

RADHA GOVIND UNIVERSITY RAMGARH, JHARKHAND

FACULTY OF COMMERCE AND MANAGEMENT



**Syllabus for Master of Business Administration (MBA)
With effect from 2019-2021**

CURRICULUM FOR FULL-TIME COURSES

First Semester

S.N.	Subject Code	List Of Subjects		Credit Hours	Cumulative Credit Hours
1	MBA 101	Organization Behavior and Processes		3	3
2	MBA 102	Management Principles and Practices		3	6
3	MBA 103	Accounting for Managers		3	9
4	MBA 104	Managerial Economics		3	12
5	MBA 105	Statistical and Mathematics For Managers		3	15
6	MBA 106	Basics Of Marketing		3	18
7	MBA 107	Information Technology		3	21
8	MBA 108	Managerial Communication		3	24
TOTAL CREDITS FOR MBA 1ST SEM					24

Second Semester

S.N.	Subject Code	List Of Subjects		Credit Hours	Cumulative Credit Hours
1	MBA 201	Operation Research for Business Decisions		3	27
2	MBA 202	Fundamental of operation Management		3	30
3	MBA 203	Entrepreneurship		3	33
4	MBA 204	Fundamentals of Financial Management		3	36
5	MBA 205	Business Legislation		3	39
6	MBA 206	Fundamentals of Human Resource Management		3	42
7	MBA 207	Business Ethics & Indian Ethos in Management		3	45
8	MBA 208	Business Research Methods		3	48
TOTAL CREDITS FOR MBA 1ST AND 2ND SEM					48

Third Semester

S.N.	Subject Code	List Of Subjects		Credit Hours	Cumulative Credit Hours
1	MBA 301	Supply Chain Management		3	51
2	MBA 302	Project Management		3	54
Elective Courses (Select Any Two Elective Groups) Both Have Same Weightage					
Elective Group I:-Marketing Management					
3	MBA 303M	Product and Brand Management		3	3
4	MBA 304M	Advertising and Digital Marketing		3	6
5	MBA 305M	Sales and Distribution Management		3	9
Elective Group II:-Financial Management					
6	MBA 303F	Tax Planning and Management		3	3
7	MBA 304F	Indian Financial System		3	6
8	MBA 305F	Bank and Insurance Management		3	9

Elective Group III:-Human Resource Management					
9	MBA 303H	Industrial Relation And Legislation		3	3
10	MBA 304H	Human Resource Development and Audit		3	6
11	MBA 305H	Social Psychology		3	9
TOTAL CREDITS FOR MBA 1ST, 2ND AND 3RD SEM (CORE SUBJECT)					54

Fourth Semester

S.N.	Subject Code	List Of Subjects		Credit Hours	Cumulative Credit Hours
1	MBA401	Corporate Governance And Global Business Environment		3	57
2	MBA 402	Strategic Management		3	60
Elective Courses (Select Any Two Elective Groups)Both Have Same Weightage					
Elective Group I:-Marketing Management					
3	MBA403M	INTERNATIONAL MARKETING		3	3
4	MBA 404M	SERVICE AND RETAIL MARKETING		3	6
5	MBA 405M	CONSUMER BEHAVIOUR AND RURAL MARKETING		3	9
ELECTIVE GROUP II:-FINANCIAL MANAGEMENT					
6	MBA 403F	INTERNATIONAL FINANCE		3	3
7	MBA 404F	FINANCIAL DERIVATIVES AND RISK MANAGEMENT		3	6
8	MBA 405F	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		3	9
ELECTIVE GROUP III:-HUMAN RESOURCE MANAGEMENT					
9	MBA 403H	COMPENSATION MANAGEMENT		3	3
10	MBA 404H	BUSINESS PROCESS TRANSFORMATION		3	6
11	MBA 405H	ORGANISATION DEVELOPMENT		3	9
TOTAL CREDITS FOR MBA 1 ST , 2 ND , 3 RD ,AND 4 TH SEM (CORE SUBJECT)					60
TOTAL CREDITS FOR ELECTIVES IN 4TH SEM					18+18=36
TOTAL CREDIT FOR INTERNSHIP/MRP					4
COMPREHENSIVE VIVA- VOCE					4
GRAND TOTAL					104

MBA-101 ORGANIZATIONAL BEHAVIOUR AND PROCESSES

Course Objectives

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

Examination

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Cases prescribed below are only for classroom discussion and internal evaluation and not for end semester examinations

Course Contents

Foundations of Individual Behavior:

The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.

Motivation:

Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

Foundations of Group Behavior:

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

Leadership:

Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid.

Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

Conflict and Negotiation

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process, Bargaining strategies, Global implications.

Organizational Culture:

Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, analyzing managing and changing organizational culture, Global Implications for manager.

Organizational Change and Stress Management:

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

Text Reading

Stephen P. Robbins, Timothy A Judge, Seema Sanghi “**Organizational Behaviour**”, Pearson Education, 13th Ed., 2009.

Nelson, **Organisational Behaviour**, 1st Edition, Cengage Learning, India

R. S. Dwivedi, “**Human Relations and Organizational Behavior: A Global Perspective**”, Macmillan 5th edition, 2009

Jerald Greenberg and Robert A. Baron, **Behaviour in Organisations**, PHI Learning 9th edition 2009.

Hitt, Millar, Colella, **Organizational Behaviour A Strategic Approach**, Wiley India edition

Suggested Reading

Fred Luthans, “**Organizational Behaviour**”, New York, McGraw Hill, 8th Edn., Udai Pareek, **Understanding Organizational Behavior**, Oxford Higher Education, 2nd Edition, 2008

John W. Newstrom and Keith Davis, “**Organizational Behaviour: Human Behaviour at Work**” New Delhi, Tata McGraw Hill,.

Course Objective

The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

Examination

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Course contents

Concept of Management

Functions and Responsibilities of Managers, Fayol's Principles of Management, Management Thought - The Classical School, the Human Relations School, Systems Theory, Contingency Management, Developing Excellent Managers. Cross cultural issues in management.

Planning

Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning.

Concept and Nature of Objectives:

Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Benefits and Weaknesses of MBO.

Strategies and Policies:

Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive, Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

Organizing

Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization.

Controlling:

Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

Text Readings

Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, **Fundamentals of Management**, Pearson Education, 2009

Kreitner, **Management Theory and Applications**, Chengage Learning, India, 2009

Robbins, **Management**, 9th edition Pearson Education, 2008,

Griffin, **Management Principles and Applications**, Chengage Learning, India First Edition

Harold Koontz, O'Donnell and Heinz Weihrich, **Essentials of Management**. New Delhi, Tata McGraw Hill, 2006

Stoner, **Management**, PHI Learning, 2008

Richard L. Daft, **Principles Of Management**, Chengage Learning,India, 2009

Suggested Readings

Anil Bhat & Arya Kumar **Principles Processes and Practices** 1st Edition 2008 Oxford Higher Education

Satyaraju & Parthsarthy,**Management Text and Cases**, PHI Learning, 2009

J.S. Chandan, **Management Theory and Practice**,1st edi,Reprint2007 Vikas Publishing House.

Kanishka Bedi, Management and Entrepreneurship, 1st Edition 2009 Oxford Higher Education

Course Objective

The objective of this course is to acquaint the students with the basic concept of Financial, Cost, and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making.

Examination

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation) The semester examination carrying 70 marks will have two sections A and B. Section A worth 28 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 42 marks will contain five practical/numerical problem(s), out of which a candidate is required to attempt any three. These questions would require the candidates to take decision on management problems considering quantitative and non-quantitative factors both and to defend their decisions. Relevant data leading to simple calculations for arriving at relevant figures will be given to them.

Course Content

Part I: Financial Accounting

Basic Accounting Concepts and Fundamental Conventions.

Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.

Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet.

Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.

Bank Reconciliation.

Part II: Cost Accounting

Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs.

Concept, Elements and Managerial Uses of Unit Cost, Batch Cost, Job Order Costs, Contract Cost, Process Cost, Joint Product Cost and By-Product Cost.

Cost Control and Cost Reduction, Target Costing and Activity Based Costing.

Part III: Management Accounting

Basic Management Accounting Concepts, Relationship with Financial Accounting and Cost Accounting.

Break Even Analysis, Contribution Analysis and Segment Contribution and their use in Profit Planning.

Standard Costing and Variance Analysis – Material Variance, Labour Variance, Overhead Variance, Sales Volume Variance, Margin Variance and Profit Variance, Use of these Variances.

Managerial Decision Making through Accounting Information.

Text Readings

P.C. Tulsian, **Financial Accounting**, Pearson, 2008

S.N. Maheshwari, **Introduction to Accountancy**, New Delhi, Vikas Publishing House, 10th Edition, 2009

Hansen, **Management Accounting, 7th edition** Cengage Learning, India

N. Ramchandran and Ramkumar Kakani, **Financial Accounting for Management**, New Delhi, Tata-Mac Graw-Hill, 2nd Edition, 2008.

M.N. Arora, **Cost Accounting: Principle & Practices**, 10th edition, Vikas Publishing House, 2007

Suggested Readings

Paresh Shah, **Management Accounting**, 1st edition, Oxford University Press, 2008.

John Wild, **Financial Accounting Information for Decisions**, New Delhi, Tata-Mac Graw-Hill, 2008

James Jambalvo, **Managerial Accounting**, Wiley India, 2nd Edition, 2007.

MBA 104 MANAGERIAL ECONOMICS

Course Objective

To familiarize the students with the business environment and Managerial Economics prevailing in India and in the world to help them understand its implications to business

Examination

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Cases prescribed below are only for class room discussion and internal evaluation and not for end semester examinations

Course Contents

Business Environment

Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

Economic Planning & Development

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world.

India and the world

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multinational enterprises in India, Impact of WTO on Indian Business, NGO sector in India.

International Trade

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Tread Barriers and Tread Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

Strategies for going Global

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India.

Theory of Demand, Firms & Market Structure

Demand function, Income and substitution effects, Revealed preference approach and Demand forecast. Profit Maximization, Sales Maximization, Organizational slack, Ownership and Control. Competition, Monopoly, Oligopoly and Non-Price Competition

Text Readings:

Mark Hirschey, **Economics for Managers**, Chengage, 2006

Palwar, **Economic Environment of Business**, PHI, New Delhi, 2009
Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, 2008
D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2009.
Shaikh Salim, **Business Environment**, Pearson Education, 2009

Suggested Books

Sundaram & Black: **International Business Environment** Text and Cases, PHI, 2009
Avid W. Conklin, **Cases in Environment of Business**, Sage Response Books, 2007
Czinkota, Ronkainen, Moffett, **International Business**, Cengage, 2008
Govt. of India, Latest Economic Survey.

Course Objective

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Examination

The faculty member will award marks out of a maximum of 30 marks for the internal performance of the student (12 marks for internal test and 18 marks for cases / class participation). The Semester Examination will be worth 70 marks. It will have two Section, A and B. Section A will contain four questions from Part I- Business Mathematics. Similarly, Section B will contain four questions from Part II-Business Statistics. A student will be required to attempt any five questions with a minimum of two questions from each section. The questions will contain theoretical as well numerical and/or cases/ practical problem(s). All questions will carry equal marks.

Course Contents

PART I – BUSINESS MATHEMATICS

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.

Discounting, Compounding, and Annuity.

Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

PART II – BUSINESS STATISTICS

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion- mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,

Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications

Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)

Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).

Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

Text Reading

J.K. Sharma, "**Mathematics for Management and Computer Applications**", New Delhi, Galgotia Publication,

R. K. Ghosh and S. Saha, “**Business Mathematics and Statistics**”, Calcutta, New Central Book Agency
S. Saha, “**Business Mathematics and Quantitative Techniques**”, Calcutta, Central Book Agency,
Anderson, **Statistics for Business & Economics**, 9th edition, Cengage Learning, India
David Levine, T. Krenbil, P.K. Viswanathan, **Business Statistics**, Pearson Education, 2008.
S.P. Gupta, “**Statistical Methods**”, New Delhi, Sultan Chand and Sons, 2007
S.C. Gupta, **Business Statistics**, Himalaya Pub House, 2008
T.N. Srivastava, **Statistics for Management**, TMH, 2008

Suggested Readings (Latest Edition books)

J. N. Kapur and H. C. Saxena. “**Mathematical Statistics**”, New Delhi, Sultan Chand and Company Ltd.,
R. Jayprakash Reddy and Y. Mallikaryanna Reddy, “**A Text book of Business Mathematics**”, New Delhi,
Ashish Publishing House
K. B. Dutta, “**Matrix and Linear Algebra**”, New Delhi, PHI Learning
D. C. Sancheti and V. K. Kapoor, “**Statistics: Theory, Methods and Applications**”, New Delhi: Sultan Chand
and Sons.,

Course Objective

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Examination

The faculty member will award internal marks out of 30 (18 for Tests and 12 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Course Contents

Unit-1 Marketing Concepts

Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

Unit-2 Market Segmentation, Targeting, Positioning

Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool for Competitive Differentiation, Developing a Positioning Strategy

Unit -3 Product Decision

Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, Product Diffusion Process, Equity, Challenges, Repositioning, Branding, Packaging, Introduction of Labeling. New Product Development Process.

Unit-4 Pricing Decision

Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework, Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing, Transfer Pricing, High Sea Pricing

Unit-5 Distribution Decisions

Importance and Functions of Distribution Channel, Design of Distribution Channel, Management of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems, Wholesaling and Retailing, introduction to Logistics,

Unit-6 Promotion Decisions

Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and Publicity and Public Relations, Direct Marketing.

Unit-7 Marketing Strategies for Leaders, Challenges, Followers and Nichers

Expanding to Market, Defining Market Share, and Expanding Market Share. Defining the Strategic Object and Openness. Choosing Goal Attacking Strategies. Market Follower Strategies.

Unit-8 Emerging Trends in Marketing

An Introduction to Internet Marketing, Multi Level Marketing and Introduction of CRM, Importance of CRM, CRM Process. E-Marketing, Green Marketing, Event Marketing, Types of Events, Sponsorship, Cause Related Marketing, Concept of Rural Marketing, Global Marketing, Marketing for Non Profit Organizations

Text Readings

Kotler,Keller,Koshy,Jha, **Marketing Management– A South Asian Perspective**, Pearson, 13th Edition, 2008.

Kurtz, **Principles of Marketing**, Cengage Learning, India, 2008

S. Neelamegham, **Marketing In India**, 3rd Edition, Vikas publishing house, 2009
Biplo Bose, **Marketing Management**, 2008, Himalaya Publishing House.
Paul Baines, Chris Fill, Kelly Page, **Marketing**, Oxford University Press, 1st Edition 2009
Winner **Marketing Management**, 3rd edition Pearson 2009

Suggested Books

William L. Pride and O.C. Ferrell, **Marketing Concepts and Strategies**, Boston, Houghton Mifflin Co., 8th Ed., 1993.
Czinkota and Kotabe , **Marketing Management**, , Chengage Learning, India 2007

MBA 107 IT AND E BUSINESS FUNDAMENTALS

Course Objective

The objective of this course is to help students to understand the basics of Information Technology and e Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). An External viva-voce will be of 30 marks. The end semester examination will be worth 40 marks having theory and cases/practical problems. There will be 7/8 questions out of which a student will be required to any 5 questions.

Course Content

Prerequisites for Course

Introduction to Computer :

Hardware: Input / output devices, storage devices and memory.

Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal, hexadecimal and their inter conversions and their uses in computer system.

Internet: Concepts & Services, Hardware and software requirements, type of Internet connections
Operating Systems

WINDOWS 7: Basic Operations, utilities and features.

UNIX: Introduction, features and basic commands (like: pwd, cp, cd, rm, mv, ls, cat, mkdir, ch mod, rmdir, who, who am i, banner, date, kill, etc.).

(Students should be familiar with these concepts but there will be no questions from topics)

Application Software (MS-Office XP 2007)

MS Word: word basics, formatting text and documents, introduction to mail merge & macros. MS Excel: Excel basics, rearranging worksheets, working with graphics, using worksheet as databases, automating “what-if” projects.

MS PowerPoint : PowerPoint basics, creating presentation MS Access: Database creation, screen/form design, report generation using wizard

E-Business: Fundamentals, E-Business framework, E-Business application, Technology Infrastructure for E-Business.

Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

E-Business Models: Elements of Business models, B2B, B2C models

Payment Systems: Type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment

Security Environment: Security Threats, Technology Solutions, Client-server security, data and message security, document security, firewalls. Ethical Social and Political issues in e-commerce.

Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI
Online Marketing Concepts: Process, Marketing Communication, Marketing Tools.
Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts. Introduction Search Engine Optimization

Text Readings

Ravi Kalakotta & Whinston B., “**Frontiers of E-Commerce**”, Pearson Education, Reprint 2009 New Delhi
R. Kalakotta & M. Robinson, “**E-Business: Roadmap for Success**”, Pearson Education Reprint 2009, New Delhi.
lauden and Traver. **Ecommerce: Business Technology Society**, 4TH Edition 2009 Pearson Education, New Delhi
3 Schneider, **E-Commerce Strategy technology and implementation**, 1st, edition, 2008, Cengage Learning, India
Elias M. Awad, **Electronic Commerce**, PHI Learning. 2009
Rayudu C. S. **e-Business**, 2007, Himalaya Publishing House.

Suggested Readings

Daniel Amor, “**The E-Business (R) Evolution**”, PHI Learning, New Delhi,
Hanson, **E-Commerce & Web Marketing**, Cengage Learning, India, 1st edition, 2009
Kamlesh K. Bajaj & Debjani Nag, “**E-Commerce**”, Tata McGraw Hills, New Delhi,
Joseph, **E-commerce, Indian Perspective**, PHI, 3RD Edition, 2009
Chaffey, **E-Business & E- Commerce Management**, 3rd edition, Pearson Edu, 2008
Murthy C. S. V., **e-Commerce**, 2007, Himalaya Publishing House.
Parag Kulkarni & P.K.. Chande, **IT Strategy for Business**, 1st edition Oxford University Press 2008

MBA 108 BUSINESS COMMUNICATION

COURSE OBJECTIVE

The objective of the course is to help the students to acquire the basics of interpersonal communication, corporate communication and soft skills, so as to improve their communication skills and ability to understand others along with the personality development as per the requirement of the corporate world.

EXAMINATION

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

COURSE CONTENTS

Basics of Communication

Defining Communication.

Distinguishing between Business Communication and General Communication.

Process of Communication explained through various Models; Importance of Feedback.

Purpose of Organizational Communication.

Introduction to Corporate Communication.

Communication Networks

Channels of Communication - Formal : Upward, Downward, Lateral. Informal : Grapevine; Advantages and Disadvantages of the grapevine.

Comparing Formal and Informal Channels for Communication Situations.

Principles of Effective Communication.

Verbal Communication : using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication.

Non-Verbal Communication : Importance of non-verbal communication, Kinesics, Proxemics, Paralanguage.

Cultural differences in Non-Verbal Behaviour.

Factors affecting Communication

Barriers to Effective Communication and ways to overcome them.

Listening : Importance of Listening

Types of Listening Barriers to Listening and overcoming them Listening situations

Developing Listening Skills. Understanding Communication through Transactional Analysis.

Business Writing

Basic patterns of business letters.

Cover letters, Sales and Credit letters, Applications, etc..

Directness in good news and neutral situations.

Indirectness in bad news and persuasive messages.

Choosing appropriate channels and media for effective communication.

Office Management

Writing the perfect resume; tailoring the content to suit the requirements.

E-mails, Memos and Circulars.

Writing Reports and Proposals.

Presentation Strategies

Preparing for and conducting Presentations.

Interviewing and being interviewed.

Group Discussions.

Speeches and Public Speaking.

Practicals :

Case analyses, discussion and presentation.

Role plays.

Group discussions.

Comprehension skills based on reading and listening using audio- visual media.

TEXT READINGS

Penrose, **Business Communication for Managers**, 5th edition, Cengage Learning, India

P.D. Chaturvedi, **Business Communication Concepts Cases & Applications**, First Edition Pearson Education.

Debashish & Das **Business Communication**, PHI, 2009

Krizan, **Effective Business Communication** 7th edition. Cengage Learning, India.

Courtland L. Bovee, **Techniques of Writing Business Letters, Memos and Reports** Jaico Publishing House ,2008

Suggested Readings

Asha Kaul, **Business Communication**, 2nd edition, 2009, PHI Learning

Courtland L. Bovee **Business Communication Today**, 9th edition, 2008

Urmila Rai & S.M. Rai, **Business Communication**, 2008, Himalaya Publishing House

Madhukar **Business Communication**, Vikas Publishing House, 2008

Sushil Bahl, **Business Communication Today**, Response Books, Reprint 2009

Second Semester

MBA-201 Operation Research for Business Decisions

Course Objective

The objective of this course is to help the students acquire quantitative tools, and use these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Examination

The faculty member will award internal marks out of 30 (18 for Tests and 12 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A, worth 14 marks, will consist of three theory questions out of which student will be required to attempt any two questions. Section B, worth 56 marks will have five numerical/practical problems out of which a student will be required to attempt any four questions.

Course Contents

: Quantitative Techniques and Operations Research

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques ,OR Models

: Linear Programming

Meaning of Linear .Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis Advantage and Limitations of LPP.

: Transportation Model

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

: Assignment Problem

Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

: Dynamic Programming

Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack, Traveling Salesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting.

: Waiting Line Models

Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and Finite Population), Probability Calculations arid Application of M/M/C (Infinite Population)

: Replacement Models

Introduction Scope in Management, Single Equipment Replacement Model and Group Replacement.

Game Theory & Markov Chain Analysis

Introduction to Games, Maxim in and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using- Algebraic and Graphical Methods. Computation of Sequential Probability of States for Different Periods, Steady State Probability of States and Application of Markov Chain.

: Simulation & Computer Solutions

Introduction to simulation, Monte Carlo Technique and Its Applications. Linear programming Problem, Transportation problem with TORA and Excel solver.

Text Readings

- 1 Anderson, **Introduction to Management Science** Chengage Learning 4thedi, 2008
2. Hamdy A.Taha, **Operations Research: An Introduction**, Pearson 2008
- H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions,

PHI Learning. 2nd Ed., 2009.

Chawla, **Operation Research**, Kalyani Publication Ludhiyana,2009

Sharma Anand, **Operation Research**, 2008, Himalaya Publishing House

Kalawati, **Operations Research**, Vikas Publication Pvt.ltd.2008

Suggesting Readings

1. Winston,**Operation Research Application and Algorithm**, Cengage Learning 2008

Krajewski, Ritzmen, Malhotra, **Operations management: Process & value**, Pearson 2008

V. K. Kapoor, **Problems and Solutions in Operations Research**, New Delhi, Sitan Chand and Sons, 2001

F. Hillier, **Introduction to Operation Research**, TMH, 2005

Bobby Srinivasan and C.L. Sandblom, **Quantitative Analysis for Business Decisions**,

Singapore, McGraw Hill Publications, 2001.

C.R. Kothari, An Introduction to **Operational Research** , New Delhi, Vikas Publications, 3rd Ed., 2009.

MBA-202 FUNDAMENTALS OF OPERATIONS MANAGEMENT

Course Objective

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

Examination

The faculty member will award internal marks out of 30 (18 for Tests and 12 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A, worth 14 marks, will consist of three theory questions out of which student will be required to attempt any two questions. Section B, worth 56 marks will have five numerical/practical problems out of which a student will be required to attempt any four questions.

Course Contents

Introduction to Production and Operations Management:

Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function; Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity; Standardized Service Strategy, Assemble-to-Order Strategy, Customized Services Strategy.

Facilities Planning:

Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

Layout of Manufacturing/service facility:

Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

Resources Requirement Planning:

Capacity Planning, Concept and Application of Learning Curve.

Production Planning and Control:

Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

Operations Scheduling:

Production Activity Control for Mass Manufacturing.(Assembly line balancing, batch processing and Job shop - n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on m- machines (Graphical method – Aker's Algorithm)

Quality Management :

Evolution of Quality Concept, TQM, Quality Gurus (Juran , Crosby, Deming), Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.

Emerging Trends in Operations Management:

Business Process Reengineering (Principles and guidelines for implementation), Theory of constraints.

Text Readings (Latest Editions)

Evans, **Operations Management Concepts Techniques and Applications**, Chengage Learning,

B. Mahadevan; **Operation Management; Theory and Practice'** Pearson Education, Fifth Edition, New Delhi
Joseph G Monks, **Operations Management**, McGraw Hill International Publication, New York.

Ashwathappa, **Production and Operation Management**, Himalaya Publishing House.

S.N. Chary, **Theory and Problems in Production and Operations** Management, TMH
Suggested Readings (Latest Editions)

Norman Gaither, **Operations Management**, Cengage Learning, India,

Slack, **Operations Strategy**, Pearson Education

R. Paneerselvam, **Production and Operations Management**, PHI Learning, 2009

LeeJ. Krajewski and Larry P. Ritzman, **Operation Management**, Pearson Education; Sixth Edition, N.D.

MBA- 203 Entrepreneurship

Course Objective:

The objective of this course is to familiarize the students with the ground realities of starting & managing their own Entrepreneurial ventures.

Examination

The faculty member will award internal marks out of 30 (18 for Tests and 12 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Course contents

Unit1: Introduction to Entrepreneurship

Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur. The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for entrepreneurs in India and abroad. Woman as Entrepreneur.

Unit II: Creating and Starting the Venture

Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Unit III: The Business Plan

Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Using and implementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

Unit IV: Financing and Managing the new venture

Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls. Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising.

Unit V: New venture Expansion Strategies and Issues

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.

Unit VI: Institutional support to Entrepreneurship

Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale Industries Development Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Unit VII: Choice of organisation:

Sole proprietorship, partnership, joint stock co., and co-operatives

Unit VIII: Exit strategies and social responsibilities

Introduction, Reasons for existing and long-term preparation, short-term preparation, Introduction of social responsibility, corporate social responsibility, Dimensions of CSR

Text Readings:

Charanthimath, **Entrepreneurship development small business enterprises**, Pearson education, 2008

Kuratko & Hodgetts, **Entrepreneurship in The New Millennium**, 2nd Indian Reprint, 2009, Cengage learning

Vasant Desai: **Small scale Industries and Entrepreneurship**, Himalaya Publishing House, 2009.

David H Holt **Entrepreneurship: New Venture Creation**, PHI 2009

Rajeev Roy, **Entrepreneurship**, Oxford University press 2009

Suggested Readings:

Greene, **Entrepreneurship** 3rd edition cengage learning, 2008

B. K. Mohanty Fundamentals of Entrepreneurship PHI 2009

Barringer, Entrepreneurship Pearson education, 2008

Kanishka Bedi, **Management and Entrepreneurship**, Oxford University Press.

Desai Vasant, **Dynamics of Entrepreneurship Development and Management**, 2008, Himalaya Publishing House

Coulter, **Entrepreneurship in Action**, PHI Learning, 2008

MBA-204 FUNDAMENTALS OF FINANCIAL MANAGEMENT

Course Objective

The Objective of the course is to understand the concepts of Business Finance and it also aims at learning of financial tools and developing the skills of financial analysis and financial decisions.

Examination

Internal Marks: 30 by way of class participation of 12 marks and 2 class tests for 18 marks.

External exam: 70 marks. There will be two sections. Section A, theoretical, is worth 28 marks with 3 questions out of which student will attempt any 2. Section B will contain practical, numerical and case(s) having 5 questions and will be worth 42 marks and student will be required to attempt 3 questions with or without choice.

Course Content

Unit 1: Introduction

Financial Concepts and Nature, Scope, Function and Objectives of Financial Management. Understanding the concepts of Value Maximization and Profit Maximization, Basic Financial Decisions: Investment, Financing and Dividend Decisions

Unit 2: Sources of Finance

Understanding about short term and long term sources of funds and their characteristics

Unit 3: Financial Statement Analysis

Understanding the Parameters of health of Business: Liquidity, Profitability, Solvency and Efficiency. Understanding and computation of various tools of financial analysis-- such as Percentile Financial Statement and Ratios used in managerial decisions through analysis of financial statement of companies.

Unit 4 : Statement of Changes in Financial Position

Concepts of Funds, and its Sources and Uses. Preparing and analyzing Fund flow statement and Cash Flow Statement for financial Decision

Unit 5: Leverage Analysis

Developing the Concept of Leverage in Finance. Computation and inferences of Degree of Operating Leverage, Financial Leverage and Combined Leverage. CVP analysis, PV Chart and Break Even Analysis for business decisions. Importance of Margin of Safety for decision Making.

Unit 6: Operational Budgeting

Understanding the importance and process of Budgeting, Budget : Programme Budget, Fixed budget, Flexible Budget, Incremental Budget and responsibility Budgets. Concept and utility of Zero Based Budgeting, Rolling budget, Cash Budget and Operating budget.

Unit 7: Cost of Capital and Capital Structure Decision

Understanding the Concept of Cost of Capital, Computation of cost of Equity, Debt and Quasi Capital. Weighted Average Cost of Capital and Marginal Cost of Capital. Capital Structure and its Theories such as MM theory of Capital Structure.

Unit 8: Investment Decisions

Concept and Computation of Time Value of Money, DCF and Non DCF methods of Investment Appraisal. Project selection on the basis of Investment Decisions. Evaluating Investment Proposals for Decision Making. Capital Rationing

Unit 9: Understanding Working Capital

Concepts, components, Determinants and need of Working Capital. Computation of Working Capital for a Company.

Unit 10 : Dividend Decision

Practices and Forms of Dividend in a Company, Residual Theory of Dividend. MM Model of Irrelevancy of Dividend.

Text Readings

I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009

M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007

Brigham, Fundamentals of Financial Management, 10th, edition 2008, Cengage Learning,

Kulkarni, **Financial Management**, 2008, Himalaya Publishing House

Sharan.V. Financial Management, Pearson Education; Second Edition, New Delhi.

Chandra Bose Fundamentals of Financial Management, PHI, 2009

Suggested Readings

Prasanna Chandra, Financial Management, New Delhi, TMH, 2004.

Keown, Financial Management- principles & application 10th Ed Pearson Education, 2008

Shapiro, **Capital Budgeting & Investment Analysis**, Pearson Education 2008

Reddy G. S., **Financial Management**, 2008, Himalaya Publishing House

MBA 205: BUSINESS LEGISLATION

Course Objective

The objective of this course is to acquire the students various laws, which are to be observed in performing the day-to-day business. Here the emphasis will be on the different latest provisions of the law and on how these can be used in the best interest of the organization without violating them rather than cases.

Examination

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Course Contents

The Indian Contract Act, 1872: Essentials of a Valid Contract, Void and Voidable Agreements, Performance of Contracts, Breach of a Contract and Its Remedies, Quasi-Contracts.

The Sale of Goods Act. 1930: Formation of a Sales Contract.

The Negotiable Instrument Act, 1881: Nature and Types, Negotiation and Assignment. Holder in Due Course, Dishonor and Discharge an Negotiable Instruments.

The Companies Act, 1956: Types of Companies, Memorandum and Article of Association, Shareholders and Debenture Holders, Minority Protection, Winding-up.

Consumer Protection Act: Consumer Rights, Exploitation of Consumer, Consumer Protection, Utility of Consumerism.

LAW OF PARTNESHIP:

Definition and Nature of Partnership.

Formation of Partnership.

Rights, Duties and Liabilities of Partners.

Dissolution of Partnership Firm.

Text Readings

Avtar Singh, **Mercantile Law**, Eastern Book Company

Chandra Bose, **Business Laws**, PHI, 2008

Bulchandani, **Business Law for Management**, 2009, Himalaya Publishing House.

Kumar, **Legal Aspect of Business** 1st,edition 2009,Cengage Learning

Taxman's **General and Commercial Laws**, 2009

M.C. Kuchhal **Business Legislation for Management** 2nd edition Vikas Publishing House, 2008

Suggested Readings

Mazumdar, A.K. and Kapoor, G.K., **Company Law and Practice**, Taxman, 13th Ed., 2008

Rohini Aggrawal, **Mercantile & Commercial Law**, Taxmann, 2007

M.C. Kuchhal, **Business Law**, 5th edition Vikas Publishing House 2009

Indian Contract act 1872

Negotiable Instruments Act 1881

MBA-206 FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Course Objective

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies and practices at international level.

Examination

The faculty member will award internal marks out of 30 (18 for Tests and 12 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Course Content 1: HRM

Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.

2: Human Resource Acquisition Process

Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process. Global Scenario in HR Acquisition

3: Human Resource Training and Development.

Orientation, Training and Development Process and Methods, Need Assessment, Training Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organizational Effectiveness

4: Appraising and Improving Performance:

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance verses Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance Appraisal Systems at Global level, Succession Planning, Career Planning and Assessment Centers.

5: Maintenance of Human Resources:

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management, Cross-national variation in reward structures.

6: Knowledge Management & International HRM

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

Text Readings

Bohlander, **Human Resource Management**, 14th edition Cengage Learning, India, 2009

Dessler, Verckey, **Human Resource Management**, Pearson Education, 2009

Monir H. Tayeb, **International Human Resource Management**, Oxford, 2009 5

Patnaik, **Human Resource Management**, 3rd edition, PHI, 2009

6 Subba Rao, **International Human Resource Management**, 2009, Himalaya Publishing House.

Suggested Readings

Tony Edwards, Chrisrees, **International Human Resource Management**, Pearson Education, 2008

K. Asawatthapa **International Human Resource Management**, TMH, 2007

Jeffery Mello, **Human Resource Management**, Cengage Learning, India, 2008

Subba Rao, **Essential of HRM and Industrial Relation**, 2008, Himalaya Pub. House.

Methis & Jackson **Human Resource Management 12th edition, 2008** Cengage Learning

Dowling, **International Human Resource Management** Cengage Learning, India, 2007

MBA – 207 -BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES

Course Objectives

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

Examination

The faculty member will award internal marks out of 30 (18 for Tests and 12 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Course Contents

Section A

PART – I BUSINESS ETHICS

The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, Moral Behavior, Characteristics of Moral Standards.

Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy of Business Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of Voluntary Mediation, Participatory Ethics.

Moral Responsibility: Introduction; Balanced Concept of Freedom, Individual Responsibility, Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility, Moral Corporate Excellence, Corporate Responsibility.

Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on Moral Goals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.

Duty ethics in the Business Environment.

Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues in Business Ethics and Management Theory.

PART - II MANAGEMENT BY INDIAN VALUES

Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices, Management is Culture Bound.

Sources of Indian Ethos in Management: Vedas, Shastras, Smritis, Puranas, Upnishads, Ramayan, Mahabharat, Arthashastra, Ramcharitamanas, Panchatantra, Hitopadesh, Guru Granth

Sahib, Teachings of Buddha and Mahaveer, the Holy Bible, the Holy Quran etc. – examples and models from the above texts.

Models of Leadership and Motivation in Indian Thoughts, Examples from Scriptures.

Human Behaviour – Indian Thoughts, Guna Theory, Sanskara Theory.

Karma Theory, Nishkama Karma Yoga and Professionalism.

Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self – Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

Cultural Heritage of India and its relevance for Modern Management:

Concept of ‘Pancha - Rina’ (five- fold debt) and Corporate Social Responsibility, Four – fold Life Goals (Purusharth Chatushtheya) and Business, Sanskara Values Vs. Skills – Supremacy of Values over Skills, Role Vs. Self.

Work Place Spirituality.

Section B

Cases in Business Ethics and Management by Indian Values.

Text Readings

A.C Fernando, **Business Ethics: An Indian Perspective**, Pearson 2009

Weiss, **Business Ethics concept & cases**, 1st edition, 2009, Cengage Learning

3 Velasquez, **Business Ethics, Concepts & Cases**, 6th edition, 2009, PHI
Murthy, **Business Ethics**, 2009, Himalaya Publishing House
Al Gini, **Case Studies in Business Ethics**, 6th edition 2009, Pearson Education.

Suggested Readings

Shashtri J.L., **Ancient Indian Traditions and Mythology** , 1st edi, Motilal Banarsidas, New Delhi
F. Max Muller , **Sacred Books of East** ,Motilal Banarsidas, New Delhi
S.K. Chakraborty, **Ethics in Management-Vedantic Approach**, New Delhi, Oxford India Ltd.,
Swami Jitatananda, **Indian Ethos for Management**, Rajkot, Ramakrishna Ashrama, 1996.
Swami Someswarananda, **Indian Wisdom for Management**, Ahmedabad, AMA. 2000.

MBA-208 RESEARCH METHODOLOGY

Course Objective

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper (s).

Examination

The faculty member will award internal marks out of 30 (18 for Tests and 12 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases.

Course Contents

Unit I: Introduction.

1. Business Research, Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

Unit II: Research Design:

Variables and types of variables, Hypothesis, Types and formulation of Hypothesis, Research Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

Unit III: Measurement Methods:

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

Unit IV: Data Analysis:

Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples. Chi-square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

Unit V: Sharing the Results.

Reporting Research, Types of reports and Characteristics of a research report

Text Readings

William G. Zikmund, **Business Research Methods**, 7th edi. Cengage Learning, India.

K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, **Management Research Methodology: Integration of Principles, Methods and Techniques**, Pearson Education 2008

J. K. Sachdeva, **Business Research Methodology**, 2008, Himalaya Pub. House

Paul E. Green, Donald S. Tull, **Research for Marketing Decisions**, PHI. 5th edition 2008

Ranjeet Kumar, **Research Methods**, Pearson Education 2009

Suggested Readings

Donald S. Tull, Del I. Hawkins, **Marketing Research, Measurement and Methods**, 6th edition, PHI Learning, 2009

Naresh Malhotra and Satya Bhushan Das, **Marketing Research: An applied Orientation**, Pearson Education, 2008. Mcburney, **Research Methods**, 7th edition,

Third Semester

MBA 301 STRATEGIC MATERIALS AND SUPPLY CHAIN MANAGEMENT

Objective:-

This course would help students develop an understanding about the strategic role of supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various

concepts, models and decision making tools pertaining to supply chain network design, forecasting, inventory, transportation etc. and also enable them to apply the tools In real-life situation.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation).The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases/Numerical.

Course Contents

Importance of materials management, Codification, Simplification, Value analysis, Value engineering, Vendor analysis.

Concepts and importance of a Supply Chain (SC). Evolution of Supply Chain Management (SCM),Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit,

Dynamics of supply chain: Supply Chain Interventions, Push-based, Pull-based and Push-Pull based supply chain.

Network design and Operations in the Supply Chain,

Demand Forecasting in a Supply Chain, The value of information, Bullwhip effect, its Causes and remedial measures.

Managing inventory in SC environment: Basic and advanced inventory models. Multi-echelon inventory models.

Transportation in SC environment: Design options for a transportation network,

Strategic Outsourcing and Strategic Alliances, Third party and fourth party logistics,

Retailer- Supplier partnerships (RSP), Supplier evaluation and selection. Use of best practices.

Information Technology (IT) in Supply Chain Management, SC performance model: SCOR model

Text Books

Gopalakrishnan **Purchasing and Materials Management**, 1e TMH 2008 Upendra Kachru **Exploring the Supply Chain**,Excel Books,2009

Agrawal **Supply Chain Management: Text and Cases**,2010, Macmillan Publishers Janat Shah **Supply Chain Management**,2009, Pearson Education,2010

Badi N.V. **Supply Chain Management**.2010,Vrinda Publications

Reference Books

Simchi Levi **Designing and Managing the Supply Chain**, 3e TMH 2009

Raghuram **Logistic and Supply chain Management** ,2006

Macmillan Publishers Shapiro, **Modelling the Supply Chain**,2007

Change Learning Webster **Principles & Tools for Supply Chain Management**.2008, McGraw Hill.

Sunil Chopra **Supply Chain Management: Strategy, Planning and Operation**, 4/e, Pearson,2010

MBA 302 Project Management

Objectives:

To develop understanding of project planning. To develop ability to monitor and control projects and risk involved.

To become familiar with tools and techniques used in managing projects.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class Participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 28 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 42 marks will contain five numerical out of which students will be required to attempt any three questions

Course content:

Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases.

Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

Financial feasibility, determinants of cost of project, its financing and deciding optimum capital structure. Cash flows from project and owner's perspective. Project Appraisal.

Financial feasibility with risk. Types of risk, techniques of risk evaluation and its mitigation. Sensitivity analysis, Hiller's model, scenario analysis, simulation.

Network analysis, construction of networks, CPM, various types of floats and their application, PERT and its applications.

Time cost relationship, crashing for optimum cost and optimum time. Resource leveling. Introduction to project software and applications of MS Project

Human Aspects of Project management: project manager's skills and functions, matrix organization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.

Project monitoring, Earned Value Analysis, abandonment analysis, PMIS, Project Termination and Audit. Reasons for failure.

Text Books

Gido **Effective project management** 3rd 2008 Cengage Learning

Gray & Larson, **Project Management: The Managerial Process**, 3^e TMH 2010 Pinto, **Project Management: Achieving Competitive Advantage**, Pearson, 2010 Sunil Abrol, **Cases in Project Management**, 2010, Excel Books,,

Maylor-**Project Management**, 3/e, Pearson, 2010

Reference Books

McManus-**Information Systems Project Management**, Pearson 2010 Kloppenborg, **Contemporary project management** 1st 2008 Cengage Learning Gopalakrishnan – **Textbook of Project Management, 2005** – Macmillan Publishers Joy, **Total Project Management**, 2005, Macmillan Publishers

MBA 303F Tax Planning and Management

Course Objective

The objective of this course is to enable students to develop an understanding of direct and indirect taxes and to enable them to calculate and plan taxes.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 14 marks will have 4 theory questions out of which students will be required to attempt any two questions. Section B carrying 56 marks will contain five numerical out of which students will be required to attempt any three questions.

Course Contents

Introduction to Direct Taxes, Income Tax, Wealth Tax.

Important Provision of Income Tax Act

Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income

Income from Salary: Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Tax Planning.

Income From Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Tax Planning.

Income From House Property: Tax Planning ,Income From Capital Gains and other Sources: Tax Planning

Deduction: Deduction Allowed From Total Income, Rebates and Relief.TDS: Tax Deduction at Source, Advance Payment of Tax, Filling of Returns,

Tax Planning in Relation to NRIs.

Text Books

Dr, Vinod Singhania/Monica Singhania, **Students' Guide to Income Tax**, Taxmann's
V.K. Singania, "**Direct Tax Law**", New Delhi, Taxman Publications.2010

Jain & Jain **Tax Planning and Management/ Income Tax**, 2010,

Pathmakers Bangalore Hariharan, N , **Income Tax : Law & Practices**, 2e TMH 2009

Lal-**Income Tax**, Pearson, 2010

Reference Books

Lal-**Direct Taxes**, Pearson, 2010

Sukumar Battacharya, "**Indian Income Tax: Law & Practice**", New Delhi, Indian Law House

MBA 304F Indian Financial System

Objectives

The objective of the course is to understand the role of Financial Services in Business organizations and to give an insight into The strategic, regulatory, operating and managerial issues concerning select financial services.

Examination Scheme:

The faculty member will award internal marks out of 30(12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases/Numerical.

Course Contents

Introduction to Indian and Global Financial System: Structure and Characteristics.

Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India). Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, Introduction to Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's. Introduction to Financial Institutions: SFC's & DFI's, their importance & scope (IDBI, IFCI, SIDBI). Credit Rating Agencies –importance and Issues.

Asset Liability Management - Significance, ALM process. Techniques - Gap, Duration. Simulation, Value at Risk, Book value of equity and market value of equity perspective, Risk Management in Banks - Credit risk management. Operational risk management, Market risk management. Corporate treasury management. Liquidity risk management, Governance risk and compliance.

Basel I and 2,

Mutual Funds and Pension Funds. Insurance Services, Bank assurance. Reinsurances, Venture Capital -Private Equity -strategic secrets to private equity. Investment strategies, Hedge funds,

E-banking. Securitization -Indian Banking and the Financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards.

Micro/ Macro finance. Financial Inclusion. Behavioral Finance. Leasing and Hire purchase.

Factoring and Forfeiting, IFRS -Issues and Challenges

Text Books

M.Y.Khan - **Financial Services**, 5e TMH 2009

Bharti Pathak-**Indian Financial System** 2/e, Pearson2010

R M Srivastava **Dynamics of Financial Markets and Institutions in India**, Excel Books,2010

Reference Books

Gopalswamy,**Capital Market** ,2008 Macmillan Publishers

Chary **Venture Capital : Concepts and Application**,2008, Macmillan Publishers

Gurusamy, **S Merchant Banking and Financial Services**, 3e TMH 2009

MBA 305F Bank and Insurance Management

Course Objective

The objectives of this course are to explain to the student operations of upcoming insurance and banking sector, statutory requirements and understanding of financial environment and market in which they operate.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases/Numerical.

Course Contents

Risk and Insurance: Defining Risk, Nature and Types of risk, Risk Management Process, Risk and its relation with Insurance., Concept and significance of Insurance, Classification of Insurance – Life and Non life, General Principles of Insurance, Insurance Application and Acceptance Procedure, Insurance Terminology

Life Insurance: Principles, Products Term Insurance Endowment, Insurance, Pensions, Annuities, Claim Management, Analysis of Balance Sheet of Life Insurance Co.

General Insurance: Principles, Products Fire, Marine, Motor Vehicles, Public Liability, Third Party Insurance, Miscellaneous- Mediclaim and Health Policies, Group Insurance, Burglary Insurance, Analysis of Balance Sheet of a General Insurance Company.

IRDA: Functions and Importance, Recent Developments in Insurance. Premium Payment Lapse and Revival, Premium Calculations, Concept of Mortality Tables, Assignment, Nomination, Loans, Surrenders, Foreclosure, Reinsurance, Underwriting.

Overview of Banking Industry: Banking Structure in India- RBI, Commercial, Rural and Co-operative banks their role and significance, Capital Adequacy norms for banks, SLR, CRR, CAR.

Analyzing Bank Performance: Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement, Return on Equity Model, Important ratios used in Balance Sheet Analysis CAMELS rating and Key ratios involved.

Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency. ALM by Banks: Classification of Assets, GAP Analysis Asset Reconstruction Company.

Recent Development: BIS- its Role and Importance, Universal Banking, EBanking, Mobile Banking.

Text Books

ICSI.Banking and Insurance Law &Practices,Taxmann's Publication

Rejda,**Principles of Risk Management and Insurance**, 9/e, Pearson,2010 V Iyenger **Introduction to Banking**, Excel Books,2010

Neelam C Gulati **Principles of Insurance Management**, Excel Books,2010 Arunajatesan – **Risk Management and Insurance** ,2010 Macmillan Publishers IIB , **Advanced Bank Management** 2010 Macmillan Publishers

Neelam C Gulati **Principles of Banking Management**, Excel Books,2010

Reference Books

IIB, **Bank Financial Management** ,2010 Macmillan Publishers Hull-**Risk Management and Financial Institutions**, Pearson,2010 Black-**Life and Health Insurance**, 13/e, Pearson,2010

Timothy Koch & MacDonald, "**Bank Management**", New York, Dryden Press, Vasant Joshi and Vinay Joshi, "**Managing Indian Banks**", Response Books

Justin Paul-**Management of Banking and Financial Services**, 2/e, Pearson,2010

MBA 303M Product and Brand Management

Objective:-

Improve the understanding of and competence in making product-market choices, managing brands, and managing new product introduction. Explore the emerging concepts, techniques, and analytical approaches relevant to the above areas.

Examination Scheme: The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases/Numerical

Course Contents

Introduction to Product policy Management: Why Product Management, Relationship between Competition, Marketing and Product Management, Types of Product, Product classification, Product Management Process
Product strategy Proposed Product Planning Model-Setting Objectives, Monitoring the Environment, Situation Analysis, Development of a Product/Market Program, Product Mix Strategy.

Analysis of product line and product mix decisions

Market structuring and product positioning strategies.

Strategic management of brands and their equities.

Idea generation, concept and product development and evaluation, and business analysis. Characteristics of Successful Product Development, New Product Development Process and Organizations.

Testing products and other critical elements of marketing mix. Test Marketing Objectives, Limitations of Test Marketing, Design Consideration in Test Marketing, Alternatives to test Marketing Procedures, Product Launch Tracking, and Re launch.

8. Test market planning, evaluation, and introduction strategies.

Text Books

Lehman Russel - **Product Management**, 4e TMH 2009

U C Mathur,**Product and Brand Management** Excel Books,2010 Saaksvuori, **Product Lifecycle Management**, 2ed,2009, Wiley

Baker & S Hart-**Product Strategy and Management**, 2/e, Pearson2010 Ulrich, Karl, **Product Design and Development**, 3e TMH 2009

Reference Books

Wind Yoram J., “**Product Policy: Concepts, Methods and Strategies**”, Massachusetts, Addison-Wesley Pub. Co., Reading USA.

Baker Michael and Hart Susan, “**Product Strategy and Management**”, London, Prentice Hall.

Ramanuj Majumdar, “**Product Management in India**”, New Delhi, Prentice Hall, India

MBA 304M Advertising and Digital Marketing

Objective

The purpose of this course is to familiarize those students with the role of advertising in the context of promoting products and services Advertising is one the most important promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management d this function.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases

Course Contents

Advertising industry: advertisers, agencies, media companies and other organizations. The communication model: communication process, stages and challenges. Economic, social, ethical and regulatory aspects of advertising. Demand creation role of advertising in primary and secondary demand. How advertising works" Hierarchy of effects model, advertising objectives, routes to persuasion.

Customer behavior and advertising: segmentation, motivation analyses, and value proposition.

Advertising Objectives: goals and objectives. DAGMAR

Advertising message: message objectives, recall, attitude, emotions and feelings Message tactics: creative approaches, copy writing Creative aspects of

Advertising: copy writing, advertising artwork, copy in conventional media and cyberspace,

Media strategy: budgeting, approaches and allocation. Media planning types, class, vehicle, scheduling and new media forms. Advertising effectiveness; pro and post launch research. Advertising in the evolving marketing environment

Branding context: assets and the asset, concept of value, brand and marketing metrics; Brand meaning: brand image and personality, brand and product; Brand planning; brand vision and visioning process, business of brand: Brand audit brand reality check and brand appraisal. Brand positioning; choice of context, parity and differentiation. Repositioning. Brand equity: brand assets and liabilities, equity creation and management.

Text Books

Belch, Belch, **Advertising & Promotion: An Integrated Marketing Communication Persp.**, 7e TMH 2009

Keller, **Strategic Brand Management**, 3/e, Pearson 2010

Kazmi & Batra **Advertising & Sales Promotion**, Excel Books, 2010

Harsh Verma **Brand Management**, Excel Books, 2010

Sengupta - **Brand Positioning**, 2e TMH 2008

Reference Books

Keller, **Best Practice Cases in Branding**, 3/e, Pearson 2010 Batra-**Advertising Management** 5/e, Pearson 2010

Jefkins-**Advertising**, 4/e, Pearson 2010

Lane-Kleppner's **Advertising Procedure**, 16/e, Pearson 2010 Wells-**Advertising: Principles and Practice**, 7/e, Pearson 2010

MBA 305M Sales and Distribution Management**Objectives**

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases

Course Contents

Personal Selling: The Role of personal selling in marketing mix. The personal selling process, Personal selling objectives, Types of Sales Jobs.

Theories of Sales Management: objectives, Nature and Scope. Buyer - Seller Dyads, Theories of selling - AIDAS Theory, "Right set of circumstances" Theory, "Buying Formula" Theory, and Behavioural Equation, Theory of selling.

Sales Planning: Sales Organization, Sales Forecasting, Sales Budgeting, Territory Design and Setting Quotas.

Operational Sales Management: Selection, Training, Motivation and Compensation, Evaluation and Control of Sales Force.

Sales promotion's impact on sales; Evaluation of sales promotion experiments; Choice and purchase timing models: Manufacturer promotion planning process; Retailer promotion planning process; Strategic issues In designing promotional strategies; Substantive findings and issues on coupons, trade dealings, and retail promotions.

Distribution: Design of Distribution Channel, Management of Channels, Managing Co-operation, Conflict and Competition, Vertical and Horizontal Marketing Systems.

Wholesaling and Retailing: Importance, Types, Marketing Decisions for Wholesalers, Retailing: Importance, Types, Retailer Marketing Decisions.

Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation, Organizing for Physical Distribution, EDI and supply chain, Internet as a medium for order processing and Information.

Text Book

S L Gupta, **Sales and Distribution Management**, Excel Books,2010

Cron ,**Sales Management: Concepts and Cases**, 10 Edn ,2010,

Wiley Havaladar, Krishana - **Sales & Distribution Management**, 2e TMH 2009

Spiro, Stanton - **Management of a Sales Force**, 11e TMH 2008

Tanner-**Sales Management**, Pearson,2010

Still-**Sales Management Decisions, Strategies and Cases**, 5/e, Pearson,2010

Reference Books

Cundiff and Govni, "**Sales Management - Decisions, Strategy and Cases**", New Delhi: Prentice Hall of India.

Ingram, Laforge, Avila, Schwegker and Williams, "**Sales Management**",

Thomson Watuba R. Thomas, "**Sales Management-Texts and Cases**", Business Publication Johnson, Kurtz and Scheving "**Sales Management, Concept practice& cases**, MacGrawHill

MBA 303H Industrial Relations and Legislation**Objective**

Industrial Relations play an important role in organizations. Organisational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases

Course Contents

Industrial Relations: Concept & Scope;

Industrial Relations Perspectives: Conflict model Vs. Collaboration model.

Globalization and the emerging socio-economic scenario and their impact on industrial Relations. I.R and the State: Role of state.

Legal Framework of Industrial Relations. Trade Unions: philosophy and perspectives; history and structure of Trade Unions; Impact of Globalization. Technology and economic reforms on Trade Unions. Emerging changes in Trade Unions.

Discipline and Disputes: Negotiation. Mediation, Arbitration - Works Committee. Conciliation. Board of Conciliation. Court of enquiry.

Labour Court, Industrial Tribunal. National Tribunal; Role of Judiciary & its impact on industrial relations.

Disciplinary procedures and Grievance Management machineries Industrial Disputes Act. Negotiation and Conflict vs. Settlements. Productivity Bargaining and Gain Sharing.

Employee Empowerment, worker participation in Management and Their impact on Quality of Work Life and Industrial Relations.

Text Books

Sen –**Industrial Relation in India** 2/e,2009 Macmillan Publishers

Sinha-**Industrial Relations, Trade Unions, and Labour Legislation**, Pearson

B D Singh, **Industrial Relations and Labour Laws**, Excel Books,2010

Monappa, Arun - **Industrial Relations**, 1e TMH 2007

Taxmann's, **Labour Laws**, 2010, Taxmann'

Reference Books

Dundon, T & Dorek. R , **Employment Relations in Non-Union Firms**. New York Routledge

Joseph. J. **Industrial Relations Towards a Theory of Negotiator Connectedness** New Delhi: Response Books

Kaufman, B. (Ed.). **The Global Evolution of Industrial Relations: Events and the IIRA**. Geneva: International Labour Office.

Kelly. E. J, **Industrial Relations: Critical Perspectives on Business and management, vols 1-5**. London: Routlodge

Venkata Ratnam. C. S. **Industrial Relations**. New Delhi: Oxford University Press.

MBA 304H Human Resource Development & Audit

Objective

The objective of the Human Resource Development Course is to provide the students with a clear understanding of the concepts, processes, practices and strategies that form the basis of successful HRD in organizations. The course is intended to facilitate the development of knowledge and skills that HRD specialists need in performing their strategic role. The course strives to facilitate the understanding of how concepts and theories can be put into

practice in a variety of organizations. The content of the course is also designed to familiarize students with the role of line managers and HR specialists in HRD.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 70 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases

Course Contents

1 HRD Concepts: Definition, Evolution, HRM & HRD. Challenges & Goals of HRD.

2 HRD Function: HRD department structure, functions, and staffing

HRD Professionals: Roles and Competencies,

Developing HR Strategies: HRD System Design Principles, Systems Approach to HRD. Design & Administration of Select HRD Systems

Career Management and Development. Mentoring at Workplace. Work-Life Integration, Performance Management System

HRD & Diversity: HRD for culturally diverse employees. Developing global managers. HRD systems or International managers.

7 Applications of HRD: HRD Climate. HRD for managing organizational change. HRD for Workers (blue collar employees)

HRD Audit: Meaning and Concept, Need, Designing HRD Audit Process, Parameters to be Audited, Audit Results, Preventive and Corrective Actions, Role in Business Improvement, Methodology and Limitations.

Text Books

Kandula, **Strategic Human Resource Development**, 2010 PHI Learning

French, Bell - **Organizational Development and Transformation** , 6e TMH 2008

R Krishnaveni, **Human Resource Development** Excel Books, 2010

Kalyani Mohanty **Human Resource Development & Organisational Effectiveness** Excel Books, 2010

Dessler- **Human Resource Management** 11/e, Pearson 2010

Mankin. D. (2009) **Human Resource Development** New Delhi, Oxford University Press

Reference Books

Kozlowski. S. V/. J. & Slas. E, (Ed). **Learning, Training, and Development tn Organisations. (2009)**. New York: Routledge

Agarwala. T. **Strategic Human Resource Management**, 2007, Oxford University Press;

Rao. T. V. , **HRD Audit** New Delhi: Response Books.

Som, A. **Organization Redesign and Innovative HRM**. 2008. New Delhi: Oxford University Press

Wornor. J.M. & DeSimono, R. L **Human Resource Development: Foundation: Framework & Application** 2010, Cengage Learning.

MBA 305H SOCIAL PSYCHOLOGY

Course Objectives

The Objectives of this course are to understand human behavior in social and industrial settings. A student will be able to comprehend the causes of behavior as well as the methods of improvement by going through this course.

Examination Scheme:

The faculty member will award internal marks out of 30 (12 for Tests and 18 for class participation). The semester examination carrying 80 marks will have two sections A and B. Section A worth 56 marks will have 6 theory questions out of which students will be required to attempt any four questions. Section B carrying 14 marks will contain one or more cases

Course Contents

Social Psychology: Definition, Nature and Background.

Social Perception: Non-Verbal Communication, theories of Attribution, Impression formation and impression management.

Social Identity: Self Concept, Self-esteem, Self-efficacy, Self-monitoring and self focusing.

Social Influence: Conformity, Compliance and Obedience.

Interviews, Application Blanks and References: the interview, Application blanks and biographical inventories, References and background investigations.

Employment Testing: Testing abilities, Testing personality, Testing skills and achievements, Using and not using tests.

Safety Psychology: Safety management and safety psychology, Differential accident liability.

Text Readings

Howitt - **Social Psychology: Conflicts & Continuities**, 1e TMH 2008

Baron, **Social Psychology**, 12/e, Pearson, 2010

Taylor, **Social Psychology**, 12/e, Pearson, 2010

DeLamater, **Textbook of Social Psychology**, 1st 2008

Wiley Landy, **Work In The 21st Century: An Introduction to Industrial and Org. Psychology**, 2009 , Wiley

Reference Books

John B. Miner, “**Industrial - Organizational Psychology**”, Singapore, McGraw Hill. Robert A. Baron and Donn Byrne, “**Social Psychology: Understanding Human Interactions**”, *New Delhi, Prentice Hall of India, 7th Ed* S.C. Taylor, L.A. Peplau and D.O. Sears, “**Social Psychology**”, New Jersey, Prentice Hall Inc., 7th Ed., 1995.

Fourth Semester

MBA 401C Corporate Governance & Global Business Environment

Course Objective

The objective of this course is to acquaint the participants with the fundamentals and practices of corporate governance in India and other countries in the light of the prevailing legal provisions and codes to good governance, and contemporary changes in the global business environment

Examination

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation. The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Corporate Governance: Evolution. Principles. Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world

Nature of International Business, Multinational Corporations, International Business Theories, Liberalization: Tariff & Non-tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment,

Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment

International Strategic Management, International Organization Structure, International Strategic Alliances, Integration Between Countries,

Balance of payments, International Monetary Systems; Forex Markets and Risk Management,

International Operations Management, International Marketing,

International Financial Management, Financing Foreign Trade, International Accounting International Human Resource Management

Business Ethics; Corporate Social Responsibility World Economic Growth and the Environmental Issues; Future of International Business, E-Business

Text books

K.Ashwathapa, A.Trehan, **Global Business Environment**, 2011Tata McGraw Hill

Francis Cherunilam **International Business Environment**, 2010, Himalaya Pub. House

Parthasarthy **Corporate Governance**, Bizetantra

Sumit Khurana, **Corporate Governance** Dreamtech,

Reference Books

Daniels, **Globalization &Business**, PHI Learning

Tamer Cavusgil-**International Business**-(Indian Reprint) Pearson

Mandal, SK **Ethics in Business and Corporate Governance** 1e2010Tata McGraw Hill

MBA 402C Strategic Management

Course Objective

The objective of this course is to enable students integrate knowledge of various functional areas and other aspects of management, required to develop strategies based on organizational perceived opportunities and threats.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation .The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Meaning, Need and Process of Strategic Management; Business Policy, Corporate Planning and Strategic Management; Single and Multiple SBU organizations; Strategic Decision-Making Processes – Rational-Analytical, Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management.

Mission, Business Definition and Objectives; Need, Formulation and changes; Hierarchy of objectives, Specificity of Mission and Objectives.

SWOT Analysis, General, Industry and International Environmental Factors; Analysis of environment, Diagnosis of Environment – factors influencing it; Environmental Threat and opportunity Profile (ETOP); Internal Strengths and Weaknesses; Factors affecting; techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP).

Strategy Alternatives, Grand Strategies and their sub strategies; Stability, Expansion, retrenchment and Combination; Internal and External Alternatives; Related and Unrelated alternatives, Horizontal and Vertical Alternatives; Active and Passive Alternatives; International Strategy Variations.

Strategic Choice and Analysis; Managerial Choice Factors, Choice Processes – Strategic Gap Analysis, ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.

Strategy Implementation, Concept, Barriers, Implementation Process; Project & Procedural Implementation, Resource Allocation; Structural Implementation; Plan and Policy Implementation; Leadership Implementation; Behavioral Implementation, Implementing Strategy in International Setting.

Strategy Evaluations and Control, Control and Evaluation Process; Motivation to Evaluate;

Criteria for Evaluation; Measuring and Feedback; Evaluation and Corrective Action.

Text books

Kazmi Azhar **Strategic Management and Business Policy**, 3e, 2009Tata McGraw Hill

Lomash & P.K. Mishra **Business Policy & Strategic Management** Vikas Publication

Alpana Trehan **Strategic Management** 1st edn 2010 Dreamtech,

A. Nag **Strategic Management.Analysis.Implementation.Control.** 2011, Vikas Publication

Parthasarthy, **Fundamentals of Strategic Management**, 2008, Wiley India

Reference Books

Pankaj Ghemawat-**Strategy and the Business Landscape**, 2/e.Pearson

Thompson Strickland, **Crafting & Executing Strategy** (SIE), 16e2011Tata McGraw Hill

Haberberg **Strategic Management**,2010 Oxford Press

Tushman Managing **Strategic Innovation& Change**,2010, Oxford Press

Wheelen/Rangarajan,**Concepts in Strategic Management and Business Policy**, 9/e Pearson

MBA 403M International Marketing

Course Objectives

The objectives of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation .The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions .Section B worth 14 marks will contain one or more Cases.

Course Contents

International Marketing: Basis of International Trade, Theories of International Trade (Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.

Scanning of International Environment: Social, Political, Legal, And Economic.

Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade.

Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.

Export Documentation and Procedures and Institutional support for export promotion in India.

Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.

Pricing Strategies: Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing.

Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.

Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation.

Text Books

Cateora Phillip, **International Marketing (SIE)**13e 2011Tata McGraw Hill

Czinkota, **International Marketing**, 8th, 2008

Cengage Learning Gillespie **International Marketing**South-Western,2009 Kotabe, **International Marketing: An Asia Pacific Focus**, Wiley India

Onkwisit & Shaw, **International Marketing**, 2010, PHI Learning

Reference Books

Francis Cherunilam **International Marketing**, 2010,Himalaya Pub.House Paul, Justin, **International Marketing : Text & Cases**1e2011Tata Mcgraw Hill

MBA 404M Service and Retail Marketing

Course Objective

The objectives of the course are to expose students to the nature of retail and services markets and develop abilities to help them apply marketing concepts in these markets.

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation .The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Services: Service Sector and Economic Growth, Service Concept, Characteristics and Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.

Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.

Designing a Service Strategy: Service Management Process; Internal, External and Interactive marketing strategies. Managing Service quality and Productivity: Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.

Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. Retail Marketing: Retailing and Marketing, Consumer Behavior and Retail Operations. Strategic marketing planning for Retailing.

Retail Marketing Mix: Retail Product: Merchandising, Store Design, Layout, Pricing: Pricing objective, Policies and Strategies. Distribution: Location, Logistics, SCM, Channels. Communication & Promotion; Developing Promotion Mix for Retailing. Managing Retail Brand.

Retail Service Quality: Quality audit. Managing People Retail : HRM, CRM, IT in Retailing & Future trends

Text Books

Zeithmal, Bitner,**Service Marketing** (SIE),4e Tata Mcgraw Hill

Hoffman, **Marketing of Service** 1st 2008 Chengage Learning

Cullen,**Retailing:Environment & operation** ,1st2008 Chengage Learning

Sivakumar **Retail Marketing** Excel Books

C BhattachryaRavi Shanker, **Services Marketing**,Excel Books

Reference Books

Nargundkar Rajendra, **Services Marketing**,3e Tata Mcgraw Hill

Clow **Services Marketing: Operation, Management and Strategy**, 2ed,Wiley

Apte,**Services Marketing**, Oxford Press

MBA 405M Consumer Behavior and Rural Marketing

Course Objectives

The objectives of this course are to help students gain an understanding of various aspects of Consumer Behavior and their applications & rural marketing as an integral part of marketing management, and developed an understanding of rural marketing

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation .The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Introduction to Consumer Behavior and Consumer Research: Nature, Scope and application of Consumer Behavior and Consumer Research.

Consumer Decision Processes, Pre-purchase process: Information processing, Purchase Processes: Consumer Decision rules. Post Purchase processes: Framework, dissonance satisfaction / dissatisfaction.

Consumer Behavior Models, Nicosia Model, Howard-Sheth Model , Engel- Blackwell and Miniard Model , Sheth Family Decision Making Model

Individual Determinants of Consumer Behavior: Demographics Psychographics,

Environmental Influences on Consumer Behavior: Culture, Cross cultural understanding, social class, family. Family life-cycle group and personal influence, word of mouth communication, opinion leadership. Future of consumer behavior.

Rural Marketing: Concept, importance and scope of rural marketing, Understanding rural market, rural environment, infrastructure and rural trade practices, Rural consumer behavior, factors affecting consumer behavior and psychology of rural customers,

Product, branding and packaging, Distribution in the rural markets, types of rural channels, selection and management of channels, factors influencing channel decisions, retailing, transportation, warehousing, Promotion in Rural Markets: role of advertising, sales promotion, publicity, and personal selling in rural markets.

Text Books

Shri Prakash **Theory of Consumer Behaviour** Vikas Publication, 2010 Hawkins, David, **Consumer Behavior** , 11E Tata Mcgraw Hill

Dogra, B.L**Rural Marketing**1e, Tata Mcgraw Hill

Blackwell, **Consumer Behavior** 1st 2008 Cengage Learning

Gopaldaswamy, T P **Rural Marketing- Environment, Problems& Strategies**

Vikas Kashyap, **The Rural Marketing Book (Text & Practice)**, Wiley

Reference Books

Satish Batra and Kazmi **Consumer Behaviour** Excel Books U C Mathur **Rural Marketing** Excel Books

Badi&Badi **Rural Marketing**,2010 Himalaya Pub.House

MBA 403F International Finance

Course Objective

The objectives of this course are to provide a conceptual framework of the Working of International Financial Institutions, Money Markets, Exchange Transactions and Capital Markets.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation. The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

International Financial management- an overview, International Financial management and domestic financial management, motivations for international finance. Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect

The Foreign Exchange markets- Functions of the Foreign Exchange Market, The Foreign Exchange rates -direct and indirect quotations. Spot market and forward market - forward premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory,

Management of Foreign Exchange Risk -Translation exposure - Functional Versus Reporting Currency,. Comparison of Four Translation Methods, Transaction exposure- Measurement and Management of Transaction exposure. Currency Correlation and Variability as Hedging Tools. Economic Exposure, Transaction Exposure Versus Economic Exposure.

Financial Management of the Multinational Firm - Cost of Capital and Capital Structure of the Multinational Firm - determining capital structure components, Cost of Capital for MNCs VS Domestic Firms,

Multinational Capital Budgeting - Problems and issues in foreign investment analysis. Techniques of capital budgeting - NPV, IRR. APV.

Multinational Cash management - Centralized perspective of cash flow analysis. Techniques to optimize cash flow - leading and lagging, netting, matching. Country risk analysis.

Managing Foreign Operations — Eurocurrency markets, International Bonds Markets, External Commercial Borrowings, Advantages of Euro Issues. GDRs and ADRs

Text Book

Apte, PG **International Financial Management** 5e, Tata Macgraw Hill

Madura **International Financial management** 1st, 2008

Chengage Learning Shapiro, **Multinational Financial Management**, 8ed, Wiley India

Madhu Vij **International Financial Management**, 2010, Excel books

Reference Book

Eun &, Rusnik **International Financial Management**, 4e Tata Macgraw Hill

Clark, **International Financial management**, 2nd 2008 .

R M Srivastava **Multinational Financial Management** Excel books

Bhalla. V.K. **International Financial Management: Text and Cases** Anmol Publication.

Kevin, **Fundamentals of International Financial management**, PHI Learning

MBA 404F Financial Derivatives & Risk Management

Course Objective

The objectives of this course are to explain to the student the risk return tradeoff and manage financial risk through the use of various derivatives and to make them understand operations of derivatives market.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation. The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

An overview of risk management - Investors and risk management. the profitable side of risk management; Risk management process - risk models; Derivative - Hedging Currency Risk, Hedging Risk through Forward Contracts. Indian Derivatives Market.

Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps.

Creating value with risk management- financial distress and investment, risks in banking credit risk, foreign exchange risk, political risk and country risk, liquidity risk

Financial Engineering; Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase

Option Market: Types of Options, Uses of Options, Payoffs from Options, Trading Strategies, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Price. Black Scholes Models. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity.

Exotic options: Compound, binary, barrier and Asian options, options involving several assets. Swaps Transactions: Interest rate swaps, currency swaps, commodity swaps and equity swaps; Pricing and valuation of swaps. credit default swaps.

Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Specification of the Future Contract, Newspaper Quotes, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future, Contracts, Operations of Margin, Convergence Clearing Process, Clearing house and Clearing Margins, Hedging, Difference between Forward and Future contracts.

Text Books

Hull. J. C **Options Futures and Other Derivatives** 7ed,2009 PHI New Delhi Varma, Jayanth,**Derivatives and Risk Management** 1eTataMcgrawHill

Stulz **Risk management and Derivatives**, 1st, 2008 Chengage Learning

Parasuraman **Fundamentals Of Financial Derivatives**, 2nd Ed, Wiley

Reference Book

Marshall & Bansal, **Financial Engineering**, 2010, PHI New Delhi

Bhalla. V. K. **Financial Derivatives: Risk Management**: S. Chand & Company

Chance **Derivatives and Risk Management Basics** 1st 2008 Chengage Learning Dorfman, **Introduction To Risk Management**, PHI New Delhi

MBA 405F Investment Analysis & Portfolio Management

Course Objective

The objective of this course is to provide the student's in-depth understanding of investment techniques as applied to various forms of securities and acquaint them with the functioning of mutual funds, investment strategies and portfolio management services.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation. The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Introduction: Concept of Investment, Investment V/S Speculation, Financial and Economic Aspect of Investment, Types, Characteristics and Objectives of Investment. Selecting Investments in a global market.

Risk Return: Concept Of Risk and Return, Systematic and Unsystematic Risk, Multifactor Model of Risk & Return, Efficient capital Markets, Concept of Beta, Capital Assets Pricing Model, SML and CML Valuations.

Securities Valuation: An Introduction to Security Valuation, Macroeconomic & Market Analysis: The Global Asset Allocation Decision

Valuation of Bonds: Bond Fundamentals, Bond Valuation Models: PV Model, Bonds Yield, Measures Duration, Modified Duration, Immunization Convexity, Bond Value Theorem.

Valuation of Equity: Constant Growth Model, Multi-Stage Growth Model, P/E Ratio and Earnings Multiplier Models. Valuation Of Preference Shares, Valuation of Warrants, Rights Issued.

Security Analysis: Stock Market Analysis, Fundamental Analysis and Technical Analysis, Dow Theory, Elliott Wave Theory, Efficient Market Theories and Testing.

Portfolio Concepts: Portfolio and Security Returns, Diversification, Markowitz Model, Sharp Index Model. Factor Models and Arbitrage Pricing Theory. Portfolio Investment Process.

Portfolio Evaluation: Measures of Returns, Formula, Plans, Sharpe and Treynor Measures. Portfolio Management Strategies: Bond Portfolio Management Strategies and Equity Portfolio Management Strategies

Text Books

Bodie & Mohanty, **Investments: An Indian Perspective**, 8, Tata Mcgraw Hill

Reilly, **Investment Analysis and portfolio management** 2009

Chengage Learning Bhalla. V.K **Investment Management**.2008 Sultan Chand New Delhi:

Sudhindra Bhat **Security Analysis and Portfolio Management** Excel books

Elton **Modern Portfolio Theory and Investment Analysis**, 7th Edition, Wiley

Reference Books

Maheshwari, **Investment Management**, PHI Learning

V.A. Avadhani, **Securities Analysis & Portfolio Management** Himalaya Publication House

Mayo **An Introduction to Investments** 1st 2009

Luenberger **Investment Science** Oxford Press

MBA 403H Compensation Management

Course Objective

The objective of this course is to familiarize students with the dynamics of wage and salary administration and current trends in India.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation. The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Wage and Salary Administration: Definition, Goals, Job Evaluation, Wage and Salary surveys, Time and Piece Rate, Merit pay /skill based pay, Factors affecting wage concept of pay of performance.

Incentive Plans: individual and group incentive plans, Productivity Gain sharing plans, Profit Sharing Plans, Non - Financial and Financial incentives, Measuring Cost- to – Company (CTC).

Employee Benefits: Supplemented Pay benefits (pay for time not worked) insurance benefits, Retirement benefits, Employees' service benefits, ESOPs, Flexible benefits and Benefit Surveys.

Governing Laws: Provident Fund Act 1952, Minimum wages Act 1948; Payment of wages Act 1948; Payment of Bonus Act, 1965.

Current Trends in Compensation and Reward Management.

Concept of human capital and its implications for compensating human resources. Determinants of intra and inter-industry differentials in compensation. Internal and external equity in compensation systems.

Designing compensation for Chief Executives, senior managers, knowledge workers etc.

Text Books

Milkowich, Newman **Compensation(SIE)**eTata Mcgraw Hill

Armstrong.& Murlis **Reward Management A Handbook of Salary administration.** London

Kegan Paul Bhattacharya, **Compensation Management**,Oxford Press

Tapomoy Deb **Compensation Management**,Excel Books

Reference Books

Garry Dessler, **Human Resource Management**,11e, Pearson Education

B D Singh **Compensation and Reward Management** Excel Books

Henderson.**Compensation Management in a Knowledge Based World** New Pearson .

MBA 404H Business Process Transformation

Course Objectives

The objective of the course is to study business transformation through managing people with special emphasis on innovation, Creativity, team building, TQM and BPR

Examination Scheme:

Students shall be evaluated on two components , internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation .The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Innovation and Creativity: Theories of innovation and creativity, Managing People Side of innovation, Resistance To innovation, the Creative Process, Releasing creativity, Creative Techniques of Problem Solving, the Creative Environment, Creative Organization, Creativity Training, Introduction To Learning Organizations, Architecture of Learning Organization.

Team Building: Redesigning Work, Developing Teams, Building Teams Structure and Skills, Managing Disruption and Conflict, Improving Work Process and Work Flow, Appraising Team Performance, Leading High Performance Teams.

Total Quality Management: History & Philosophy of TQM, Total Quality As A System, Step By Step TQM Implementation Process, ISO 9000 & ISO 14000 Process Implementation and Obtaining Certification, Malcolm Baldrige Award Criteria, Demings Award, Rajiv Gandhi National Quality Award.

Basic HR issues in Total Quality Management: Leadership Vision and Continuous Process of Improvement, Kaizen, Performance Appraisal and TQM, People Capability Maturity Model (PCMM), Quality Based HR Practices.

Business Process Re-Engineering: Basic Concepts, Process Mapping, WorkFlow Mapping, Effectively Applying BPR in the Organizations.

Management of Change: Theories of Change, leading Change, Resistance to Change, Change Proneness, Visioning, HRM and Culture of Change.

Knowledge Management: Meaning, Application, Creating Knowledge Organization, Role of Chief Knowledge officer in organization.

Text Book

Grover **Business process Transformation**,2010,PHI Learning

Poirier **Business process management Applied** 1st 2008

Chengage Learning Evans,**Total Quality management** 1st 2009

Chengage Learning Tapan Panda **Knowledge Management** Excel Books

Reference Books

Kavita Singh **Organisation Change and Development** Excel Books

Pradip N.Khandwala,**Fourth Eye: Excellence Through Creativity**, Wheeler Publication.

MBA 405H ORGANISATIONAL DEVELOPMENT

Course Objectives

The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD programs.

Examination Scheme:

Students shall be evaluated on two components, internal and end semester examination. Internal component shall be of 30 marks based on continuous evaluation .The Semester Examination will be worth 70 marks, it will have two Section, A and B. Section A, worth 56 marks will comprise of seven theory questions out of which a student will be required to attempt any four questions. Section B worth 14 marks will contain one or more Cases.

Course Contents

Introduction: Definition, History, Assumptions, Values and Beliefs in O.D, Organization Development & Transformation

Theory and Management of OD: Foundations of OD, OD Process, Action Research and OD.

OD interventions: Overview, Types, Team interventions, inter- Group interventions, Comprehensive and Structural interventions. Choosing the Depth of Organizational Intervention.

Issues and Considerations in OD: Consultant-Client Relationships, System Ramifications, and Power- Politics.

Emerging Trends in OD with special emphasis on future organizations.

Organization Design, Processes and Culture. Life Cycle & Phases of growth Organizational Effectiveness & Excellence, Organization Culture, Values & Ethics

Organization Development Planned change strategy Managing Change in Times of Turbulence.

Text Books

Srivastava **Organization Design and Development: Concepts and Applications,**

Wiley Kavita Singh **Organisation Change and Development,** Excel Books

Wendell L. French and Cecil N. Bell Jr., **Organization Development** Prentice Hall

