

The MBA Program

Preamble

Indian economy, industry has undergone a lot of changes following the liberalization and subsequent economic reforms. India has well developed and credible management education. When as a MBA aspirant, you plan to take admission in an MBA course; there are so many options that it leaves you confused. Be it in the field of human resource management, marketing management or finance, there is a huge scope in every field that makes decision-making even more tough. On the one hand you wish to pursue a specialization that offers a handsome salary, while on the other you consider the scope of jobs in a particular domain before pursuing the specialization. Indeed, this process is not as easy as it seems.

Introduction to Program:

Undertaking Higher Education in Management Studies is a career defining decision for aspirants, whether they are fresh graduates or having a couple of years of experience. Lachoo College provides a professional environment for pursuing MBA. The curriculum for MBA program includes practical knowledge, Field Experiences, Experiential Learning, Personality Assessment and Development.

Master of Business Administration (MBA) with dual specialization course is offered by Faculty of Commerce and Management Studies. The MBA course is affiliated to Jai Narain Vyas University, Jodhpur and is recognized by the All India Council of Technical Education (AICTE).

A candidate admitted in Master of Business Administration (MBA) dual specialization course is required to carry two year full time on campus studies comprising of four semesters. Master of Business Administration (MBA) dual specialization degree will be awarded to the candidate when he/she passes all the four semester examination courses including courses for which deficiency, if any, is to be made up.

Program Objectives:

The business scenario is ever changing in terms of practice and knowledge generation and is leaving a tremendous impact on management education worldwide. Management practitioners and academicians are striving hard to cope-up with the changing demand of the industry and are coming up with advance and more need base course content nearer to the requirements of industry. The objective of this course is to impart modern and relevant management skills to the students which transform them into employable youth of the nation.

Program Learning Outcomes

Students will possess knowledge of current theory and techniques of the major business disciplines (i.e. the MBA core courses).

Students will exhibit the leadership capacity and teamwork skills for business decision making.

Students will understand the ethical implication of business decision making and recognize ethical dilemmas.

Students will demonstrate the ability to communicate effectively.

Students will demonstrate critical thinking skills.

Students will have an understanding of global perspectives.

Duration:

The program shall be a full time (day hour) program and the duration of the program shall be TWO years.

The Eligibility and Admission:

The admission will be based on the entrance test. The candidate must possess a Graduate (10+2+3) degree or equivalent from any recognized University with at least 48% marks in aggregate (43% in case of SC/ST and Non creamy layer OBC candidates), without any approximation in the Graduate Examination. However, the candidate appearing for the Graduation qualifying examination will also be permitted to appear in the admission test but their admission will be provisional, subject to furnishing the marksheet of qualifying examination with the prescribed eligibility by 31 December.

Medium of Instruction: Medium of instruction shall be English.

Structure of MBA
Semester wise Distribution of Courses, Syllabus, Teaching & Examination Scheme

MBA Semester I

| Course Code | Name of the Course | Credits | Hrs/week | CIA | ESE | Total Marks |
|--------------|--------------------------------------|-----------|-----------|------------|------------|-------------|
| MBA111 | Managing Organization | 4 | 4 | 20 | 80 | 100 |
| MBA 112 | Entrepreneurship Development | 4 | 4 | 20 | 80 | 100 |
| MBA 113 | Quantitative Methods | 4 | 4 | 20 | 80 | 100 |
| MBA 114 | Managerial Economics | 4 | 4 | 20 | 80 | 100 |
| MBA 115 | Fundamentals of Accounting | 4 | 4 | 20 | 80 | 100 |
| MBA 116 | Business Environment | 4 | 4 | 20 | 80 | 100 |
| MBA 117 | Information Technology in Management | 4 | 4 | 20 | 80 | 100 |
| MBA 121 | Seminar on Contemporary Issues* | 4 | 4 | 20 | 80 | 100 |
| Total | | 32 | 32 | 160 | 640 | 800 |

*For MBA121 Seminar on Contemporary issues, Students will select topics on contemporary issues related to corporate sector like, merger & acquisition, current economic issues, stock market developments, new HR initiatives, recent trends in marketing etc. in consultation with their teacher and will prepare a report under the guidance of assigned faculty members and present the report in the Continuous Internal Assessment Examinations (CIA) of 20 marks. The same will be evaluated by the internal and external examiners in End Semester Examination (ESE).

MBA Semester II

| Course Code | Name of the Course | Credits | Hrs/week | CIA | ESE | Total Marks |
|--------------|---------------------------------------|-----------|-----------|------------|------------|-------------|
| MBA211 | Human Resource Management | 4 | 4 | 20 | 80 | 100 |
| MBA 212 | Marketing Management | 4 | 4 | 20 | 80 | 100 |
| MBA 213 | Financial Management | 4 | 4 | 20 | 80 | 100 |
| MBA 214 | Business Legislation I | 4 | 4 | 20 | 80 | 100 |
| MBA 215 | Production and Operations Management | 4 | 4 | 20 | 80 | 100 |
| MBA 216 | Business Research Methods | 4 | 4 | 20 | 80 | 100 |
| MBA 217 | Management Accounting | 4 | 4 | 20 | 80 | 100 |
| MBA 221 | Major Research Report & Presentation* | 4 | 4 | 20 | 80 | 100 |
| Total | | 32 | 32 | 160 | 640 | 800 |

*MBA221 i.e. the Course on major research report & presentation. Here the students are required to do research work related to the corporate world or different industries or the issues related to social science. Students will prepare a research report under the guidance of assigned faculty members and will submit and present the report in the Continuous Internal Assessment Examinations (CIA) of 20 marks and will be evaluated by the internal and external examiners on the same in End Semester Examinations (ESE).

Note: In order to gain practical exposure of real life corporate/industrial world students are required to take Corporate/Industrial training of six weeks after completion of their second semester examination in any of the industrial unit or business houses approved by the Director. Students are also required to submit and present a training report on their training/field experience at the time of examination.

MBA Semester III

| Course Code | Name of the Course | Credits | Hrs/week | CIA | ESE | Total Marks |
|--------------|---|-----------|-----------|------------|------------|-------------|
| MBA311 | Business Policy and Strategic Management | 4 | 4 | 20 | 80 | 100 |
| MBA312 | Business Ethics | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE1 | Course1 | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE1 | Course2 | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE2 | Course1 | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE2 | Course2 | 4 | 4 | 20 | 80 | 100 |
| MBA321 | Small Business Development Plan (Presentation & Viva) | 4 | 4 | 20 | 80 | 100 |
| MBA322 | Summer Training Report (Presentation & Viva) | 4 | 4 | 20 | 80 | 100 |
| Total | | 24 | 24 | 120 | 480 | 800 |

*Course MBA321 Small Business Development Plan, Students are required to submit and present the plan in the Continuous Internal Assessment Examination (CIA) of 20 marks and will be evaluated in the same by internal and external examiners in End Semester Examinations (ESE).

**Course MBA322 Summer Training Project report presentation, Students are required to submit and present the report in Continuous Internal Assessment Examination (CIA) of 20 marks and will be evaluated in the same by internal and external examiners in End Semester Examinations (ESE).

***Note: An elective/optional group opted will be open only if it is desired by minimum of 10 students.

MBA Semester IV

| Course Code | Name of the Course | Credits | Hrs/week | CIA | ESE | Total Marks |
|--------------|---------------------------|-----------|-----------|------------|------------|-------------|
| MBA411 | Business Legislation II | 4 | 4 | 20 | 80 | 100 |
| MBA412 | Project Management | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE1 | Course1 | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE1 | Course2 | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE2 | Course1 | 4 | 4 | 20 | 80 | 100 |
| ELECTIVE2 | Course2 | 4 | 4 | 20 | 80 | 100 |
| MBA421 | Comprehensive Viva- Voce* | 4 | 4 | | 100 | 100 |
| MBA422 | Colloquium | 4 | 4 | 20 | 80 | 100 |
| Total | | 24 | 24 | 140 | 660 | 800 |

*For MBA421 Comprehensive Viva-voce, examination will be based on the subject knowledge of MBA I to MBA IV Semesters and will be jointly examined by the internal and external examiners.

NOTE: Eligibility and Admission Scheme of Examination, Promotions, Grace Marks etc. will be as per the rules and regulations of college.

List of Specialization/Elective Courses/ Streams for MBA Semester III & MBA Semester IV

FINANCE (GROUP A)**III SEMESTER)**

| | |
|----------|--|
| MBAFM101 | Security Analysis and Portfolio Management |
| MBAFM102 | Management of Financial Services |

IV SEMESTER

| | |
|----------|------------------------------------|
| MBAFM103 | International Financial Management |
| MBAFM104 | Financial Derivatives |

MARKETING (GROUP B)**III SEMESTER**

| | |
|----------|-----------------------|
| MBAMM101 | Consumer Behavior |
| MBAMM102 | Marketing of Services |

IV SEMESTER

| | |
|----------|----------------------------|
| MBAMM103 | Product & Brand Management |
| MBAMM104 | International Marketing |

HUMAN RESOURCE MANAGEMENT (GROUP C)**III SEMESTER**

| | |
|-----------|------------------------------------|
| MBAHRM101 | Management of Industrial Relations |
| MBAHRM102 | Counseling Skills for Managers |

IV SEMESTER

| | |
|-----------|----------------------------|
| MBAHRM103 | Labor Legislation |
| MBAHRM104 | Organizational Development |

INTERNATIONAL BUSINESS (GROUP D)**III SEMESTER**

| | |
|----------|------------------------------------|
| MBAIB101 | Export Import - Theory & Practices |
| MBAIB102 | International Business Management |

IV Semester

| | |
|----------|----------------------------------|
| MBAIB103 | India's Foreign Trade Policy |
| MBAIB104 | Global Human Resource Management |

| | | |
|-------------------------------|-----------------------|---------|
| Course Code | MBA111 | |
| Course Category | Theory | |
| Course Title | Managing Organisation | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: This syllabus introduces students to the concepts, tools and issues of management in organisations of all types.

Skills: Use communication skills to present management concepts. Apply critical thinking and analytical skills to identify and evaluate relevant management issues and information.

Attitude: This syllabus aims to provide students with an awareness of the skills required to operate effectively as a manager in an organisation.

Course Outcomes: After completing this course, students will be familiar with the basic concepts and principles of management and various behavioral processes in an organisation.

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Introduction to Management- Meaning & Definition, Nature, Scope and Functions of Management, Roles and Responsibilities of a Manager, Skills & Management Levels. Evolution of Management Thought: Contribution of F.W Taylor, Henry Fayol, Elton Mayo and Peter Drucker to the management thought, System and Contingency Approach. | 8 |
| 2 | Departmentalization, Delegation of Authority- Centralisation & Decentralisation, Decision Making- Concept, Types and Process, Directing & Controlling- Concept, Importance and Process | 8 |
| 3 | Elements of Human Behavior at Work: Definition, Concept, Need, Importance and Foundations of Organizational Behavior, Perception: Introduction, Perceptual Process, Perceptual errors, Managerial and behavioural applications of perception; Personality: Introduction, Determinants of Individual Personality, Personality Traits, Major Traits influencing Organisational Behaviour. | 8 |
| 4 | Learning: Introduction, Learning Procedure, Theories of Learning- Classical Conditioning, Operant Conditioning, Cognitive theory, Social learning theory; Motivation: Introduction, Types of Motivation, Theories of Motivation- Maslow Hierarchy of Needs, Herzberg two factor theory, Mc Gregor theory | 8 |
| 5 | Leadership : Style and Functions of Leader, Transformational -Transactional, Charismatic-Visionary Leadership, Likert's Four Systems of Leadership and Managerial Grid. Organizational Conflict: Concept, classification, process and conflict resolution strategies; Organisational Culture: Concept, Process and Implications of Organizational Culture; Organizational Change: Concept, Nature, Kurt Lewin Theory of Change | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Rao, VSP, Managing Organization, Excel1 Edition
- Chaturvedi & Saxena, Managing Organization, Himalaya Publication
- Stoner, Freeman & Gilbert Jr - Management, PHI
- Robbins, Organizational Behavior - PHI

Supplementary Reading:

- Luthans Fred - Organizational Behaviour, TMH
- Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour, TMH

| | | |
|-------------------------------|------------------------------|---------|
| Course Code | MBA112 | |
| Course Category | Theory | |
| Course Title | Entrepreneurship Development | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To impart knowledge on the basics of entrepreneurial skills and competencies to provide the participants with necessary inputs for creation of new ventures.

Skills: To develop and strengthen entrepreneurial quality and motivation in students and to impart basic entrepreneurial skills and understanding to run a business efficiently and effectively.

Attitude: Developed the confidence and personal skills for the same, identify business opportunities in chosen sector / sub-sector and plan and market and sell products / services

Course Outcomes:

The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship | 8 |
| 2 | Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. | 8 |
| 3 | Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs .Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation. | 8 |
| 4 | Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship. | 8 |
| 5 | Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process | 8 |
| Total | | 40 |

Learning Resources:**Reference Books:**

- Lall Sahai: Entrepreneurship (Excel Books 2 edition)
- Cougar, C- Creativity and Innovation (IPP, 1999)
- Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
- A.K.Rai – Entrepreneurship Development, (Vikas Publishing)

Supplementary Reading:

- Sehgal Chaturvedi- Entrepreneurship Development (UDH Publishing edition 2013)
- R.V. Badi N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)

| | | |
|--------------------------------------|-----------------------------|----------------|
| Course Code | MBA113 | |
| Course Category | Theory | |
| Course Title | Quantitative Methods | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: This course reviews descriptive statistics, exploratory data, and probability distributions.

Skills: Skilled at interpreting statistical results presented in professional reports in a format that will facilitate managers.

Attitude: Understand the basic concepts of both descriptive and inferential statistics and ability to data using statistical methods.

Course Outcomes:

The objective of this course is to make the students familiar with basic statistical and linear programming techniques, with main focus on their application in business decision making.

| Unit | Contents | Hrs |
|------|---|-----------|
| 1 | Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. | 8 |
| 2 | Correlation- methods of studying correlation; rank correlation, Karl Pearson Correlation, and Concurrent Deviation, Regression -lines of regression, coefficient of regression. | 8 |
| 3 | Linear Programme, Problem formulation and geometric methods of solution Simplex method, Graphical method and Elementary ideas about duality | 8 |
| 4 | Decision Theory- Decision making under uncertainty, Criterion of Maximax, Minimax, Maximin, Minimin and Laplace. Decision making under risk Bayesian approach. Criterion of Maximum likelihood. Decision Trees and their Applications | 8 |
| 5 | Transportation and assignment problems, Game Theory –Saddle point and Oddoment Technique. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

Chandha , N. K. Statistics for Behavioral and Social Scientist, Reliance Publishing House, Delhi 1996.
 Gupta , S P and Gupta, M.P. Business Statistics. New Delhi, Sultan Chand, 1997.
 Sharma, J K. Fundamentals of Operations Research , Macmillan , New Delhi, 2001.

Supplementary Reading:

Terry, Sineich. Business Statistics by examples. London, Collier Macmillan Publishers, 1990.
 Narag, A S. Linear Programming and Decision Making. New Delhi, Sultan Chand, 1995.

| | | |
|--------------------------------------|-----------------------------|----------------|
| Course Code | MBA114 | |
| Course Category | Theory | |
| Course Title | Managerial Economics | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: This course is designed to expose the students to the basic principles of microeconomic theory.

Skills: Development of understanding that there can be more than one view on any economic issue and necessary skills to argue logically with reasoning.

Attitude: The emphasis will be on thinking like an economist and the course will illustrate how microeconomic concepts can be applied to analyze real-life situations.

Course Outcomes:

The objective of this course is to acquaint the students with the concept and techniques used in Micro Economics Theory and to apply this knowledge in business decision making.

| Unit | Contents | Hrs |
|------|--|-----|
| 1 | Nature & scope of Managerial Economics, Fundamental concepts of economics, Utility Analysis, Consumer Surplus | 8 |
| 2 | Demand Analysis: Meaning, Law, Exceptions, Elasticity of Demand, Methods for measurement of Elasticity of Demand, Demand Forecasting, Law of Supply: Meaning, Law, Exception | 8 |
| 3 | Cost & Revenue: Short run and Long run costs, Fixed and Variable Costs, Average, marginal and Total Cost Curves, Cost Output relationship, Average Marginal and Total Revenue. Production Analysis: meaning, Laws of Returns, Law of Variable Proportions. | 8 |

| | | |
|---|---|-----------|
| 4 | Market Analysis: Price & output determination under Perfect Competition, Monopoly and Monopolistic, Oligopoly | 8 |
| 5 | National Income, Balance of Payment, Business Cycle, the new economy, Inflation | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

- Dwivedi, D.N., Managerial Economics, New Delhi, Vikas Publishing House, 1995.
 Keat, P. Managerial Economics, 7th ed., New Delhi, Pearson Publishing House, 2013.
 Dean, J. Micro Economics, 4th ed., New Delhi, PHI Learning House, 1993.

Supplementary Reading:

- Douma, S., Economic Approaches to Organization, 5th ed., Pearson Publication House, 2012.
 Mithani, J., Managerial Economics, 2nd ed., New Delhi, Himalaya Publication House, 1998

| | | |
|--------------------------------------|-----------------------------------|----------------|
| Course Code | MBA115 | |
| Course Category | Theory | |
| Course Title | FUNDAMENTALS OF ACCOUNTING | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The basic purpose of this course is to develop an insight of the student regarding the basic accounting concept

Skills: The activities and events of a business entity are summarized by the financial accounting process into published financial statements to be used by external users such as investors and creditors.

Attitude: Understand and explain the conceptual framework of Accounting and Prepare Accounts for various entities under different situations

Course Outcomes:

To gain comprehensive understanding of all aspects relating to financial statements, principles, procedures of accounting and their application to different practical situations

| Unit | Contents | Hrs |
|-------------|--|------------|
| 1 | Introduction to Accounting: Meaning, objectives, Basic Accounting terms. Accounting Principles: Meaning and nature, accounting concept. Nature of Accounts, An overview of Accounting Standards (AS) in India. Books of Original Entry- Journal, special purpose journal. Ledger posting from Journal and Balancing. | 8 |
| 2 | Trial Balance: Meaning, objectives & preparation. Financial Statements: Meaning, Capital and Revenue Expenditures, Preparation of Trading and Profit and loss account and Balance Sheet, Adjustments in preparation of Financial Statements. | 8 |
| 3 | Accounting for Non-profit organizations; Receipts and Payment Account, Preparation of Income and Expenditure Accounts and Balance Sheet from Receipt and Payment account. | 8 |
| 4 | Hire Purchase and Installment Payment System. | 8 |
| 5 | Accounting for Depreciation: Methods, computation and accounting treatment of Depreciation, change in depreciation method. Accounting for insurance claims for loss of stock and loss of profit. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

- Maheshwari, S.N. Advanced Accountancy, 9th ed., New Delhi, Vikas Publishing House, 2004.
 Maheshwari, S.N. Corporate Accounting for Managers, New Delhi, Vikas Publishing House, 2004.
 Khan, M.Y. and Jain, P.K. Financial Management, Text, Problems & Cases. 4th ed., New Delhi, TataMcGraw Hill Company, 2004.

Supplementary Reading:

- Jain, S.P. Financial Accounting, New Delhi, Kalyani Publishers.
 Bhattacharya, Ashish K. Financial Accounting for Business Managers. Prentice Hall of India, 2003.

| | | |
|--------------------------------------|-----------------------------|----------------|
| Course Code | MBA116 | |
| Course Category | Theory | |
| Course Title | Business Environment | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To provide knowledge about the Indian and International business environment.

Skills: The primary objective of this course is to make the students acquaint with the emerging trends in the business environment.

Attitude: To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of the environment on business.

Course Outcome:

The basic objective of the course is to develop understanding and provide knowledge about the business environment to the management students.

| Unit | Contents | Hrs |
|-------------|---|------------|
| 1 | Business Environment: Nature, Concept and Significance of External and Internal. Business Environment, Environmental Analysis and Forecasting, Management of Change | 8 |
| 2 | Economic Environment: Types of Economic systems-A Comparative Analysis, Nature and Characteristics of Indian Economy, Economic Reforms: Impact of Liberalization and Privatization and Globalization on Indian economy, Role of Indian Economy in World Economy, Critical Evaluation of Monetary and Fiscal Policies. | 8 |
| 3 | Political and Social Environment: Types of Political system, Political Tie Ups. Corporate Social Responsibility, Consumer Rights and Consumerism, Corporate Governance, Business Ethics, Changing Elements of Indian Socio Cultural Environment. | 8 |
| 4 | Technological, Legal and Regulatory environment: Industrial Policy, Small Industries, Industrial Sickness, Intellectual Property Rights, Stock Exchange and Regulations, Commercial Banking in India. | 8 |
| 5 | Global Environment: GATT/WTO, IMF, World Bank, Multinational Corporations, Foreign Capital in India Development and Regulation of Foreign Trade, FEMA. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

Maheshwari, S.N. and Maheshwari, S.K. A Manual of Business Law. Himalaya Publishing House, New Delhi, 2005.

Bedi, Suresh. Business Environment. Excel Books, New Delhi, 2004.

Tulsian, P.C. Business Law. Tata McGraw – Hill, New Delhi, 2004.

Supplementary Reading:

Tuteja, S.K. Law for Managers. Sultan Chand and Sons, New Delhi, 1998.

Bulchandani, K.R.. Business Law for Management. Himalaya Publishing House, New Delhi, 1999.

| | | |
|--------------------------------------|---|----------------|
| Course Code | MBA117 | |
| Course Category | Theory | |
| Course Title | INFORMATION TECHNOLOGY IN MANAGEMENT | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The course will provide students with sheer knowledge of how information technology is becoming more and more relevant and important for managers in performing their work related duties.

Skills: The course is designed in such a manner that it establishes a link between management functions and tools being used in Information Technology.

Attitude: The course will engage students with Information Technology based functions which will enable them to be an amended manager.

Course Outcomes: The objective of this course is to develop an appreciation of different software and networking system and build up the experience of computer usage in business organizations

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Introduction to computers - definition, a simple model of computer, Characteristics of computer systems. Types of Software- Application Software, System Software, Operating systems and types, Windows OS and its applications. Introduction to Linux. | 8 |
| 2 | Networking: General features. Concept of Concept of LAN, MAN and WAN. Internet, Net browsing-browsers, websites, webpage, portals, web searching, email, blogging, social networking sites. Concept of virus, prevention and firewalls. | 8 |
| 3 | Overview of a Management Information System. Computers and information processor, Data, information systems, Information resource management and decision making, MIS structure, Structure base on management activity and organization functions. | 8 |
| 4 | Documentation and communication decision rules. Relevance of decision making. Age of information and application of information. Type of system and subsystems. Preventing system's entropy. System stress and system change. System concepts and its use in MIS. | 8 |
| 5 | E-Commerce: Introduction, need, growth, advantages & limitations. Traditional Commerce v/s E-Commerce. E-Commerce opportunities for industries, Models: B2C, B2B, C2C. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Rajaraman, V..Introduction to Information Technology. PHI, 2004.
- Turban, Rainer and Potter ,Introduction to information technology. John Wiley and sons, 2003.
- Sinha,P.K., Priti Sinha. Foundation of computing. BPB Publications, 2002.

Supplementary Reading:

- Ram, B. Computer Fundamentals. New Age Publication, 2003.
- Alexis Leon and Mathew Leon, Fundamental of Information Technology, New Delhi, Vikas Publishing House Pvt. Ltd.

| | | |
|--------------------------------------|----------------------------------|----------------|
| Course Code | MBA211 | |
| Course Category | Theory | |
| Course Title | Human Resource Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To sensitize students to the various facets of managing people and

Skills: To create an understanding of the various policies and practices of human resource management.

Attitude: The course enables students to become conversant with latest trends as well as the basics of the theory of Human Resource Management

Course Outcomes: The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

| Unit | Contents | Hrs |
|-------------|--|------------|
| 1 | Human Resource Management- Meaning & Definition, Importance, Role of HR Manager- Strategic HRM, Human Resource Planning- Meaning & Definition, Objectives, Process, Forecasting. Job Analysis- Job Description & Job Specification. Recruitment-Meaning & Definition, Sources of Recruitment, Process, Employer Branding. Selection-Meaning & Definition, Process. Induction | 8 |
| 2 | Training & Development- Meaning & Definition, Objectives and Needs, Process & Methods of Training, Evaluation of Training Programme, Performance Management- Concept & Definition, Methods, Rating Errors, Competency Management. | 8 |
| 3 | Compensation Management-Concept, Job Evaluation, Incentives & Benefits, Types of Compensation Plans, Career Planning-Succession Planning-Talent Management-High Potential Employees | 8 |
| 4 | Productivity Management- Concept- TQM- Kaizen- Quality Circles, Industrial Relations- Grievance, Collective Bargaining | 8 |
| 5 | Retirement/Separation- Superannuation-Voluntary Retirement Schemes Resignation- Discharge-Dismissal-Suspension-Layoff. Exit Interview | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

DeCenzo, D. A. and Robbins, S. P.. Fundamentals of Human Resource Management. 8th ed., John Wiley, 2005.

Dessler, G. Human Resource Management. Pearson Education, 2004.

Ivancevich, John M. Human Resource Management. Tata McGraw-Hill. 2003

Monappa, A. and Saiyadain, M. Personnel Management. Tata McGraw-Hill, New Delhi, 2001.

Fisher Cythia D., Schoenfeldt F. and James B. Shaw. Human Resource Management. Bizantra, 2004.

Supplementary Reading:

Bhattacharya, Deepak Kumar, Human Resource Management, Excel Books, New Delhi. 2006

| | | |
|--------------------------------------|-----------------------------|----------------|
| Course Code | MBA212 | |
| Course Category | Theory | |
| Course Title | Marketing Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The course is designed to provide the students with overall information about the functioning of marketing management.

Skills: The course gives students a glimpse of marketing tactics, product strategy and the way strategies are formed for customers in the market.

Attitude: the course contains an analytical account of the causes and consequences of the rapid expansion of the marketing arena in today's condition.

Course Outcomes:

Create value and growth through innovation in new and existing markets. Learn the skills of innovation and apply those skills within the context of a marketing strategy framework

| Unit | Contents | Hrs |
|--------------|--|-----------|
| 1 | Introduction: Concept, nature, scope and importance of marketing; Evolution of Marketing concept ; Marketing mix; Strategic marketing planning – an overview. Market Analysis and Selection: Marketing environment – macro and micro components and their impact on marketing decisions; Market Segmentation – Meaning, Bases for market segmentation, Targeting and positioning. Consumer behavior: Introduction, types of consumer, Factors influencing consumer behavior, consumer decision making process. | 8 |
| 2 | Product Decisions: Product concept; classification of products; product differentiation; Product line and product mix; Product life cycle – strategic implications; New product development. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies. | 8 |
| 3 | Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. | 8 |
| 4 | Marketing Research: Meaning and scope of marketing research; Marketing research process.; Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Sales promotion – tools and techniques. | 8 |
| 5 | Market Evaluation and Control – Types, processes, and obstacles to marketing control. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing, Co-operative marketing. | 8 |
| Total | | 40 |

Learning Resources:**Reference Books:**

- Kotler, P. Marketing Management: Analysis, Planning, Implementation & Control. Prentice Hall of India, 2003.
- Michael, J. E., Bruce, J. W. and William, J. S. Marketing Management. 13th Ed, Tata McGraw-Hill, New Delhi. 24, 2004.
- Louis, E. and David L. Contemporary Marketing. Harcourt Collye Publishers, 2001.
- Douglas, J. & Leonard J. Parsons. Marketing Management: Text and Cases. 7th ed. John Wiley and Sons, 2002.
- Pride, William, M., and O.C. Ferrell. Marketing: Concepts and Strategies. Biztantra, New Delhi, 2005.

Supplementary Readings:

- Kurtz & Boone. Principles of Contemporary Marketing. Cengage Learning.
- Kotler, Graw and Armstrong. Principles of Marketing. Pearson Education.

| | | |
|--------------------------------------|-----------------------------|----------------|
| Course Code | MBA213 | |
| Course Category | Theory | |
| Course Title | Financial Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The purpose of this course is to acquaint the students with the broad framework of financial decision making in a business unit.

Skills: In order to start up or even run a successful business, it is necessary to have excellent knowledge in financial management.

Attitude: Financial management helps in strategic planning, organizing, directing, and controlling of financial undertakings in an organization.

Course Outcomes: Finance Management is designed to expose the student to the financial issues of determining the monetary resources needed by a business, the mix of these resources, the sources and uses of funds, the benefits, risks and costs associated with different types of resources and financing.

| Unit | Contents | Hrs |
|------|---|-----------|
| 1 | Meaning, Importance and Objectives of Financial Management, Conflicts in profit versus value maximization principle, Role of Chief Financial Officer. Time value of money: compounding and discounting techniques-Concepts of Annuity and perpetuity. | 8 |
| 2 | Financing Decisions: Cost of Capital, Capital Structure decisions-Capital structure patterns, designing optimum capital structure, Constraints, Various capital structure theories. | 8 |
| 3 | Investment decisions: Capital budgeting-concept, theory, Techniques of Decision making: Non-discounted and Discounted Cash flow Approaches — Payback Period method, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Modified Internal Rate of Return, Discounted Payback Period and Profitability Index. | 8 |
| 4 | Dividend Policy: concept, theories and determinants, Business Risk and Financial Risk —operating leverage, financial leverage and Combined Leverage | 8 |
| 5 | Management Of working capital: Working capital policies, Inventory management Receivables management, Management of cash and marketable securities financing of working capital. Committees of Working Capital. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

- Maheshwari, S.N. Management Accounting and Financial Control. 14th ed., SChand & Sons. 2004.
 Maheshwari, S.N. Principles of Management Accounting. 14th ed., SChand & Sons, New Delhi, 2004.
 Maheshwari, S.N. Corporate Accounting for Managers. Vikas Publishing House, New Delhi, 2004.
 Narayana Swamy. Financial Accounting a Managerial Perspective. 2nd Ed., PHI, 2005.

Supplementary Reading:

- Pandey, I M, Financial Management, New Delhi, Vikas Publishing House, 2018
 Maheshwari, S.N, Maheshwari, S., Financial Accounting for BBA , Vikas Publishing House, New Delhi, 11th Edition

| | | |
|--------------------------------------|-------------------------------|----------------|
| Course Code | MBA 214 | |
| Course Category | Theory | |
| Course Title | Business Legislation I | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: Helps students in enhancing their awareness about many legal issues that arise in the day-to-day operations of any business.

Skills: Helps in improving excellent writing, problem-solving and analytical skills, alongside strong communication, negotiation and presentations skills

Attitude: To understand fundamental legal issues pertaining to the business world to enhance ability to lead and delegate.

Course Outcomes: To understand fundamental legal issues pertaining to the business world to enhance ability to lead and delegate.

| Unit | Contents | Hrs |
|------|--|-----|
| 1 | IndianContractAct1872 Contract vs. Agreement, Element of valid contract, Offer and Acceptance Rules regarding revocation of offer and acceptance, Standard form contract a new innovation to suit the needs, Consideration Essential elements. Exception to the Rule No consideration no contract Privities of contract and consideration, Capacity to contract, Free consent coercion, undue influence, misrepresentation, fraud. Mistake as to identity, as to subject matter, as to nature of promise | 8 |

| | | |
|---|--|-----------|
| 2 | Indian Contract Act 1872 Legality of the object, void agreement, voidable agreement, agreements opposed to public policy, Discharge of contract modes of discharge, by performance, by impossibility, by agreement, by breach, Damages Rules, remoteness of damages, measure of damages, liquidated damages and penalty, Quasi contractor certain relations resembling those created by contract, Bailment Duties of bailer & bailee, Law relating to agency- types of agency, agents responsibility and rights. | 8 |
| 3 | Sale of Goods Act,1930 Contract of sale, agreement to sell, Conditions and warranties,Hire-Purchase,Passing of property,transfer of property,remedies for breach; rights of unpaid sellers. Doctrine of caveat emptor | 8 |
| 4 | Negotiable Instruments Act, 1881 & Consumer Protection Act 1986, Definition and characteristics, promissory notes, bills of exchange and cheque, parties to negotiable instrument; methods of negotiation of instrument Endorsement and delivery of a negotiable instrument, negotiation by unauthorized parties. Consumer Protection Act 1986 - Consumer, Rights of consumer , Definitions, Nature and scope of remedies available to the consumers | 8 |
| 5 | Indian Partnership Act 1932Definition of partnership, types of partnership, formation of partnership, registration of partnership, kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

- Desai, T R. Contract Act, Sales of goods and Partnership. S.S.Sarkar & Sons, 2003
 Kuchhal, M.C. Mercantile Law, Vikas Publishing House, New Delhi,2007.
 Kapoor, N.D. Business Law. Sultan Chand & Sons, New Delhi, 2004.
 Gogna, P P S, Business Law. Sultan Chand & Sons, New Delhi, 2006.

Supplementary Readings:

- Shukla M.C. Mercantile Law, New Delhi, S.Chand And Company, 2018
 K.P.S. Gogna : ATextbook of Mercantile Law Avtar Singh : Mercantile Law

| | | |
|--------------------------------------|---|----------------|
| Course Code | MBA 215 | |
| Course Category | Theory | |
| Course Title | Operations and Production Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: Students will learn how to plan and control production and operation functions in manufacturing and service industries.

Skills: It develops the decision making capabilities. The students will be familiarized with some of the trends in business and help develop skills in solving specific problems.

Attitude: Understand the theory and implementations related to Inventory, Purchase and JIT.

Course Outcomes: This course provides students with concepts, techniques and tools to improve operational capabilities of an organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitatively analyse the problems arising in the management of operations.

| Unit | Contents | Hrs |
|-------------|--|------------|
| 1 | Nature and Scope of Production Management, Facility Location; Manufacturing Systems & its types; Layout Planning and Analysis, Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems. | 8 |
| 2 | Operations decisions-Production Planning and Control - In Mass Production in Batch/Job Order Manufacturing. Capacity Planning-Models, Process Planning and Aggregate Planning. | 8 |
| 3 | Material Management-an Overview, Storage and Retrieval System. Inventory Management -EOQ Models,Quantity Discounts and ABC analysis.Simulation Technique | 8 |

| | | |
|--------------|---|-----------|
| 4 | Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing. | 8 |
| 5 | Business process engineering, Maintenance Management, Six Sigma Concept-an Overview, JIT approach. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Krajewski & Ritzman. Operation Management – Strategy and Analysis. Prentice Hall of India, 2004.
 Charry, S.N. Production and Operation Management- Concepts , Methods & Strategy. John Willy & Sons Asia Pvt . Limited. 27 , 2005.
 Terry Hill , Operation Management. Pal Grave McMillan, 2005.
 Adam Jr., E and Ebert, R. Production and Operation Management. 1998.
 Chase, R.B., Production and Operation Management, Tata McGraw Hill.

Supplementary readings

Manufacturing Systems Engineering: A Unified Approach to Manufacturing, Katsundo Hitomi.

| | | |
|--------------------------------------|----------------------------------|----------------|
| Course Code | MBA216 | |
| Course Category | Theory | |
| Course Title | Business Research Methods | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To enable the students in conducting research work and formulating research synopsis and report.

Skills: To impart knowledge for enabling students to develop data analytics skills and meaningful interpretation to the data sets so as to solve the business/Research problem.

Attitude: To familiarize students with the basics of research and the research process.

Course Outcomes: The student will be able to understand the basics of research and its significance in decision making with its tools.

| Unit | Contents | Hrs |
|--------------|---|------------|
| 1 | Introduction to Business Research Method: Concept of BRM, Nature of BRM, ScopeBRM, Need and Role of Business Research, Characteristics of Research, Types of Research, the Research Process: An overview. | 8 |
| 2 | Research Design: Concept of Research Design, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process | 8 |
| 3 | Collection of Data: Types of Data: Secondary and Primary, Various Methods of Collection and Data, observation method, interview method, Preparation of Questionnaire and Schedule | 8 |
| 4 | Sampling theory: Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non-Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample | 8 |
| 5 | Data Analysis and report writing: Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory and Hypothesis Testing, Type I and Type II Errors, Applications of T-Test, Z-Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Donald, R. Cooper and Pamela, S. Schindler. Business Research Methods. Tata McGraw Hill, 2003.
 Kothari C.R. Research Methodology Methods and Techniques. Vishwa Prakashan, 2004.
 Malhotra, Naresh K. Marketing Research. 4th Ed, Pearson Education Pvt. Ltd, 2004.
 Richard, I Levin. Statistics for Management. PHI, Delhi, 2003.

Supplementary Reading:

Bryman , Alan & Bell, Emma, Business Research Methods, Oxford University Press.

Kothari C.R., Garg Gaurav, Research Methodology : Methods and Techniques (Multi Colour Edition), New Age International Publication

| | | |
|--------------------------------------|------------------------------|----------------|
| Course Code | MBA 217 | |
| Course Category | Theory | |
| Course Title | Management Accounting | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To acquire knowledge and understanding of the concepts, techniques and practices of cost and management accounting and to develop skills for decision making.

Skills: It is the study of the managerial aspect of financial accounting, accounting in relation to management function.

Attitude: It shows how the accounting function can be re-oriented so as to fit it within the framework of management activity.

Course Outcomes:

The objective of Management Accounting is useful for optimum utilization of existing resources. It is an indispensable discipline for corporate management, as management accounting techniques helps management to solve not only specific problems but also guides them in decision making

| Unit | Contents | Hrs |
|-------------|---|------------|
| 1 | Introduction to Management Accounting – Origin, scope, functions and principles. Ratio Analysis: Meaning of Ratio; Necessity and Advantages of Ratio Analysis, Types of Ratios. Inferences from financial statements by ratio analysis. | 8 |
| 2 | Budgeting and Budgetary control- Concept, Type of Budget- Flexible, cash, sale, production, master, Zero Base Budgeting. | 8 |
| 3 | Calculation and Inferences from published financial statements-ratio, cash flow and fund flow. | 8 |
| 4 | Marginal Costing: - Application, Cost volume profit relationship, Break Even Point, Decision Making:- Make or Buy, Key factor, Export order, Shut down or continue, Multi product situation, Cost reduction system- Kaizen Costing System, ABC Analysis | 8 |
| 5 | Emerging issues in Management Accounting-Human resource accounting, EVA, Standard Costing and Variance analysis | 8 |
| | Total | 40 |

Learning Resources:**Reference Books:**

Dave Paliwal, Management Accounting II, Ajmera Publication

Agarwal, Kiradoo:ManagementAccountingII, Ramesh Book Depot

Oswal Maheshwari: Cost Accounting, Ramesh Book Depot

JainS.P. and Narang KL: Cost Accounting, Kalyani, New Delhi

Shukla Grewal: Advance Accounting, Sultan Chand & Company

Supplementary Reading:

Khan and Jain, Management Accounting, Tata McGraw Hill, New Delhi

Hingorani, N.L. and Rmanathan, A R, Management accounting, S Chand, New Delhi

| | | |
|-------------------------------|--|---------|
| Course Code | MBA311 | |
| Course Category | Theory | |
| Course Title | Business Policy & Strategic Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To help students master the analytical tools of strategic management

Skills: To help students develop skills for applying these concepts to the solution of business problems

Attitude: Develop and prepare organizational strategies that will be effective for the current business environment

Course Outcomes: The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Business Policy & Strategic Management: Evolution, Introduction to Business Policy, Understanding Strategy, Levels of strategy, strategic decision making, issues in strategic decision making, various schools of thoughts on formation of strategy, introduction to strategic management, strategic management process. | 8 |
| 2 | Establishing Strategic Intent: Understanding strategic intent, concept of stretch, leverage and fit, vision, mission, business definition, goals and objectives, role of objectives, characteristics of objectives, issues in objective setting, formulation of objective. | 8 |
| 3 | Strategy Formulation: Concept of environment, environmental sectors, scanning of the environment, environmental appraisal, organizational appraisal, corporate level & business level strategies. | 8 |
| 4 | Strategic Analysis & Choice: Process of strategic choice, strategic analysis, subjective factors in strategic choice, contingency strategies. | 8 |
| 5 | Strategy Implementation: Nature of strategy implementation, barrier to strategy implementation, interrelationship of formulation and implementation, project implementation, procedural implementation, and behavioral implementation. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

Ansoff, H Igor. Implanting Strategic Management. Englewood Cliffs, New Jersey, PH Inc., 1984.

Budhiraja, S B and Athreya, M.B. Cases in Strategic Management. Tata McGraw-Hill 1996.

Christensen, C Ft. etc. Business Policy 6th ed., Homewood, Illinois, Richard D. Irwin, 1987.

Glueck, William F. Strategic Management & Business Policy. 3rd ed. New York, McGraw-Hill, 1988.

Hax, A C & Majluf, N S. Strategic Management. Englewood Cliffs, New Jersey, P H Inc., 1984.

Supplementary Reading:

Strategic Management Michael Hitt, Ireland, Hoskisson, 2010, Cengage Learning, NewDelhi

Strategic Management – Concepts and Cases, Fred R. David, 2010, PHI Learning, New Delhi

| | | |
|-------------------------------|-----------------|---------|
| Course Code | MBA312 | |
| Course Category | Theory | |
| Course Title | Business Ethics | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: Helping Students in gaining knowledge about business ethics and values and its relevance in modern context.

Skills: Provide the skills with which to recognise and resolve ethical issues in business

Attitude: The content has been designed to create a mindset of value system among the students who are the future managers

Course Outcomes: The objective of this Course is to make the students aware about the importance of ethics in the business, practices of good governance to encourage moral imagination and heightening sensitivity towards the ethical dimension of managerial problems.

| Unit | Contents | Hrs |
|------|---|-----------|
| 1 | Business Ethics: Concept, Importance, Principles Of Personal & Professional Ethics, Theories Of Business Ethics, Values & Ethics, Secular Versus Spiritual Values In Management, Ethical Dilemmas, Ethical Decision Making In Business | 8 |
| 2 | Business Ethics and Globalization: Emergence of Global Corporations, Role of MNCs and Disadvantages of MNCs To the Host Country. Corporate Governance: Definition, Concept, and Benefits of Corporate Governance, Corporate Social Responsibility: Nature, Scope & Importance. | 8 |
| 3 | Ethics in Business Disciplines: Ethics In HRM, Marketing & Finance. Ethics and Information Technology. Gandhi's Approach in Management and Trusteeship | 8 |
| 4 | Consumerism Ethics: Consumerism- Meaning, Evolution, Need and Importance of Consumerism, Consumer protection- objectives, scope and importance, Consumer rights; Consumer duties and responsibilities; Legal Protection to consumers. United Nations guideline on consumer protection. | 8 |
| 5 | Business Ethics and Environment: Basics of Environment, Pollution, Ozone Depletion and Climate Change. Environmental Regulation- WTO Environmental Provision, Environmental Regulation in India. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

- Amarchand, D. Government and Business 3rd ed. New Delhi, Tata Mc-Graw Hill, 1996
- Cherunilam, Francis, Business and Government 8th ed. Bombay, Himalaya, 1995
- Dassgupta A. and Sengupta, N. Government and Business, New Delhi, Vikas Publication, 1987
- Marathe, Sharad s. Regulation and Development, New Delhi Sage publication 1986
- Trivedi M.L., Government and business, Bombay Multitech, 19100

Supplementary Reading:

- R. D. Robinson, International Business Management a guide to decision making
- R. L. Varshney, B. Bhattacharyya, International Marketing Management An Indian perspective, Sultan Chand & Sons, New Delhi

| | | |
|--------------------------------------|---|----------------|
| Course Code | MBAFM101 | |
| Course Category | Theory | |
| Course Title | Security Analysis & Portfolio Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management.

Skills: To develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory

Attitude: To familiarise the students with various investment markets and functioning of markets and to equip the students with the theoretical and practical knowledge of capital market.

Course Outcomes: The objective of this course is to give the students an in-depth knowledge of the theory and practice of Security Analysis Portfolio Management.

| Unit | Contents | Hrs |
|------|--|-----|
| 1 | Investment: Concepts of investment, objective, Types, Factor affecting investment decision, Stock Exchange: - Meaning, Function, Significance, Trading and Settlement procedures | 8 |

| | | |
|--------------|---|-----------|
| 2 | Risk and Return:- Concept , type of risk, calculation of risk and return, calculation of Expected return, Coefficient of Variation , Risk aversion and risk premium, Risk and Return Relationship | 8 |
| 3 | Fundamental Analysis: - Concept, Objectives, Approaches to Fundamental Analysis, Economy Analysis, Industry Analysis, Company Analysis, Valuation of Security, Technical Analysis: - Concept, Assumptions, Significance, Theory of Technical Analysis: - Dow Theory, Elliott Wave theory, Tools and Techniques of Technical Analysis:- Bar chart, Line chart, Point and Figure chart, Candlestick chart, Confidence index RSA,RSI, Moving average analysis. | 8 |
| 4 | Portfolio management – Concept, Phases of Portfolio management, Diversification: Concept, type- Simple and Markowitz diversification, Portfolio Analysis: - Concept, Modern Portfolio theory, Markowitz risk return optimization (HM Model), Single Index Model, Sharpe Index Model, Corner Portfolio, Selection of Optimal Portfolio Capital Market Theory- CAPM, CML, SML & APT, Beta Estimation, Efficient Market Theory: - Random Walk Theory, The efficient Market Hypothesis | 8 |
| 5 | Process of portfolio management – International Diversification, Portfolio revision – Active and passive strategies & formula plans in portfolio revision. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

Alexander, Sharpe, William F. Fundamentals of Investments. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

Bhalla, V K. Investment Management:, 8th ed.,Delhi, S. Chand, 2001

Portfolio Analysis and Management, Delhi, S.Chand, 2002

Elton, Edwin J and Gruber, Martin J. Modern Portfolio Theory and Investment Analysis. New York, John Wiley, 1984.

Supplementary Reading:

Lee, Cheng F. etc. Security Analysis and Portfolio Management. Scott, Foresman, 1990.

| | | |
|--------------------------------------|---|----------------|
| Course Code | MBAFM102 | |
| Course Category | Theory | |
| Course Title | Management of Financial Services | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To provide an overall understanding of Indian Financial System. It aims at discussing the different components of Indian Financial Systems.

Skills: Aims to develop students' knowledge and skills in the vast areas of Finance and can help students gain entry into the Financial Services sector.

Attitude: To familiarize students with different types of financial institutions and their place in the Indian Financial System.

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

| Unit | Contents | Hrs |
|-------------|---|------------|
| 1 | Introduction to the Indian Financial System. Structure of Indian Financial System. Characteristics of the Indian Financial System. Organization of Indian Financial System. Financial Market –Primary and secondary market-Role, Functions, Importance, SEBI & Primary Market and SEBI & Secondary Market | 8 |

| | | |
|---|--|-----------|
| 2 | Financial Instruments –Long, medium and short term. Financial services- Introduction to Financial Services. Nature of Financial Services. Scope of Financial Services. Types of Financial Services. Fund Based Financial Services. Fee Based Financial Services. | 8 |
| 3 | Types of Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting | 8 |
| 4 | Mutual Fund: Structure of Funds, Types of Mutual Funds, Exchange Traded Funds, Hedge Mutual Funds and Advantages of Mutual Funds, Performance Evaluation of Mutual Funds and Regulations Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions. | 8 |
| 5 | Venture Capital: Meaning, Strategies and Its Working .Impact Investing- Evolution, Paradigm shift, Strategy and Recent trends. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

- Bhalla, V K. Management of Financial Services. Anmol, New Delhi, 2001.
 Bhalla, V K And Dilbag, Singh. International Financial Centres. New Delhi, Anmol, 1997.
 Ennew.C, Trevor Watkins & Mike Wright: Marketing of Financial Services. Heinemann Professional Pub.,1990

Supplementary Reading:

- Gordon.E and K.Natarajan Emerging Scenario of Financial Services.Himalaya Publishing House,1997
 Meidan, Arthur Brennet, M. Option Pricing: Theory & Applications. Toronto, Lexington Books.

| | | |
|--------------------------------------|---------------------------|----------------|
| Course Code | MBAMM101 | |
| Course Category | Theory | |
| Course Title | Consumer Behaviour | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

- Knowledge:** To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
Skills: To develop students' conceptual and theoretical understanding of behavioral aspects of consumers and their strategic implications to marketers.
Attitude: To give the students a perspective to understand the application of market research in framing effective marketing strategies.

Course Outcomes: The basic objective of this course is to develop and understand about the consumer decision-making process and its applications in the marketing function of firms.

| Unit | Contents | Hrs |
|-------------|---|------------|
| 1 | Introduction to Consumer Behavior: Definition, Importance, Consumer and Customer, Development of Consumer Behavior Field, Marketing Concept and Consumer Behavior, Disciplines Involved in the field of consumer behavior, Determinants of Consumer Behavior. Market Segmentation: Introduction, Benefits, Limitations, and Process & Bases of segmentation. Product Positioning: Introduction, Objectives, Elements, Approaches. Consumer Research: Introduction, Importance, Limitations, Motivational Research, Process & Methods. | 8 |
| 2 | Consumer Motivation: Characteristics, Needs, Goals, Motivational Conflict, McGuire's Comprehensive Scheme of Psychological Motives, Murray's Theory of Human Needs. Theories on consumer motivation- Maslow's Hierarchy of Needs Theory, McClelland's Theory of Motivation, Instinct Theory, Drive Reduction Theory, Arousal Theory. Personality & Consumer Behavior: Introduction, Features and Characteristics, Theories, Self Concept/Self Image and Their Implications, Brand Personality. Perception & Consumer Behavior: Introduction, Features, Sensation, Factors Affecting Perceptual Mechanism, Perceptual Process, Perceptual Organization, Importance of Images to Consumers. Consumer Attitude and Learning. | 8 |

| | | |
|--------------|--|-----------|
| 3 | Social Class Influences: Group Influences and Consumer Behavior; Family influences; Social class and consumer behavior; cultural influences on consumer behavior; cross cultural consumer analysis. | 8 |
| 4 | Consumer Decision Making: Household Decision Making, Communication within Group and Opinion leadership. Models of Consumer decision-making: Nicosia model, Howard-Sheth model. Situational Influences on Consumer Decision Making Process. Post Purchase Action. | 8 |
| 5 | Socio-cultural factors; Gender mainstreaming; Economic factors; Political factors; Buyer characteristics: Age, Occupation, Economic situation, Lifestyle, personality and psychological factors of rural consumers. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995.
 Engle, J.F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993.
 Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
 Hawkins, D.I. etc. Consumer Behaviour: Implications for Marketing Strategy. Texas, Business, 1995.
 Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993.

Supplementary Reading:

- Consumer Behaviour: Jay Lindquist & Joseph Sirgy – Biztantra
 Consumer Behaviour: David London & Albert Della Bitta – McGraw Hill.

| | | |
|--------------------------------------|------------------------------|----------------|
| Course Code | MBAMM102 | |
| Course Category | Theory | |
| Course Title | Marketing of Services | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

- Knowledge:** To promote a customer service-oriented mindset
Skills: To make the students understand the deeper aspects of successful services marketing.
Attitude: To provide insights to the challenges and opportunities in services marketing

Course Outcomes: The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the management of services on a national basis.

| Unit | Contents | Hrs |
|--------------|---|------------|
| 1 | Introduction, Why Study Services Marketing Management?, The Service System, Understanding the Macro-Environment | 8 |
| 2 | Understanding the Micro-Environment, Services Marketing Process, Services Marketing Research, Exploring Marketing Opportunities, New Service Development | 8 |
| 3 | Segmenting the Market, Targeting and Positioning, Understanding Consumer Behaviour, The Service Product, Service Quality, Designing the Service Process | 8 |
| 4 | Developing Service Personnel, Educating Customers, Managing Service Delivery Channels, Managing Channel Conflict, Managing Demand and Capacity, Designing the Physical Evidence | 8 |
| 5 | Managing Integrated Marketing Communications, Pricing the Service, Managing Customers, Managing Service Recovery, Providing Service Guarantees, Consumer Protection | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Lovelock, Christopher H. Managing Services: Marketing Operations and Human Resources. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
 Lovelock, Christopher H. Services Marketing. Englewood Cliffs, New Jersey, PHI., 1993.
 McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.
 Newton M.P. Payne, A. The Essence of Services Marketing. New Delhi, PHI, 1996.
 Verma, H.V. Marketing of Services. New Delhi, Global Business Press, 1993.

Supplementary Reading:

Rao, Services Marketing, Pearson Education.

Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, PHI

| | | |
|--------------------------------------|---|----------------|
| Course Code | MBAHRM101 | |
| Course Category | Theory | |
| Course Title | Management of Industrial Relations | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To gain the knowledge of IR scenario in India and understanding laws governing IR, role of Government, society and trade union in IR.

Skills: To develop the conceptual and practical aspects of industrial relations at the macro and micro levels.

Attitude: To help the student understand and apply the concept of industrial relations and the system in which it operates.

Course Outcomes: The main aim of this course is to introduce students to the theories and practices of Industrial Relations. The module examines the relationship existing between employer and employee

| Unit | Contents | Hrs |
|--------------|--|------------|
| 1 | Meaning, objectives, Concept, Scope and Approaches to Industrial Relations- Unitary, Pluralistic, and Radical Approach; Industrial Relations Systems (IRS); effects of social, technological, political and economical factors on industrial relations. | 8 |
| 2 | Objectives, Concept, structure and function of Trade Union, Union Registration and Recognition, Theories on Trade unionism- Selling Pearl man, Sidney and Beatrice Webb, Karl Marx, Robert Hoxie and Mahatma Gandhi, White Collar Trade Unions, Trade Union Movement in India. | 8 |
| 3 | Meaning, Causes, types, methods of settlement of dispute in India, Code of Discipline and Grievance Management. | 8 |
| 4 | Collective Bargaining; Meaning, need, importance, Concept and functions, Types of Bargaining, Process of Bargaining, Emerging Trends in Collective Bargaining, Levels of bargaining and agreements, negotiation techniques and skills. | 8 |
| 5 | Worker's Participation in Management; Concept, Scope, prerequisites for participation, Levels and functions, benefits of participation, Forms of Workers' Participation; impact of globalization on industrial relations. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

Kochan, T.A. & Katz Henry. Collective Bargaining and Industrial Relations. 2nd ed. Homewood, Illinois, Richard D Irish, 1988.

Mamkoottam, K Trade Unionism. Myth and Reality. New Delhi, Oxford University Press, 1982.

Niland J.R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994

Papola, T S & Rodgers, G. Labour Institutions and Economic Development in India. Geneva, ILO, 1992.

Ramaswamy, E A. The Rayon Spinners The Strategic Management of Industrial Relations. New Delhi, Oxford University Press, 1994.

Virmani, B R. Participative Management vs. Collective Bargaining. New Delhi, Vision Books, 1988

Webb, Sidney & Webb, Beatrice. Industrial Democracy. Melbourne, Longman, 1987.

Supplementary Reading:

Mamoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi.

T. N. Chabra, R.K. Suri, " Industrial Relations- Concepts and Issues", 2000, Dhanpat Rai & Co. Private Ltd.

| | | |
|-------------------------------|---------------------------------|---------|
| Course Code | MBAHRM102 | |
| Course Category | Theory | |
| Course Title | Counselling Skills for Managers | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To Provide an overview of the counselling processes and techniques.

Skills: Understand human behaviour at different stages recognize behavioural problems and examine strategies for positive behaviour management

Attitude: To develop a deep understanding of the core and basis of counseling, including what it is, why it works, and how it is customized to individual needs

Course Outcomes: To develop basic skills among students to independently handle a wide range of employee counseling and performance counseling.

| Unit | Contents | Hrs |
|--------------|--|-----------|
| 1 | Introduction to Counseling - Definition - Historical background and origins of Counseling - Dimensions of Counseling - Basics of Counseling - Common Criticisms - Orientation Models - Problem focused models - Work oriented models - Welfare based models - Organization change models - Externally based models - internally based models | 8 |
| 2 | Roles of Counselors - Counseling values vs. Business values to training for Counselors - Ethical issues in Counseling stress and Counseling - Impact of Organizations - Systematic approaches - Organization culture different culture and Counseling. | 8 |
| 3 | Preparation for Counseling - Assessing counseling - contracting for counseling - Termination counseling - Preparation of employee - Assessment of employee - Contracting / referring -Enjoying in counseling and termination counseling. | 8 |
| 4 | Performance of Counseling - Objectives conditions for effective Counseling - Sequential Process of Performance Counseling - Counseling special types of employees - Training in ethical decision making - Making ethical decisions. | 8 |
| 5 | Evaluation of counseling - Usefulness of evaluation - Record keeping evaluation - Formative and Summative evaluation - Different methods of counseling evaluation - Counseling for improving performance. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

Comer, L.S. and Hackney, H. The Professional Counselor's Process Guide to Helping. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1987.

Maclennan, Nigel. Counselling for Managers. Aldershot, Graver, 1996.

Supplementary Reading:

Moursund, J. The Process of Counseling and Therapy. 2nd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1990.

Munro, C.A., etc. Counseling: A Skills Approach. Methuen, 1980.

| | | |
|-------------------------------|------------------------------------|---------|
| Course Code | MBAIB101 | |
| Course Category | Theory | |
| Course Title | Export Import – Theory & Practices | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The course is designed to provide the students an overall information about the functioning of International Business, Export and Imports, and its importance in this globalized world.

Skills: The course is based on abstract theoretical models, students will also be exposed to real-world examples as well to enhance their skills about Export and Import procedures.

Attitude: The course contains an analytical account of the causes and consequences of the rapid expansion of international business and its procedures, payment techniques and much more.

Course Outcomes: This course develops a systematic exposition of models that try to explain the composition of International Business. The course will help the students to understand the complex mechanism of Export and Imports.

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Introduction to International Business: Domestic Trade Vs. International Trade, Advantages, Needs, Importance and Disadvantages of International Business. Special Issues - deferred payment terms, Duty draw-backs, Export by post parcel and by Air, GSP Certificates of origin, Export Houses & trading Houses. Use of computers in Export & Import procedures. | 8 |
| 2 | Preliminaries for export – Classification of Export and Import, categories of Exporters, Strategy and preparation for foreign trade, Identification of foreign markets, methods of entering international market, constraints in entering foreign market, export contract, force majeure in export contract, EEFC Account. | 8 |
| 3 | Export procedure- Introduction, pre shipment, post shipment and shipment procedure, excise clearance, quality control and its methods, customs clearance, marine insurance policy, procedure of filing marine insurance claim, IEC number, RCMC, CHAs, Exchange rate fluctuation risk, forward contracts, ISO 9000 certificate, | 8 |
| 4 | Import Procedure - Introduction, categories of Importers, import license, import of samples, import contract, pre shipment procedure, legal dimensions of import procedure, retirement of import documents, custom clearance of imported goods, warehousing, exchange control for imports, import risks, import duties, import incentives under special schemes, import of gifts, valuation of custom duty, import of personal baggage. | 8 |
| 5 | Methods of payment of export finance- conditions for realization of export proceeds, factors affecting export payment, methods of export payment. Letter of credit – procedure, types and advantages. Types of export finance, pre shipment finance, post shipment finance, institutional framework for export finance, role of EXIM bank, SIDBI & ECGC in providing finance to exporters. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Francis Cherrunilam, International Trade and Export Management, Himalaya Publications, 2009.
 Jain Apexa, Foreign trade- theory and procedures, Himalaya Publications, 2018
 Bhagvati J (ed), International Trade, Penguin Books, 2007.
 Jeevanandam C “Foreign Exchange: Practices Concepts and control” Sultan chand Publications, 2002.

Supplementary Reading:

- Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012.
 Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

| | | |
|--------------------------------------|--|----------------|
| Course Code | MBAIB102 | |
| Course Category | Theory | |
| Course Title | International Business Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The course is constructed to provide the students overall information about the functioning of International Business.

Skills: The course is based on theoretical practices relating to the management of International Business.

Attitude: The course contains the causes and consequences of the rapid expansion of international Business.

Course Outcomes: The objective of the course is to give students an overall view of the international financial system and how corporations operate.

| Unit | Contents | Hrs |
|--------------|--|-----------|
| 1 | International Business Environment – Cultural aspects – values and norms –social structure – religious and ethical systems – language – education –implications of cultural differences on business. International business environment – Political and legal factors – political systems – legal systems, International business environment – Economic factors – the determinants of economic development. | 8 |
| 2 | International Trade Theories- Theory of Mercantilism - Absolute advantage – Comparative advantage – Hecksher – Ohlin theory – The new product life cycle theory – The new trade theory – Porter’s diamond model – implications for international business. | 8 |
| 3 | Managing Multinational Enterprises – Problems and Potential – Multinational Service Organizations – Indian companies becoming Multinationals – Potential, Need and Problems | 8 |
| 4 | Instruments of International trade policy – tariffs, subsidies, local content requirements, administrative policies, anti dumping policies – political and economic arguments for intervention - Development of the world trading system | 8 |
| 5 | Multinational corporations – Organization, design and structures – headquarters and subsidiary relations in multinational corporations. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Justin Paul – International Business – Prentice Hall of India, 2007
- Investments – ZviBodie, &Mohanty – TMH – 6th Edition, 2005
- OdedShenkarYadong Lou: International Business – John Wiley & Co., 2006 Investment science – David G.Luenberger. Oxford.
- Wild J. John, Wild L. Keneth and Han C. Y. Jerry, International Business: An integrated approach, Prentice Hall
- Alan M. Rugman and Richard M.Hodgetts – International Business by Pearson Education,, 2007

Supplementary Reading:

- Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012.
- Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.

| | | |
|--------------------------------------|--------------------------------|----------------|
| Course Code | MBA411 | |
| Course Category | Theory | |
| Course Title | Business Legislation II | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To familiarize the students with the understanding & provision of Corporate Law problems including issues in corporate law are required to be discussed..

Skills: The Course aims to provide insight into formation and winding up of companies besides Corporate Administration.

Attitude: The Course is to impart basic knowledge of the provisions of Companies Act 2013 and overview of Income Tax act.

Course Outcomes: The course is designed to acquaint the students with the in depth knowledge of various laws which are responsible for the success of an organization.

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Company Law Act 2013: Company Definition, Meaning, Nature and its Characteristics, The principle of separate legal entity, Lifting or piercing the corporate veil, Classification of Companies, Incorporation of Companies, MOA- Concept, Content, Alterations, Doctrine of Ultra Vires, AOA: Concept, Content, Alterations, Doctrine of Constructive notes and Indoor Management, Alter Ego, Prospectus: meaning, Registration, Contents, Misrepresentations and their effects, Shelf Prospectus; Information Memorandum, Red herring prospectus | 8 |
| 2 | Share: Meaning, type, issue of shares, Share Certificate and Share warrants, Difference between shares and stock, Share Capital: Meaning, type, Alteration of share capital, reduction of share capital, Buy-Back of Shares, Bonus Issues; Rights Issues; Issue of Sweat Equity Shares; Employees Stock Option Scheme; Debenture: Meaning, type, charge and mortgage, Director: Appointment, Power, Duties, Company Secretary-Meaning, appointment, Position, importance, duty and liabilities | 8 |
| 3 | Meeting- meaning, type, proxies, minutes, resolutions: meaning, type, Dividend: Meaning, ascertaining profit, provision, process of payment of dividend, Winding up of Company | 8 |
| 4 | Income Tax Act 1961: Basic Concept- Income from Salaries, House Property and Business & Profession | 8 |
| 5 | Basic Concepts- Income from Capital Gain, Other Sources. Deduction's U/S 80C, 80D, 80G, 80CCC, 80U | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- P.P.S. Gogna, Company Law, S. Chand New Delhi, 2010.
- Kuchhal, M.C. Modern India Company Law. Delhi, Vikas Publishing House, 2007.
- Taxman's Elements of Company Law, Taxman Publication, Mumbai.
- Davies, Paul. Company Law. Oxford Publication, 2010

Supplementary Reading:

- Singhania, V.K. Singhania Monica .Students Guide To Income Tax (Including Service Tax, Vat). Taxman allied service
- Mahrotra, H.C. Income Tax. Agra Sahitya Bhawan Publications, 2017

| | | |
|--------------------------------------|---------------------------|----------------|
| Course Code | MBA412 | |
| Course Category | Theory | |
| Course Title | Project Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To enable students to acquire concepts, tools & techniques of project management

Skills: To inculcate in the students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.

Attitude: To strategically apply different techniques in a variety of organisational and international settings.

Course Outcomes:

The basic purpose of this course is to make the student understand the framework, planning and management of the projects to be undertaken by the organization.

| Unit | Contents | Hrs |
|------|---|-----|
| 1 | Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, analysis and its development, , project life cycle, the phases of system development life cycle. | 8 |

| | | |
|---|--|-----------|
| 2 | Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, Social cost benefit analysis. Project Planning: fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix. | 8 |
| 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, cost schedules & forecasts. | 8 |
| 4 | Managing Risks in Projects: Risk concept & identification, risk analysis, sensitivity analysis, risk assessment, risk priority, risk response planning, risk management methods. Project Control: Information monitoring, internal & external project control, control process, performance analysis, variance limits, and issues in project control. | 8 |
| 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. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

Agarwal, R.D. Project Management, Tata Mcgraw Hills Publications, New Delhi.

Gupta, R.M. Project Management, PHI Pvt Learning Ltd. Delhi.

Bhalla, V.K. Modern working Capital Management, New Delhi, Anmol, latest edition

Supplementary Reading:

Chandra, P. Project management, Tata Mac Graw Hills Publications, New Delhi.

Nagrajan, K. Project Management, New Age International Publishers, New Delhi.

| | | |
|-------------------------------|------------------------------------|---------|
| Course Code | MBAFM103 | |
| Course Category | Theory | |
| Course Title | International Financial Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: This Subject is designed to familiarize students with international financial transactions and Operational aspects of foreign exchange markets.

Skills: Apply critical thinking skills in identifying and evaluating international financial issues and information, use analytical skills to identify and analyze material factors that are involved in business problems.

Attitude: This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment.

Course Outcomes: The objective of this course is to give the students a detailed knowledge of the International financial management system. The course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms.

| Unit | Contents | Hrs |
|------|--|-----|
| 1 | Concept, Scope and Importance of International Financial Management, Role of Responsibilities of IFM, the Foreign Exchange Market: Structure and Operations. | 8 |
| 2 | The International Monetary System. The Balance of Payments: Implication for Exchange Rates, Financing Decisions of MNCs. | 8 |
| 3 | International Parity- Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications. | 8 |
| 4 | Management of Foreign Exchange Exposure and Risk, Management of Working Capital: An International Perspective. | 8 |

| | | |
|---|--|-----------|
| 5 | Intricacies of Foreign Exchange Markets-Structure and participants-types of transactions mechanics of currency dealing-exchange rate quotations-arbitrage-forward rates-evolution of exchange control and foreign exchange market in India. Exchange Rate Computations | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

Apte, P.G. International Financial Management ,Tata Mcgraw Hill,New Delhi.
 Sharan . International Financial Management ,Prentice–Hall, New Delhi.
 Vij, M. International Financial Management ,Excel Books.

Supplementary Reading:

Shapiro .Multinational Financial Management ,Prentice–Hall, New Delhi.
 Shrivastav, R. International Finance, Oxford Publication,New Delhi.

| | | |
|--------------------------------------|------------------------------|----------------|
| Course Code | MBAFM104 | |
| Course Category | Theory | |
| Course Title | Financial Derivatives | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The course defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, and introduces a framework for pricing derivatives.

Skills: Students know the main kind of derivatives and how they are used to achieve various various hedging and speculating objectives.

Attitude: The objective of this course is to give an in-depth knowledge of functioning of the derivative securities market.

Course Outcomes:. Provide students with a well-rounded and balanced education in the theory and practice of pricing and risk ,managing derivative securities

| Unit | Contents | Hrs |
|-------------|---|------------|
| 1 | Understanding Financial Derivatives:, Structure of derivative markets, Types of Derivatives: forwards, futures, options, swaps. Reasons for trading: risk management, speculation and arbitrage. Types of options: barrier options, compound options, options on future | 8 |
| 2 | Forward and Futures: Difference between futures and forward, Contractual specification, Offsetting in forwards, Futures Pricing: relationship between futures and spot price (cost of carry and reverse cost of carry), futures on dividend-paying assets. | 8 |
| 3 | Options: Options markets, Options pricing principles, Binomial Models, Black Scholes Model, Introduction to Option Greeks, Option Trading Strategies. | 8 |
| 4 | Interest Rate Derivatives: Introduction, Valuation of interest rate derivatives. Speculation and Arbitrage with T-bills futures | 8 |
| 5 | Risk Analysis: Risk Measurement, Option's Sensitivities:-delta, gamma, Vega, theta, rho. Volatility: Measuring historical volatility and Implied Volatility. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

Chance, Don M. and Robert Brooks. An Introduction to Derivatives and Risk Management, Mason, Ohio: Thomson South-Western
 Dubofsky, David A. Options and Financial Futures New York: McGraw- Hill , 1992.
 Gupta, S L., Financial Derivatives: Theory, Concepts and Problems, PHI

Supplementary Reading:

Hull, J. Options, Futures and other Derivatives Securities,2nd ed.,New Delhi, PHI,1996.
 Sharpe, William F. etc. Investment. New Delhi, PHI, 1997.

| | | |
|-------------------------------|----------------------------|---------|
| Course Code | MBAMM103 | |
| Course Category | Theory | |
| Course Title | Product & Brand Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To provide students with a knowledge and insight into managing product-markets and building brand equity involving managing brands within the context of other brands

Skills: To equip the students with the various dimensions of product management such as new product development, product life cycle, and product-line decisions

Attitude: To develop a critical understanding of the processes involved in building & managing brands and brand equity.

Course Outcomes: The focus of this course is on decisions about how a company can build and manage its products so that they are profitable to the company and at the same time adequately meet target customers' needs and wants. The course aims to synchronize product and brand management processes.

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management. | 8 |
| 2 | Developing Product Strategy: Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, new product development. | 8 |
| 3 | Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models– Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. | 8 |
| 4 | Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. | 8 |
| 5 | Measuring and Managing Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

Batra, R., John G. Myers and David A. Aaker . Advertising Management, 5 th Edition, Pearson Education, 1996.

Wells W., Burnet J. and Moriarty S. Advertising: Principles & Practice, Pearson Education, 2003.

Keller K. L., Strategic Brand Management, 2nd Edition, Pearson Education, 2003.

Supplementary Reading:

Aaker, David , Managing Brand Equity, Prentice Hall of India, 2002.

Belch, G. E. & Belch, M. A. Advertising and Promotion, Tata McGraw Hill, 2001.

| | | |
|-------------------------------|-------------------------|---------|
| Course Code | MBAMM104 | |
| Course Category | Theory | |
| Course Title | International Marketing | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To understand the range of strategic options open to companies competing internationally

Skills: To make Strategic and Operational Marketing decisions in the context of different, complex International marketing environments

Attitude: To enhance the students understanding of International Marketing Environment

Course Outcomes: The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

| Unit | Contents | Hrs |
|--------------|---|-----------|
| 1 | Definition, scope and challenges of international marketing. International trade theories. Reasons for going international | 8 |
| 2 | International Marketing Environment: Identifying opportunities in international marketing, International Economic Environment: IMF, WTO International Monetary System International , Trade Barriers: Tariff and Non Tariff Regional Blocks: European Union, NAFTA, SAARC, BRIC Countries. | 8 |
| 3 | International Marketing Research. Selection of export markets Forms of international market entry: Indirect and direct methods. International product policy: Product standardization & adaptation, international product mix, International product life cycle, export packaging. International pricing policy: Factors influencing selection of pricing policies, international pricing strategies. | 8 |
| 4 | International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution International communication policy: communication strategies in international marketing, international promotion mix. | 8 |
| 5 | Producing for exports, export quality control; export finance, shipment and procedures thereof. Procedure for export and import, organization and structure of export and import houses. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

Onkvisit, S. & Shaw, J., International Marketing: Analysis & Strategy, Prentice Hall India.
Czinkota, M., Ronkainen, I., Sutton Brady, C. and Beal, T. International Marketing, Thomson Learning.
Cateora & Graham, International Marketing, McGraw Hill.

Supplementary Reading:

Daniels, J. International Business, Pearson Education.
Joshi Rakesh Mohan, International marketing, Oxford Publishing

| | | |
|--------------------------------------|---------------------------|----------------|
| Course Code | MBAHRM103 | |
| Course Category | Theory | |
| Course Title | Labour Legislation | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To equip students with important provisions of various labour laws

Skills: To make the students understand the basic concept behind procedural substantive and protective legislation relating to employment laws.

Attitude: To acquire expert knowledge, understanding and application of Labour Laws

Course Outcomes: Students shall be able to understand rationale behind labour laws and increase the knowledge of implementation of labour laws in the required area of the business world.

| Unit | Contents | Hrs |
|------|---|-----|
| 1 | Trade Union Act, 1926; Objective, Scope, Definition , Registration of Trade Union, Rights and Liabilities of Registered Trade Union, Penalties and procedure, Cognizance of Offences. | 8 |
| 2 | Industrial Dispute Act, 1947 Scope of Industry, Workmen, Employers, Industrial Disputes, Authorities under the Industrial Dispute Act, 1947; Procedure, Power and Duties of Authorities, Reference of Disputes to Boards, Courts or Tribunals Strike, Lock Out, Lay Off, Retrenchment and Closure Unfair Labour Practices, Penalties, Offences by Companies etc. Industrial Employment (Standing Order) Act, 1946: Objective, Scope, Definition, Procedure for Submission Of Draft, Procedure for Appeals, Registration, Certification, Posting, Duration and Modification of Standing Orders, Payment of Subsistence Allowances, Penalties and Procedures. | 8 |

| | | |
|--------------|---|-----------|
| 3 | Workmen's Compensation Act, 1923: Definitions, Aims & Object, Liability of Employer, Notional Extension & Defences, Determination of Amount of Compensation, Compensation when due-Penalty for default, Contracting Out (Sec.17), Appointment & Powers of Commissioner (Sec.19-31) | 8 |
| 4 | Factories Act, 1948: Interpretation-competent person, Hazardous process, manufacturing process, Worker, Factory, Occupier, Health, Safety and Welfare, Working Hours of Adults, Employment of young persons, Inspectors-Appointment and Powers. | 8 |
| 5 | Minimum Wages Act, 1948: Theories and Concept of Wages , Aims & Objects of Act, Definition, Fixation & Revision of rates of Wages, Working Hours and Determination of Wages and Claim etc. Payment of Wages Act, 1936: Aims & Object, Responsibility of Payment of Wages, Time of Payment of Wages & Fixation of Wage Period, Authorized Deductions (Sec.7 to 13), Appointment & Powers of Inspectors and Authority for Adjudication of Claims (Sec.15-18), Penalty for offences under the Act. | 8 |
| Total | | 40 |

Learning Resources:

Reference Books:

- Beaumont, P. B. The Future of Employment Relations. London: Sage, 1995.
 Bareja, J.K. Industrial Law. Galgotia Publishing House, 2000.
 Monappa, Arun. Industrial Relations. Tata McGraw Hill, 2002.

Supplementary Reading:

- Blyton, P. & Turnbull, P. The Dynamics of Employee Relations. Palgrave Mcmillan, 2004.
 Ackers, P. & Wilkinson, A. Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press, 2003.

| | | |
|--------------------------------------|-----------------------------------|----------------|
| Course Code | MBAHRM104 | |
| Course Category | Theory | |
| Course Title | Organisational Development | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: To provide students with a core body of knowledge necessary to understand and practice OD within contemporary organisations.

Skills: To develop analytical and creative skills for securing effective change through OD

Attitude: To understand the unique challenges of attempting an organization transformation

Course Outcomes: This course offers an exploration of the field of OD through it's human and social process and address new management and OD paradigms in rapidly changing context of Globalization and Organizational Change

| Unit | Contents | Hrs |
|--------------|--|------------|
| 1 | Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner. | 8 |
| 2 | The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, the Intervention Process | 8 |
| 3 | Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD, Role Playing, Employee Empowerment. | 8 |
| 4 | Techno Structural Strategic Interventions: Restructuring Organizations, Job Enrichment, Socio technical Systems, TQM and Quality Circles, Culture Change, Self Designing Organizations, Learning Organizations | 8 |
| 5 | Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development | 8 |
| Total | | 40 |

Learning Resources:**Reference Books:**

Cummings, T.G. & Worley, C.G. Organizational Development and Change Cengage Learning, 2009.

French, W., Cecil, H. Bell & Jr. Organizational Development. Pearson, 2007.

Brown, D.R. & Harvey, D. An Experiential Approach to Organization Development Pearson Education, 2006.

Supplementary Reading:

Jones, G. R. Organizational Design and Change. Pearson Education, 2008.

Srivastava B. Organizational Design and Development- Concepts and Applications Biztantra, 2009.

| | | |
|--------------------------------------|-------------------------------------|----------------|
| Course Code | MBAIB103 | |
| Course Category | Theory | |
| Course Title | India's Foreign Trade Policy | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The content of the course is created in such a manner that the students will have complete knowledge of India's foreign trade policy and its implications.

Skills: The course will provide students all the relevant information about India's foreign trade policy and will also help them in comparing past and present policies. Real life case studies will assist the students to understand how it is being developed.

Attitude: The course will develop an international economics thinking ability in the students.

Course Outcomes: This course develops a clear knowledge based path for the students in the context of India's foreign trade policy, its making and also shed some light on the export promotion techniques.

| Unit | Contents | Hrs |
|--------------|--|------------|
| 1 | Regulatory framework for foreign Trade – Introduction, Laws governing India's international trade, The customs Act- 1962, The export quality (control & Inspection) Act- 1963, The foreign trade development Act- 1992, Foreign exchange management regulations- 2000, International commercial practice, EIC, ICA. | 8 |
| 2 | India's foreign trade policy- Introduction, General objectives, Foreign trade policy of 2015-2020. Implications of the latest foreign trade policy, privileges of status holders. Negative list of exports and imports, board of trade. | 8 |
| 3 | Framework of Export promotion- export production, export finance and credit, export incentives and assistance, Role of export promotion organizations- department of commerce, Director general of foreign trade, directorate general of commercial intelligence and statistics, STC, CoC, CBs. Import substitution. | 8 |
| 4 | Specific Service Institutions; Role of State Trading Organizations in Foreign Trade, Export Processing Zones; Export Oriented Units and Export and Trading House Schemes; Multilateralism and Bilateralism in India's International Business. | 8 |
| 5 | Policy Assistance – Incentives, duty drawback and its procedure, Export from India, EPCG, towns of export excellence, deemed exports, AEZs, EPZs, SEZs, assistance to states for developing export infrastructure and allied activities. | 8 |
| Total | | 40 |

Learning Resources:**Reference Books:**

Hai Mohammed Abdul, International Trade & Finance, RBD Publications, 2018.

Francis Cherrunilam, International Trade and Export Management, Himalaya Publications, 2009.

Jain Khushpat, Foreign trade- theory and procedures, Himalaya Publications, 2018

Bhagvati J (ed), International Trade, Penguin Books, 2007.

Jeevanandam C "Foreign Exchange: Practices Concepts and control" Sultan chand Publications, 2002.

Supplementary Reading:

Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012.

| | | |
|--------------------------------------|---|----------------|
| Course Code | MBAIB104 | |
| Course Category | Theory | |
| Course Title | Global Human Resource Management | |
| Weekly load (hrs) and Credits | L | Credits |
| | 4 | 4 |

Course Objectives:

Knowledge: The course is designed to provide the students overall information about the functioning of Global human resource management.

Skills: The course is based on theoretical practices relating to how human resources can function in a global environment.

Attitude: The course contains all the logistics of how Global human resources can be managed.

Course Outcomes: The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organisations.

| Unit | Contents | Hrs |
|-------------|---|------------|
| 1 | Global Business; Growth and Evolution; Environmental Variables in Global Business. | 8 |
| 2 | Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications. | 8 |
| 3 | Cross Cultural Research Methodologies and Hofstede's Hermes Study. | 8 |
| 4 | Structural Evolution of Global Organisations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation | 8 |
| 5 | Human Resource Management in Global Organisations; Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context. | 8 |
| | Total | 40 |

Learning Resources:

Reference Books:

Adler, N.J. International Dimensions of Organizational Behaviour. Boston, Kent Publishing, 1991.

Bartlett, C and Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.

Dowling, P J. etc. International Dimensions of Human Resource Management. 2nd ed. California, Wadsworth, 1994.

Hofstede, G. Cultures Consequence: International Differences in Work Related Values. London, Sage, 1984.

Marcic, D and Puffer, S.M. Management International: Cases, Exercises and Readings. St. Paul, West Publishing, 1994.

Supplementary Reading:

Paul Krugman, Maurice Obstfeld, and Marc Melitz, International Economics: Theory and Policy, Addison-Wesley (Pearson Education Indian Edition), 9th edition, 2012.

Dominick Salvatore, International Economics: Trade and Finance, John Wiley International Student Edition, 10th edition, 2011.