S.N	Course	Subject	Periods			Credit	Evaluation Scheme		
	Code		L	T	P		Internal	External	Total
1	MBA201	Marketing Management	4	0	0	4	40	60	100
2	MBA202	Business Research	4	0	0	4	40	60	100
3	MBA203	Production and Operations Management	4	0	0	4	40	60	100
4	MBA206	Cost and Management Accounting	4	0	0	4	40	60	100
5	MBA216/ MBA104	Business Statistics	4	0	0	4	40	60	100
6	MBA217/ MBA107	Business Environment	4	0	0	4	40	60	100
7	MBA218/ MBA108	Organizational Behaviour	4	0	0	4	40	60	100
8	MBA251	Comprehensive Viva-Voce	0	0	0	4	50	50	100
9	MBA299	English Communication & Soft Skills- II	3	0	2	4	50	50	100
Total			31	0	2	36	380	520	900




Semester III

S.N	Course	Subject	Periods			Credit	Evaluation Scheme		
	Code		L	T	P		Internal	External	Total
1	MBA301	Management Information System	4	0	0	4	40	60	100
2	MBA302	Entrepreneurship Development	4	0	0	4	40	60	100
3	MBA399	Corporate Communication	3	0	2	4	50	50	100
4	MBA311/ MBA204	Operations Research	4	0	0	4	40	60	100
5		Specialization Group -1 (Major) Elective -1	4	0	0	4	40	60	100
6		Specialization Group -1 (Major) Elective -2	4	0	0	4	40	60	100
7		Specialization Group -1 (Major) Elective -3	4	0	0	4	40	60	100
8		Specialization Group -2 (Minor) Elective -1	4	0	0	4	40	60	100
9	MBA351	Summer Training Report	0	0	0	4	50	50	100
		Total	31	0	2	36	380	520	900

Electives

Retail	Marketing	Finance	IB	HR	EVENT
(Major) Elective 1					
MBR301 (Retail Management)	MBM301 (Consumer Behaviour and Advertising Management)	MBF301 (Financial Management)	MBI301 (International Business Management)	MBH301 (Performance and Compensation Management)	MBE301 (Event Management)
(Major) Elective 2					
MBR302 (Customer Relationship Management)	MBM302 (Brand Management)	MBF302 (Income Tax Law and Practice)	MBI302 (Export, Import- Policy and Documentation)	MBH302 (Team building, Training and Development)	MBE302 (Public Relations)
(Major) Elective 3					
MBR303 (Brand Management)	MBM303 (Service Marketing)	MBF303 (Security and Investment Analysis)	MBI303 (International Tendering and Commodity Trading)	MBH303 (Human Resource Development)	MBE303 (Service Marketing)
(Minor) Elective 1					
MBR301 (Retail Management)	MBM301 (Consumer Behaviour and Advertising Management)	MBF301 (Financial Management)	MBI301 (International Business Management)	MBH301 (Performance and Compensation Management)	MBE301 (Event Management)




Semester IV

S.N	Course	Subject	Periods			Credit	Evaluation Scheme		
	Code		L	T	P		Internal	External	Total
1	MBA401	Strategic Management	4	0	0	4	40	60	100
2	MBA402	Supply Chain Management	3	2	0	4	40	60	100
3	MBA403	Total Quality Management	3	2	0	4	40	60	100
4		Specialization Group -1 (Major)	4	0	0	4	40	60	100
5		Elective -4	4	0	0	4	40	60	100
6	MBA451	Specialization Group -2 (Minor)	4	0	0	4	40	60	100
7	MBA452	Elective -2	4	0	0	4	40	60	100
8	MBA499	Dissertation (Based on Market Survey)	0	2	3	4	50	50	100
		Comprehensive Viva	0	0	0	4	50	50	100
		Personality Development & Communication	3	0	2	4	50	50	100
Total			21	6	5	32	350	450	800

Electives

Retail	Marketing	Finance	IB	HR	EVENT
Elective 5 (Major 4)					
MBR401 (Store and Warehousing Management)	MBM401 (Rural and Industrial Marketing)	MBF401 (International Financial Management)	MBI401 (Forex Management)	MBH401 (Industrial and Labour Laws)	MBE401 (Media Management)
Elective 6 (Minor 2)					
MBR402 (Customer Relationship Management)	MBM402 (Brand. Management)	MBF402 (Income Tax Law and Practice)	MBI402 (Export, Import- Policy and Documentation)	MBH402 (Team building, Training and Development)	MBE401 (Media Management)

Note:-

L – Lecture

1L=1 Hour

T- Tutorial

1T= 1 Hour

P- Practical

1P= 1 Hour

C-Credits

1C = 1 Hour of Theory Paper

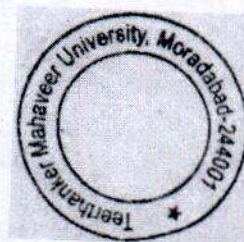
1C = 2 Hour of Practical / Tutorial



Study & Evaluation Scheme of

Master of Business Administration (General with Dual Specialization)

[Applicable w.e.f. Academic Session - 2019-20 till revised]
[As per CBCS guidelines given by UGC]



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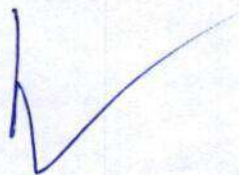
MBA Curriculum – Dual Specialization

MBA-Semester I

S. N	Category	Course Code	Course		Periods			Credit	Evaluation Scheme		
					L	T	P		Internal	External	Total
1	CC-1	MBACC101	Management Concepts & Practices		3	0	0	3	40	60	100
2	CC-2	MBACC102	Accounting for Managers		2	1	0	3	40	60	100
3	CC-3	MBACC103	Business Environment		3	0	0	3	40	60	100
4	CC-4	MBACC104	Organizational Behaviour		3	0	0	3	40	60	100
5	AECC-1	MBAAE101	Business Communication		2	0	0	2	40	60	100
6	AECC-2	MBAAE102	Human Values & Professional Ethics		2	0	0	2	40	60	100
7	SEC-1	MBASE101	Computer Fundamentals & Information Systems		2	0	2	3	40	60	100
7	GEC-1		Generic Elective Courses:	Elective-1	3	0	0	3	40	60	100
8	GEC-2			Elective-2	3	0	0	3	40	60	100
Total					23	1	2	25	360	540	900

Value added course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

VAC-1	TMUPS-101	Managing Self (Audit Course) *No Credits	2*	1*	0	0	50	50	100
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MBA-Semester II

S.N	Category	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	CC-5	MBACC201	Marketing Management	3	0	0	3	40	60	100
2	CC-6	MBACC202	Financial Management	2	1	0	3	40	60	100
3	CC-7	MBACC203	Human Resource Management	3	0	0	3	40	60	100
4	CC-8	MBACC204	Production and Operations Management	2	1	0	3	40	60	100
5	AECC-3	MBAAE201	Managerial Communication	2	0	0	2	40	60	100
6	SEC-2	MBASE201	Business Research Methods	2	0	2	3	40	60	100
7	GEC-3		Generic Elective Courses:	3	0	0	3	40	60	100
8	GEC-4			3	0	0	3	40	60	100
9	Viva-Voce	MBAVV251	Comprehensive Viva	0	0	0	6	50	50	100
Total				20	2	2	29	370	530	900

Value added audit course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI										
VAAC-2	TMUPS-201	Managing Work and Others (Audit Course) *No Credits	2*	1*	0	0	50	50	100	
VAAC-3	TMUPA203	Analytical Reasoning (Audit Course) *No Credits	2*	1*	0	0	40	60	100	

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MBA-Semester III

S. N	Category	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Internal	External	Total
1	CC-9	MBACC301	Strategic Management	3	0	0	3	40	60	100
2	CC-10	MBACC302	International Business Management	3	0	0	3	40	60	100
3	CC-11	MBACC303	Project Management	2	1	0	3	40	60	100
Specialization I										
4	DSEC-1	Select any 2 courses offered and 1 MOOC from the chosen specialization	Elective – 1	3	0	0	3	40	60	100
5	DSEC-2		Elective – 2	3	0	0	3	40	60	100
6	DSEM-1		Elective – 3 (MOOC)	3	0	0	3	40	60	100
Specialization II										
7	DSEC-3	Select any 2 courses offered and 1 MOOC from the chosen specialization	Elective – 1	3	0	0	3	40	60	100
8	DSEC-4		Elective – 2	3	0	0	3	40	60	100
9	DSEM-2		Elective – 3 (MOOC)	3	0	0	3	40	60	100
10	Viva Voce	MBAVV351	Summer Internship Report Evaluation	0	0	0	6	50	50	100
Total				26	1	0	33	410	590	1000

Value added audit course: Students have to secure 45% marks for passing this course. The marks of this course will not be added while calculating overall CGPI

VAAC-4	TMUPA303	Modern Algebra & Data Management (Audit Course) *No Credits	2*	1*	0	0	40	60	100
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MBA-Semester IV

S. N	Category	Course Code	Course	Periods			Credit	Evaluation Scheme		
				L	T	P		Inter nal	Exter nal	Total
Specialization I										
1	DSEC-5	Select any 1 course offered and 1 MOOC from the chosen specialization	Elective – 4	3	0	0	3	40	60	100
2	DSEM-3		Elective – 5 (MOOC)	3	0	0	3	40	60	100
Specialization II										
3	DSEC-6	Select any 1 course offered and 1 MOOC from the chosen specialization	Elective – 4	3	0	0	3	40	60	100
4	DSEM-4		Elective – 5 (MOOC)	3	0	0	3	40	60	100
5	Viva-Voce	MBAVV451	Dissertation Report Evaluation (Based on OJT /Start-up Engagements/ Family Business Exposure)	0	0	18	9	50	50	100
Total				12	0	18	21	210	290	500

ELECTIVE COURSES OFFERED

Generic Elective Courses (GEC)

S.No	Code	Course	L	T	P	Credit
Semester I (Any two)						
1	MBAGE101	Managerial Economics	3	0	0	3
2	MBAGE102	Quantitative Techniques for Managers	3	0	0	3
3	MBAGE103	Operations Research	3	0	0	3
Semester II(Any two)						
4	MBAGE201	Legal Aspects of Business	3	0	0	3
5	MBAGE202	Entrepreneurship Development	3	0	0	3
6	MBAGE203	Management of Intellectual Property Rights	3	0	0	3



Discipline Specific Elective Courses (DSEC) - Dual Specializations

Marketing					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
S. No	Course Code	Course Title	S. No	Course Code	Course Title
1.	MBAM301	Consumer Behaviour	1.	MBAM401	Service Marketing
2.	MBAM302	Sales and Distribution Management	2.	MBAM402	Digital Marketing
3.	MBAM303	Brand Management	3.	MBAM403	Customer Relationship Management
4.	MBAM304	Rural Marketing	4.	MBAM404	Personal Selling Management
5.	MBAM305	Advertisement Management	5.	MBAM405	MOOC decided and identified from the platform prescribed by the College and University
6.	MBAM306	Retail Management			
7.	MBAM307	MOOC decided and identified from the platform prescribed by the College and University			
Finance					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
1.	MBAF301	Security Analysis and Portfolio Management	1.	MBAF401	Mergers and Acquisitions
2.	MBAF302	Financial Markets and Services	2.	MBAF402	Goods and Services Tax
3.	MBAF303	Income Tax Law and Practice	3.	MBAF403	Behavioral Finance
4.	MBAF304	Financial Modeling using Excel	4.	MBAF404	Business Analysis and Valuation
5.	MBAF305	Financial Derivatives	5.	MBAF405	MOOC decided and identified from the platform prescribed by the College and University
6.	MBAF306	International Financial Management			
7.	MBAF307	MOOC decided and identified from the platform prescribed by the College and University			



Human Resource Management					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
1.	MBAH301	Human Resource Planning & Management	1.	MBAH401	Performance and Compensation Management
2.	MBAH302	Organizational Change and Organizational Development	2.	MBAH402	Negotiation & Conflict Management
3.	MBAH303	Industrial and Labour Laws	3.	MBAH403	Global Human Resource Management
4.	MBAH304	Strategic Human Resource Management	4.	MBAH404	Training & Development
5.	MBAH305	Cross Cultural Management	5.	MBAH405	MOOC decided and identified from the platform prescribed by the College and University
6.	MBAH306	Employee Relations Management			
7.	MBAH307	MOOC decided and identified from the platform prescribed by the College and University			
International Business					
Courses offered in III Semester (To choose any three courses)			Courses offered in IV Semester (To choose any two courses)		
1.	MBAI301	International Business Environment	1.	MBAI401	International Trade Practices and Procedures
2.	MBAI302	International Marketing	2.	MBAI402	Global Logistics and Supply Chain Management
3.	MBAI303	Export – Import procedure and Documentation	3.	MBAI403	International Marketing Research
4.	MBAI304	Global Business Ethics	4.	MBAI404	Global Strategic Management
5.	MBAI305	Regulatory Framework for International Trade	5.	MBAI405	MOOC decided and identified from the platform prescribed by the College and University
6.	MBAI306	International Financial System			
7.	MBAI307	MOOC decided and identified from the platform prescribed by the College and University			



New Course
Added

Course Code: MBAAE201	Ability Enhancement Compulsory Course -3 MBA- Semester-II Managerial Communication	L-2 T-0 P-0 C-2
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of oral & written communication to be used in a business organization.	
CO2.	Understanding fundamentals of business letter writing and written communication within organization and develop skills for effective business letters.	
CO3.	Understanding the importance of assertive communication and develop skills to communicate in real life.	
CO4.	Developing skills to demonstrate effective oral (face to face groups) communication at workplace & in different cultural situations.	
CO5.	Preparing a written report in different formats, employment letters and resume.	
Course Content:		
Unit-1:	Oral Communication: Meaning and importance of oral communication, Principles of successful oral communication, Barriers to effective oral communication, Three aspects of oral communication- Conversing, Listening and Body Language, Intercultural Oral Communication, Oral Communication & Electronic Media- Phones, Voice Mail, Conference Calls, Cell Phones, Video Conferencing. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
Unit-2:	Official and Business Communication: Modern Technology Communication tools, Forms of official correspondence, Parts of an official letter, Drafting of- Circular, Memos, Press Note, E-mail, Notice, Agenda, Minutes of meeting, Importance of written business correspondence. Forms of business letters, Structure of business letter, Types of business letter- Sales letters, Credit letters, Letter of inquiry, Letters of Quotation, Letters of order, Letters of Complaint, Letter of adjustment. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
Unit-3:	Employment Communication: Drafting a Cover letter or Job Application Letter, Drafting of - Bio-Data, Resume/ C.V., Relationship between a resume and an application letter, Types of resume, Guideline for preparing a good resume. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
Unit-4:	Assertive Communication: Importance & characteristics of assertive communication, difference between Passive, Aggressive & Assertive, 3 Cs of Assertive Communication, Assertive Communication Styles.	4 Hours



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	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Report Writing: Introduction, The importance of reports, Types of reports - Short Report & Long Report, Special features of a report, Guideline for preparing a report, Organization of a report. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Kaul, Asha, Effective Business Communication, PHI, New Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Chaturvedi, P.D., and MukeshChaturvedi, Business Communication, Pearson Education. • Lesikar, Petit &Lesikar's, Basic Business, McGrawHill. • Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. • Malti Agarwal, Professional Communication, Krishna Publication. • Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. • Sehgal M.K. &Khetrapal V., Business Communication – Excel Books. • Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. • Bahl, Sushil, Business communication today, Response books, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	

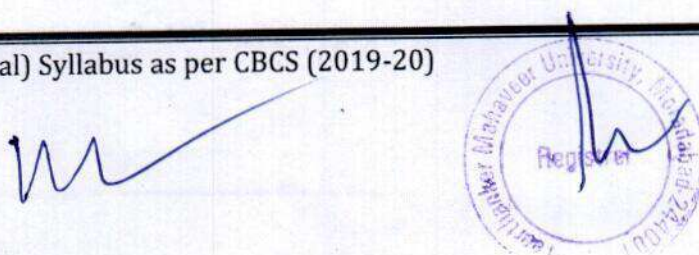


New course
Added,

Course Code MBASE201	Skill Enhancement Course -2 MBA- Semester-II Business Research Methods	L-2 T-0 P-2 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding terms, concept, research process (methodology) & Methods related to hypothesis, research design, sampling tools, data collecting and data analysis.	
CO2.	Understanding and applying SPSS tools for data analysis.	
CO3.	Analyzing research questions, literature, research situation and data using statistical tools.	
CO4.	Writing a research report and research paper	
CO5.	Deciding research objective, hypothesis, sample size & type of data collection and analysis techniques.	
CO6.	Developing a research plan based on scientific methods & logic.	
Course Content:		
Unit-1:	Introduction: Concept of Research and Its Application in Various Functions of Management,Types of Research, Types of Business Problems encountered by the researcher, Problems andPrecautions to the Researchers. Process of Research: Involved in Research Process. Research Design: Various Methodsof Research Design. Sampling Error, Sample Size, Non-Response. Characteristics of a good sample,Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Non-Probability Sample – Judgment,Convenience, Quota methods. Determining size of the sample -Practical considerations in sampling and sample size.	6 Hours
Unit-2:	Types of Data: Secondary and Primary, Various Methods Primary data collection- Observation method, Questionnaire Construction, Personal Interviews,Telephonic Interview, Email/Internet survey, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions. Literature review: types and sources.	6 Hours
Unit-3:	Measures of Central Tendency: Mean, Median & Mode; Dispersion: Standard Deviation: Correlation: Karl Pearson Coefficient and spearman rank method; Regression: lines and its equations.	6 Hours
Unit-4:	Classification of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Levels of measurement – Nominal, Ordinal, Interval, Ratio.	6 Hours
Unit-5:	Analysis of Data and Report Preparation: Hypothesis: formulation and testing (t-test, Z-test, F-test and Chi-square	6 Hours



	test); Analysis of Variance (ANOVA).Types and Layout of Research Report, Precautions in Preparing the research Report. Bibliography and Annexure in the Report: Their Significance, DrawingConclusions, Suggestions and Recommendations to the Concerned Persons. Use of SPSS in Data Analysis.	
Text Books:	<ul style="list-style-type: none"> • Cooper & Schindler, Business Research Methods, McGraw Hill. • Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay. 	
Reference Books:	<ul style="list-style-type: none"> • Malhotra Naresh K., Marketing Research, Pearson Education. • Gravetter, Research Method for Behavioral Sciences, Cengage Learning. • Beri G.C., Marketing Research, McGraw Hill. • Kothari C.R., Research Methodology Methods and Techniques, New Age International Publishers. • Saunders. Research Methods for Business students, Pearson Education. <p>* Latest editions of all the suggested books are recommended.</p>	



Course Code: MBAGE201	Generic Elective Course -4 MBA- Semester-II Legal Aspects of Business	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding and describing important provisions and elements of Indian Contract act 1872 and their practical applicability in business.	
CO2.	Understanding and analyzing different types of agreements and contracts in business life.	
CO3.	Understanding and analyzing special contracts like Indemnity and Guarantee, Bailment and Pledge.	
CO4.	Understanding key provisions of Sale of Goods Act1930, Indian Contract Act 1872 and negotiable instrument act.	
CO5.	Developing a hypothetical contract between two parties and sale agreement making.	
Course Content:		
Unit-1:	Indian Contract Act 1872: Contract: Meaning, Characteristics and Kinds; Essentials of valid contract; Offer and acceptance: Valid offer, Acceptance, Communication of offer and acceptance, Revocation of offer and acceptance, Lapse of an offer; Capacity of Parties: Who is Competent to contract, Position of Agreements with a Minor, Position of persons of Unsound Mind, Persons disqualified by Law; Consideration: Meaning, Essential Elements of Valid Consideration, Stranger to Contract, Contract without Consideration; Free Consent: Meaning of Consent, Meaning of Free Consent, Meaning Coercion and its effect, Meaning of Undue influence and its effects, Meaning of Fraud and its effects, Meaning of Misrepresentation and its effects and Meaning of Mistake and its effects; Legality of Object and Consideration: Circumstances under which the objects or consideration is deemed to be unlawful, Illegal agreements, Void Agreements if consideration or objects Unlawful in part, Agreement opposed to public policy. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Void Agreement: Meaning of Void Agreements, Agreements in restraint of marriage, trade & legal proceedings, Uncertain Agreements, Wagering Agreements, Distinction between contracts of insurance and wagering agreements, Agreements Contingent on Impossible Events, Agreements to do Impossible Acts, Restitution; Contingents Contract: Meaning, Essential Features and Rules; Performance of a Contracts: Meaning and Types; Discharge of Contracts: Meaning and Modes; Remedies for Breach of Contracts: Meaning, Anticipatory, Actual Breach of Contracts, and Remedies; Quasi – contracts: Meaning and Features; Special Contracts: Contract of Indemnity and Guarantee: Introduction, Contract of	6 Hours



	<p>Indemnity, Contracts of Guarantee, Extent of Surety's Liability, Kinds of Guarantee, Rights of Surety, Discharge of Surety.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
Unit-3:	<p>Contract of Bailment and Pledge: Meaning, Kinds, Duties & Rights of Bailer, Duties & Rights of Bailee; Lien- Meaning & Types; Finder of Goods- Meaning and Rights; Termination of Bailment: Pledge- Meaning of pledge, pledger & pledgee, Rights & duties of pledge, pledger & pledgee; Contract of Agency: Meaning, Creation of Agency, Termination of Agency, Irrevocable Agency; Agent- Meaning, Who may be Agent, Agent vs. Servant, Agent vs. Independent Contractor, classification of Agents, Extent of Agent Authority, Delegation of Authority of Agent, Meaning & Appointment of Sub-Agent, Meaning of Substituted Agent, Rights and Duties of Agent, Principal- Meaning and Position of Principal.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>The Sales of Goods Act 1930: Meaning of Contract of sale, Essential Elements of Contract of Sale, difference between sale and agreement to sell, Conditions and warranties, transfer of ownership in goods including sale by non-owners, Unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer, Auction Sale – Meaning and Rules.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>The Negotiable Instruments Act, 1881: Negotiable Instruments- Meaning, Characteristics, Presumptions, Types, Promissory Note- Meaning and Characteristics, Bills of Exchange- Meaning and Essential Characteristics, acceptance- Meaning and Characteristics, Cheque- Meaning and Characteristics, , Crossing of Cheque, Holder and Holder in due course, Endorsement, Dishonor of Bill, Noting, Protesting and Hundies</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • N. D. Kapoor, Elements of mercantile Law, Sultan Chand and Company, India. • P. K. Goel, Business Law for Managers, Biztantatara Publishers, India. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, McGraw Hill. • Sharma, J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi. Sharma, J.P. and Sunaina Kanojia, Vyavsayik Sanniyam, Delhi University Hindi Cell. • Chandra Bose, Business Laws, PHI. • Bulchandani, Business Law for Management, Himalaya Publishing House. • Kumar, Legal Aspect of Business, Cengage Learning. • M.C. Kuchhal Business Legislation for Management, Vikas Publishing House. • Mazumdar, A.K. and Kapoor, G.K., Company Law and Practice, Taxman. 	



Course Code: MBAGE203	Generic Elective Course -6 MBA- Semester-II Management of Intellectual Property Rights	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of patent and copyright and other acts of IPR.	
CO2.	Understanding the information in patent documents which provide useful insights on novelty of their idea from state-of-the-art search.	
CO3.	Understanding the documentation process of applying the patent.	
CO4.	Analyzing the information in patent document which provide useful insights on the novelty of their idea from state-of-the-art search.	
CO5.	Developing new ideas or innovations which can be registered for patent.	
Course Content:		
Unit-1:	Concept of Property vis-à-vis Intellectual Property : Overview of Concept of Property and Theories of Property, Theories of Intellectual Property Rights, Intellectual Property as an Instrument of Development, Need for Protecting Intellectual Property-Policy Consideration National Perspectives and International demands. Types of Intellectual Property-Origin and Development-An Overview. Intellectual Property Rights as Human Right. Intellectual Property Rights in the Cyber World. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Patent Law : Introduction to Patent Law, Paris Convention, Patent Cooperation Treaty, WTO-TRIPS, Harmonization of CBD and TRIPS. Indian Patent Law -The Patents Act, 1970 , Amendments to the Patents Act, Patentable Subject Matter, Patentability Criteria, Procedure for Filing Patent Applications, Patent Granting Procedure, Revocation, Patent Infringement and Remedies , Relevant Provisions of the Biological Diversity Act, 2002 , Access and Benefit Sharing Issues. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Trademarks: Introduction to Trademarks , Need for Protection of Trademarks, Kinds of Trademarks, International Legal Instruments on Trademarks, Indian Trademarks Law, The Trade and Merchandise Marks Act, 1958 Trademarks Act, 1999, Procedural Requirements of Protection of Trademarks, Content of the Rights, Exhaustion of Rights , Assignment under Licensing, Infringement, Right of Goodwill, Passing Off , Domain Names and Effects of New Technology (Internet). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours



Unit-4:	Industrial Designs: Need for Protection of Industrial Designs, Subject Matter of Protection and Requirements, The Designs Act, 2000, Procedure for obtaining Design Protection, Revocation, Infringement and Remedies. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Role of International Institutions: World Intellectual Property Organization (WIPO), Function of WIPO, Membership of WIPO, Agreement between the WIPO and the WTO, Dispute Settlement-New Treaties. Commercialization of Intellectual Property Rights by Licensing, Determining Financial Value of Intellectual Property Rights, Negotiating Payments Terms in Intellectual Property Transaction. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Al-Ali, N. Comprehensive Intellectual Capital Management: Step-by-Step. John Wiley & Sons, Inc., Hoboken, New Jersey. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> Andriessen, D. Making Sense of Intellectual Capital. Designing a Method for the Valuation of Intangibles. Butterworth Heinemann. Stewart, T.A. Intellectual Capital: The New Wealth of Organizations, Nicholas Brealey, London. Sveiby, K.E..The New Organizational Wealth: Managing & Measuring Knowledge-Based Assets. Berrett-Koehler Publishers, San Francisco. Edvinsson, L. and Malone, M.S. Intellectual Capital: Realizing your company's true value by finding its hidden brainpower, Harper, New York. Low, J. and Kalafut, P.C. Invisible advantage: How Intangibles are Driving Business Performance, Perseus Publishing, and Cambridge. <p>* Latest editions of all the suggested books are recommended.</p>	



New course
Added

Course Code: MBACC303	Core Course -11 MBA- Semester-III Project Management	L-2 T-1 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of Project management, complex issues in project management, tools, techniques and their implications.	
CO2.	Understanding the concept and methods for project feasibility analysis and process involved in project planning to get the desired result out of proposed projects.	
CO3.	Applying the tools and techniques of resource allocation and cost estimation in a project execution.	
CO4.	Applying various methods for identifying the associated risks with the project and project control.	
CO5.	Applying computer related tools and techniques for project evaluation and review of project.	
CO6.	Develop strategies to identify, formulate, appraise, execute, monitor and control a project suitable to business environment.	
Course Content:		
Unit-1:	Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, Project life cycle, project appraisal, project contracting, the phases of system development life cycle. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling. Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts.	6 Hours



	<i>Numerical: PERT/CPM.</i>	
Unit-4:	Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods. Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Chandra, Prasanna, Projects: Planning Analysis, Selection, Implementation and Review, McGraw Hill, New Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> Clements and Gido, Effective Project Management, Thomson India. Gray and Larson, Project Management: The Managerial Process, MGH. John Nicholas, Project Management for Business and Technology: Principles and Practice by PHI –Eastern Economy. Bhaves, M Patel, Project Management, Vikas Publishing House, New Delhi. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi. Nijiru, Cyrus and Merna, Tony, Financing Infrastructure Projects, Thomas Telford, UK. <p>* Latest editions of all the suggested books are recommended.</p>	




New Course
Added

Course Code: MBAM301	Discipline Specific Elective Course -1	L-3 T-0 P-0 C-3
	Specialization- Marketing	
	MBA- Semester-III	
	Consumer Behaviour	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts and theories of consumer behavior, consumer behaviour models and their significance in business, and consumer decision-making processes.	
CO2.	Understanding the individual and group influences on consumer behavior and consumer decision making process.	
CO3.	Relating consumer behaviour theories, models and concepts to marketing decisions and understanding their implications.	
CO4.	Analyzing the environmental influences on consumer behavior and differentiating individual buying from industrial buying.	
CO5.	Applying most appropriate consumer behavior models and techniques for appropriate market solutions.	
Course Content:		
Unit-1:	Introduction to Consumer Behaviour: Nature and Importance of CB; Application of CB in Marketing; Consumer involvement; Consumer decision making processes; Purchase behavior and marketing implications. Consumer Research Process: Various methods and techniques of consumer research; New developments in the field of consumer research. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Individual Determinants of Consumer Behavior: Perception: Elements of Perception; Dynamics of Perception, Consumer Imagery Personality & Self Concept: Personality theories; Personality and understanding Consumer Diversity; Brand Personality; Self and Self-Image and its types. Motivation: Needs/Motives & Goals, dynamics; Motivation process; Types of Buying Motives, Buying Roles. Learning: Principals and theories of Learning. Attitudes: Structural model of attitude; attitude formation & change; Strategies for Changing Attitudes, Intentions& Behaviors. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Group Determinants of Consumer Behavior: Reference group influence: types of consumer relevant groups; factors affecting group influence; application of reference group concept. Family influence: Functions of family, family decision making; family life cycle (FLC). Opinion Leadership and personal influence: Role & types of opinion leader.	6 Hours

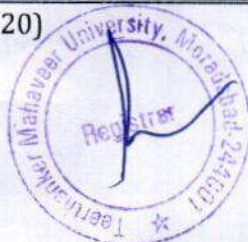


	Diffusion of Innovation: Adoption process, Diffusion process. <i>One relevant Case study/ Case let from the unit.</i>	
Unit-4:	Consumer Decision Making Process: Problem recognition, Information search and evaluation, Outlet selection and purchase; Post-purchase behavior, Customer Satisfaction and Customer Commitment. Models of CB: Traditional Models of Consumer Behaviour: Economic, Social & Psychological; Contemporary Models of Consumer Behaviour: Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input-Process-Output Model. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Environmental Influences on CB: Social class; Life style; Culture; Cross cultural understanding; Profile of Indian Consumers. Industrial Market & Consumer Behaviour: Meaning, Scope and Characteristics of Industrial buying; Factors affecting industrial buying, Industrial buying process. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Consumer Behaviour, Pearson. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Dr. S.L Gupta, Sumitra Pal, Consumer Behavior - An Indian perspective, Sultan Chand and Sons. • David L. Loudon & Albert J. Della Bitta, Consumer Behaviour, McGraw Hill. • Hawkins, Mothersbaugh, Consumer Behaviour, McGraw Hill. • Batra, Kazmi, Consumer Behaviour, Excel Books. • Suja R. Nair, Consumer Behavior - An Indian perspective, Himalaya Publishing House. • Paco Underhill, Why we Buy: The Science of Shopping, Simon and Schuster Paperbacks. <p>* Latest editions of all the suggested books are recommended.</p>	



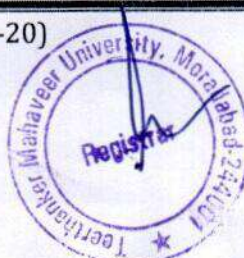
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New Course
Added

Course Code: MBACC101	Core Course – 1 MBA- Semester-I	L-3 T-0 P-0 C-3
Management Concepts & Practices		
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the role of a manager and its relations to the organization's mission.	
CO2.	Understanding key 'management' concepts, theories, philosophies, its evolution, basic functions and managerial skills.	
CO3.	Applying various management concepts, theories, philosophies functions for an effective management of business organization.	
CO4	Analyzing the influence of historical management thoughts on the current practice of management.	
CO5.	Assessing social responsibility and ethical issues involved in business situations and logically articulate company's position on such issues.	
Course Content:		
Unit-1:	Fundamentals of Management: Management: Concept, Nature and Importance; Managing: Art or Science; Management as a Profession; Management Vs. Administration; Levels of Management; Characteristics of Quality Managers; Evolution of Management; Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Planning: Types of Plans, Steps in Planning, Objectives, Management by objectives, Planning Premises; Strategies and Policies, Process of Planning, Barriers to Effective Planning, Key to Planning, Rational Decision Making, Limiting Factors, Selecting an alternative: three approaches, Decision Making under certainty, uncertainty and risk. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Organizing: Formal and Informal Organizations,, organization level and span of Management, The structure and process of organizing, Organization Structure: By function, by Geography, By customer group, by product, Matrix organization, Strategic Business Units, Virtual Organizations, Boundaryless organizations, Authority and Power, Line/Staff concept, Decentralization, Delegation. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Staffing and Directing: Concept, Selection process, Techniques and instruments, Appraisal Criteria, Training – On the job, internal / External Training, Directing: Concept,	6Hours



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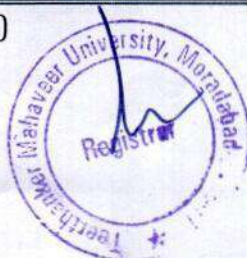
	Motivation, Maslow's Need Theory, ERG, Equity Theory, Job Enrichment, leadership concept, leadership behaviour and styles. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Controlling: Concept, Types of Control, Methods: Pre-control, Concurrent Control, Post control, Bureaucratic and Clan Control, Productivity problems and Measurement, The Quality Concept, Developing a Quality Control System. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Essential Concepts and Applications, New Delhi: Pearson Education 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> Koontz, Principles of Management, New Delhi: McGraw Hill. Hillier Frederick S. & Hillier Mark S., Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, New Delhi: McGraw-Hill. Stoner, J et. al, Management, New Delhi, New Delhi: PHI Robbins & Coulter, Management, New Delhi: PHI Satya Raju, Management – Text & Cases , New Delhi: PHI <p>* Latest editions of all the suggested books are recommended.</p>	



<u>Course Code:</u> MBACC102	Core Course -2 MBA- Semester-I Accounting for Managers	L-2 T-1 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding Double entry system and GAAP principles.	
CO2.	Understanding the elements of the financial statements, and the related key accounting assumptions and principles.	
CO3.	Applying financial tools to analyze and interpret the financial statements of a company.	
CO4	Assessing and Evaluating the business position through analysis of financial statement.	
CO5.	Creating and Preparing the journal, ledger, trial balance, cash flow and fund flow financial statements, and company's final accounts.	
Course Content:		
Unit-1:	Introduction of Accounting: Need of Accounting, Meaning of Accounting, Characteristics of Accounting, Stages of Accounting, Objectives of Accounting, Difference between Accounting, Accountancy and Book Keeping. Accounting Information: Information about the profit & loss and financial position of the Business, Qualitative Characteristics of Accounting Information, Accounting and its relation with other subjects (Discipline), Basis of Accounting, Functions of Accounting, Branches of Accounting, Advantages or Role of Accounting, Limitations of Accounting. Basic Terminology. Generally Accepted Accounting Principles: Meaning, Classifications & Limitations. Accounting Standards of India (only overview). Basic overview of IFRS, Accounting Equations: Meaning and Calculations. <i>Numerical: Accounting Equations.</i>	6 Hours
Unit-2:	Accounting Process: Difference between cash and accrual basis of Accounting, Double entry system vs Single entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VI th of companies act. <i>Numerical: Final Accounts with Adjustment.</i>	6 Hours
Unit-3:	Financial Statement Analysis: Meaning, Objectives, Significance and Limitations. Various tools of Financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency) <i>Numerical: Ratio Analysis</i>	6 Hours
Unit-4:	Cash Flow Analysis:	6Hours



	<p>Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement.</p> <p><i>Numerical: Preparation of Cash Flow Statement As per AS-3.</i></p>	
Unit-5:	<p>Understanding Published Financial Statements: Introduction, Understanding Analysis and Interpretation based on Case study of any latest published financial statement of any public limited company.</p> <p><i>Case Study: Student has to give an assignment based on latest published financial statements of any public limited company.</i></p>	6 Hours
Numerical that can be asked in External Exam	Accounting Equations, Final Accounts with Adjustment, Ratio Analysis (Liquidity, Profitability, Activity and Solvency), and Preparation of Cash Flow Statement as per AS-3.	
<u>Text Books:</u>	<ul style="list-style-type: none"> • Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House. • Ramachandran & Kakani Financial Accounting for Management, New Delhi: McGrawHill. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press. • Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House. • Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company. • Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs. • Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi: Prentice Hall of India. • Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi: Pearson Education. • Maheswari & Maheswari, Accounting for Managers, New Delhi: Vikas Publishing. • Anthony Robert N. et al. Accounting: Text and cases, New Delhi: McGraw Hill. • Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi: McGrawHill. <p>* Latest editions of all the suggested books are recommended.</p>	



~~Post~~
New Course
Added

Course Code: MBAAE101	Ability Enhancement Compulsory Course -I MBA- Semester-I Business Communication	L-2 T-0 P-0 C-2
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basics of business communication process, types and networks of communication.	
CO2.	Understanding the barriers of communication, importance of listening skills and effective presentation skills.	
CO3.	Applying techniques of effective communication- both verbal and non-verbal at the workplace.	
CO4.	Creating an effective presentation using slides and other visual aids.	
CO5.	Analyzing the various types of interview and Group Discussion techniques and applying them during real life situations.	
Course Content:		
Unit-1:	Knowledge of Language & Basics of Communication: Tenses, Sentence construction, Direct & Indirect Speech, Active-Passive voice, Verbs, Conjunctions, etc., Meaning & definition of communication, Objectives of communication, Types of communication, Process of communication, Barriers to communication, Grapevine in communication, 7Cs of Communication, Channels & Networks of Communication. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
Unit-2:	Non-verbal Communication: Non-linguistic transmission of ideas, Visual cues & their importance in communication, Gestures, Facial Expressions, Body movements, Tone & tenor, audition, Tactile, Kinesthetic etc. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
Unit-3:	Presentation Skills: Defining purpose, Audience & locale, Types of presentation, Organizing content of presentation, nuances, Body language during presentation, Audio visual aids, How to develop effective presentation slides, Dos & Don'ts of presentation. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
Unit-4:	Listening Skills: Importance of listening, The process of listening, Differentiate between listening and hearing, Types of listening, Barriers to effective listening & factors in effective listening. <i>One relevant Case Study/ Case let from the unit.</i>	4 Hours
Unit-5:	Interviews & G.D- Definition, Types of Interviews, What does a job interview access?, Focus of job interviews, Strategies for successful interviews, Answers to some common interview questions, Preparing in a	4 Hours



	group discussion- Leadership, GD protocol, Discussion techniques, Listening. <i>One relevant Case Study/ Case let from the unit.</i>	
<u>Text Books:</u>	<ul style="list-style-type: none"> • Kaul, Asha, Effective Business Communication, PHI, New Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education. • Lesikar, Petit & Lesikar's, Basic Business, McGraw Hill. • Pal, Rajendra, and Korlahalli, J. S., Essentials of Business Communication. • Malti Agarwal, Professional Communication, Krishna Publication. • Meenakshi Raman, Sangeeta Sharma, Technical Communication Principles & Practice. • Sehgal M.K. & Khetrapal V., Business Communication – Excel Books. • Mohan Krishna & Banerji Meera, Developing Communication Skills – Macmillan India Ltd. Delhi. • Bahl, Sushil, Business communication today, Response books, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	



	<p>Human Relationship; Understanding harmony in the Family-the basic unit of human interaction; Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay - tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship.</p> <p>Gender Issues and Biases: Gender Stereotyping and Gender Discrimination, Male Gaze and Objectivity, Remedial measures of gender biasness.</p>	
<u>Text Books:</u>	<ul style="list-style-type: none"> • R R Gaur, R, Sangal, G.P Bagaria, A Foundation Course in value Education. • R R Gaur, R Sangal G P Bagaria, Teacher's Manual (English). 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • E.F. Schumacher, 1973, small is Beautiful; a study of economics as if people mattered, Blond & Briggs, Britain. • R. Pradeep Kumar, Jeevan Vidya to Na Prayanam, Hyderabad. • Susan George, How the other half Dies, Penguin Press. • P.L. Dhar, R.R. Gaur, Science and Humanism, common wealth publishers. • A.N. Tripathy, Human values, New Age International Publishers. • Subhas Palekar, How to practice natural Farming, Pracheen (Vaidik) Krishitantrashodh, Amravati. • Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – club of Rome's report, universe Books. • E.G. Seebauer & Robert, L BERRY, 2000, Foundations of Ethics for Scientists & Engineers, Oxford University Press. • M. Govindrajran, S Natrajan & V.S. Senthikumar, Engineering Ethics (including human Values), Eastern Economy Edition, Prentice hall of India Ltd. • B P Banerjee, 2005, Foundations of Ethics and Management, Excel books. • B.L. Bajpai, 2004, Indian Ethos and Modern Management, New Royal book Co; Lucknow. <p>* Latest editions of all the suggested books are recommended.</p>	



New Course
Added

Course Code: <u>MBAAE102</u>	Ability Enhancement Compulsory Course -2 MBA- Semester-I Human Values and Professional Ethics	L-2 T-0 P-0 C-2
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts of human values and professional ethics.	
CO2.	Applying Sanyam&Swasthya practices in life.	
CO3.	Applying human values and developing harmony among self, family and society.	
CO4.	Evaluating self and professional requirements to become good citizen and ethical person.	
CO5.	Developing self into a professional individual and an ethical personality.	
Course Content:		
Unit-1:	Introduction - Need Basic Guidelines, Content and Process for Value Education: Understanding the need, basic guidelines, content and process for Value Education; Self-Exploration-what is it? -its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration; Continuous Happiness and Prosperity-A look at basic Human Aspirations.	4 Hours
Unit-2:	Process for Value Education: Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority; Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario; Method to fulfill the above human aspirations: understanding and living in harmony at various levels Module.	4 Hours
Unit-3:	Understanding Harmony in the Human Being: Understanding Harmony in the Human Being -Harmony in Myself!; Understanding human being as a co-existence of the sentient 'I' and the material 'Body' Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha; Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer).	4 Hours
Unit-4:	Harmony in Myself: Understanding the characteristics and activities of 'I' and harmony in 'I'; Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail; Programs to ensure Sanyam and Swasthya-Practice Exercises and Case Studies will be taken up in Practice Sessions.	4 Hours
Unit-5:	Understanding Harmony in the Family and Society -harmony in Human -Human Relationship and Gender issues: Understanding Harmony in the Family and Society-Harmony in Human-	



New course
Added

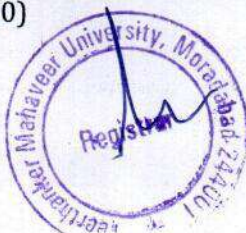
Course Code: MBASE101	Skill Enhancement Course - 1	L-2 T-0 P-2 C-3
	MBA- Semester-I	
	Computer Fundamentals & Information Systems	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding and describing the various Input and output devices and components of a computer system.	
CO2.	Understanding the functions of MS Word, MS Excel, MS Power point and their application.	
CO3.	Understanding concepts and requirements of MIS in business organizations.	
CO4.	Applying MS Office tools at workplace for effective functioning.	
CO5.	Analyzing MIS requirements in business organization.	
CO6.	Evaluating various tools, techniques and systems of MIS to suit the organizational requirement.	
CO7.	Developing MIS architecture for the organization.	
Course Content:		
Unit-1:	Introduction and Definition of Computer: Computer Generation, Characteristics of Computer, Advantages and Limitations of a computer, Classification of computers, Functional components of a computer system (Input, CPU, Storage and Output Unit), Types of memory (Primary and Secondary) Memory Hierarchy. Hardware: a) Input Devices- Keyboard, Mouse, Scanner, Bar Code Reader b) Output Devices – Visual Display Unit (VDU), Printers, Plotters etc. Introduction of Internet: History of internet, Web Browsers, Searching and Surfing, Creating an E-Mail account, sending and receiving E-Mails.	6 Hours
Unit-2:	MS Word: Starting MS WORD, Creating and formatting a document, Changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, Inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. MS Excel: Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping , Sorting data, Auto Sum, Use of functions, Cell Referencing form, Generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets. <i>One relevant practical-exercise from the unit.</i>	6 Hours
Unit-3:	Introduction to MIS: Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert	6 Hours



	Systems, and Knowledge Management Systems, MIS, Value Chain Analysis. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Planning for Information System: Business Planning Systems and Critical Success Factors, Risks in Information Systems, System Development Cycle. Decision Support Systems: MIS support for decision-making, Tools of business support systems: What if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis. <i>One relevant practical-exercise from the unit.</i>	6 Hours
Unit-5:	Emerging Concepts and Issues in Information Systems: ERP, CRM, SCM, Introduction to Data Warehousing, Data Mining and its Applications. Different tools of Data Mining. Applications: Transaction processing; artificial intelligent technologies in business: Neural Network, Fuzzy logic, Genetic algorithm, Virtual reality, Security and Ethical challenges. <i>One relevant practical-exercise from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Tannenbaum, Computer Networks, PHI, Delhi. • McKeown, Information Technology and the Networked Economy, Thomson Learning 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Forouzan , Data Communication & Networking , TMH, Delhi. • Miller, Data and Network Communication, Vikas Publishing House, New Delhi. • Hagg, Baltzan& Philips, Business Driven Technology, TMH, N. Delhi. • Molly, Using HTML 4, PHI, Delhi. • Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi. • Kenneth, Laudon & Jane Laudon MIS: Managing the Digital Firm, Pearson Education. • James, A. O'Brien Introduction to Information Systems, McGrawHill. <p>* Latest editions of all the suggested books are recommended.</p>	




Course Code: MBAGE102	Generic Elective Course -2 MBA- Semester-I Quantitative Techniques for Managers	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts & techniques of business decision optimization.	
CO2.	Analyzing various optimization techniques used in making business decisions.	
CO3.	Applying various optimization and statistical tools and techniques for optimized decision making.	
CO4.	Evaluating various optimization tools and techniques to solve business problems.	
CO5.	Developing the model based on analytics decision making of business problems.	
Course Content:		
Unit-1:	Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Baye's theorem analysis, and its application, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. <i>Numerical: Baye's Thoerem</i>	6 Hours
Unit-2:	Linear Programming Problem: Nature and scope of Operation Research, Formulation and testing OR models. Mathematical formulations of LP Models for product-mix problems, graphical and simplex method of solving LP problems. <i>Numerical: LPP (Simplex Method)</i>	6 Hours
Unit-3:	Transportation Problems: Initial basic feasible solution of transportation problem using North-West Corner Rule, Least Cost Method, Column Minima Method, Row Minima Method and Vogel's Approximation Method, Testing optimality using MODI Method, Unbalanced problems and degeneracy, Solution of problems with the 'maximization' objective;. <i>Numerical: Transportation (MODI Method)</i>	6 Hours
Unit-4:	Theory of Games and Assignment: Two person zero – sum games, Games of pure strategies and of mixed strategies, Rule of dominance, Graphical solution to games. Assignment: Solution of Assignment Problem using Hungarian Method, Solution of unbalanced Assignment Problem, Problems of Assignment with maximization objective. <i>Numerical: Game Theory (two by two method) / Assignment (Hungarian Method)</i>	6 Hours
Unit-5:	Queuing Theory & Job Sequence: Queuing theory: waiting line concept,Deterministic models, Queuing models. Job Sequence: Johnsons Algorithm for n Jobs and Two machines.	6 Hours



	<p>n-Jobs and three machines, Two Jobs and m-Machines, n-Job and m-Machines.</p> <p><i>Numerical: Replacement (assets on sudden failure) / Job Sequence (n-Job and m-Machines)</i></p>	
<u>Text Books:</u>	<ul style="list-style-type: none"> • Levin & Rubin, Statistics for Business, Prentice Hall of India, N. Delhi. • Gupta S.P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Anderson, Quantitative Methods in Business, Thomson Learning, Bombay. • Anderson, Statistics for Business & Economics, Thomson Learning, Bombay. • Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi. • Bhardwaj, R.S, Business Statistics, Excel Books, New Delhi. • Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi. • Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd. • TahaHamdy, Operation Research an Introduction, Prentice-Hall. • Vohra, Quantitative Techniques in Management, McGraw-Hill. <p>* Latest editions of all the suggested books are recommended.</p>	

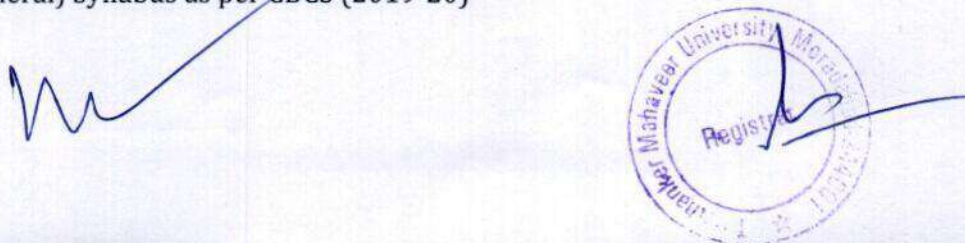


New Course
Added

Course Code: MBAM302	Discipline Specific Elective Course -2		L-3 T-0 P-0 C-3
	Specialization- Marketing		
	MBA- Semester-III		
	Sales & Distribution Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the diverse variables affecting the sales & distribution function of an organization.		
CO2.	Understanding the concepts of Sales Management, Sales Planning and Budgeting, sales force management, distribution channels and its management.		
CO3.	Understanding how to lead a sales organization with effectiveness.		
CO4.	Developing and evaluating sales and distribution plans.		
CO5.	Analyzing and managing the marketing channels effectively		
CO6.	Creating a linkage sales and distribution with other marketing variables.		
Course Content:			
Unit-1:	Introduction to Sales Management: Role of selling in marketing, Personal selling, Salesmanship and sales manager, Types of sales personnel, Characteristics of a successful salesperson, Theories of selling, Process of effective selling. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-2:	Building Sales Organization: Types of sales organizations and their structure, Functions and responsibilities of sales person, Sales force manpower planning, Recruitment, Selection, Training and Development. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-3:	Leading Sales Organization: Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-4:	Channel planning: Marketing channels, Structure and functions, Marketing channel design, Service output, Supply side channel analysis, Channel flow and efficiency analysis, Channel structure and intensity analysis, Forward and reverse logistics, Gap analysis. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-5:	Managing the Marketing Channels: Channel incentives and margins, Channel power, Managing channel conflict, Motivating channel members, Channel coordination, Strategic alliances, Vertical integration, Overview of		6 Hours



	retailing, Wholesaling and franchising. <i>One relevant Case Study/ Case let from the unit.</i>	
<u>Text Books:</u>	<ul style="list-style-type: none"> • SL Gupta, Sales and Distribution Management, Excel books, New Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Havaladar&Cavale, Sales and Distribution Management, McGraw Hill. • Still, Cundiff&Govani, Sales Management, Pearson Education, New Delhi. • Cron William L. &DecarloThomas E., Sales Management: Concepts and Cases, Wiley. • Venugopal P., Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi. • Dutta B., Fundamentals of Sales and Distribution Management: Text & Cases, I K International Publishing House, India. <p>* Latest editions of all the suggested books are recommended.</p>	



Course Code: MBAM304	Discipline Specific Elective Course -4		L-3 T-0 P-0 C-3
	Specialization- Marketing		
	MBA- Semester-III		
	Rural Marketing		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the rural environment and the opportunities and emerging challenges in the upcoming rural markets and the rural retail sector.		
CO2.	Understanding the concepts, tools and techniques in the area of rural marketing.		
CO3.	Understanding the concept and methodology for conducting the research in rural market.		
CO4.	Developing insights to plan a rural marketing campaign for an organization.		
CO5.	Developing linkage between rural market environment and the emerging challenges in the globalized economy in Indian context.		
Course Content:			
Unit-1:	Rural Marketing - An Overview: Rural Marketing an Overview; Principles of marketing as relevant to rural marketing; Evolution of rural marketing; Rural marketing mix; Rural economy; Profiles of urban & rural customers and differences in their characteristics; Rural consumer behavior; Agricultural marketing; Marketing of agricultural produce, Agricultural inputs. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-2:	Rural Environment & Rural Retailing: Rural Environment; Rural market strategies with special reference to Segmentation, Targeting and Positioning; Innovation for rural market; Products and services in the Rural markets; Channels of distribution and trade management, Rural retailing. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-3:	Rural Communication and Pricing: Rural communication and communication strategies for rural market; Advertising and sales promotion strategies; New product launch techniques for rural markets; Pricing in rural markets. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-4:	Rural Market Research & Rural Sales Management: Rural Market Research; Market Information System; Sales management practices; Training; Motivation; Sales Quota Strategies. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-5:	Emerging Trends in Rural Marketing:		6



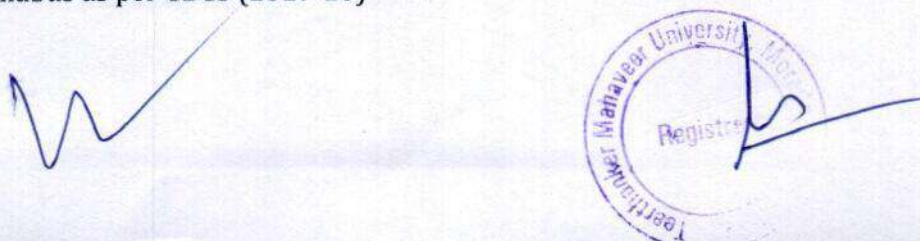
	<p>Social Marketing: Corporate Social Responsibility in rural markets; The future of rural marketing in India; Rural marketing of financial Services; Rural marketing of consumer durables; Rural marketing of FMCG products; Role of Govt. in rural & agricultural marketing.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Kashyap Pradeep & Siddhartha Raut, Rural Marketing, Wiley / Dreamtech Press. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Gopal Swamy T.P., Rural Marketing, Vikas Publishing House. • Balaram Dogra & Kariminder Ghuman, Rural Marketing: Concept & Cases, McGraw-Hill Publishing Company, New Delhi. • A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers. • Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia. • Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi. • Agarwal A.N, Indian Economy, Vikas Publication, New Delhi. • RuddarDutt Sundaram, Indian Economy, McGraw Hill. Publishers, New Delhi. <p>Latest editions of all the suggested books are recommended.</p>	



Course Code: MBAM305	Discipline Specific Elective Course -5		L-3 T-0 P-0 C-3
	Specialization- Marketing		
	MBA- Semester-III		
	Advertising Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concept of advertising and its role in the marketing process.		
CO2.	Identifying key players in advertising industry and understand the basics of running an advertising programme of an ad agency.		
CO3.	Understanding media planning and selection criteria and making decisions regarding the most feasible advertising appeal and media mix.		
CO4.	Conducting pre-testing, post testing and concurrent testing of ads to determine their effectiveness.		
CO5.	Analyzing and Linking advertising and sales promotion to achieve brand-standing.		
Course Content:			
Unit-1:	Introduction to Advertising: Origin and Development - Definition and Classification - PlanningFramework - Organizing Framework - the Advertiser and the Advertising Agency interface -Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision -Preparing the Product and Media Brief. Advertising Role in the Marketing Process: Major roles of advertising, Legal, Ethical and Social aspects of Advertising. Functions and types of advertising. Integrated Marketing communication, Cultural differences and values in advertising. <i>One Case Study/ Case let from the unit.</i>		6 Hours
Unit-2:	The major players in advertising: Advertising agency, Brand manager, market research firms, Media, Type of agencies. Structure of an agency and its functions. Advertising Programme: Message, Headlines, Copy, Logo, Illustration, Appeal, layout; Campaign Planning; Creative Strategies; The process of developing an ad. Production and execution of TVCs and print ads. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-3:	Media Decisions: Media Planningand Selection - Concepts of Reach, Frequency, Continuity, and Selectivity; Measures of Media Cost Efficiency; Media (Readership / Viewership) Research; The Internet as an Advertising Medium; Tracking Website visits, page views, hits, and click-stream analysis; permission marketing and privacy; ethical concerns., Budgeting; Evaluation- Methods; Media buying; Emerging medias and trends – Social Media, Internet, and Mobile.		6 Hours



	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Measuring Advertising Effectiveness: Advertising Research. Effectiveness of advertising- methods of measurement. Rationale of testing; Opinion and Attitude Tests, Recognition, Recall. Control of Advertising by practitioners, media and the market; Advertising in the International marketplace; Advertising and Principles of Integrated Marketing Communication and Image Building. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Sales Promotion: Rationale; Types; Consumer and Trade Promotions; Sales Promotion Strategies and Practices; Cross Promotions; Surrogate Selling & Advertising. Linking advertising and sales promotion to achieve 'brand-standing'. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Aaker, Batra & Myers, Advertising Management, Prentice Hall, New Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Strategic Advertising Management, Larry Percy, Richard Rosenbaum – Elliot, Oxford University Press. • Kazmi & Batra, Advertising & Sales Promotion, Excel Books, New Delhi. • Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, McGraw Hill, New Delhi. • Belch, George and Belch, Michael; Advertising and Promotion, McGraw Hill, New Delhi. • Wells, William, Burnett, John and Moriarty, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi. • Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	



New Course
Added.

Course Code: MBM404	<p align="center">Discipline Specific Elective Course - 4</p> <p align="center">Specialization- Marketing</p> <p align="center">MBA- Semester-IV</p> <p align="center">Personal Selling Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts and theories of Personal selling & Salesmanship, Personal Selling Processes, Sales force management and Personal Selling Skills required for effective selling.	
CO2.	Applying techniques of Sales force management for implementing Sales force strategy.	
CO3.	Analyzing sales situations and developing sales strategy for company's product categories.	
CO4.	Developing training, compensation and reward system for effective management of sales force.	
CO5.	Evaluating the success of a salesperson and sales strategy against objectives.	
CO6.	Evaluating factors that influence selling of consumer goods, industrial goods and specialty goods and govt. departments and international selling.	
Course Content:		
Unit-1:	<p>Introduction to Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethics in Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals-Physical, Mental, Social and Character Traits.</p> <p>Introduction to Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Personal Selling Process-I: Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre-approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/demonstration-selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, nondirective questions, rephrasing, redirect questions.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	Personal Selling Process-II:	6



	<p>Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	Hours
Unit-4:	<p>Personal Selling Skills: Negotiation, Communication, Listening Skills, Presentation and Demonstration, , Body Language- Space, Moments, Eye Contacts& Postures, Follow up Calls, Writing Effective Sales Letters and emails, Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself and Time, Cold Call Mechanism.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>Personal Selling: Applications and Situations: Selling of services- financial, IT and telecommunication, advertising, education (Coaching and institutions); Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products; Selling to new and existing customers/ Market; Selling to end users, intermediaries, government departments and agencies; Selling as individual and as groups.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	1. Charles M. Futrell, Fundamentals of Selling, McGraw Hill.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Julian Clay, Successful Selling Solutions, Viva Books 2. Tom Reilly, Value Added Selling, McGraw Hill. 3. Howard Stevens, Achieving Sales Excellence, Viva Books Pvt. Ltd. 4. Stephan Schiffman, Sales Essentials, Avon Massachusset. 5. Charles M. Futrell, A B C's of Selling, AITBS, New Delhi. 6. Roy Chitwood, World Class Selling, JAICO Publishing House. <p>* Latest Editions Of All The Suggested Books Are Recommended.</p>	




New course
Added,

Course Code: MBAF301	Discipline Specific Elective Course -1		L-3 T-0 P-0 C-3
	Specialization- Finance		
	MBA- Semester-III		
	Security Analysis and Portfolio Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts of stock exchanges, SEBI, investment and speculation.		
CO2.	Understanding the concept of security valuation and tools for estimating the valuation and applying various models to estimate the correct valuation of securities for investment decision.		
CO3.	Understanding and analyzing the expected outcome of various investments in uncertainty with the help of various analytical tools.		
CO4.	Applying the expected outcome and information in selecting an optimum portfolio keeping in mind the risk and return concern of the investor.		
CO5.	Evaluating the performance of selected portfolio and revising it for optimum returns.		
Course Content:			
Unit-1:	Investments: Investment versus Speculation, Investment Alternatives and Their Evaluation Stock exchange and New Issue Market- Their nature, structure, functioning and limitations, Trading of securities: types of orders, margin trading, clearing & settlement procedures, SEBI and their guidelines for equity market. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-2:	Valuation of Equity, Bond & Derivatives: Equity valuation models-discounted cash flow technique, dividend discount model, P/E ratio model. Bonds: nature, valuation, YTM, Bond theorem; Term structure of interest rates duration. Options and futures: meanings & trading. <i>Numerical: DCF</i>		6 Hours
Unit-3:	Risk and Return: Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk, trade off, systematic and unsystematic risk. Fundamental analysis- Company, Industry and Economy analysis. Technical analysis- Basic Tenets of Technical Analysis Charts and Trend Lines, support & resistance level, Indicators-volume of trade, market breadth, short sales, odd lot trading, moving averages & charts-bar chart, candle stick chart. Market efficiency: EMH. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-4:	Portfolio Selection:		6



	<p>The Benefits of Diversification, Concept, risk and return of portfolios. Beta as a measure of risk and its calculation. Selection of portfolios; Markowitz Model and Efficient Frontier, Capital market theorem and Arbitrage pricing theory.</p> <p><i>Numerical: Risk and Return of Portfolio.</i></p>	Hours
Unit-5:	<p>Portfolio Performance Evaluation & Revision: Performance evaluation of existing portfolio; Sharpe and Treynor measures. Revision of portfolio.</p> <p><i>Numerical: Sharpe and Treynor measures</i></p>	6 Hours
Text Books:	<ul style="list-style-type: none"> Chandra P, Investment Analysis and Portfolio Management, McGraw-Hill. 	
Reference Books:	<ul style="list-style-type: none"> Fischer & Jordan, Security Analysis and Portfolio Management, Prentice-Hall. Ranganatham S., Investment Analysis and Portfolio Management, Pearson Education. Pandian P, Security Analysis and Portfolio Management, Vikas Publication. Stephen H. Penman: Financial Statement Analysis and Security Valuation, McGraw Hill. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, Prentice Hall. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson Education. Charles P. Jones, Investments Analysis and Management, John Wiley & Sons. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, McGraw-Hill, New Delhi. * Latest editions of all the suggested books are recommended. 	



Course Code: MBAF302	Discipline Elective Course -2		L-3 T-0 P-0 C-3
	Specialization- Finance		
	MBA- Semester-II		
	Financial Market and Services		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concepts of Indian Financial system, its structure and various financial products.		
CO2.	Understanding the concept of financial services, banking and non-banking financial corporations.		
CO3.	Analyzing the risk associated with various sources of finance/financial products.		
CO4.	Applying the tools for selecting the optimum for raising fund.		
CO5.	Evaluating regulatory and legal framework of banking in India for financial requirement of the concern.		
CO6.	Developing a sound fund strategy for the financial needs of the organization.		
Course Content:			
Unit-1:	Introduction: Overview of Financial systems In India –Structure, Regulation Role And Functions of Financial Systems –Financial Instruments –Financial Markets –Capital Markets &Money Markets –Interlink Between Money Market & Capital Market –Characteristics of Financial Markets –Functions of Stock Exchange –Introduction to Foreign exchange. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-2:	Financial Services Objectives of financial services –types of financial services –capital market services & money market services –intermediaries: banking financial corporations, non-banking financial corporations& insurance corporations- financial services sector problems and reforms. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-3:	Venture Capital Venture capital: growth of venture capital in India-financing pattern –legal aspects and guidelines for venture capital –leasing-types of leases –leasing vs. borrowing -credit rating: CRISIL, ICRA& care –factoring, forfeiting-bill discounting –types of factoring arrangements –factoring in Indian context. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-4:	Mutual Funds Mutual funds: concepts and objectives –functions and portfolio classification-guidelines for mutual funds –working of public and private		6 Hours



	mutual funds in India –debt securitization –de-mat services –need and operations –role of NSDL & CSDL. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Legal and Institutional Arrangements Regulatory & legal framework of government in banking--role of RBI--functions of stock exchange -listing & formalities in stock exchange –laws governing SEBI --role of SEBI –laws governing non-banking financial corporation's –laws pertaining anti-money laundering. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Text Books:	<ul style="list-style-type: none"> • Meir Khan –Financial Institutions and Markets, Oxford Press. 	
Reference Books:	<ul style="list-style-type: none"> • I.M.Bhole , Financial Institutions and Market, McGraw Hill. • A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai • Vasant Desai, Indian Financial Systems, Himalaya Publishers. • E. G. Benton, Financial Intermediaries An Introduction • R. D. Edminister, Financial Institution –Market and Management • N. Vinayakan, A Profile of Indian Capital Market • * Latest editions of all the suggested books are recommended. 	



Course Code: MBAH402	<p align="center">Discipline Specific Elective Course - 2</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Negotiation & Conflict Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the theory, strategies, processes, and practices of negotiation, conflict resolution for effective workplace relationships.	
CO2.	Identifying negotiation strategies and developing plans to resolve conflicts in a diverse workplace environment.	
CO3.	Analyzing and evaluating conflict resolution approaches.	
CO4.	Applying approaches of counseling for solving conflicts and related issues.	
CO5.	Analyzing how cross culture impacts negotiations and conflict resolution.	
Course Content:		
Unit-1:	Introduction: Meaning, Nature, importance history of collective bargaining & negotiation. Strategy of distributive bargaining, strategy of integrative negotiation. Strategy & planning for negotiation, essential conditions and functions of collective bargaining. Ethics in Negotiation. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Negotiation sub processes & persuasion: Negotiation process, levels of negotiation, preparations for negotiations, essential communication techniques in negotiations, role of negotiator, Negotiation as persuasion. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Negotiation skills & Practices: Fundamental Structure of Negotiation, BATNA. Negotiation skills, presentation of demand & tactics used; closing of negotiation & drafting the agreement (MOU), breakdown of negotiation: causes & consequences. Third party Intervention, mutual trust & understanding in negotiation, impact of cross cultural differences. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Introduction to conflict: Meaning, definition, features. Causes of conflicts, types of conflicts: Industrial conflicts & disputes (strikes & lockouts). Settlement of conflicts & prevention of conflicts. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Counseling:	6



	Meaning & emergence of counseling, counseling process, role of counselor, model of counseling, approaches of counseling, modern trend in counseling. <i>One relevant Case Study/ Case let from the unit.</i>	Hours
<u>Text Books:</u>	1. Lewicki, Saunders & Berry- Negotiation, McGraw Hill.	
<u>Reference Books:</u>	1. Aswathappa, Human Resource management, McGraw- Hill. 2. Dessler, Human Resource Management, Prentice – Hall. 3. T.N Chhabra, Human Resource Management. 4. Pareek Udai, Understanding Organizational Behavior, Oxford Press. 5. P. Subba Rao, Essentials of HRM & IR, Himalaya Publication House. 6. Rao S.N., Counseling & Guidance, McGraw- Hill * Latest editions of all the suggested books are recommended.	

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New Course
Added

Course Code: MBAH403	<p align="center">Discipline Specific Elective Course – 3</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Global Human Resource Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of managing human resource globally and the investment perspective of human resources.	
CO2.	Understanding challenges of managing Human resources in global context.	
CO3.	Analysing issues and challenges of HR department in global recruitment, compensation, succession planning, performance management and employee relations.	
CO4.	Evaluating HR in international context to formulate HR strategy to align with business strategy.	
CO5.	Developing HR & employee empowerment policies and practices for minimizing cross-national differences and achieve organizational effectiveness.	
Course Content:		
Unit-1:	<p>Global Human Resource Management: Nature and scope of GHRM, Difference between GHRM and domestic HRM, Strategic Organizational structures for effective GHRM. Impact of country culture on MNC's culture, Cultural Frameworks across countries, GHRM practices, future of GHRM.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Staffing & Training and Development: Staffing Approaches, Expatriation, Expat(expatriate) Failure Rate, Managing EFR, HR policy and planning, recruitment and selection, Training , Importance of training in MNC's, Expat Training Models, Expat Role and training strategy, executive development programme , career planning and succession.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>International Performance Management & Compensation: International Compensation Management, Components of Compensation, Approaches to Expat compensation, Contemporary challenges in Compensation management in MNC's, Performance Management -Career management in international setup – Managing expatriation , Performance Management Cycle, PMS(Performance Management System) to MNC Objectives, Challenges in managing PMS in MNCs.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours



Unit-4:	Repatriation & International Industrial Relations Management: Expat re-entry challenges reverse culture shock, managing repatriation process, Strategic initiatives for successful repatriation, Impartation. International Industrial Relations Management – Understanding need for IR in MNC's, Common IR strategies and practices, Grievance handling , Management of personal growth in the line of organizational growth, Key challenges in managing IR across countries , GHRM in Mergers and acquisitions, future of GHRM. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Developing HR & Employee empowerment: Knowledge development and utilization, Creation of Intellectual capital and HR Value creation ,Shared Corporate Culture and Change Management, Cultural Factors in Global HR practices and Managing MNC's, Cross-national differences and HR practices – United States , United Kingdom, Japan, China, and India. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. AswathappaK; Sadhna Dash, International Human Resource Management; McGraw-Hill, New Delhi.	
<u>Reference Books:</u>	1. Peter J. Dowling & Denise E. Welch , International Human Resource Management, Cengage Learning. 2. Bhatia S.K., International Human Resource Management: A Global Perspective: Practices and Strategies for Competitive Success, Deep and Deep Book Publishers, New Delhi. 3. Dessler, G. . Human Resource Management, Prentice Hall Publishing Company Limited, N.Delhi. 4. Peter J. Dowling & Denise E. Welch. International Human Resource Management. 5. Paul Sparrow, Chris Brewster & Chul Chung, Globalizing Human Resource Management, Routledge. * Latest editions of all the suggested books are recommended.	




New Course
Added

Course Code: MBAH404	<p align="center">Discipline Specific Elective Course – 4</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Training and Development</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts, theories, models & techniques and rationale of training and development.	
CO2.	Assessing training needs at different levels of an organization.	
CO3.	Applying the methodologies & techniques of training to develop a training plan.	
CO4.	Designing training programs for enhancing organization's effectiveness.	
CO5.	Evaluating training and development programs and various problems of measurement for training effectiveness.	
Course Content:		
Unit-1:	<p>Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment. Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training .</p>	6 Hours



	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Designing Training and Development Programs: Organization of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.	
<u>Reference Books:</u>	1. Noe, Raymond A., and Amitabh DeoKodwani, Employee Training and Development, McGraw Hill. 2. Craig, Robert L., Training and Development Handbook, McGraw Hill. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay. 3. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley. 4. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley. 5. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices, Dorling Kindersley (India) Pvt. Ltd. * Latest editions of all the suggested books are recommended.	



New course
Added

Course Code: MBAI301	<p align="center">Discipline Specific Elective Course -1</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-III</p> <p align="center">International Business Environment</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of the various constituents of environment and their impact on international businesses.	
CO2.	Understanding and analyzing the Framework for international business environment –Domestic, foreign and global environments and their impact on international business decisions.	
CO3.	Understanding and analyzing the role of International Economic Institutions and Agreements like WTO, IMF, World Bank, UNCTAD, etc. in economic welfare.	
CO4.	Applying theories of International business and regional trading bloc theories and their impact on economic viability of an organization.	
CO5.	Analyzing global trading and investment environment and Applying and recommending strategies as per the foreign investment patterns for an organization.	
Course Content:		
Unit-1:	Introduction to International Business: Importance, nature and scope of International business; Internationalization process and managerial implications; Multinational Corporations and their involvement in International Business, Concept of Globalization. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	International Business Environment: Framework for analyzing international business environment –Domestic, foreign and global environments and their impact on international business decisions. Economic, Political and Technological environments in International Business. Cultural, Social and Legal environments in International Business. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	International Economic Institutions and Agreements: WTO, IMF, World Bank, UNCTAD, International commodity trading and agreements. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Balance of Payment Account: Concept and significance of balance of payments account, Balance of payment deficits and correction policies.	6 Hours



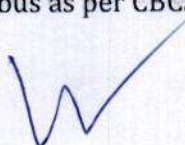
	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Global Trading and Investment Environment: World trade in goods and services – Major trends and developments, World trade and protectionism – Tariff and non-tariff barriers, Foreign investments-Pattern. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Francis Cherunilam, International Business Environment, Himalaya publishing house, New Delhi.	
<u>Reference Books:</u>	1. Hill, Charles W. L., International Business, McGraw Hill, New York. 2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi. 3. Sharan, International Business: Concept, Environment and Strategy, Pearson Education, New Delhi. 4. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi 5. Bo Sodersten, International Economics, Macmillan, London 6. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York * Latest editions of all the suggested books are recommended.	



Course Code: MBAF402	<p align="center">Discipline Elective Course – 2</p> <p align="center">Specialization- Finance</p> <p align="center">MBA- Semester-IV</p> <p align="center">Goods and Service Tax (GST)</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of indirect tax regime in India, pre and post GST.	
CO2.	Analyzing the procedure of registration under GST and computation of GST along with the Applicable rates.	
CO3.	Applying the rules of GST in computing the total tax liabilities under GST.	
CO4.	Evaluating the input tax credit available to a firm and calculating the net GST payable to Government.	
CO5.	Analyzing the need for revising the return and claiming refund under GST.	
Course Content:		
Unit-1:	Introduction: Overview and Evolution of GST; Indirect tax structure in India; Introduction to Goods and Service Tax (GST) – Key Concepts, Phases of GST, GST Council: Taxes under GST, Cess. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Registration under GST: Threshold for Registration; Regular Tax Payer; Composition Tax Payer; Casual Taxable Person; Non-Resident Taxable Person; Unique Identification Number; Registration Number Format. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Supply under GST and Valuation of Supply: Supply; Place of Supply, Interstate Supply, Export of Service, Export of Goods, Import of Service, Import of Goods; Valuation of Supply (Numerical on valuation and calculation of tax). <i>One relevant Case Study/ Case let from the unit</i>	6 Hours
Unit-4:	Input Tax Credit under GST & Returns: Input tax credit process; Negative List for Input tax credit; Input Tax Credit Utilization and Input Tax Credit Reversal; Types of GST returns and their due dates, late filing, late fee and interest. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Custom Duty and Indirect Taxation:	6



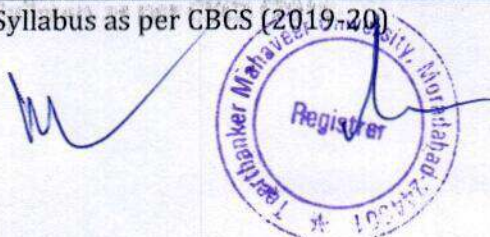
	Rules, Message Box and Input Box, Debugging; Designing Advanced Financial Models using VBA, User Forms, Other Advanced Features, Actual Model Building.	
Text Books:	1. Alastair Day, Mastering Financial Modeling in Microsoft Excel : A practitioner's guide to applied corporate finance.	
Reference Books:	1. Ho Thomas S. Y., The Oxford Guide to Financial Modeling. 2. Danielle Stein Fairhurst, Financial Modeling in Excel for Dummies. 3. Simon Benninga, Financial Modeling, The MIT Press. 4. Timothy R. Mayes, Financial Analysis with Microsoft Excel. 5. John Moschella, Financial Modeling For Equity Research: A Step-by-Step Guide to Earnings Modeling. * Latest editions of all the suggested books are recommended.	




Course Code: MBAI304	Discipline Specific Elective Course - 4	L-3 T-0 P-0 C-3
	Specialization- International Business	
	MBA- Semester-III	
	Global Business Ethics	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the business ethics and practices followed in international organizational perspective.	
CO2.	Understanding ethical issues and their implications in financial world.	
CO3.	Analyzing the various issues encountered during international ethical practices.	
CO4.	Suggesting the appropriate ethical practices to be followed by international organizations to create positive impact on business.	
CO5.	Evaluating the various ethical practices followed globally.	
Course Content:		
Unit-1:	Introduction to Business Ethics: Definition, Role in various types of business structures, Why Ethics are in Business Important-Define responsibilities and obligations, Structure of business ethics. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Ethics in the Workplace: Small Business Ethics, Codes of Conduct, Code of Ethics, Corporate Responsibility, Corporate Compliance, Social Responsibility. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Ethics' Positive Impact on Business: Employee rights, Productivity, Legality Issues, International Business Ethics, Consumer Rights. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Business Ethics and the Financial World: Various examples of Insider Trading, Junk Bonds and Leveraged Buyouts, Final Thoughts on Business Ethics in some major countries of the world. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Business Ethics for MNCs: National Differences in Ethics, Corporate Governance, Code of conduct for MNCs. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Text Books:	1. Kitson.A and Campbell.R - The Ethical Organisation, Palgrave.	
Reference Books:	1. Davis & Keith William C. Frederik - Business and society 2. Pruti S. - Economic & Managerial Environment in India. 3. Ronald D.Francis& Guy Murfey, Global Business Ethics, Kogan Page Ltd.	



	<p>4. Ronald D.Francis& Guy Murfey, Global Business Ethics: Responsible Decision Making in an International Context, Kogan Page Ltd.</p> <p>* Latest editions of all the suggested books are recommended.</p>	
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New course Added

Course Code: MBIA305	Discipline Specific Elective Course – 5	L-3 T-0 P-0 C-3
	Specialization- International Business	
	MBA- Semester-III	
	Regulatory Framework for International Trade	

Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the regulatory framework and procedures of international trade.	
CO2.	Understanding the working of various Indian organizations to facilitate the export and import in India.	
CO3.	Analyzing various rules, procedures and regulations laid down by Indian authorities to initiate the international trade. (Export and Import)	
CO4.	Evaluating various financial benefits available to business for operating at international level.	
CO5.	Developing the compliance report required by regulatory authority.	
Course Content:		
Unit-1:	Introduction to regulatory framework for export and import: Introduction, evolution of India's trade policy; Economic scenario in India; Trends in India's exports and imports, trade balance, composition and direction of India's trade; Institutional framework for export promotion in India; Foreign Trade Policy; Infrastructure for export promotion in India. <i>One Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Central Excise Clearance: Understanding registration procedure for Excise Clearance; Studying documentary procedure for excise clearance of export cargo; Central excise clearance procedures; Procedure for excise clearance in case of exempted units & un-exempted units; Excise clearance with or without examination of goods. <i>One Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Customs clearance of exports and import cargo: Studying the role and responsibilities of customs in India; Understanding role of EDI initiatives and facilities therein for customs clearance; Customs clearance – documentary requirements; Custom clearance for shipment through air, ship, ICDs, post parcel, and courier. <i>One Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Duty Drawback : Understanding the procedure for duty drawback in India; Studying duty drawback through EDI system; concept and rationale; Monitoring authority; Types and rate; Mechanism of rate fixation; Settlement of claims - including under EDI; Procedure and documentation. <i>One Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	FEMA and RBI rules for import of goods and services: General guidelines of RBI for importers; Import licenses; Obligation of purchaser of foreign exchange; Time limit for settlement of import payments; Advance remittance; Interest on import bills – limits set by RBI; Remittances against replacement imports, Guarantee for replacement import. <i>One Case Study/ Case let from the unit.</i>	6 Hours

New Course
Added

Course Code: MBAI306	<p align="center">Discipline Specific Elective Course – 6</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-III</p> <p align="center">International Financial System</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of international financial management, international monetary system and other international financial institutions.	
CO2.	Understanding the concept of foreign exchange markets and Analyzing the various exchange rate determinants for measuring the exchange rate risk associated with the business.	
CO3.	Applying the various exchange rate risk tools and techniques, to determine right blend of international financial exposure.	
CO4.	Analyzing the international financial markets and various implications related to purchasing power parity.	
CO5.	Evaluating various causes and factors for international financial crisis.	
CO6.	Developing an optimum international financial exposure to get maximum benefits.	
Course Content:		
Unit-1:	Introduction: Growing importance of international finance, Balance of Payments-current account, capital account, official reserve account, BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Growing importance of a unified Europe and emerging Asia. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	International Monetary System: Evolution of the international monetary system, bimetalism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, Fixed versus floating exchange rate systems. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Exchange Rate Determination and Forecasting: Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention, Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	International Financial Markets: Forex Markets; spot market, direct and	6



	indirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications. <i>One relevant Case Study/ Case let from the unit.</i>	Hours
Unit-5:	Financial Crisis: Financial flows to developing countries, Problem of original sin, crisis in the Latin American countries, growth and crisis in Asia, Capital mobility, Lessons from the crisis. Role of International financial institutions like IMF and World Bank. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.	
<u>Reference Books:</u>	1. Madura, Jeff, International Corporate Finance, South-Western/Cengage learning. 2. Eun, Cheol S. and Resnick, Bruce G., International Financial Management, McGraw- Hill. 3. Levi D, Maurice, International Finance, Routledge. 4. Giddy I.A.N., Global Financial Markets, AITBS, New Delhi. 5. Apte P.G., International Financial Management, McGraw Hill, New Delhi. * Latest editions of all the suggested books are recommended.	



Now Course
Added,

Course Code: MBI401	<p align="center">Discipline Specific Elective Course -1</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-IV</p> <p align="center">International Trade Practices and Procedures</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the models & theories of international trade.	
CO2.	Understanding the EXIM policy framework, its operations and documentation procedure for international business.	
CO3.	Understanding various International trade terms and Export payment terms and Applying them in international trade.	
CO4.	Analyzing and interpreting how institutions and policy affect international trade.	
CO5.	Evaluating international trade practices and procedures followed by an organization for its economic benefits.	
Course Content:		
Unit-1:	<p>EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; Getting started in export business.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>International Trade Terms: Trade contract and trade terms; Trade terms and need for standardization; INCO terms.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary collection, documentary credit Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC -Major clauses; Consignment sale.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	Transit Risk Management:	6



	<p>Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Indemnity and insurable value; Perils and losses; Insurance policy and certificate; Cargo loss claims – Procedure and documentation.</p> <p>Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	Hours
<u>Text Books:</u>	1. Cherunilam F., International Trade and Export Management, Himalaya.	
<u>Reference Books:</u>	<p>1. Varshney R.L., Bhattacharya B, International Marketing Management, S. Chand.</p> <p>2. Daniels, International Business, Pearson Education.</p> <p>3. Export-Import Policy; Ministry of Commerce, Government of India, New Delhi.</p> <p>4. Khurana P.K., Export management, Cyber Tech Publication.</p> <p>5. Gupta Parul, Export Import management, Mc Draw Hill.</p> <p>* Latest editions of all the suggested books are recommended.</p>	




New course
Added

Course Code: MBI402	<p align="center">Discipline Specific Elective Course – 2</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-IV</p> <p align="center">Global Logistics & Supply Chain Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the global implications of logistics and supply chain management.	
CO2.	Understanding various concepts, elements logistic management and modes of logistics for doing global businesses.	
CO3.	Understanding a global supply chain network for making transportation decision.	
CO4.	Analyzing and evaluating techniques of forecasting and planning in global supply chain management.	
CO5.	Developing and designing a supply chain distribution network.	
Course Content:		
Unit-1:	Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Air Transport: Air transport – Airfreight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Forecasting and planning in supply chain management: Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours



<u>Text Books:</u>	1. John Mangan & Chandra C. Lalwani, Global Logistics & Supply Chain Management, John Wiley & Sons.	
<u>Reference Books:</u>	1. Waters Donald, Global Logistics & supply chain management, Viva, Kogan Page Ltd. 2. Chopra S and P Meindl "Supply chain management: Strategy, planning and operations". 3. David P., "International Logistics" Biztantra, New Delhi. 4. Martin Christopher, Logistics & Supply Chain Management, FT Prentice Hall. 5. Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge. * Latest editions of all the suggested books are recommended.	



New Course
Added,

Course Code: MBI403	Discipline Specific Elective Course - 3	L-3 T-0 P-0 C-3
	Specialization- International Business	
	MBA- Semester-IV	
	International Marketing Research	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept, process and limitation of international marketing research.	
CO2.	Analyzing the various criteria for designing a research and methods of deciding the sample size.	
CO3.	Applying the methods of collecting the data for research purpose and their presentation.	
CO4.	Applying the tools for analyzing and interpreting the collected data by using various analyses technique.	
CO5.	Developing a report keeping in mind the limitation of international marketing research.	
Course Content:		
Unit-1:	Introduction to Marketing Research: Need nature and scope; complexities of international marketing research; marketing information system (MIS); Uses of international marketing research. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Marketing Research Process: Marketing research process, Formulating the research problem, choice of research design, criteria of research design, determining sampling design and sampling size, Evaluation and control of marketing research, Scientific methods, types of research, and sources of experimental errors. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Secondary and Primary Data: Secondary data sources and uses; online data sources and research; Primary data collection: methods and instruments, Attitude measurement; Sampling plan. Primary data, Sources of primary data, Method of observation, internet as a source of data. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Data Presentation and analysis Data preparation and processing, validation, editing, coding, tabulation, data processing methods, data analysis and interpretation. Issues and process; Univariate and Multivariate data analysis techniques. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours



Unit-5:	Report Writing: Presentation and Report writing: Report writing, Role of report, type of reports, principles of report writing. Ethical issues involved in international marketing research. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Kumar V, International Marketing Research, Prentice Hall.	
<u>Reference Books:</u>	1. Kothari CR, Marketing Research, New Age International. 2. Kumar V., International Marketing Research, Prentice Hall, N.Delhi. 3. C. Samuel Craig & Susan P. Douglas, International Marketing Research, John Wiley & Sons Ltd. 4. Donald L. Brady, Essentials of International Marketing, Routledge. 5. Subhash C. Jain, David A. Griffith, Handbook of Research in International Marketing, Edward Elgar Publishing. * Latest editions of all the suggested books are recommended.	

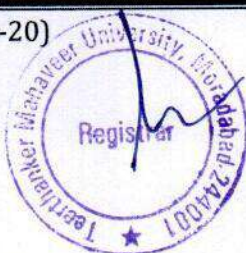


New course
Added.

Course Code: MBI404	<p align="center">Discipline Specific Elective Course - 4</p> <p align="center">Specialization- International Business</p> <p align="center">MBA- Semester-IV</p> <p align="center">Global Strategic Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the relevance and significance of strategic management in international perspective.	
CO2.	Analyzing the various strategic issues related to multi country and global trade.	
CO3.	Analyzing various strategic in global context.	
CO4.	Applying various strategies to compete globally.	
CO5.	Evaluating various strategies keeping in mind the competitive advantage of one's own organization.	
CO6.	Developing a strategy suitable in complex situation putting the organizational learning.	
Course Content:		
Unit-1:	Introduction: Strategy making strategy implementing and strategic managing; Globalization and strategic management; Strategic flexibility and learning organization. Competitive strategy and competitive advantage in global market. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Hybrid Forms of Economic Organization: Alliances, Networks and Equity Joint Ventures. Typology of Strategic Alliances. Significance of Networks as a Mode of Economic Organization. Knowledge Networks and Technological Innovation in Networks, Competitive Significance of Relations Beyond Firm Boundaries, Alliance Between Competitors -Pre-competitive Alliances, Market Sharing Alliances. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Strategic Issues and Alternatives in Globally Competitive Markets: Multi-country and global strategies; Concepts of critical markets, global market dominance and global competitiveness, Corporate turnaround, retrenchment and portfolio restructuring strategies; Multinational diversification strategies; Outsourcing strategies; Techniques for analyzing diversified companies. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Corporate Diversification Strategies: Building shareholder value; Roles of cost sharing and skills transfer in	6 Hours



	creating competitive advantage via diversification; Competitive advantages to diversified multinational corporations in a globally competitive business world. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Organizational Learning: Organizational Learning through Alliances, Structures and Systems for Effective Learning for Partners in Alliances, Managing the Process of Alliance Formation: Partner Selection and Negotiation, Conflict in Alliances, Evolution and Termination of Alliance Relationships, Issues in global strategy implementation; strategy evaluation and control. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Gerardo R. Ungson and Yim-Yu Wong, Global Strategic Management, Segment Books New Delhi.	
<u>Reference Books:</u>	1. Davidson, W.H., Global Strategic Management, John Wiley, New York. 2. Ellis, J. and D. Williams, International Business Strategy, Pitman, London. 3. Hitt, Michael A., R. Duane Ireland and Robert E. Hokisson, Strategic Management: Competitiveness and Globalization, South Western College Publishing, Australia. 4. Philippe Lasserre, Global Strategic Management, Red Globe Press. 5. Frynas, Global Strategic Management, Oxford University Press. * Latest editions of all the suggested books are recommended.	



New course
Added

Course Code: MBAM402	<p align="center">Discipline Specific Elective Course - 2</p> <p align="center">Specialization- Marketing</p> <p align="center">MBA- Semester-IV</p> <p align="center">Digital Marketing</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding traditional and new communication approaches to create competitive advantage in the Digital world, impact of emergence of the technology on marketing, value creation, and consumer perceptions.	
CO2.	Understanding the concepts of digital marketing tools, web analytics, search engine, social media and marketing metrics for promotional marketing.	
CO3.	Analyzing and using the digital tools and developing digital marketing strategy for better marketing results.	
CO4.	Implementing digital marketing and social media marketing strategy	
CO5.	Evaluating the performance of digital marketing program/campaign of an organization.	
Course Content:		
Unit-1:	<p>The Technological Society: Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing), Disintermediation, Channel conflict. Strategies in 'fluid e-retail markets.' Services online: Online content & digital media, B2Be-commerce, Global opportunities and issues.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Marketing in the Age of Fragmentation: Mapping Digital Marketing Media The Long Tail, The Economics of the Attention Economy, Goldhaber's Attention Economy. Know your customer -Buyer behavior, segmentation, targeting. The customer experience -Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Digital Marketing Tools: Overview, the website, branding, banner ads, affiliatemarketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding: When they talk back... Communication and Branding in the Networked Economy. Search Engine Marketing. Online Communities</p>	6 Hours



	and Innovation Communities, Mass Collaboration and Crowd-sourcing: How does the Internet help Innovate? Social networks, Value Creation through Social Networking. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Web analytics & Marketing Metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, and The Future of Digital Analytics: Big Data. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Search Engine Marketing: Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Keyword analysis, process and optimization. Search Engine Marketing Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Damian Ryan, Calvin Jone, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page.	
<u>Reference Books:</u>	1. Ryan Deiss & Russ Henneberry, Digital Marketing For Dummies, John Wiley & Sons. 2. Kent Wertime, Ian Fenwick, Digi Marketing: The Essential Guide to New Media and Digital Marketing, Jon Wiley & Sons. 3. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity. 4. Sean Moffitt and Mike Dover, Wiki Brands—Reinventing Your Company In A Customer Driven Market Place, McGraw Hill. 5. Brian Clifton, Advanced Web Metrics with Google Analytics. 6. William M. Pride, O. C. Ferrell, Digital Marketing, Cengage Learning. * Latest editions of all the suggested books are recommended.	



Course Code: MBAF304	<p align="center">Discipline Elective Course -4</p> <p align="center">Specialization- Finance</p> <p align="center">MBA- Semester-III</p> <p align="center">Financial Modeling using Excel</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basic and advance features of excel; its implication in preparing financial statements and analyzing them.	
CO2.	Analyzing the various tools available in preparation of various models.	
CO3.	Applying excel in preparation of common size statement, analyzing financial statements project appraisal and risk analysis.	
CO4.	Applying the excel tools for capital budgeting and portfolio management.	
CO5.	Carrying out valuation of business and Evaluating the associated risk involved in various proposal and portfolio with the help of excel to aid investment decision.	
CO6.	Developing a mega model using advanced financial models like VBA etc.	
CO7.	Applying excel tools for Sensitivity Analysis for building models in finance.	
Course Content:		
Unit-1:	Understanding the Basic Features of Excel, Introduction to modeling, Introduction to Excel; Understanding Advanced Features of Excel, Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox, Understanding Finance Functions present in Excel, Creating Dynamic Models.	6 Hours
Unit-2:	Sensitivity Analysis uses Excel, Scenario Manager, and Other Sensitivity Analysis Features; Simulation using Excel, Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation.	6 Hours
Unit-3:	Accounting in Excel, Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model Excel in Project Appraisal, Determining Project Viability, Risk Analysis in Project Appraisal, Simulation in Project Appraisal.	6 Hours
Unit-4:	Excel in Valuation, Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation; Excel in Portfolio Theory, Determining Efficient Portfolio, Creating Dynamic Portfolios, Portfolio Insurance, Fixed Income Portfolio Management using Excel.	6 Hours
Unit-5:	Building a Mega Model; Understanding Subroutines and Functions and building simple financial models using subroutines and functions, Recording and Editing Macros, Subroutines and Functions, Decision	6 Hours

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New Course Added.

Course Code: MBAF305	Discipline Elective Course -5	L-3 T-0 P-0 C-3
	Specialization- Finance	
	MBA- Semester-III	
	Financial Derivatives	

Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of financial Derivatives, speculations and tools to analyze the associated risk.	
CO2.	Understanding the currency derivatives and interest rate in details and various techniques to evaluate them.	
CO3.	Analyzing the concept of hedging and arbitrage using techniques/tools and estimating the expected returns from forward and futures contracts.	
CO4.	Applying various models to calculate the expected returns from options.	
CO5.	Evaluating the returns and associated risk with various financial and interest derivatives.	
CO6.	Developing an appropriate financial portfolio using hedging and arbitrage techniques.	
Course Content:		
Unit-1:	Introduction: Derivatives Markets, Forwards, Futures, Options, Swaps, Role of Derivatives Markets, Linkages between spot and Derivatives Markets, Criticisms of Derivatives Markets.	6 Hours
Unit-2:	Forward and Futures: Market Structure, Types of Future Contracts, Pricing principles, Futures Hedging Strategies. Numerical on valuation, marking to market, hedging, arbitrage.	6 Hours
Unit-3:	Options: Options markets, Options pricing principles, Binomial Models, Black-Scholes Model, Introduction to Option Greeks, Option Trading Strategies. Numerical on payoffs and P & L, trading strategies, binomial, Black Scholes, hedging, arbitrage.	6 Hours
Unit-4:	Currency Derivatives: Currency forwards, Currency futures, Currency options, Pricing, Trading Strategies. Numerical on valuation, marking to market, hedging, arbitrage.	6 Hours
Unit-5:	Interest Rate Derivatives- Forward Rate Agreements, Interest Rate Futures-Eurodollar futures, Interest rate Swaps, Theory on Calls, floors, collars, Swaption, Numerical on pricing, hedging and arbitrage.	6 Hours
Text Books:	1. Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India, New Delhi.	
Reference Books:	1. Chance Don M, An Introduction to Derivatives and Risk Management, Cengage, South Western. 2. Financial Risk Manager Handbook, GARP. 3. S.L.Gupta , Financial Derivatives. 4. S.S. Kumar, Financial Derivatives. 5. John C. Hull, Options, Futures & Other Derivatives. 6. Jayanth Rama Varma, Derivatives & Risk Management. * Latest editions of all the suggested books are recommended.	

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New Course Added,

Course Code: MBAF401	<p align="center">Discipline Specific Elective Course –1</p> <p align="center">Specialization- Finance</p> <p align="center">MBA- Semester-IV</p> <p align="center">Mergers and Acquisitions</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basic concepts of mergers and acquisitions, takeovers, demergers for amalgamation.	
CO2.	Identifying target firms for Mergers and amalgamation and evaluating the target firms for merger decision.	
CO3.	Applying the accounting standards related to merger and acquisition, and computation of purchase consideration as per AS-14.	
CO4.	Evaluating the position of firm before and after merger and acquisitions and need for demerger and reverse merger.	
CO5.	Developing a proposal for merger keeping mind the various prerequisites of merger and acquisitions.	
Course Content:		
Unit-1:	Introduction to Mergers and Acquisitions: Meaning – Reasons – theories of mergers & acquisitions –Types of Combinations – Forms of Merger – Motives and Benefits of Merger – Financial Evaluation of a Merger. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Merger Negotiations: Meaning and Significance of P/E Ratio. Problems on Exchange Ratio and Impact of Merger on EPS and Market Price. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Amalgamation and Acquisition: Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase – Methods of Purchase Consideration – Calculation of Purchase Consideration (AS14), Net asset Method – Net Payment Method. <i>Numerical: Calculation of Purchase Consideration (AS14), Net asset Method – Net Payment Method</i>	6 Hours
Unit-4:	Accounting for Amalgamation: Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company – Preparation of new Balance sheet.(Vertical Format). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours



Unit-5:	<p>Demerger: Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy – growth, synergy, operating synergy, financial synergy, diversification.</p> <p>Takeover: Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	1. Gupta, Manju, Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education. 2. Sundarsanam: Creating Value from Mergers and Acquisitions, Pearson Education. 3. Ramanujan. S.; Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill. 4. Narayankar, Ravi: Merger and Acquisitions Corporate Restructuring, Strategy and Practices, International Book House Pvt. Ltd. 5. Andrew J. Sherman, Mergers and Acquisitions from A to Z, AMACOM. <p>* Latest editions of all the suggested books are recommended.</p>	



Course Code: MBAF403	Discipline Specific Elective Course – 3	L-3 T-0 P-0 C-3
	Specialization- Finance	
	MBA- Semester-IV	
	Behavioral Finance	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept, theories and anomalies of behavioral finance.	
CO2.	Analyzing the factors used for creating a personal investment portfolio.	
CO3.	Evaluating and Applying theories of behavioral finance for investment decision.	
CO4.	Applying the mental accounting and prospect theory to overcome the expected losses in investment.	
CO5.	Analyzing and Evaluating various anomalies involved in investment decisions including social security issue.	
CO6.	Developing a long term plan for individual investment.	
Course Content:		
Unit-1:	Introduction to Behavioral Finance: The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse –Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles –Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs; Limits of Arbitrage & Systematic Trading: Limits of Arbitrage theory, Relative mispricing, Closed-end Mutual Funds, Equity Carve outs, Systematic Noise. Anomalies. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Biases, heuristics, and the individual investor: Individual investors –why should we care? Asset prices, Investor welfare, Our own welfare, The investor's problem , Estimate probabilities–Returns, Variance, Co-variances; Match with own preferences, i.e., choose portfolio, Integrate new information. Intuition versus reasoning, Probability not intuitive, Positive self-illusions psychology, Overconfidence, Calibration, Entrepreneurs' perceived chances for success–Optimism, Self-attribution bias, Illusion of control, Information based overconfidence, Advantages of positive self-illusions, Disadvantages of positive self-illusions, Lowering overconfidence. Positive self-illusions investors, Volume Volatility Price and Profit, Learning-Frequent feedback, Quick feedback, Clear feedback, Weather forecasters, Physicians. Learning to be overconfident-Do investor's trade too much? Trading is hazardous to your wealth, Representativeness, Availability, Anchoring & Adjustment–psychology, Hot hand, Ignoring base rates, Regression to the mean, Hindsight bias, Confirmation bias, Representativeness, Availability, Anchoring & Adjustment–investors, Mutual funds, The Inside View.	6 Hours



	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-3:	<p>Preferences: Framing, Prospect Theory, and violations of Expected Utility, Expected Utility–Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, “Coherent Arbitrariness.” Mental accounting, Prospect Theory, & Attention: Mental accounting, Prospect Theory & mental accounting—investors, Disposition effect—Are investors reluctant to realize their losses?</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Social Security of Investors: IPOs revisited—money on the table, Attention—All that Glitters, Anomalies revisited—Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of momentum—Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior—Own company stock, Naïve diversification, Default savings rates and allocations, Should Social Security be privatized?</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>Behavioral Corporate Finance: Limits of arbitrage, No need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors—Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	1. Ackert and Deaves, Behavioral Finance: Psychology, Decision-Making, and Markets.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Brian R. Bruce, Handbook of Behavioral Finance. 2. Rüdiger von Nitzsch, Behavioral finance –Wiley 3. Joachim Goldberg, Ackert, Understanding Behavioral Finance. 4. John R. Nofsinger, The Psychology of Investing, Pearson Prentice Hall. 5. Meir Statman, What Investors Really Want –Learn the lessons of behavioral Finance, McGraw-Hill. <p>* Latest editions of all the suggested books are recommended.</p>	



Course Code: MBAF404	Discipline Specific Elective Course –4	L-3 T-0 P-0 C-3
	Specialization- Finance	
	MBA- Semester-IV	
	Business Analysis and Valuation	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts of financial modeling, strategy and methods.	
CO2.	Analyzing and evaluating various models and approaches to financial analysis.	
CO3.	Understanding business valuation concepts.	
CO4.	Evaluating valuation methods and making choices of methods for business investment.	
CO5.	Applying various models/methods for valuation of business.	
Course Content:		
Unit-1:	Financial Analysis: Financial Modeling – concepts and application, The Analysis of the Statement of Shareholders' Equity, The Analysis of the Balance Sheet and Income Statement, The Analysis of the Cash Flow Statement, The Analysis of Profitability, The Analysis of Growth and Sustainable Earnings.	6 Hours
Unit-2:	Approaches to Valuation: Approaches to Valuation & Identifying Value Drivers, Approaches to Valuation & Identifying Value Drivers, Estimating the Discount Rates, Growth Rates, and Cash Flows (DCF).	6 Hours
Unit-3:	Models for Valuation: Dividend Discount Models, FCFE Models, FCFF Models.	6 Hours
Unit-4:	Strategy-Finance-Valuation: Valuation Using Multiples, Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation.	6 Hours
Unit-5:	Methods and error: Which is the appropriate method to use? Identifying frequently made errors in Valuation, Relative valuation-Valuation examples.	6 Hours
Text Books:	1. Palepu Krishna G. and Healy Paul M.: Business Analysis & Valuation Using Financial Statements, Cengage Learning.	
Reference Books:	1. Financial Analysis and Business Valuation (Study Notes), The Institute of Cost Accountants of India. 2. Beccallie. and Frantz P.: Valuation and securities analysis, University of London. 3. Collar Tim, Goedhart Marc & Wesels David, Valuation: Measuring and Managing the Value of Companies, McKinsey & Co. 4. Pignataro Paul, Financial Modeling and Valuation: A Practical Guide	



	<p>to Investment Banking and Private Equity, John Wiley & Sons.</p> <p>5. Lawrence A. Cunningham & Warren E. Buffett, The Essays of Warren Buffett: Lessons for Corporate America, Carolina Academic Press, USA.</p> <p>* Latest editions of all the suggested books are recommended.</p>	
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New Course
Added

Course Code: MBAH-302	<p align="center">Discipline Specific Elective Course -2</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Organizational Change and Organizational Development</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concept, techniques and tools of organizational change and organizational development.	
CO2.	Understanding factors of resistance to change and approaches to managing them.	
CO3.	Analyzing organization and Evaluating emerging OD approaches and techniques for their application in organizations.	
CO4.	Analyzing effectiveness of change programs, redesigning them in the socio technical systems.	
CO5.	Developing OD interventions for managing change and organizational development.	
Course Content:		
Unit-1:	Organizational Change: Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organizational Change - Lewin's Three Step Model. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Resistance to Change: Individual Factors - Organizational Factors – Techniques to Overcome Change. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Change Programs: Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Organizational Development: OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	OD Interventions: OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group	6 Hours



	Development - Innovations - Learning Organizations. <i>One relevant Case Study/ Case let from the unit.</i>	
<u>Text Books:</u>	1. Kondalkar, Organization Effectiveness And Change Management, Phi Learning, New Delhi.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Dipak Bhattacharyya, Organizational Change and Development, Oxford University Press, New Delhi. 2. French & Bell, Organizational Development, McGraw-Hill. 3. Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning. 4. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, Response Books, New Delhi 5. French, Wendell L. and Lecil H. Bell, Organisation Development, PHI, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	



New course
Added,

Course Code: MBAH304	<p align="center">Discipline Specific Elective Course -4</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Strategic Human Resource Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts, technologies and tools to manage human resource globally and the investment perspective of human resources.	
CO2.	Understanding global HR environment and developing Strategic HR policies for creating competitive advantage.	
CO3.	Analyzing and evaluating HR environment.	
CO4.	Evaluating HR functions in international context to formulate HR strategies to attract and retain Human resource.	
CO5.	Developing HR Systems to integrate HR function with business strategies.	
Course Content:		
Unit-1:	<p>Introduction to Strategic HRM: Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach.</p> <p>Investment perspective of human resources: Investment Consideration, investments in Training and Development, investment practices for improved Retention, investments job secure work courses, and Non-traditional investment Approaches.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Planning and Implementing Strategic HR policies: Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM, Linking HRM practices to organizational outcomes assessing and reducing costs, Aligning HRM with Business Strategy.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Aligning HR Systems with business strategy: Strategic Role of HRM, Alternative HR systems(Universalistic, contingency, configurational, Congruence and Integrated HR systems, Designing congruent HR systems), Human Resource Strategy Formulation, HR Strategy in workforce utilization.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>International and Comparative Strategic Human Resource Management: Managing Global Human Resources, Evaluating HR functions in International Context, Multinational, Global, and Transnational Strategies in HRM</p>	6 Hours



	<p>Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Expatriation and repatriation management in global HRM, High Performance Work Practices.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
<p>Unit-5:</p>	<p>Emerging Issues in Strategic HRM: Multi Source Feedback and Competency Development, HR Strategy in workforce diversity, HR Strategy for Corporations of Tomorrow, Organizational HR in the future: (i) The corporations of tomorrow,(ii) Information age, (iii)Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers-HR Scorecard, Employee Engagement Strategies-Talent management and retention.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	<p>6 Hours</p>
<p><u>Text Books:</u></p>	<p>1. Charles R. Greer, Strategic Human Resource Management, Pearson Education.</p>	
<p><u>Reference Books:</u></p>	<p>1. Gary Dessler, Human Resource Management, PHI, New Delhi. 2. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI. 3. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western. 4. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc. 5. Agarwal Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi</p> <p>* Latest editions of all the suggested books are recommended.</p>	



New Course
Added

Course Code: MBAH305	<p align="center">Discipline Specific Elective Course -5</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Cross Cultural Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concept of cross culture & its dimensions for a business context.	
CO2.	Understanding cross culture global business scenario and its influence on business decision making.	
CO3.	Developing strategies for cross cultural leadership and decision making.	
CO4.	Forming high performance winning teams across cultures.	
CO5.	Formulating strategies for cross cultural manpower & its effective implementation.	
CO6.	Developing a framework for the values and behaviors necessary to build high-performance organization	
CO7.	Suggesting implementation framework for strategies of cultural change process for continuous improvement in organizations performance.	
Course Content:		
Unit-1:	<p>Introduction to Cross Cultural Concepts: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Culture and Global Management: Global Business Scenario and Role of Culture. A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Cross Cultural Leadership and Decision Making: Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.</p>	6 Hours



	<i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Managing Diversity at Work: Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Cashby Franklin, Revitalize Your Corporate Culture: Phi, Delhi. 2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi.	
<u>Reference Books:</u>	1. Barlett, Christopher and Sumantra Ghoshal, Managing Across Borders: The Transnational Solution, Harvard Business School Press. 2. EsennDrlarry, Rchildress John, The Secret of A Winning Culture: PHI, Delhi 3. Leaptrott, Nan, Rules of the Games: Global Business Protocol, Thomson Executive Press. 4. Mary O'hara-Deveraux and Robert Johnson, Global Work: Bridging Distance, Culture And Time, Jossey Bass Publishers, San Francisco, USA. 5. Adler, N J. International Dimensions of Organizational Behaviour. Boston, Kent. * Latest editions of all the suggested books are recommended.	



New course
Added

Course Code: MBAH306	<p align="center">Discipline Specific Elective Course -6</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Employee Relations Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the conceptual framework of employee relations management.	
CO2.	Understanding organizational and behavioral aspects in employee relations management.	
CO3.	Understanding the Industrial relations and trade unions for deeper understanding of employee relations management.	
CO4.	Analyzing and Applying collective bargaining and negotiation skills for productive employee relations.	
CO5.	Developing rewards and recognition programs for cordial employee relations.	
CO6.	Analyzing the organizational implications of legal or statutory regulation for employer relationship.	
CO7.	Analyzing the methods and framework of employee participation and empowerment in India.	
Course Content:		
Unit-1:	<p>Introduction to Employee Relations Management (ERM): Introduction, Overview of Employee Relations Management, Importance of Employee Relations Management, Employee Relations Management Tool, Core Issues of Employee Relations Management.</p> <p>Strategic Employee Relations Management: Introduction, Different Strategy Levels in an Organization, Strategy and Employment Policies, Future Challenges, Performance Management Services, Quality, Involvement and Commitment as Competitive Advantages, the Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Organizational Aspects in Employee Relations Management: Introduction, Organizational Commitment and Engagement, How Organizations Work, Organizational Culture, Conflicts in Organizations.</p> <p>Behavioural Aspects in Employee Relations Management: Introduction, Motivation, Leadership, Communication, Decision Making, Power and Authority.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6Hours
Unit-3:	<p>Industrial Relations: Introduction, Overview of Industrial Relations, Composition of Industrial Relations, Importance of Industrial Relations,</p>	6Hours



	<p>Perspectives of Industrial Relations.</p> <p>Trade Unions: Introduction, Trade Unions, Reasons for Joining Trade Unions, Functions of Trade Unions, Types of Trade Unions, Advantages and disadvantages of Trade unions, Trade Unions in India.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
Unit-4:	<p>Collective Bargaining and Negotiation: Introduction, Collective Bargaining, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages, Negotiation.</p> <p>Laws related to Employee Relations: Introduction, Evolution of Employee Laws in India, Laws Relevant to Employee Relations, Laws Relevant to Organisational Conflicts, Laws Relevant to Employee Wages and Compensation.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6Hours
Unit-5:	<p>Participation and Empowerment: Introduction, Employee Participation and Empowerment Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment.</p> <p>Employee Rewards: Introduction, Employee Rewards, Formulating Employee Rewards, Types of Reward system, Recognition programs.</p> <p>Contemporary Issues in Employee Relations: Introduction, Careerism, Stress and Employee wellness in organization, Organizational Justice, Organizational Misconduct, Issues with Contract labour and temporary workforce, Managing Employee Relations through Organizational Change, Employee relations for the diverse workforce and Multinational Companies (MNC), Employee relations during crises – Recession.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Singh, P., & Kumar, N. Employee Relations Management. New Delhi: Pearson Education India. 2. Aylott Elizabeth, Employee Relations, Kogan Page Limited. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Venkataratnam, C. S. Industrial Relations: Text and Cases. Delhi. Oxford University Press. 2. Michael Salamon, Industrial Relations—Theory & Practice. London. Prentice Hall. 3. Bray M, Deery.S, Walsh.J, and Waring P, Industrial Relations: A Contemporary Approach, McGraw Hill. 4. Dwivedi, R.S., Managing Human Resources: Industrial Relations in Indian Enterprises, NewDelhi, Galgotia Publishing Company. 5. Edwards, P. Industrial Relations: Theory and Practice in Britain. U.K. Blackwell Publishing. 6. Kaufman, B. The global evolution of industrial relations: events idea and the IIRA. Geneva:InternationalLabour Office. <p>* Latest editions of all the suggested books are recommended.</p>	

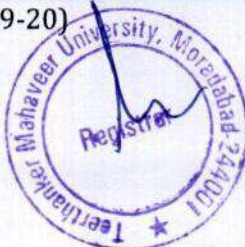


Post Revision

Course Code: MBACC103	Core Course – 3 MBA- Semester-I Business Environment	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding relationship between environment and business; various techniques and tools used for environment analysis and forecasting of the domestic and global environment.	
CO2.	Understanding internal and external environment and Responsibility of business at the domestic and global level.	
CO3.	Applying the environmental analysis techniques to understand and adapt to business dynamics.	
CO4.	Applying and implementing the concepts of Social Responsibility in an organization.	
CO5.	Analyzing the external and internal business environment for better management of an organization.	
Course Content:		
Unit-1:	An Overview of Business Environment: Meaning of Business Environment, Types of Environment- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business, and Objective of Business. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Environmental Analysis and Forecasting: Environmental Analysis: Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; Environmental Forecasting: Steps, Types, Techniques and Limitations; Economic Environment: Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Political and Government Environment: Functions to State, Government and Legal Environment, Economic Role of Government in India; Natural & Technological Environment: Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of Technology on Globalization and Transfer in Technology. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Societal Environment: Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change; Social	6 Hours



	Responsibility of Business: Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	GATT/ WTO and Global Liberalization: Objectives, an evaluation of GATT, the Uruguay Round Agreement, GATT & WTO, functions of WTO, salient features UR agreement; Globalization: Globalization of World Economy, essential conditions of globalizations, foreign market entry strategies, pros & cons of globalizations and globalization of Indian Business. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> Mark Hirschey, Economics for Managers, Cengage. Palwar, Economic Environment of Business, New Delhi: PHI. D.N. Dwivedi, Managerial Economics, New Delhi: Vikas Publishing House. Shaikh Salim, Business Environment, New Delhi: Pearson Education. Sundaram & Black: International Business Environment Text and Cases, New Delhi: PHI. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey. <p>* Latest editions of all the suggested books are recommended.</p>	

OLD Syllabus
Pre Revision

MBA - Semester II
BUSINESS ENVIRONMENT

Course Code: MBA 217/ MBA 107

L- 4, T-0, P-0, C-4

Objective: The basic purpose of this course is to understand the concept of Business Environment, Political, Legal and Global Policies, Philosophy and strategy of planning, and Consumerism.

Unit-wise Course Contents:

1. **Concept of Business Environment:** Significance and nature, Interaction matrix of different environment factors, Process of environmental scanning, Basic philosophies of Capitalism and Socialism with their variants. (8 Hours)
2. **Politico-Legal Environment:** Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; changing dimensions of these laws and their impact on business. (8 Hours)
3. **Economic Environment:** Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNCs). (8 Hours)
4. **Technological and Socio-Cultural Environment:** Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures; Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business. (8 Hours)
5. **Liberalization in India:** The New Economic Policy; Globalization; Policy changes for liberalization-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO , Global business environment. (8 Hours)

Text Books:

1. Adhikari M., *Economic Environment of Business*, S. Chand & Sons.
2. Ghosh, *Economic Environment of Business*, Vikas Publications, 2004.

Reference Books:

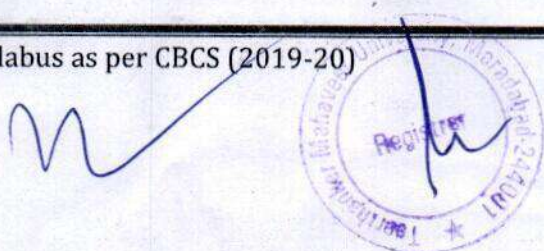
1. Agarwal R., *Business Environment*, Excel Books, 2002.
2. Bedi S.K., *Business Environment*, Excel Books, 2004.
3. George A. & Steiner G.A., *Business, Government and Society*, Macmillan Publishers.

* Latest editions of all the suggested books are recommended.



NEW SYLLABUS
(CBCS)
Post Revision

Course Code: MBAGE101	<p align="center">Generic Elective Course-1 MBA- Semester-I Managerial Economics</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the fundamental concepts and theories of economics relevant to business organizations.	
CO2.	Understanding the concepts and theories of cost, production and revenue in relationship to Business operations.	
CO3.	Applying the demand and supply laws and assessing the economic position of a company.	
CO4.	Applying the marginal analysis to assess different market conditions.	
CO5.	Evaluating price and output decisions for different market structures.	
Course Content:		
Unit-1:	<p>Introduction: Managerial Economics: Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of A Managerial Economist.</p> <p>Fundamental Concepts of Economics: Incremental Reasoning, Opportunity Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty. Alternative Objective of the Firm: Theory of the Firm (Profit Maximization Theory), Managerial Theories of the Firm (Sales Revenue Maximization Model, Managerial Utility Models and Growth Maximization Models), Behavioural Theories of the Firm (Simons Satisfying Model and Cyert& March's Behavioural Theory of the Firm).</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Theory of Consumer Choice and Demand Analysis: The Cardinal Approach to Consumer Equilibrium: Measurement of Utility, Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility. The Ordinal Utility Theory: Indifference Curve Approach: Meaning, Properties, The Budget Lines, Consumer Equilibrium. Demand Analysis: Meaning of Demand, Definition of Demand, Demand Function, Determinants of Demand, Law of Demand, Factors affecting the Demand.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Elasticity of Demand and Demand Forecasting: Elasticity of Demand: Meaning, Types of Elasticity of Demand. Price Elasticity of Demand: Meaning, Definitions, Degrees, Measurement, Factors affecting price elasticity of demand and Importance. Income Elasticity of Demand: Meaning, Definition, Types and Importance. Cross Elasticity of Demand: Meaning, Definitions, Types. Demand Forecasting: Meaning, Definitions, Steps involved in Demand Forecasting, Determinants</p>	6 Hours

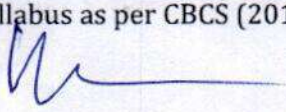


	and Methods. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Theory of Production, Cost and Revenue: Theory of Production: Meaning and concept of production, Production function (Short run and Long Run), Relationship between TP, MP and AP. Law of Variable Proportion, Law of returns to scale. Law of Supply. Theory of Cost: Concept of Cost, Different types Cost, Cost Function (Short Run and Long Run); Relationship between TFC, TVC and TC. Relationship between TC, TFC, TVC, AC, MC, AVC and AFC and Relationship between AC and MC. Theory of Revenue: Concept of Revenue, Relationship between TR, MR and AR. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Market, Market Structures, Pricing and Output Equilibrium under different Market Structures and Business Cycle: Market and Market Structure: Concept and Different types of Market and their characteristics. Determination of price and output equilibrium under different market structure: Perfect Competition: Features, Determination of price and output equilibrium under long run & short run. Monopoly: Features, Determination of price and output equilibrium under long run & short run. Monopolistic: Features, Determination of price and output equilibrium under long run & short run. Oligopoly Features, Determination of price and output equilibrium under long run & short run. Business Cycle: Meaning Definition, features, Phases of Business Cycle, Factors causing Swings in Business Activity. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi Stonier and Hague, Textbook of Economic Theory – Longman Green and Co., London. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> HirscheyMark, Managerial Economics, Thomson Learning, Bangalore Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad Business Economics (Micro) – Dr. Girijashankar; AtharvaPrakashan, Pune. J.M. Henderson and Richard E. Quandt., Micro economic Theory, Mcgraw Hill Company, New York. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi. Dean J., Managerial Economics, Prentice Hall New Delhi. 	



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| | <ul style="list-style-type: none">• Mithani.D.M. :- Managerial Economics, Theory and Applications, Himalaya Publishing House, New Delhi |
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*** Latest editions of all the suggested books are recommended.**



OLD SYLLABUS
Pre Revision

MBA - Semester I
MANAGERIAL ECONOMICS

Course Code: MBA103

L- 4, T-0, P-0, C-4

Objective: The course intends to develop a perspective necessary for the application of modern economic concepts, percepts, tools and techniques in evaluating business decisions taken by a firm.

Unit-wise Course Contents:

1. **Introduction:** Nature, scope and significance of managerial economics, its relationship with other disciplines; Role of managerial economics in business decisions; Fundamental economic concepts, incremental principle, opportunity cost principle, discounting principle, equi-marginal principle, time value of money.

(6 Hours)

2. **Demand Analysis and Consumer Behavior:** Demand functions - Generalized demand function and demand function, individual and market demand functions, law of demand, determinants of demand; Elasticity of demand - meaning, importance in business decisions and its measurement; Cardinal and Ordinal approaches to consumer behavior; Demand forecasting -its significance and techniques.

(9 Hours)

3. **Production and Cost Analysis:** Production function - meaning and significance; short run and long run production analysis; Empirical estimation of production functions; short and long run cost function - their nature, shape and inter-relationship; Empirical estimation of cost function; Economies of scale and scope.

(9 Hours)

4. **Theory and Behaviour of Firm:** Different market structures and their characteristics, Profit maximization objective, Alternative objectives of business firms, short run and long run price -output decisions under perfect competition, monopolistic competition, monopoly and oligopoly; Pricing strategies - full - cost pricing, product line pricing, price skimming and penetration pricing.

(9 Hours)

5. **Macroeconomics:** National Income, Concepts and methods of its measurement; Inflation -demand pull and cost push inflation, effects of inflation, control of inflation; Business cycles -nature and phases of business cycle, policies to control business cycles.

(7 Hours)

Text Books:

1. Dwivedi, D.N., *Managerial Economics*, Vikas Publishing House Pvt. Ltd., New Delhi. Ed. 2006.
2. Vaish M.C., *Macro Economic Theory*, Vikas Publishing House Pvt. Ltd., 2007.
3. Dhingra I.C., *Managerial Economics*, S. Chand Publishers, New Delhi. Ed. 2008.

Reference Books:

1. Christopher R. Thomas & S. Charles Maurice, *Managerial Economics*, Tata McGraw - Hill, New Delhi. 2006.
2. Petersen Craig H. et al., *Managerial Economics*, Pearson Education, 2006.

* Latest editions of all the suggested books are recommended.

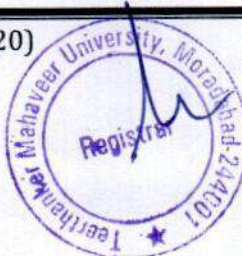


New syllabus.
Post Revision

Course Code: MBAGE103	Generic Elective Course – 3 MBA- Semester-I Operations Research	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Identifying and developing operational research models from the verbal description of the real system.	
CO2.	Understanding the mathematical tools that are needed to solve optimization problems.	
CO3.	Understating the usage of mathematical software to solve the proposed models.	
CO4.	Analyzing the results and proposing recommendations in language understandable to the decision-making processes in Management Engineering	
CO5.	Developing a report that describes the model and the solving technique.	
Course Content:		
Unit-1:	Introduction to Operation Research: Decision making through OR, Nature & Significance of OR, Models and modeling in OR, General methods for solving OR models, methodology of OR, Application and scope of OR, Basic OR models.	6 Hours
Unit-2:	Project Management: Introduction to PERT and CPM, critical Path calculation, float calculation and its importance. Cost reduction by Crashing of activity. <i>Numerical: CPM only</i>	6 Hours
Unit-3:	Replacement Problem: Replacement of assets that deteriorate with time, Replacement of assets on sudden failure. <i>Numerical: Replacement (assets on sudden failure)</i>	6 Hours
Unit-4:	Decision Theory: Introduction, Decision under certainty, Decision under risk, Decision under uncertainty: Laplace criterion, MaxiMin criterion, MiniMax criterion, savage MiniMax regret criterion, hurwicz criterion, Decision tree <i>Numerical: Decision (Laplace Method, MaxiMin Criteria)</i>	6 Hours
Unit-5:	Inventory Control: Inventory classification, Different cost associated to Inventory, Economic order quantity, Inventory models with deterministic demands, ABC analysis. <i>Numerical: Inventory (EOQ)</i>	6 Hours
Text Books:	<ul style="list-style-type: none"> • Paneerselvam, Operations Research, Prentice Hall of India, N. Delhi. • Taha, H.; Operations research, New York, Macmillan. 	
Reference Books:	<ul style="list-style-type: none"> • Levin, Kerpatrik and Rubin; Quantitative Approach to Management, New Jersey, Prentice Hall. • Theirouf and Klekamp; Decision Through Operations Research, New York, 	



	<p>John Wiley.</p> <ul style="list-style-type: none"> • Sharma, J.K.; Operations Research: Theory and applications, New Delhi, Macmillan. • Vohra, N.D.; Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd., NewDelhi. • Kapoor, V.K., Operations Research; Sultan Chand & Sons, New Delhi. • Kalavathy, Operations Research, Vikas Publishing House, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>
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MBA - Semester III OPERATIONS RESEARCH

Course Code: MBA 311/ MBA 204

L- 4, T-0, P-0, C-4

Objective: The basic objective of the course is to understand the concepts of operations research and its applications.

Unit-wise Course Contents:

- 1. Introduction:** Nature and, scope of Operation Research. Formulation and testing O R models. Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality.
(8 Hours)
- 2. Transportation Problem:** Initial basic feasible solution and optimality test, Transshipment. Assignment model: Hungarian method, Assignment Problem.
(8 Hours)
- 3. Game Decision Theory:** Characteristics, Two persons Zero sum game, pure and mixed strategy, Dominance and graphical method of solving game. Decision-making environments and decision theory: Decision-making under uncertainty and risk situations.
(8 Hours)
- 4. Queuing Theory and Sequencing:** Characteristics of M/M/1: oo/FCFS and M/M/1: N/FCFS Queue model Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.
(8 Hours)
- 5. Replacement Problem:** Replacement of assets that deteriorate with time, replacement of assets on sudden failure.
(8 Hours)

Text Books:

1. Vohra, *Quantitative Techniques in Management*, Tata McGraw-Hill, 2nd edition, 2003.
2. Peter C. Bell, *Management Science/ Operations Research*, Vikas Publication.
3. Kothari, *Quantitative Techniques*, Vikas publications 1996, 3rd edition.

Reference Books:

1. Akhilesh K.B. & Balasubramanyam S., *Quantitative Techniques* Vikas Publications.
2. Taha Hamdy, *Operations Research an Introduction*, Prentice-Hall.

* Latest editions of all the suggested books are recommended.

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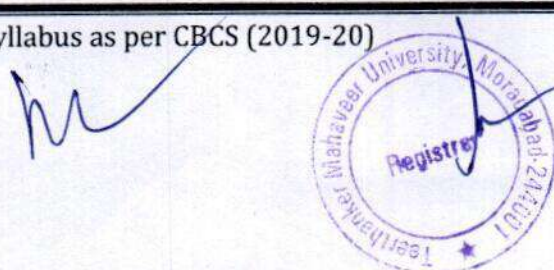


Course Code: MBACC104	Core Course – 4 MBA- Semester-I Organizational Behavior	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding and describing the concepts anchored to OB and its evolution.	
CO2.	Understanding and analyzing the behavioural concepts related to Individuals like Perception, Attitude, Personality, and Learning.	
CO3.	Understanding and applying the theories of Motivation, Leadership, Group Dynamics for effective - team and organizational management.	
CO4.	Assessing and analyzing Group Dynamics and develop sound Interpersonal Relationships for effective group behaviour.	
CO5.	Analyzing and evaluating Stress and Conflict situations and developing strategies for their resolution.	
Course Content:		
Unit-1:	Introduction to Organizational Behaviour: Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Understanding Human Behaviour in Management: Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and Freud's theory of personality -. Learning In Management: Concept and theories of learning- Pavlov theory of classical conditioning, B.F Skinner theory of operant conditioning, learning Principles, Role of learning in management. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Motivation and Leadership: Concept, principles, theories– Maslow's Hierarchy of needs theory, Herzberg's Motivation Hygiene theory, and Vroom's Expectancy theory. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait-Stogdill's traits Factors, behavioral theories-Tannenbaum's continuum of leadership behavior, Managerial Grid, and situational theories-Fiedler's contingency theory. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Interpersonal Relationship management: Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group	6 Hours



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Revision

	Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5	Stress and Conflict Management: Define Stress and its potential sources, Individual and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict-intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Davis Keith, Human Behavior at Works: Organizational Behaviors, New Delhi: McGraw-Hill. • Robbins S.P., Organizational Behavior, New Delhi: Pearson Education. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Luthans Fred, Organizational Behavior, New Delhi: McGraw Hill. • Chandran J.S., Organization Behavior, New Delhi: Vikas Publishing House. • PareekUdai, Behavioral Process in Organizations, New Delhi: Oxford and IBH. • Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning. • Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning. <p>* Latest editions of all the suggested books are recommended</p>	



MBA - Semester II ORGANISATIONAL BEHAVIOUR

Course Code: MBA 218/ MBA 108

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concept of organizational behavior.

Unit-wise Course Contents:

1. **Introduction to Organizational Behaviour:** Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization.
(8 Hours)
2. **Understanding Human Behaviour in Management:** Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and theories of personality shaping. Learning In Management: Concept and theories of learning, learning Principles, Role of learning in management.
(8 Hours)
3. **Motivation and Leadership:** Concept, principles, theories - content and process. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioral, and situational.
(8 Hours)
4. **Interpersonal Relationship management:** Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.
(8 Hours)
5. **Stress and Conflict Management:** Define Stress and its potential sources, Individual and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict-intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.
(8 Hours)

Text Books:

1. Davis Keith, *Human Behavior at Works: Organizational Behaviors*, Tata McGraw- Hill, New Delhi.
2. Pareek Udai, *Behavioral Process in Organizations*, Oxford and IBH, New Delhi, 1981.
3. Robbins S.P., *Organizational Behavior*, Pearson Education, New Delhi, 2003.

Reference Books:

1. Luthans Fred, *Organizational Behavior*, McGraw Hill, New Delhi, 1998.
2. Chandran J.S., *Organization Behavior*, Vikas Publishing House, 2004.

* Latest editions of all the suggested books are recommended.

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New syllabus
Post Revision

Course Code: MBACC201	Core Course-5 MBA- Semester-II Marketing Management	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the role and functions of marketing in an organization.	
CO2.	Understanding 'marketing' concepts, theories and techniques of marketing.	
CO3.	Analyzing the dynamic marketing environment & about marketing strategy decisions are taken for overcoming competition.	
CO4.	Applying various marketing conceptual frameworks, theories and techniques to various marketing contexts.	
CO5.	Developing a comprehensive marketing plan for an organization and taking operational decisions for marketing plan implementation.	
Course Content:		
Unit-1:	Basics of Marketing: Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Consumer Analysis: Behaviour Analysis: Buyer behaviour; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Product& Price Decisions: Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives;	6 Hours



	Pricing policies and strategies; Discounts and rebates. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-4:	Distribution Channels and Promotion Decisions: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity and public relations; Selection of appropriate tools and techniques of promotion mix. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations. 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. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and MithileshwarJha, Marketing Management: A South Asian Perspective, New Delhi: Pearson. • Ramaswamy&Namakumari, Marketing Management in the Indian Context; New Delhi:S.Chand&. Sons. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Marketing, Cengage Learning. • Etzel, Michael J., Walker, Bruce J., Staton, William J., and Pandit Ajay, Marketing Concepts and Cases, New Delhi: McGraw Hill (Special Indian Edition). • Kazmi, SHH, Marketing Management Text and Cases, New Delhi: Excel Books. • Neelamegham S., Indian Cases in Marketing, New Delhi: Vikas Publication. • Bull Victor P., Marketing Management: A Strategic Planning Approach, New York: McGraw Hill. • Czinkota M.R., Marketing Management, New Delhi: Pearson Education Asia. <p>* Latest editions of all the suggested books are recommended.</p>	



old syllabus
Pre Revision

MBA - Semester II MARKETING MANAGEMENT

Course Code: MBA 201

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of marketing. **Unit-wise**

Course Contents:

1. **Basics of Marketing:** Introduction, Definition, Importance and Scope of Marketing, Core marketing concepts, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets, Concept of Marketing Management, Marketing - Mix, Functions of Marketing Management, Marketing Organizations, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research. **(8 Hour)**
2. **STP Marketing:** Market Segmentation, Segmenting the Market, Benefits, of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting - Introduction, Procedure. Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy. **(10 Hours)**
3. **Product Design:** Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Product Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC. **(8 Hours)**
4. **Pricing, Distribution, and Promotion Decision:** Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing Decision. **(8 Hours)**
5. **Service Marketing Aspect:** A Brief Account of Marketing of Services, Social Marketing, Online Marketing. **(6 Hours)**

Text Books:

1. Kotler Philip, *Marketing Management: Analysis, Planning, Implementations and Control*, Pearson Education, New Delhi. 2003, 11th edition.
2. Stanton William J., *Fundamentals of Marketing*, McGraw Hill, N. Delhi 10th Ed.
3. Kotler Philip & Armstrong Graw, *Principles of Marketing*, Pearson Education, New Delhi 2004.

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Reference Books:

1. Neelamegham S., *Indian Cases in Marketing*, Vikas Publication, New Delhi.
2. Bull Victor P., *Marketing Management: A Strategic Planning Approach*, McGraw Hill, New York.
3. Czinkota M.R., *Marketing Management*, Pearson Education Asia, New Delhi 2004.

* Latest editions of all the suggested books are recommended.



New syllabus

Post Revision

Course Code: MBACC202	Core Course – 6 MBA- Semester-II Financial Management	L-2 T-1 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the objectives, role, functions and process of financial management; structure and functions of financial markets; various financial instruments and financial intermediaries.	
CO2.	Understanding the Indian Financial System and recognizing the need of financial planning.	
CO3.	Understanding and analyzing the structure and functions of financial markets, various financial instruments and financial intermediaries.	
CO4.	Analyzing and estimating the requirement of fund and cost of capital for various sources of funds.	
CO5.	Analyzing the impact of short term and long term financial decisions of an organization and the various tools used for such decisions.	
CO6.	Making various capital budgeting decisions through various techniques of project appraisal.	
Course Content:		
Unit-1:	Overview of Financial Management: Concept of finance, meaning and definition of financial management, scope and objectives of financial management-Profit maximization vs Wealth maximization; Functions of Finance Manager in Modern Age; Financial decision framework: investing, financing and dividend decisions.	6 Hours
Unit-2:	Financial System & Financial Planning: Need to study Financial system, Functions of financial system, Financial Assets, Financial Markets and its functions, Financial Instruments, Financial Intermediaries and its structure, Regulatory Institutes, Commercial Bank, NABARD, Insurance companies, NBFCs, Mutual Funds, Meaning and definition of Financial Plan, objectives, process of financial planning, Long term and Short term Financial Plans, Factors affecting financial plan and its limitations.	6 Hours
Unit-3:	Cost of Capital and Capital Budgeting: Cost of capital, basic aspects and importance of cost of capital, Computation of cost of Equity, Preference shares, Debt, Retained earnings and overall weighted average cost of capital, Appraisal of project; Techniques of capital budgeting : Pay Back period , Average Rate of Return, NPV,IRR and its applications. <i>Numerical/s: Cost of Capital and Capital Budgeting (PBP, ARR, NPV and IRR).</i>	6 Hours
Unit-4:	Financing Decision : Sources of finance –overview of Long-term& Short term sources of	6 Hours



	<p>finance, Overview of Working Capital management: Meaning, and definition of working capital , Concept of working capital, Kinds of Working capital, Importance & Objectives of working capital management. Factors affecting working capital policy, Methods of Estimation of Required Working Capital: Operating Cycle method & Estimation of Working Capital based on current assets and current liabilities.</p> <p><i>Numerical/s: Working Capital Management (Operating Cycle Method and Working Capital based on current assets and current liabilities).</i></p>	
Unit-5:	<p>Dividend Policy Decisions: Dividend Policy, Factors affecting dividend policies, Forms of Dividend, Bonus policy guidelines relating to dividend declaration and payment.</p> <p><i>Numerical/s: Calculation of dividend.</i></p>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> • Pandey I.M., Financial Management, New Delhi: Vikas Publications. • Khan & Jain, Financial Management, New Delhi, McGraw-Hill. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Reddy G. Sudarsana, Financial Management Principles & Practice, New Delhi: Himalaya Publishing House. • Rustagi, R.P. Financial Management: Theory, Concepts and Problems, New Delhi: Galgotia Publishing Company. • Chandra Prasanna, Fundamentals of Financial Management, New Delhi: McGrawHill. • Van Horne- Financial Management and Policy, New Delhi: Pearson Education. • Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, New Delhi: Pearson Education <p>* Latest editions of all the suggested books are recommended.</p>	



old syllabus
Pre Revision

MBA - Semester III
Elective 1
Specialization: Finance
FINANCIAL MANAGEMENT

Course Code: MBF301

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course to understand the functions, roles, goals and the processes of financial management.

Unit-wise Course Contents:

1. **Introduction:** Concept of finance, scope and objectives of financial management; Functions of Finance Manager in Modern Age; Financial decision areas; Time value of money; Risk and Return analysis; Valuation of Securities. (8 Hours)
2. **Investment Decision;** Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage analysis: Financing, operating and combined leverage and its implications; EBIT-EPS analysis. (8 Hours)
3. **Financing Decision:** Long-term sources of finance, Concept and approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Cost of capital equity share, preference share, debentures, weighted average cost of capital. (8 Hours)
4. **Working Capital:** Concept of Gross Working Capital and Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement and sources of working capital financing, Management of inventory, receivables and cash. (8 Hours)
5. **Dividend Decision:** Dividend policies; Factors affecting dividend policies, Dividend Theories, Bonus policy guidelines relating to dividend declaration and payment. (8 Hours)

Text Books:

1. Pandey I.M., *Financial Management*, Vikas Publications, 2008.
2. Khan & Jain, *Financial Management*, Tata McGraw-Hill, 2007.
3. Chandra Prasanna, *Fundamentals of Financial Management* TMH, 2007.

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Reference Books:

1. Smith K.V., *Management of Working Capital*, 2nd edition, Harper Collins Publications.
2. Agarwal J.D., *Working Capital Management*, Tata McGraw-Hill.

* Latest editions of all the suggested books are recommended.



New syllabus
Post Revision

Course Code: MBACC203	Core Course – 7 MBA- Semester-II Human Resource Management	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts related to manpower need, acquisition, compensation, assessing performance, training & developing, discipline and separation.	
CO2.	Understanding various concepts of job analysis and use those in developing a job design.	
CO3.	Analyzing and assessing manpower requirement, training needs, performance of people and compensation systems.	
CO4.	Developing and executing plans and systems for recruitment, training, performance appraisal and compensation.	
CO5.	Analyzing and developing grievance handling systems, promotions, transfers and separation plans.	
Course Content:		
Unit-1:	Introduction to HRM Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Human Recourse Planning & Strategies: HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Job Analysis, Recruitment & Selection / Training & Development: Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Performance Appraisal& job evaluation: Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage	6 Hours



	<p>concepts:- minimum wage, fair wage & living wage. Components of pay structure in India.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
Unit-5:	<p>Job enrichment, Discipline & grievances procedures: Discipline & Grievance Procedures - Definition, disciplinary procedure, grievances handling procedure. Promotion, transfer & separation: purpose, principles & types; Transfers – reason, principles & types; Separation – layoff, resignation, dismissal, retrenchment, voluntary Retirement Scheme.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Text Books:	<ul style="list-style-type: none"> • Aswathappa, Human Resource management, New Delhi: McGraw- Hill. • Ivancevich, John M., Human Resource Management, New Delhi: McGraw Hill. 	
Reference Books:	<ul style="list-style-type: none"> • Dessler, Human Resource Management, Prentice – Hall. • T.N Chhabra, Human Resource Management. • P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House. • Bratton J.& Gold J., Human Resource management: Theory & Practice, Palgrave. • Gomez Mejia et.al, managing Human Resource, Pearson Education. <p>* Latest editions of all the suggested books are recommended.</p>	



old syllabus
Pre Revision

MBA - Semester I
HUMAN RESOURCE MANAGEMENT

Course Code: MBA 116/ MBA 205

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of human resource management.

Unit-wise Course Contents:

1. **Elements of HRM:** Evolution of HRM, Meaning, Nature and Scope, HRM functions and objectives, Difference between HRM and Personnel Management, Human Resources Development in India, Role of HR managers. Manpower Planning.
(8 Hours)
2. **Job Analysis, Recruitment and Selection:** Job Analysis - Job Description, Job Specification. Recruitment and Selection- Methods and Procedures. Difference between recruitment and selection process.
(8 Hours)
3. **Human Resource Development:** Training and Development- Purpose, Methods and issues of training and management development program, Mentoring and Coaching.
(8 Hours)
4. **Performance and Job Evaluation:** Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation:-concept, methods and types.
(8 Hours)
5. **Job Enrichment:** Promotion, Transfer and Separation: Promotion - purpose, principles and types; Transfer - reason, principles and types; Separation - lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme. Job Enrichment, Job Enlargement, Job rotation.
(8 Hours)

Text Books:

1. Bratton J. & Gold J., *Human Resource Management: Theory and Practice*, Palgrave, 2003.
2. Gomez Mejia et.al, *Managing Human Resources*, Pearson Education.

Reference Books:

1. Aswathappa, *Human Resource Management*, Tata McGraw-Hill, 2003.
2. Dessler, *Human Resource Management*, Prentice-Hall.

* Latest editions of all the suggested books are recommended.

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New syllabus
Post Revision

Course Code: MBACC204	Core Course-8 MBA- Semester-II Production and Operations Management	L-2 T-1 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts & techniques of operation & quality management productivity.	
CO2.	Understanding and applying various models of inventory control in production process.	
CO3.	Applying concepts and tools of quality management for enhancing customer satisfaction.	
CO4.	Applying the various techniques of quality management in production process.	
CO5.	Analyzing production requirement and applying various tools and techniques to enhance customer satisfaction.	
Course Content:		
Unit-1:	Introduction: Classification of Decision Areas in Operation Management, Brief History, Operations Strategy, Flexibility, Modern vs. Traditional Approach. Services and Their Characteristics, Service Matrix, Service Quality, Role of services in Economy. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Quality Control : What is Quality , Statistical process Control , Control Charts X Charts , R Charts, P charts , C charts; Quality Management: Acceptance Sampling, Cost of Quality, Total Quality Management, History of TQM, Quality Gurus: Deming, Juran and Ishikawa, Quality Circles, Zero Defect Concept, Service Quality Model; Six Sigma - Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Productivity: Various kinds of productivity measures, Multifactor productivity, Efficiency and effectiveness. Business Process Reengineering, Bench Marking. Pursuit of Excellence in Organizations, TATA Business Excellency Model; Supply Chain Management: Purchasing, Value Analysis/ Value Engineering, Vendor Relations. Learning Curve, Forward Buying, Make or Buy Decisions. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Inventory Model & Safety Stocks:	6



	Optimal Order Quantity, EOQ, Economic Batch Quantity. ABC Analysis, VED Analysis; Building of a supply chain: orientation & Implementation of Supply Chain functions within an organization, Single Source vs Multiple Sources. <i>One relevant Case Study/ Case let based numerical from the unit.</i>	Hours
Unit-5:	Spatial Decisions: Plant Layout. Basic Types of Layouts and their merits & demerits. Optimization in process layouts. Use of Schematic Diagrams and software to solve layout problems. Applications in service Industries. Introduction to Cellular Manufacturing and Group Technology. Location and factors affecting a location. Timing Decisions: Production Planning and Control. Importance of time Horizon, Dovetailing of Plans, Production control, Assembly line Balancing. Scheduling. Shop loading & Index method. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Text Books:	<ul style="list-style-type: none"> • Gaither & Frazier, Operations Management, Cengage, New Delhi. • Chunnawals, Production & Operation Management Himalaya, Mumbai. 	
Reference Books:	<ul style="list-style-type: none"> • Kanishka Bedi, Production & Operation Management, University Press, New Delhi. • Upendra Kachru: Operation Management, Excel Publications, New Delhi. • Adam, E.E & Ebert; R.J. Production and Operation Management, Prentice Hall. • Panner Selvem, Production and Operation Management, Prentice Hall of India. • Chary, S.N. Production and Operation Management, New Delhi, McGraw Hill, New Delhi. • K. Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai. <p>* Latest editions of all the suggested books are recommended.</p>	



old syllabus
Pre Revision

MBA - Semester II PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MBA203

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of production and operations management.

Unit-wise Course Contents:

1. **Operations Management:** An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Service Design.
(8 Hours)
2. **Project and Process Planning:** Types in manufacturing: project, jobbing, batch, line, continuous, mass. Plant Location, Layout Planning. Project Management: PERT/CPM, Resource Leveling, Project Scheduling, Forecasting as a planning tool. Productivity and Work study: Method study, Work Measurement, Work sampling and its applications.
(8 Hours)
3. **Production Planning Techniques:** Production Planning techniques, Routing Decisions, Scheduling types and principles, master production schedule, Aggregate Planning. Total Productive Maintenance (TPM), Capacity Planning, Total Preventive Maintenance.
(8 Hours)
4. **Basic Concepts of Quality:** Dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality circles, KAIZEN and BPR, Poka - Yokes, Zero Defects. Bird's view of SPC.
(8 Hours)
5. **Materials Flow Control:** Raw Materials and WIP inventory control, JIT purchasing, Lead time control. Manpower Scheduling: Techniques of manpower scheduling. Inventory Management -Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, and FSN.
(8 Hours)

Text Books:

1. Adam JrEveretl E.R.J., *Production and Operations Management*, Prentice-Hall, 2000.
2. Charry, *Production and Operations Management*, Tata McGraw-Hill, 1997.
3. Johnston R. et al, *Cases in Operations Management*, Prentice-Hall, 1993.

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Reference Books:

1. McGregor D., *Operations Management*, McGraw-Hill, 1960.
2. Morton, *Production and Operations Management*, Vikas publication.
3. Haleem A., *Production and Operations Management*, Galgotia Books, 2004.

* Latest editions of all the suggested books are recommended.



New syllabus
Post Revision

Course Code: MBAGE202	Generic Elective Course -5 MBA- Semester-II Entrepreneurship Development	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts, theories, tools & techniques & methods related to entrepreneurship.	
CO2.	Analyzing business situations including enabling & restricting issues & available resources for setting up an entrepreneurial organization.	
CO3.	Applying concept, techniques & methods for success of enterprise.	
CO4.	Evaluate business opportunities and making decision about product, finance and function of business.	
CO5.	Developing a business plan and executing the business plan	
Course Content:		
Unit-1:	Concepts of Entrepreneurship Development: Evolution of the concept of Entrepreneur, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Creating Entrepreneurial Venture: Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Project Management: Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding.	6 Hours
Unit-4:	Entrepreneur Development Programmes (EDP'S): Types, 7S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available.	6 Hours



	Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).	
<u>Text Books:</u>	<ul style="list-style-type: none"> • Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, McGraw Hill, New Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Khanka S.S., Entrepreneurship Development, S. Chand and Company Ltd., New Delhi. • Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA). • Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi. • Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. • Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	



old syllabus
Pre Revision

MBA - Semester III

ENTREPRENEURSHIP DEVELOPMENT

Course Code: MBA302

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of entrepreneurship. **Unit-wise Course**

Contents:

1. **Entrepreneur and Entrepreneurship:** Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurs. Difference between Entrepreneur and Entrepreneurship, Characteristics of Entrepreneur. (8 Hours)
2. **Idea Generation and Project Formulation:** Idea Generation, Screening and Project Identification, Feasibility Analysis; Project Planning, Evaluation, Monitoring and Control, Project Report Preparation, Operation problems: Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Types of Uncertainty. (8 Hours)
3. **Supportive Agencies for Entrepreneurship:** Institutional support for new ventures; Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SMEs. Role of SIDBI & NSIC. (8 Hours)
4. **Entrepreneur Development Programmes (EDP'S):** Types, 3S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur. (8 Hours)
5. **Industrial Sickness:** Sick industries, Reasons for sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications. Micro financing for SME Sector and other aspects. (8 Hours)

Text books:

1. Couger C, *Creativity and Innovation*, IPP, 1999.
2. Jacob Nina, *Creativity in Organisations*, Wheeler, 1998.
3. Velasquez, *Business Ethics- Concepts and Cases*, Prentice-Hall, 5th edition, 2002.
4. Kittson Alan, *Ethical Organisation*, Palgrave, 2001.

Reference Books:

1. Jonne & Ceserani, *Innovation and Creativity*, Crest, 2001.
2. Bridge S. et al, *Understanding Enterprise: Entrepreneurship and Small Business*, Palgrave, 2003.
3. Holt, *Entrepreneurship: New Venture Creation*, Prentice-Hall, 1998.
4. Dollinger M.J., *Entrepreneurship*, Prentice-Hall, 1999.

* Latest editions of all the suggested books are recommended.



New syllabus

Post Revision

Course Code: MBACC301	<p align="center">Core Course-9</p> <p align="center">MBA- Semester-III</p> <p align="center">Strategic Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the various perspectives, concepts and process in the field of Strategic Management.	
CO2.	Understanding tools and techniques used in strategic management, and levels, strategic alternatives and types of strategies.	
CO3.	Implementing/executing strategy and applying evaluation and control techniques.	
CO4.	Analyzing the competitive situation, business environment and strategic dilemma to adapt to the dynamic global and local business environment.	
CO5.	Formulating corporate and business strategies based on strategic analysis.	
Course Content:		
Unit-1:	<p>Understanding Strategy: Concept of strategy, corporate, business and functional Levels of Strategy. Introduction to Strategic Management; Meaning and characteristics of strategic management, strategic management Vs. operational management; Four phases in strategic management process, stakeholders in business and their roles in strategic management. Hierarchy of Strategic Intent: Meaning & attributes of strategic intent, Meaning of Vision, Process of envisioning, Meaning of mission, difference between vision & mission, characteristics of good mission statements, Business definition using Abell's three dimensions, objectives and goals, Linking objectives to mission & vision. Critical success factors (CSF), Key performance indicators (KPI), Key result areas (KRA).</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>External & Internal Environment:</p> <p>Analyzing Company's External Environment: Environmental appraisal scenario planning - Preparing an Environmental Threat and Opportunity Profile (ETOP); Analyzing Industry Environment: Industry Analysis - Porter's Five Forces Model of competition, Entry & Exit Barriers, Strategic Group analysis.</p> <p>Analyzing Company's Internal Environment: Resource based view of a firm, meaning, types & sources of competitive advantage, analyzing company's resources and competitive position, VRIO Framework, competitive advantage, competitive parity & competitive disadvantage, core competence, characteristics of core competencies, distinctive competitiveness, benchmarking as a method of comparative analysis; Value Chain Analysis Using Porter's Model: primary & secondary activities.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours



Unit-3:	Organizational Capability Profile and Portfolio Analysis: Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage & fit, ways of resource leveraging -concentrating, accumulating, complementing, conserving, recovering; Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model; Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus - when to use which strategy; Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment - Turnaround, Divestment, Liquidation, Outsourcing Strategies. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Strategy Implementation and Evaluation: Strategy Implementation: Components of a strategic plan, barriers to implementation of strategy, Mintzberg 5 Ps - Deliberate & Emergent Strategies, Mc Kinsey's 7s Framework; Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment; Strategy Evaluation: Operations Control and Strategic Control -Symptoms of malfunctioning of strategy -Use of Balanced Scorecard for strategy evaluation. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Various Business Strategies and Models: Blue Ocean Strategy: Difference between blue & red ocean strategies, principles of blue ocean strategy, Strategy Canvass & Value Curves, Four Action framework; Business Models:Meaning & components of business models, new business models for Internet Economy- E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business -Virtual Value Chain; Sustainability & Strategic Management:Threats to sustainability, Integrating Social & environmental sustainability issues in strategic management, meaning of triple bottom line, people-planet-profits. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., NewDelhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi. Crafting the Strategy: Concepts and Cases in Strategic Management by Ranjan Das, McGraw Hill, New Delhi. Strategic Management by Ireland, Hoskisson&Hitt, Indian Edition, Cengage Learning. Concepts in Strategic Management & Business Policy by Thomas L. Wheelen& J. David Hunger, Pearson. MintzbergHenry, Ahlstrand Bruce, and Lampel Joseph, Strategy Safari: A Guided Tour through the Wilds of Strategic Management, The Free Press, USA. 	



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| | <ul style="list-style-type: none">• Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalization, Thomson Asia Pvt. Ltd.• Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi <p>* Latest editions of all the suggested books are recommended.</p> |
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old syllabus
Pre Revision

MBA - Semester IV STRATEGIC MANAGEMENT

Course Code: MBA401

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of strategic management.

Unit-wise Course Contents:

1. **Nature of Strategic Management:** Concept of Strategy; Mintzberg's 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategists and their roles.
(8 Hours)
2. **Strategy Formulation:** Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; SWOT Analysis; Grand Strategies; Porter's Generic Strategies.
(8 Hours)
3. **Strategies for Competing in Global Markets:** Strategic Analysis and Choice- BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis, Concept of Value Chain, Strategic Alliances.
(8 Hours)
4. **Strategy Implementation:** Resource Allocation; Structural Considerations and Organizational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies.
(8 Hours)
5. **Strategy Evaluation:** Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.
(8 Hours)

Text Books:

1. Arthur A., Thomson and Strickland, *Strategic Management - Concept and Cases*, Tata McGraw-Hill, New Delhi, 2002.
2. KazmiAzhar, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2004. deleted

Reference Books:

1. Henry Mintzberg, *Strategy Safari*, Free Press, New York. 1998.
2. Gary Hamel & Prahalad C. K., *Competing for the Future*, HBS Press, 1999.

* Latest editions of all the suggested books are recommended.



new syllabus
Post Revision

Course Code: MBAM303	Discipline Specific Elective Course -3		L-3 T-0 P-0 C-3
	Specialization- Marketing		
	MBA- Semester-III		
	Brand Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the basic principles and concepts of branding.		
CO2.	Understanding the key issues in crafting and evaluating brand strategies.		
CO3.	Developing an understanding of brand equity and measure range of brand performance related outcomes.		
CO4.	Developing specific skills in delivering persuasive brand presentations.		
CO5.	Analyzing and engaging in and contributing to brand building projects and developments.		
CO6.	Evaluating brand extension and its contribution to parent brand.		
Course Content:			
Unit-1:	Introduction: Basics Understanding of Brands, Branding Concepts, Functions of Brand, Significance of Brands, Different Types of Brands, Co-branding, Store brands. <i>One Case Study/ Case let from the unit.</i>		6 Hours
Unit-2:	Brand Strategies: Strategic Brand Management process, Building a strong brand, Brand positioning, Establishing Brand values, Brand vision, Brand Elements, Branding for Global Markets, Competing with foreign brands. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-3:	Brand Communications: Brand image Building, Brand Loyalty programmes, Brand Promotion Methods, Role of Brand ambassadors, celebrities, On line Brand Promotions. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-4:	Brand Extension: Brand Adoption Practices, Different type of brand extension, Factors influencing Decision for extension, Re-branding and re-launching. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-5:	Brand Performance: Measuring Brand Performance, Brand Equity Management, Global Branding strategies, Brand Audit, Brand Equity Measurement, Brand Leverage -Role of Brand Managers, Branding challenges & opportunities. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours



<u>Text Books:</u>	<ul style="list-style-type: none"> • Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> • Harsh V. Verma, Brand Management, Excel Books. • Kapferer J.N., Strategic Brand Management, Kogan Press. • Moorthi YLR, Brand Management, Vikas Publishing House. • Kumar, S. Ramesh; Marketing and Branding – The Indian Scenario; Pearson Education; New Delhi. • Kapoor, Jagdeep; 24 Brand Mantras; Sage Publications; New Delhi. • Senguptasubroto; Brand Positioning: Strategies for competitive advantage; McGraw Hill; New Delhi. <p>Latest editions of all the suggested books are recommended.</p>	




old syllabus
Pre Revision

MBA - Semester III
Elective 2
Specialization: Marketing
BRAND MANAGEMENT

Course Code: MBM302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of brand management. **Unit-wise Course**

Contents:

1. **Brand and Brand Planning:** Branding Concepts: Brand Awareness (Recognition and Recall), Brand Identity and Brand Image, Brand Personality, Brand Judgments, Brand Loyalty. Brand Planning: Customer-Based Brand Equity, Brand Positioning, Creating Mental Maps, Customer-Based Brand Equity Model, Brand Resonance, Brand Building Blocks.
(8 Hours)
2. **Brand Integration:** Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity, Brand Element Guidelines, personalizing Marketing, Value Pricing, Blending "Push" and "Pull" Strategies.
(8 Hours)
3. **Brand Equity:** Developing a Brand Equity Measurement System, Measuring Sources of Brand Equity: Capturing Customer Mind-Set. Measuring Outcomes of Brand Equity: Capturing Market Performance. Indirect and Direct Measures of Brand Equity: Qualitative, Exploratory Research Quantitative, Experimental Approaches to Measure Brand Equity.
(8 Hours)
4. **Brand Architecture:** Developing and Implementing Branding Strategies. Introducing and Naming New Products, Corporate Branding Strategy, Brand Hierarchy, Line extensions, Content development in Branding.
(8 Hours)
5. **Brand Growth:** Brand Growth: Managing Brands over Time, Managing Brand over Geographic Boundaries and Market Segments, Reinforcing Brands, and Revitalizing Brands, Global Branding Strategies. Measuring Brand Equity. Legal Issues in Branding and Commercial Brands.
(8 Hours)

Text Books:

1. Kevin Lane Keller, *Strategic Brand Management*, 3rd edition, Prentice-Hall, 2008.
2. Harsh V. Verma, *Brand Management*, Excel Books.

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Reference Books:

1. Varley R. & Rafiq M., *Principles of Retail Management*, Palgrave, 2004.
2. Lamba, *The Art of Retailing*, Tata McGraw-Hill, 2001.

* Latest editions of all the suggested books are recommended.



Course Code: MBM306	Discipline Specific Elective Course -6		L-3 T-0 P-0 C-3
	Specialization- Marketing		
	MBA- Semester-IV		
	Retail Management		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the concept of whole selling and retailing and the contribution of retailers to the product value chain.		
CO2.	Understanding various types of retail formats and store designs and their functioning in India.		
CO3.	Understanding consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services.		
CO4.	Analyzing how retailers communicate with their customers.		
CO5.	Formulating tactics (pricing, merchandise assortment, store management, visual merchandising, customer service) for extracting profit from a retail offering of an organization.		
Course Content:			
Unit-1:	Wholesaling: Concept, Importance, Functions; Wholesaler Marketing Decisions; Trends in Wholesaling& Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-2:	Retail formats: Store & Non Store Retailing: Franchising, Unconventional channels, E-retailing, Retail Location: Factors affecting location decision, Site Selection, Location based retail Strategies. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-3:	Store Design: Interiors and Exteriors; Store layout; Types of layouts; Factors affecting store layout; Store image mix; Store Façade; The Internet Store; Store Administration: Floor space management; Managing store inventories and display. <i>One relevant Case Study/ Case let from the unit.</i>		6 Hours
Unit-4:	Merchandising: Concept, Importance, Functions; Steps in merchandising planning; Category management: Definition and process; Introduction to Private label brands, Retail Communication Mix: Planning retail communication; Managing in-store promotions and events.		6 Hours



	One relevant Case Study/ Case let from the unit.	
Unit-5:	Integrated Marketing Channels: Channels for Consumer goods; Industrial goods & Services; Horizontal, Vertical, Multichannel Marketing Systems; Technology in distribution: Bar-coding, RFID, Electronic payment systems.	6 Hours
<u>Text Books:</u>	<ul style="list-style-type: none"> Berman B., Evans J.R. & Shrivastava R., Retail Management: A Strategic Approach, Pearson Education, New Delhi. 	
<u>Reference Books:</u>	<ul style="list-style-type: none"> Reyhle Nicole and Prescott Jason, Retail 101: The Guide to Managing and Marketing Your Retail Business, McGraw-Hill Education. Bajaj C., Tuli R. and Srivastava N.V., Retail Management, Oxford University Press. Zentes J., Morschett D. & Schramm-Klein H., Strategic Retail Management: Text and International Cases, Springer, UK. Dennis Steve, Remarkable Retail: How to Win & Keep Customers in the Age of Digital Disruption, Life Tree Media, Los Angeles, California, United States. Saurav Swapnil & Potti Ravi, The A to Z of Retail Management, Eka Publishers, Hyderabad. <p>* Latest editions of all the suggested books are recommended.</p>	



old syllabus
Pre Revision

MBA - Semester III
Elective 1
Specialization: Retail

RETAIL MANAGEMENT

Course Code: MBR301

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of retail management. **Unit-wise Course**

Content:

1. **Overview of Retailing Management:** Introduction to retailing, concept, Nature, scope, Functions of retailing; Building and sustaining relationships; Retail organization structure, Retail management process Types of Retail Outlets, Market structure and control; Planning and development.
(8 Hours)
2. **Retail Management Situational Analysis:** Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Market / competitors , Promotional strategies Choosing a store location: Trading-area analysis; Site selection; Store design and layout, Display.
(8 Hours)
3. **Managing Retail Business:** Retail organization and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality, sales force management.
(8 Hours)
4. **Delivering the Product:** Retail Information Systems; Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, people in retailing.
(8 Hours)
5. **International Retailing:** Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management.
(8 Hours)

Text Books:

1. Berman B. & Evans J.R., *Retail Management*, Pearson Education, 2002.
2. Michael Levy M. & Weitz B.W., *Retailing Management*, Tata McGraw-Hill, 2004.

Reference Books:

1. Newman A.J. & Cullen P., *Retailing: Environment and Operations*, Vikas publication, 2002.
2. Varley R. & Rafiq M., *Principles of Retail Management*, Palgrave, 2004.
3. Lamba, *The Art of Retailing*, Tata McGraw-Hill, 2001.

* Latest editions of all the suggested books are recommended.

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New syllabus
Post Revision

Course Code: MBAM401	Discipline Specific Elective Course - 1	L-3 T-0 P-0 C-3
	Specialization- Marketing	
	MBA- Semester-IV	
	Service Marketing	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts of services marketing, service marketing mix, service development, design, delivery and quality improvement in services	
CO2.	Understanding the characteristics of services, customer perception and customer satisfaction in the context of services marketing.	
CO3.	Understanding and applying service blueprinting, the integration of new technologies and other key issues facing today's customer service providers and service managers.	
CO4.	Analyzing critical issues in service design including the nature of service products & markets, building the service model, and creating customer value.	
CO5.	Analyzing critical issues in service delivery including identifying and managing customer service experiences, expectations, perceptions and outcomes.	
CO6.	Evaluating the Marketing Mix applied in the services marketing context and designing service delivery model.	
Course Content:		
Unit-1:	Introduction: Definition and Characteristics of Services; Classification of Services; Difference between product and services; Evolution of Services marketing; Growth of service sectors and service industries; Importance of Services Marketing in Indian Economy; Service markets system: Service quality, Understanding customer expectations and zone of tolerance, Segmentation and zone of tolerance, Targeting and positioning of service. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Services Marketing Mix: Importance of 7 Ps in Services Marketing. Developing the service product/intangible product; Service pricing strategy and Approaches to Pricing Services; Services distributions- Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions; Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion. <i>Onerelevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	3 P's of Service Marketing: People: The People Component, Services and the Importance, Using People to Differentiate Services, Internal Marketing, Employee Motivation and	6 Hours



	<p>Implication for Service Delivery.</p> <p>Physical Evidence: Physical Evidence and Services Process- Essential and Peripheral Physical Evidence.</p> <p>Service Process: Nature of the Service Process, Customer Participation in Service Process.</p> <p>Devising Services' Marketing Mix Strategies: with special reference to BFSI, Hospitality & Tourism sector.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	
Unit-4:	<p>Service Development and Quality Improvement:</p> <p>Service Development: Need, Importance and as a Measure of Competitive Advantage; Types of New Service Development and its Stages; Service Costs Incurred by the Service Provider; Service Blue Printing; Integration of new technologies.</p> <p>Quality Improvement: Service Quality Dimensions; Service Quality Measurement and Service Mapping; Improving Service Quality and Service Delivery; Service Failure and Recovery.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-5:	<p>Service Design and Service Delivery:</p> <p>Building the service model and creating customer value; Service delivery process, Service Encounters and Moments of Truth, Employee role in service delivery, Intermediaries involved in Service Process and Service Delivery.</p> <p>Services in Global Perspective: International marketing of services and recent trends.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
<u>Text Books:</u>	<ol style="list-style-type: none"> 1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler and Ajay Pandit, Services Marketing: Integrating Customer Focus across the Firm, McGraw Hill, N. Delhi. 2. Nimit Chaudhary, Services Marketing, McMillan India. 	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Neelamegham S., Indian Cases in Marketing, Vikas Publication, New Delhi. 2. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education. 3. Apte, Govind, Services Marketing – OUP, New Delhi 4. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, N. Delhi. 5. M.K. Rampal and SL Gupta: Services Marketing Concepts, Applications and Cases, Galgotia Publishing Company. 6. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi. <p>* Latest editions of all the suggested books are recommended.</p>	



old syllabus
Pre Revision

MBA - Semester III
Elective 3
Specialization: Marketing
SERVICE MARKETING

Course Code: MBM303

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of services marketing. **Unit-wise Course**

Contents:

1. **Introduction:** Definition and Characteristics of Services, Classification of Services, Difference between product and services Evolution of Services marketing, Importance of Services Marketing in Indian Economy. Service markets system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. **(8 Hours)**
2. **Services Marketing Mix and Channel Decision:** Importance of 7 Ps in Services Marketing. Developing the service product/intangible product; Service pricing strategy and Approaches to Pricing Services; Services distributions- Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions. **(8 Hours)**
3. **Service Promotion Decision:** Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion; The People Component, Services and the Importance, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery. **(8 Hours)**
4. **Physical Evidence and Service Process:** Physical Evidence and Services Process- Essential and Peripheral Physical Evidence, Nature of the Service Process, Customer Participation in Service Process, Devising Financial Services Marketing Mix Strategies with special reference to Insurance , Banking, Hotels, Airlines, Tourism. **(8 Hours)**
5. **Services in Global Perspective:** International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing. **(8 Hours)**

Text Books:

1. Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5th edition, 2001.
2. Zeithaml, *Services Marketing*, Tata McGraw-Hill, 3rd edition, 1999. **Reference**

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Books:

1. Rao Rama Mohan, *Services Marketing*, Pearson Education, 3rd edition.
2. ApteGovind, *Services Marketing*, Oxford Univ. Press.

* Latest editions of all the suggested books are recommended.

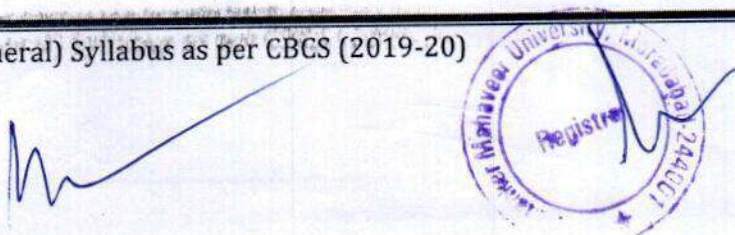


New syllabus
Post Revision

Course Code: MBM403	Discipline Specific Elective Course - 3	L-3 T-0 P-0 C-3
	Specialization- Marketing	
	MBA- Semester-IV	
	Customer Relationship Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding concepts, principles, techniques and processes of CRM.	
CO2.	Understanding the importance and impact of CRM in marketing, sales force automation, SCM, SRM, PRM and e business.	
CO3.	Understanding and applying of digital marketing tools, web analytics and marketing metrics for promotional marketing.	
CO4.	Analyzing organizational context and developing CRM strategy for the business.	
CO5.	Managing and implementing Customer relationship activities in an organization.	
CO6.	Evaluating the impact of CRM program/campaign of an organization.	
Course Content:		
Unit-1:	CRM concepts: Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	CRM in Marketing: One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Sales Force Automation: Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), SCM, SRM & PRM: Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM). <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Analytical CRM: Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream	6 Hours



	Analysis, Personalization and Collaborative Filtering. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	CRM Implementation: Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall Of India Private Limited, New Delhi.	
<u>Reference Books:</u>	1. Jagdish Seth, Et Al, Customer Relationship Management. 2. V. Kumar & Werner J., Customer Relationship Management, Willey India. 3. S. Shanmugasundaram, Customer Relationship Management, Prentice hall of India Private Limited, New Delhi. 4. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi. 5. Kumar, V. & Reinartz, Werner, Customer Relationship Management Concept, Strategy, and Tools, Springer. * Latest Editions Of All The Suggested Books Are Recommended.	



old syllabus
Pre Revision

MBA - Semester III
Elective 2
Specialization: Retail
CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: MBR302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of CRM and their applications.

Unit-wise Course Contents:

1. **Introduction:** Fundamentals of CRM, Models of key customer behavior such as customer satisfaction, loyalty, customer defection, word-of-mouth; key concepts, such as closed loop marketing (360 degree marketing) and touch point analysis.
(8 Hours)
2. **CRM Strategies:** Benefits and difficulties in developing and implementing CRM strategies; ethical issues arising from the acquisition, use and sharing of customer data; and CRM's role in managing customers as critical assets, business intelligence and knowledge management, Role of CRM in Marketing.
(8 Hours)
3. **Effective CRM Strategies:** Creative and effective CRM strategies and programs, organizational knowledge, customization and personalization capabilities.
(8 Hours)
4. **Marketing Communication Channels:** Utilize offline and online channels effectively from an integrated marketing communications perspective; implementation, monitoring and control issues data mining and modeling, customer lifetime value, sales force automation, cross-selling/up selling, Customer Loyalty.
(8 Hours)
5. **CRM Practices:** Customers satisfaction, Creative thinking, Recognize the basic technological infrastructure and organizations involved in current and emerging CRM practices, such as mobile / wireless communications.
(8 Hours)

Text Books:

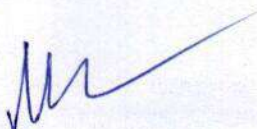
1. Levy Weitz, *CRM*, Tata McGraw-Hill, 2004, 6th edition.
2. Kindle, *CRM*, Tata McGraw-Hill, 2nd edition.

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Reference Books:

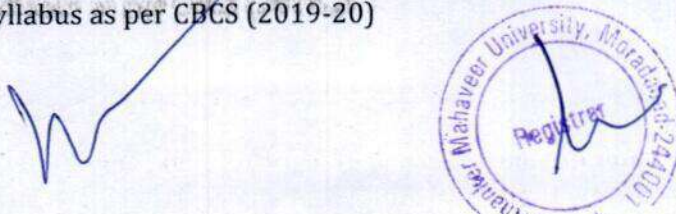
1. Berman B. & Evans J.R., *Retail Management*, Pearson Education, 2002.
2. Michael Levy M. & Weitz B.W., *Retailing Management*, Tata McGraw-Hill, 2004.

* Latest editions of all the suggested books are recommended.



new syllabus
Post Revision

Course Code: MBAF303	Discipline Specific Elective Course -3		L-3 T-0 P-0 C-3
	Specialization- Finance		
	MBA- Semester-III		
	Income Tax Law& Practice		
Course Outcomes:	On completion of the course, the students will be :		
CO1.	Understanding the Indian tax environment, basic terminologies, tax implication and rate of tax applied and tax rules.		
CO2.	Understanding the various income head, deduction, and procedure for computing taxable income.		
CO3.	Applying the rules for computing the income under various heads and Gross total income		
CO4.	Applying tax and rules concepts for computing the taxable income of individuals as per Income tax Act (current rules).		
CO5.	Assessing the actual tax liability after considering set off and carry forwarding of losses under various heads.		
Course Content:			
Unit-1:	Basic Concepts: Assessment year, Previous year, Person, Assesses, Income, Gross totalIncome, Computation of Total Income, Capital and Revenue Expenditure, Capital and RevenueReceipts, Income Exempted from Tax, Special Provision for Free Trade Zones, and SpecialEconomic Zones. Residential Status of an Individual, Company, Firm, Conditions to calculate Residential Status, Incidence of tax. Residential Status of an Individual, Company, Partnership Firm, Conditions to calculate Residential Status. <i>Numerical: Residential Status of an Individual.</i>		6 Hours
Unit-2:	Heads of Income - 1: Understanding Income Heads, Calculation of taxable salary, Profit, and Gains of Business or Profession. <i>Numerical: Calculation of Taxable Salary.</i>		6 Hours
Unit-3:	Heads of Income - II: Income from House Property, Income from Capital Gains, &Income from other sources. <i>Numerical: Income of House Property/ Capital Gains.</i>		6 Hours
Unit-4:	Set off and Carry forward of losses & Computation of Total Income: Mode of Set off and Carry forward of losses, inter source adjustments; Inter head Adjustments, Carry forward of loss, Aggregation of Income andDeductions from Gross Total Income. Computation of Total Income, Net Income, Gross Tax payable. <i>Numerical: Set off and carry forward of losses/ Assessment of Individuals.</i>		6 Hours



old syllabus
Pre Revision

MBA - Semester III
Elective 2
Specialization: Finance

INCOME TAX LAW AND PRACTICE

Course Code: MBF302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of Income tax law and practice.

Unit-wise Course Contents:

1. **Basic Concepts:** Assessment year, Previous year, Person, Assesses, Income, Gross total Income, Computation of Total Income, Capital and Revenue Expenditure, Capital and Revenue Receipts, Income Exempted from Tax, Special Provision for Free Trade Zones, and Special Economic Zones.
(8 Hours)
2. **Residential Status:** Residential Status of an Individual, Company, Partnership Firm, Conditions to calculate Residential Status, Incidence of tax.
(8 Hours)
3. **Heads of Income:** Understanding Income Heads - Income from Salaries, Income from House Property, Profit and Gains of Business or Profession, Income from Capital Gains, Income from Other sources.
(8 Hours)
4. **Set off and Carry forward of losses:** Mode of Set off and Carry forward of losses, inter source adjustments; Inter head Adjustments, Carry forward of loss, Aggregation of Income and deductions from gross total Income. Income which does not form part of total Income.
(8 Hours)
5. **Computation of Total Income, Assessment and Filing of Returns:** Gross Income from different heads of Income, Permissible deductions from each head of Income, Net Income, Gross Tax payable, Advance tax, Tax Deducted at Source, Tax Collected at Source, Payment of Self Assessment tax, Filing of Returns, Payment of Interest and Penalty.
(8 Hours)

Text Books:

1. Mehrotra H.C., *Income tax Law and Accounting*, Sahitya Bhawan Publications.
2. Agarwal Rajeev, *Income tax Law and Accounting*, Navneet Prakashan

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Reference Book:

1. *Income Tax Law and Practice*, Taxman.

* Latest editions of all the suggested books are recommended.



Course Code: MBAF306	Discipline Specific Elective Course - 6	L-3 T-0 P-0 C-3
	Specialization- Finance	
	MBA- Semester-III	
	International Financial Management	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts and issues related to international financial Management.	
CO2.	Understanding the concepts of foreign currency translation, transfer pricing and international accounting standards and practices and their implications as a foreign firm.	
CO3.	Applying the various capital budgeting techniques in assessing the international projects and managing working capital.	
CO4.	Evaluating the currency and interest rate risk involved in international exposure.	
CO5.	Developing an optimum strategy for international financing with minimum risk.	
Course Content:		
Unit-1:	Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. acquisitions and mergers.	6 Hours
Unit-2:	International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks.	6 Hours
Unit-3:	International Working Capital Management: Receivables and inventory management. Dividend Policy for Multinational Corporations.	6 Hours
Unit-4:	Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; Exposure management contractual and natural hedging; interest rate risk assessment and management.	6 Hours
Unit-5:	International Accounting: Foreign currency translation; Multinational transfer pricing and performance measurement; Consolidated financial reporting international accounting standards and practices. International Taxation: Key elements and issues; International tax environment; Bilateral treaties	6 Hours



	and tax heavens.	
<u>Text Books:</u>	1. Baker J.C., International Finance: Management, Markets and Institutions, Prentice Hall, Englewood Cliffs.	
<u>Reference Books:</u>	<ol style="list-style-type: none"> 1. Rathore, Shirin, International Accounting, Prentice Hall of India Pvt. Ltd., New Delhi. 2. Seth, A.K., International Financial management, Galgotia Publishing. 3. Shapiro, Allen C., Multinational Financial Management, John Wiley & Sons. 4. Apte P.G, Multinational Financial Management, McGraw Hill, New Delhi. 5. Eiteman, David K., Arthur Stonehill and Micheal H. Moffett, Multinational Business Finance, Addison-Wesley Publishing Company, Readings Mass. <p>* Latest editions of all the suggested books are recommended:</p>	




old syllabus
has been revised.

MBA - Semester IV
Elective 4
Specialization: Finance

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code : MBF401

L- 4, T-0, P-0, C-4

Objective: - The basic objective of this course is to understand the concepts of International financial management.

Unit-wise Course Contents:

1. **Financial Management in a Global Context:** The importance, rewards and risk and risks of international finance, Goals of MNCs, the nature and measurement of exposure and risks. International Monetary System. Balance of Payment.
(8 Hours)
2. **International Financial Markets:** Forex markets, Forex Trading, cash and spot exchange markets, forex rates and quotation, forward markets, exchange rate behaviour, cross rate, Forex market participants, and Arbitrage profit in forex markets. Purchasing Power parity and Interest Rate Parity Theory of exchange rate determination.
(8 Hours)
3. **Forex Risk Management:** Hedging against forex exposure, forward market, future market, options markets, currency swaps, interest rate swaps. Forex Rate: Measuring exchange rate movements, factors affecting forex rate, forecasting forex rates.
(8 Hours)
4. **Financial Structure and International Financing:** Optimal financial structure and MNE and their foreign subsidiaries; Eurocurrency markets; International debt markets; Political Risk Management.
(8 Hours)
5. **Foreign Investment Decisions:** Multinational capital budgeting; International portfolio theory and diversification; Cost of Capital and Capital structure of MNCs. Dividend policy of multinational firms.
(8 Hours)

Text Books:

1. Apte, *International Financial Management*, Tata McGraw-Hill, 2008, 2nd edition.
2. Seth, A K, *International Financial Management*, Galgotia Publications, 2004, 2nd edition,
3. Shapiro, *Multinational Financial Management*, Prentice-Hall, 4th edition, 2002.

Reference Books:

1. Sharan, *International Financial Management*, Prentice-Hall, 2nd edition, 2003.
2. Vij M., *International Financial Management*, Excel books.

* Latest editions of all the suggested books are recommended.

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Course Code: MBAH301	<p align="center">Discipline Specific Elective Course - 1</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-III</p> <p align="center">Human Resource Planning&Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the basic concepts, tools and techniques of human resource planning in an organization.	
CO2.	Understanding the tools and techniques of qualitative measurement of human resources requirement.	
CO3.	Understanding concepts of work study and work measurement and analyzing jobs using these concepts for quantitative performance determination.	
CO4.	Developing profiling techniques like Job descriptions & Job Specifications for recruitment and selection processes.	
CO5.	Applying forecasting models for human resources' needs of an organization.	
CO6.	Developing different methods of Manpower career planning like separation, retention, training, redeployment & relocation.	
Course Content:		
Unit-1:	Manpower planning: Introduction, Rationale, Manpower Planning phases, Manpower Planning Activities. Manpower planning at different levels – National, Corporate, Unit. Manpower Planning and strategic planning. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Manpower Productivity Management : Techniques for improving productivity Work Study : Quantitative determination of Human Resource requirements, The Human Factor in the Application of Work Study Methods Study : The Approach to Methods Study Work Measurement: The Purpose and the Basic Procedure <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Forecasting Manpower Needs: The Forecasting Process, Inventorying available talent, Projecting Future Talent supply, Forecasting staffing Requirements. Forecasting Models and application-Change Models, Optimization Models Integrated simulation Models. Application of forecasting models. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours



Unit-4:	Profiling Techniques: Preparation of Job descriptions & Job Specifications for recruitment drive and selection. Activity – Comparative study of recruitment advertisements: Newspaper & job portals & analysis of the same in the light of Job Description / Specification. Documentation for Recruitment and Selection. Interviewing: Study of Interview modes, List of questions for interviewers, Personal & Telephonic. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Manpower career planning: Separation, Retention, Training, Redeployment & Relocation. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. K. Aswathappa, Human Resource and Personnel Management, McGraw Hill.	
<u>Reference Books:</u>	1. Bennis M. & J. Casson : The Manpower Planning Handbook, McGraw Hill. 2. Pettman B.O. & G. Tavemir: Manpower Planning Workbook, Gower Walker J W: Human Resource Planning, McGraw Hill. 3. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc. 4. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi 5. Dreher, George and Thomas Dougherty, Human Resource Strategy, McGraw Hill 6. Greer, Charles, Strategic Human Resource Management, Pearson Education 7. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc. * Latest editions of all the suggested books are recommended.	




old syllabus
for Revision

MBA - Semester III
Elective 3
Specialization: Human Resource
HUMAN RESOURCE DEVELOPMENT

Course Code: MBH303

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of Human resource development, organization development and change.

Unit-wise Course Contents:

1. **Learning and Teaching process:** Learning Objectives - methods of learning - importance of teaching techniques - instruction technology - instructor behaviour - attention versus involvement, learning organizations. (8 Hours)
2. **Training Needs and Methods of Training :** Need for Training and Development - Role of Development offices - administrators, consultants, designers and instructors - determining training needs - development of competency-based training programs, Methods of training - on the job training - off the job training. (8 Hours)
3. **Need for Development** - Differences between training and development - management development programs, Evaluation of programs - employee appraisal methods, Transactional analysis, Expectation analysis. (8 Hours)
4. **Organizational Change Management :** Change - stimulating forces - planned change - change agents - unplanned change - Model of organizational change - Lewin's three Step Model, Resistance to change - individual factors - organizational factors - techniques to overcome change. (8 Hours)
5. **Organizational Development:** OD - basic values - phases of OD - entry - contracting -diagnosis - feedback - change plan - intervention - evaluation - termination. OD intervention -human process interventions, structure and technological interventions, strategy interventions -sensitivity training - survey feedback, process consultation - team building - inter-group development - innovations. (8 Hours)

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Text Books:

1. B. Taylor and G.Lippitt, *Management Development And Training Handbook*.
2. William E. Blank, *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey, 1982.

Reference Books:

1. Gautham Vinayshil & Batra S.K., *Organization Development System*, Vikas Publishing House.
2. Shaw Rajiv, *Surviving Tomorrow: Turnaround Strategies in Organizational Design and Development*, Vikas Publishing House.

* Latest editions of all the suggested books are recommended.



Course Code: MBAH303	Discipline Specific Elective Course -3	L-3 T-0 P-0 C-3
	Specialization- Human Resource Management	
	MBA- Semester-III	
	Industrial and Labour Laws	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the nature and concepts of Industrial Relations System and its machinery in India.	
CO2.	Understanding the concept and theories of Trade Union, its formation, structure, functions and legal framework.	
CO3.	Understanding Industrial Relations Legislation in relation to industrial disputes, its causes, exhibition and effects.	
CO4.	Understanding the concepts of Protective Legislation for workers.	
CO5.	Interpreting and analyzing these laws for maintaining IR and congenial work environment and developing a framework for applying these laws.	
Course Content:		
Unit-1:	Introduction to Industrial Relation : Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organization; ILO in IR; Industrial Relations machinery in India. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Trade Union, Industrial Conflict & Accident Management : Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions. Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial unrest. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Industrial Relations Legislation: The Industrial Dispute Act, 1947 2. The industrial Employment (Standing Orders) Act, 1946 3. The Trade Union Act, 1926 4. Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Protective legislation. The factories act, 1948 2. The payment of wages act, 1936 3. The minimum wages act, 1948 4. The payment of bonus act, 1965 5. The equal remuneration act, 1976 6. The contract labour (regulation and abolition) act,	6 Hours



	1970. <i>One relevant Case Study/ Case let from the unit.</i>	
Unit-5:	Social security legislation : The workmen's compensation act, 1923. 2. The employee's state insurance act, 1948. 3. The employees' provident funds and miscellaneous provisions act, 1952. 4. The maternity benefit act, 1961. 5. The payment of gratuity act, 1972. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books:</u>	1. Monappa A., Industrial Relations, McGraw-Hill.	
<u>Reference Books:</u>	1. Sinha, Trade Unions, and Labour Legislation, Pearson Education. 2. S D Puri, Guide on Labour Management forms and precedents (Law, Practice and Procedure), Snow white publication 3. Avatar Singh, Introduction of Labour and Industrial Laws. 4. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand & Sons. 5. S. P. Jain, Industrial and Labour Laws. * Latest editions of all the suggested books are recommended.	



old syllabus
Re Revision

MBA - Semester IV
Elective 4
Specialization: Human Resource
INDUSTRIAL AND LABOUR LAWS

Course Code: MBH401

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of industrial laws. **Unit-wise Course**

Contents:

1. **Introduction to Industrial Relation** : Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organization; ILO in IR; Industrial Relations machinery in India.
(8 Hours)
2. **Trade Union** :Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions.
(8 Hours)
3. **Industrial Conflict and Accident Management** : Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial unrest.
(8 Hours)
4. **Industrial and Labour Law - I** : Labour legislations: Historical perspective; Impact of ILO; Indian constitution; Important provisions :- Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.
(8 Hours)
5. **Industrial and Labour Law - II**: Important Provisions of Industrial Dispute Act and Factories Act.
(8 Hours)

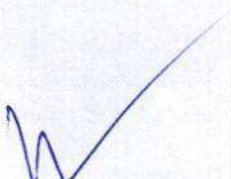
Text Books:

1. Monappa A., *Industrial Relations*, Tata McGraw-Hill, 2002.
2. Sinha, *Industrial Relations*, Pearson Education.
3. Sinha, *Trade Unions, and Labour Legislation*, Pearson Education.

Reference Books:

1. Srivastava S. C., *Industrial Relations and Labour Laws*, Vikas publication, 2000.
2. Mamoria C.B., Mamoria, Gankar, *Dynamics of Industrial Relations* Himalayan Publication, 2003.
3. Bare Acts

* Latest editions of all the suggested books are recommended.



New syllabus

Post Revision

Course Code: MBAH401	<p align="center">Discipline Specific Elective Course - 1</p> <p align="center">Specialization- Human Resource Management</p> <p align="center">MBA- Semester-IV</p> <p align="center">Performance and Compensation Management</p>	L-3 T-0 P-0 C-3
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts, theories, techniques, tools and procedures of performance and compensation management.	
CO2.	Analyzing organizational context for performance and potential assessment and evaluating various methods of performance management.	
CO3.	Identifying worth of a job and developing framework for applying reward systems for motivating employees.	
CO4.	Analyzing compensation related problems in an organization and applying theories and techniques in determining employee compensation.	
CO5.	Developing an objective performance management system in an organizational context.	
Course Content:		
Unit-1:	<p>Performance Management: Quality Performance Management - Concept -Dimensions - Mechanics - Organizational Dynamics and Employee Performance, Management of Employee Performance, Culture, Effectiveness and Empowerment, Potential measurement. Performance v/s Potential assessment.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-2:	<p>Performance Management Methods: Quality Performance Management - 360 Degree Appraisal, MBO, Assessment Center Techniques. Appraisal Forms and Formats.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-3:	<p>Compensation Management: Concept of wage, Theories of Wages, Wage Policy, Criteria techniques for Wage Fixation. Concept of Salary, Salary designing and payroll.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours
Unit-4:	<p>Compensation Management Methods: Skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff.</p> <p><i>One relevant Case Study/ Case let from the unit.</i></p>	6 Hours



Unit-5:	Job Evaluation & Reward System: Job Evaluation: Concept & Techniques Rewards System: Profit sharing, Bonus, ESOPs, Incentives, fringe benefits, Retirement plans. Concept of Performance based Reward System in present scenario. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
<u>Text Books</u>	1. D. Singh, Compensation and Reward Management, Excel Books, New Delhi.	
<u>Reference Book</u>	1. Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi. 2. Milkovich, Compensation, McGraw-Hill Publishing Company Ltd., New Delhi. 3. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page. 4. Cokins, Gary, Performance Management, Finding the Missing Prices, John Wiley and Sons. 5. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA. 6. Aguinis, Herman, Performance Management, Pearson Education Inc. * Latest editions of all the suggested books are recommended.	



Course Code: MBAI303	Discipline Specific Elective Course - 3	L-3 T-0 P-0 C-3
	Specialization- International Business	
	MBA- Semester-III	
	Export- Import Procedure & Documentation	
Course Outcomes:	On completion of the course, the students will be :	
CO1.	Understanding the concepts in trade documentation in international business with respect to foreign trade (export and import).	
CO2.	Understanding the documentation procedures and its sanctity in International Business.	
CO3.	Understanding the payment methods, risks and various financing strategies and applying them in a export-import business.	
CO4.	Analyzing export marketing, contracts and the role of promotion councils in international trade and apply them in international business.	
CO5.	Analyzing different agencies involved in EXIM process and their role in the international trade and apply them in practice.	
Course Content:		
Unit-1:	Introduction to Export Management: Definition of Export, Process of export management, Functions of an export manager, Benefits arising from Export, Export Prospect for Small Firms, and Importance of Exports to India, and Recent Trend in India's Export. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-2:	Formalities of Registration & Selection of Products: Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Licensing Authorities and Appropriate EPC' /CB's . Selection of products for exports. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-3:	Export Marketing Channels and Export Promotion Organizations: Modes of entry in foreign markets. International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent; Main Export Promotion Organizations in India – EPCs, Commodity Boards, STC, Chambers of Commerce etc. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-4:	Export Finance and Pricing: Pre-shipment Finance, Post-shipment Finance, Special Financial Facilities, Exim bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation. <i>One relevant Case Study/ Case let from the unit.</i>	6 Hours
Unit-5:	Export Documentation: Defining Export Documentation, Main Commercial Documents and Statutory	6 Hours

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	Documents for Exports & Imports, Documents for Claiming Export Benefits. <i>One relevant Case Study/ Case let from the unit.</i>	
<u>Text Books:</u>	1. Khurana P.K., Export management, Cyber Tech Publication.	
<u>Reference Books:</u>	1. Varshney R.L., Bhattacharya B, International Marketing Management, S. Chand. Daniels, International Business, Pearson Education. 2. Gupta Parul, Export Import management, Mc Draw Hill. 3. Cherunilam F., International Trade and Export Management, Himalaya. 4. Shavaramu, Export Marketing – A Practical Guide for Exporters , Wheeler Publishing, New Delhi. 5. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi. * Latest editions of all the suggested books are recommended.	

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old syllabus
Pre Revision

MBA - Semester III
Elective 2
Specialization: International Business
EXPORT, IMPORT- POLICY AND DOCUMENTATION

Course Code: MBI302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of export import policy and documentation.

Unit-wise Course Contents:

1. **Introduction to Export Management:** Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export. (8 Hours)
2. **Selection of Products and Identification of Export Markets:** Raising of an Export firm and registration formality like IEC Code, Opening of Bank Account, Sales Tax Registration, RCMC, Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for a company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries. (8 Hours)
3. **Export Marketing Channels and Export Sales Contract:** Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export. (8 Hours)
4. **Export Finance and Pricing, Pre-shipment Finance:** Post-shipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports. (8 Hours)
5. **Formalities of Registration and Export Documentation:** Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Exports Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits. (8 Hours)

Text Books:

1. Khurana P.K., *Export management*, Cyber Tech Publication, 12th edition.
2. Cherunilam F., *International Trade and Export Management*, Himalaya, 2007.

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Reference Books:

1. Varshney R.L., Bhattacharya B, *International Marketing Management*, S. Chand.
2. Daniels, *International Business*, Pearson Education.
3. Black J., *International Business Environment*, Prentice Hall.
4. Nabhi's *Manual for Exports*.

* Latest editions of all the suggested books are recommended.

