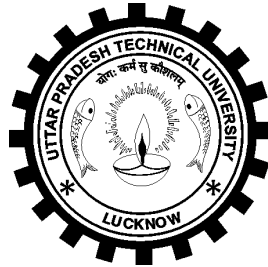


# **U.P. TECHNICAL UNIVERSITY LUCKNOW**



## **Syllabus**

**[Effective from the Session : 2008-09]**

# **MASTER OF BUSINESS ADMINISTRATION**

## STUDY AND EVALUATION SCHEME

**COURSE : M.B.A**

**Effective from**

**Session 2008-2009**

**Year 1**

**Semester 1**

S.N.	Course Code	Subject	PERIODS			EVALUATION SCHEME				
			L	T	P	SESSIONAL EXAMS			ESE	Subject Total
						CT	TA	TOTAL		
1	MBA 011	Principles & Practice of Management	3	1	-	30	20	50	100	150
2	MBA 012	Managerial Economics	3	1	-	30	20	50	100	150
3	MBA 013	Accounting & Financial Analysis	3	1	-	30	20	50	100	150
4	MBA 014	Organisational Behaviour	3	1	-	30	20	50	100	150
5	MBA 015	Business Statistics	3	1	-	30	20	50	100	150
6	MBA 016	Marketing Management	3	1	-	30	20	50	100	150
7	MBA 017	Computer Applications in Management	2	1	2	30	20	50	100	150
8	MBA 018	Communication for Management	3	1	1	30	20	50	100	150
		Total	23	8	3					1200

**COURSE : M.B.A**

**Effective from**

**Session 2008-2009**

**Year 1**

**Semester 2**

S.N.	Course Code	Subject	PERIODS			EVALUATION SCHEME				
			L	T	P	SESSIONAL EXAMS			ESE	Subject Total
						CT	TA	TOTAL		
1	MBA 021	Business Environment	3	1	-	30	20	50	100	150
2	MBA 022	Business Laws	3	1	-	30	20	50	100	150
3	MBA 023	Research Methodology	3	1	-	30	20	50	100	150
4	MBA 024	Operations Research	3	1	-	30	20	50	100	150
5	MBA 025	Production & Operations Management	3	1	-	30	20	50	100	150
6	MBA 026	Cost & Management Accounting	3	1	-	30	20	50	100	150
7	MBA 027	Financial Management	3	1	-	30	20	50	100	150
8	MBA 028	Managing Human Resources	3	1	-	30	20	50	100	150
9	MBA 029	Comprehensive Viva (CV)								100
		Total	24	8	-					1300

**LT/P: Lecture/Tutorial/Practical**

TA – Teacher Assessment

CT – Cumulative Test

Note: Duration of ESE (End Semester Examination) shall be 3 (Three) hours.

\* Details of Course Code are given in the list of Elective Papers.

## STUDY AND EVALUATION SCHEME

**COURSE : M.B.A**

**Effective from**

**Session 2009-2010**

**Year 2**

**Semester 3**

S.N.	Course Code	Subject	PERIODS			EVALUATION SCHEME				
			L	T	P	SESSIONAL EXAMS			ESE	Subject Total
						CT	TA	TOTAL		
1	MBA 031	Supply Chain Management	3	1	-	30	20	50	100	150
2	MBA 032	Strategic Management	3	1	-	30	20	50	100	150
3	MBA 033	Management Information System	3	1	-	30	20	50	100	150
4	MBA 034	Consumer Behaviour & Marketing Communication	3	1	-	30	20	50	100	150
5	-	Specialization Group -1 Elective 1*	3	1	-	30	20	50	100	150
6	-	Specialization Group -1 Elective 2*	3	1	-	30	20	50	100	150
7	-	Specialization Group -2 Elective 1*	3	1	-	30	20	50	100	150
8	-	Specialization Group -2 Elective 2*	3	1	-	30	20	50	100	150
9	MBA 035	Summer Training Project Report	-	2	-	-	-	-	-	150
		Total	24	10						1350

**COURSE : M.B.A**

**Effective from**

**Session 2009-2010**

**Year 2**

**Semester 4**

S.N.	Course Code	Subject	PERIODS			EVALUATION SCHEME				
			L	T	P	SESSIONAL EXAMS			ESE	Subject Total
						CT	TA	TOTAL		
1	MBA 041	Entrepreneurship Development	3	1	-	30	20	50	100	150
2	MBA 042	Corporate Governance, Values & Ethics	3	1	-	30	20	50	100	150
3	-	Specialization Group -1 Elective 3*	3	1	-	30	20	50	100	150
4	-	Specialization Group -1 Elective 4*	3	1	-	30	20	50	100	150
5	-	Specialization Group -2 Elective 3* or 4*	3	1	-	30	20	50	100	150
6	-	Open Specialization Elective (Any one) *	3	1	-	30	20	50	100	150
7	MBA 043	Research Project Report	-	2	2	-	-	-	-	150**
8	MBA 044	Comprehensive Viva (CV)	-	-	-	-	-	-	-	100
9		Total	18	8	2					1150
		GRAND TOTAL (Sem. 1 to 4)								5000

**LT/P: Lecture/Tutorial/Practical**

\*\* – Evaluation of Project Report : 100 marks and Viva on Project Report : 50 marks.

TA – Teacher Assessment

CT – Cumulative Test

Note: Duration of ESE (End Semester Examination) shall be 3 (Three) hours.

## ELECTIVE PAPERS

### Specialization Group : Human Resource

	<b>Course Code</b>		
1.	MBA HR 01	Personal Growth and Training & Development...	(III Semester)
2.	MBA HR 02	Industrial Relations & Labour Enactments.....	(III Semester)
3.	MBA HR 03	Team Building & Leadership.....	(IV Semester)
4.	MBA HR 04	Negotiation & Counseling .....	(IV Semester)

### Specialization Group : Marketing

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

### Specialization Group : Financial Management

	<b>Course Code</b>		
1.	MBA FM 01	Management of Working Capital.....	(III Semester)
2.	MBA FM 02	Security Analysis and Investment Management ...	(III Semester)
3.	MBA FM 03	Management of Financial Institutions & Services	(IV Semester)
4.	MBA FM 04	Tax Panning & Financial Reporting.....	(IV Semester)

### Specialization Group : Information Technology

	<b>Course Code</b>		
1.	MBA IT 01	Database Management System .....	(III Semester)
2.	MBA IT 02	System Analysis & Design and Software Engineering.....	(III Semester)
3.	MBA IT 03	Data Communication & Network .....	(IV Semester)
4.	MBA IT 04	Electronic Commerce.....	(IV Semester)

### Specialization Group : International Business

	<b>Course Code</b>		
1.	MBA IB 01	International Marketing .....	(III Semester)
2.	MBA IB 02	International Business Environment and Foreign Exchange Economics.....	(III Semester)
3.	MBA IB 03	Export Management and Documentation.....	(IV Semester)
4.	MBA IB 04	International Logistics Management.....	(IV Semester)

### Specialization Group : Open Specialization (Choose any one in IV Semester)

	<b>Course Code</b>		
1.	MBA OP 01	Insurance & Risk Management.....	(IV Semester)
2.	MBA OP 02	Hospitality Management.....	(IV Semester)
3.	MBA OP 03	Project Management.....	(IV Semester)
4.	MBA OP 04	Rural Management.....	(IV Semester)

## **NOTE**

### **MASTER OF BUSINESS ADMINISTRATION (MBA):**

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

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

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one-hour duration. There is a system of dual specialization and an Open Specialization. The students will have to opt for two functional areas for their specialization, having four papers (two in third semester and two in the fourth semester) from Specialization 1, three papers (two in third semester and one in fourth semester) from Specialization 2. Students will also have to choose any one elective from the given four subjects as an open Specialization in fourth semester.

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

### **EVALUATION OF PAPERS:**

Every paper/course will carry maximum marks of 150 (100 marks for semester examination and 50 marks for internal assessment, as per rules). Internal Assessment will consist of two components (i) Class Test (30 marks) (ii) Teacher Assessment (20 marks). However in subject MBA 017 and MBA 018, Class test component will be consist of 15 marks for Class Test and 15 marks for Practicals (MBA 017) and Presentation (MBA 018). There will be no internal assessment in case of Summer Training Project Report (035), Research Project Report (043) and Comprehensive Viva-Voce examination (029 and 044). Question Papers in Semester Examination will be divided into the following three parts:

#### **Part I : 20 Marks**

Containing 20 objective type questions from the total syllabus (All Compulsory)

#### **Part II : 30 Marks**

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

#### **Part III : 50 Marks**

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

## **SUMMER TRAINING PROJECT REPORT:**

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

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

6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 150 marks divided into written report of 100 marks and presentation of 50marks. There will be no internal examiner. Only such persons will evaluate the project report who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

## **RESEARCH PROJECT REPORT:**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the Department MBA under the supervision of a core faculty member of the department. The research project report will carry 150 marks. The evaluation of the project report will be done by two external examiners and will consist of (i) Evaluation of Project Report (100 Marks) (ii) Viva on Project (50 Marks). The average of the marks awarded by the 2 two examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain

relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

### **COMPREHENSIVE VIVA:**

The comprehensive viva voce is scheduled at the end of II and IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2<sup>nd</sup> and 4th Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship.

The viva voce is of 100 marks each to be conducted by the external examiner appointed by the University.

**Revised (Effective from session 2010-11)**

**MBA 011 : PRINCIPLES & PRACTICE OF MANAGEMENT**

**Max. Hours : 40**

**UNIT I (8 Sessions)**

Management: Concept, Nature, Importance; Management : Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers.

Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach.

Social Responsibility of Managers and Ethics in Managing.

**UNIT II (10 Sessions)**

Introduction to Functions of Management

Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Design.

**UNIT III (10 Sessions)**

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal

Directing: Concept, Direction and Supervision

Motivation: Concept, Motivation and Performance, Special Motivational techniques: Money, participation, reward systems, Quality of Work Life, Job Enrichment & Morale Building.

**UNIT IV (12 Sessions)**

Leadership: Concept and Functions, Process and models of Leadership Development, Contemporary views on Leadership: Transformational-Transactional, Charismatic-Visionary leadership.

Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

**Suggested Reading:**

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6<sup>th</sup> Edition)
2. Koontz Harold & Wehrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Edition)
5. Wehrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12<sup>th</sup> Edition 2008)



## MBA 012 : MANAGERIAL ECONOMICS

Max. Hours : 40

### UNIT-I (8 Sessions)

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm.

### UNIT-II (12 Sessions)

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale.

Cost concept and analysis, short-run and long-run cost curves and its managerial use.

### UNIT-III (12 Sessions)

Market Equilibrium and Average Revenue Concept.

Market Structure: Perfect Competition, features, determination of price under perfect competition.

Monopoly: Feature, pricing under monopoly, Price Discrimination.

Monopolistic: Features, pricing under monopolistic competition, product differentiation.

Oligopoly: Features, kinked demand curve, cartels, price leadership.

Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

### UNIT-IV (08 Sessions)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

### Suggested Readings:

1. Damodaran Suma – Managerial Economics (Oxford 2006)
2. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
3. Petersen Craig H. etal. – Managerial Economics (Pearson Education, 2006)
4. Dominick Salvatore - Managerial Economics (Oxford, 2007)
5. Atmanand – Managerial Economics (Excel Books, 2007)
6. Mithani D.M. - Principles of Economics (Himalaya Publishing House, 2005).
7. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7<sup>th</sup> Edition)
8. Koutsyannis A - Modern Microeconomics (Macmillan, 2<sup>nd</sup> Edition)

## MBA 013 : ACCOUNTING AND FINANCIAL ANALYSIS

Max. Hours: 40

### Unit I (6 Sessions)

**Overview:** Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

### Unit II (12 Sessions)

**Mechanics of Accounting:** Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

### Unit III (12 Sessions)

**Analysis of financial statement:** Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

### Unit IV (10 Sessions)

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

### SUGGESTED READINGS

- 1) Narayanswami - *Financial Accounting: A Managerial Perspective* (PHI, 2<sup>nd</sup> Edition).
- 2) Mukherjee - *Financial Accounting for Management* (TMH, 1<sup>st</sup> Edition).
- 3) Ramchandran & Kakani - *Financial Accounting for Management* (TMH, 2<sup>nd</sup> Edition).
- 4) Ghosh T P - *Accounting and Finance for Managers* (Taxman, 1<sup>st</sup> Edition).
- 5) Maheshwari S.N & Maheshwari S K – *An Introduction to Accountancy* (Vikas, 9<sup>th</sup> Edition)
- 6) Ashish K. Bhattacharya- *Essentials of Financial Accounting* (PHI, New Delhi)
- 7) Ghosh T.P- *Financial Accounting for Managers* (Taxman, 3<sup>rd</sup> Edition)
- 8) Maheshwari S.N & Maheshwari S K – *A text book of Accounting for Management* (Vikas, 1<sup>st</sup> Edition)
- 9) Gupta Ambrish - *Financial Accounting for Management* (Pearson Education, 2<sup>nd</sup> Edition)
- 10) Chowdhary Anil - *Fundamentals of Accounting and Financial Analysis* (Pearson Education, 1<sup>st</sup> Edition).

**Revised (Effective from session 2010-11)**

**MBA 014 : ORGANISATIONAL BEHAVIOUR**

**Max. Hours : 40**

**UNIT I (8 Sessions)**

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

**UNIT II (10 Sessions)**

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity.

Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

Learning: Concept and Theories of Learning.

**UNIT III (10 Sessions)**

Motivation: Theories of Motivation: Early and Contemporary views, Three level Work Motivation Model, Motivating a Diverse Workforce.

Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations.

Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

**UNIT IV (12 Sessions)**

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.

Knowledge Management & Emotional Intelligence in Contemporary Business Organisation

Organisational Change : Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change.

Conflict: Concept, Sources, Types, Functionality and Dysfuntionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling.

Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.

Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

**Suggested Reading:**

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12<sup>th</sup> Edition)
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill, 10<sup>th</sup> edition)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc Graw Hill, 4th Edition)
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 13th Edition)
5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior: Leading Human Resources (Pearson Education, 9<sup>th</sup> Edition)
6. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India) ,9<sup>th</sup> Edition)
7. Pareek, Udai - Behavioural Process in Organization (Oxford 4 IBH, New Delhi, 2<sup>nd</sup> Edition)

## MBA 015 : BUSINESS STATISTICS

Max. Hours : 40

### Unit I (8 Sessions)

**Role of statistics:** Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), Skewness, Kurtosis.

### Unit II (12Sessions)

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

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

**Correlation:-** Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

**Regression:-** Meaning, Regression equations and their application, Partial and Multiple correlation & regression :- An overview.

### Unit III (10 Sessions)

**Probability:** Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

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

### Unit IV (10 Sessions)

**Estimation Theory and Hypothesis Testing:** Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. **Techniques of association of Attributes & Testing.**

### SUGGESTED READINGS

- 1) Beri - Business Statistics (Tata Mc Graw Hill 2<sup>nd</sup> Edition).
- 2) Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
- 3) Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7<sup>th</sup> edition)
- 4) Sharma J K - Business Statistics (Pearson Education 2<sup>nd</sup> Edition).
- 5) Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23<sup>rd</sup> Edition).
- 6) Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7<sup>th</sup> Edition).

## **MBA 016 : MARKETING MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (12 Sessions)**

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets.

Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager.

Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

### **UNIT II (8 Sessions)**

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation.

Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

### **UNIT III (8 Sessions)**

Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

### **UNIT IV (12 Sessions)**

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.

Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations.

A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

### **Suggested Readings:**

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12<sup>th</sup> Edition).
2. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11<sup>th</sup> Edition).
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12<sup>th</sup> Edition).
5. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3<sup>rd</sup> Edition).
6. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13<sup>th</sup> Edition).
7. Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15<sup>th</sup> Edition).
8. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

## MBA 017 :Computer Applications in Management

Max. Hours: 40

### Unit I (10 Sessions)

**Basic Concepts of Computers** :Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers;

#### **Essential Components of computer**

**Hardware:** (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

**Software:** Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

**Operating System:** Definition, Functions, Types and Classification, Elements of GUI based operating system-Windows-Use of menus, tools and commands of windows operating system.

### Unit II (12 Sessions)

**Use of MS-Office:** Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

**Database Management System** : Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

**MS Access:** Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

### Unit III (Session 8)

**Computer Networks:**Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)

**Internet:**Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

### Unit IV (Session 10)

**E-commerce:** Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

**Applications of Information Technology:** Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

### Suggested Readings

1. Cyganski - Information Technology: Inside and outside (Pearson, 1<sup>st</sup> Edition).
2. Basandra SK - Computers Today (Galgotia, 1<sup>st</sup> Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1<sup>st</sup> Edition).
4. Leon - Fundamentals of Information Technology, (Vikas)
5. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1<sup>st</sup> Edition).

## **MBA 018 : COMMUNICATION FOR MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (10 Session)**

**INTRODUCTION:** Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

#### **EMPLOYMENT COMMUNICATION :**

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

### **UNIT II (8 Session)**

#### **ORAL COMMUNICATION**

What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

#### **WRITTEN COMMUNICATION**

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

### **UNIT III (12 Session)**

#### **BUSINESS LETTERS AND REPORTS**

Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports

#### **CASE METHOD OF LEARNING**

Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

### **UNIT IV (10 Session)**

#### **PRESENTATION SKILLS**

What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

#### **GROUP COMMUNICATION**

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

#### **RECOMMENDED BOOKS:**

1. M.K. Sehgal & V. Khetrpal - Business Communication (Excel Books).
2. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).
3. P.D. Chaturvedi – Business Communication (Pearson Education, 1<sup>st</sup> Edition 2006).
4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10<sup>th</sup> Edition).
5. Tayler Shinley – Communication for Business (Pearson Education, 4<sup>th</sup> Edition)
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3<sup>rd</sup> Edition).

## **MBA 021 : BUSINESS ENVIRONMENT**

**Max. Hours : 40**

### **UNIT- I (8 Sessions)**

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.

### **UNIT-II (8 Sessions)**

Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

### **UNIT-III (12 Sessions)**

Philosophy and strategy of planning in India; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (Options, Futures and Derivatives)

RBI-Role and functions, banking structure reforms; Narasimhan Committee Recommendations, Financial Sector reforms.

### **UNIT-IV (12 Sessions)**

E-Banking in India-objectives, trends and practical uses-Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT)

Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalisation, EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

### **Suggested Readings:**

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3<sup>rd</sup> Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1<sup>st</sup> Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1<sup>st</sup> Edition).
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8<sup>th</sup> Edition).



## **MBA 022 : BUSINESS LAWS**

**Max. Hours : 40**

### **UNIT 1 (10 SESSIONS)**

#### **Contract Act, 1872**

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

### **UNIT II (12 SESSIONS)**

#### **Partnership Act, 1932**

Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

#### **Sale of Good Act, 1930**

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

### **UNIT III (10 SESSIONS)**

#### **Negotiable Instrument Act, 1881**

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

#### **Companies Act, 1956**

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

### **UNIT IV (8 SESSIONS)**

#### **Consumer Protection Act, 1956**

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

#### **The Information Technology Act, 2000**

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

### **Suggested Readings -**

1. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13<sup>th</sup> Edition)
2. Kuchhal M.C. - Business Law (Vikas Publication, 4<sup>th</sup> Edition)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7<sup>th</sup> Edition).
4. Relevant Acts

## **MBA 023 : RESEARCH METHODOLOGY**

**Max. Hours : 40**

### **UNIT I (16 Sessions)**

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Steps Involved in Research Process. Research Design : Various Methods of Research Design.

### **UNIT II (8 Sessions)**

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member,  
Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

### **UNIT III (10 Sessions)**

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

### **UNIT IV (6 Sessions)**

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

### **Suggested Readings:**

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9<sup>th</sup> Edition)
2. Saunders - Research Methods for Business students (Pearson Education, 2<sup>nd</sup> Edition, 2007)
3. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
4. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
5. Beri G.C - Marketing Research (Tata Mc Graw Hill, 4<sup>th</sup> Edition)
6. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers, 2<sup>nd</sup> Edition, 2004)

## MBA 024 : OPERATIONS RESEARCH

Max. Hours : 40

### Unit I (6 Sessions)

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

### Unit II (16 Sessions)

**Linear programming:** Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.  
**Transportation problem:** Various methods of finding Initial basic feasible solution and optimal solution.  
**Assignment model:** Algorithm and its applications.

### Unit III (6 Sessions)

**Game Theory:** Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.  
**Sequencing Problem:** Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

### Unit IV (12 Sessions)

**Queuing Theory:** Characteristics of M/M/1 Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.  
**Replacement Problem:** Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.  
**Project Management:** Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

### SUGGESTED READINGS:

- 1) Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2<sup>nd</sup> edition), 2003.
- 2) Kothari - Quantitative Techniques (Vikas 1996, 3<sup>rd</sup> Edition).
- 3) Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 7<sup>th</sup> edition)
- 4) Sharma J K - Operations Research (Pearson, 3<sup>rd</sup> Edition)
- 5) Kapoor V.K. - Operations Research (S. Chand, 4<sup>th</sup> Edition)

## **MBA 025 : PRODUCTION & OPERATIONS MANAGEMENT**

**Max. Hours : 40**

### **Unit –I (10 sessions)**

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning.

### **Unit –II (10 sessions)**

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

### **Unit-III (10 sessions)**

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis.

### **Unit-IV (10 sessions)**

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).

### **SUGGESTED READINGS**

- 1) Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
- 2) Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
- 3) Hill T- Operations Management (Palgrave, 2000)
- 4) Johnston R et al – Cases in Operations Management (Pitman, 1993)
- 5) McGregor D – Operations Management (McGraw-Hill, 1960)
- 6) Morton - Production and Operations Management (Vikas)
- 7) Haleem A- Production and Operations Management (Galgotia books, 2004)
- 8) Bedi Kanishka - Production & Operations Management (Oxford University Press, 2<sup>nd</sup> Edition)

## MBA 026 : COST & MANAGEMENT ACCOUNTING

Max. Hours : 40

### Unit I (8 Sessions)

**Introduction:** Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

### Unit II (10 Sessions)

**Marginal Costing:** Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. **Differential Costing and Incremental Costing:** Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

### Unit III (10 Sessions)

**Budgeting:** Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **Standard Costing:** Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

### Unit IV (12 Sessions)

**Responsibility Accounting & Transfer Pricing:** Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ; **Neo Concepts for Decision Making:** Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

### SUGGESTED READINGS:

- 1) Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition)
- 2) Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
- 3) Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
- 4) Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.)
- 5) Sahaf M A - Management Accounting: Principles and Practice (Vikas, 2000, 1<sup>st</sup> Ed.)
- 6) Ravi M. Kishor – Cost & Management Accounting (Taxmann, 1<sup>st</sup> Ed.)
- 7) Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1<sup>st</sup> Ed.)
- 8) Arora M N – Cost and Management Accounting (Vikas, 8<sup>th</sup> Ed.)

## MBA 027 : FINANCIAL MANAGEMENT

Max. Hours : 40

### Unit I (10 Sessions)

**Introduction:** Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

### Unit II (8 Sessions)

**Investment Decision:** Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis & Indifference Points.

### Unit III (10 Sessions)

**Financing Decision:** Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

### Unit IV (12 Sessions)

**Dividend Decision:** Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision. **Overview of Working Capital Decision:** Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.

### SUGGESTED READINGS:

- 1) Pandey I M - Financial Management (Vikas, 2004, 9<sup>th</sup> Ed.)
- 2) Van Home - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
- 3) Knott G - Financial Management (Palgrave, 2004)
- 4) Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
- 6) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 7) Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
- 8) Ravi M. Kishor - Financial Management (Taxmann, 1<sup>st</sup> Ed.)
- 9) Damodaran – Corporate Finance –Theory & Practice (Wiley, 1<sup>st</sup> Ed.)

## **MBA 028 : MANAGING HUMAN RESOURCES**

**Max. Hours : 40**

### **UNIT I (12 Sessions)**

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers.

Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

### **UNIT II (8 Sessions)**

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, Job Analysis – Job Description, Job Specification.

The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation.

The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

### **UNIT III (10 Sessions)**

Training and Development: Purpose, Methods and issues of training and management development programmes.

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.

Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.

Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

### **UNIT IV (10 Sessions)**

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure.

Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

### **Suggestion Readings :**

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5<sup>th</sup> Ed.).
2. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2<sup>nd</sup> Ed.),
3. Ivansevich – Human Resource Management (Tata McGraw Hill, 10<sup>th</sup> Ed.)
4. Dessler – Human Resource Management (Prentice Hall, 10<sup>th</sup> Ed.)
5. Bernardi – Human Resource Management (Tata McGraw Hill, 4<sup>th</sup> Ed.)

## MBA 031 : SUPPLY CHAIN MANAGEMENT

Max. Hours : 40

### Unit I ( 8 Sessions)

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

### Unit II (12 Sessions)

*Logistics Management:* Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

*Purchasing & Vendor management:* Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

### Unit III (12 Sessions)

*Inventory Management:* Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

### Unit IV (8 Sessions)

*Recent Issues in SCM :* Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

### SUGGESTED READINGS

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5<sup>th</sup> Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1<sup>st</sup> Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1<sup>st</sup> Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3<sup>rd</sup> Ed.)



## **MBA 032 : STRATEGIC MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (8 Sessions)**

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

### **UNIT II (10 Sessions)**

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

### **UNIT III (10 Sessions)**

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

### **UNIT IV (12 Sessions)**

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

### **Suggested Reading:**

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and Rangarajan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1<sup>st</sup> Ed.)
4. Budhiraja S.B. and Athreya M.B. - Cases in Strategic Management (Tata Mc Graw Hill, 1<sup>st</sup> Ed.)
5. Kazmi Azar - Business Policy and Strategic Management (Tata Mc Graw Hill, 2<sup>nd</sup> Ed.)
6. Thomson - Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
7. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
8. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)

## **MBA 033 : MANAGEMENT INFORMATION SYSTEM**

**Max. Hours : 40**

### **Unit I (12 Sessions)**

Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems

### **Unit II (10 Sessions)**

Role of MIS: Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: Business Process Re-engineering, Creating a Virtual Company, Improving Business Quality: Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company

### **Unit III (10 Sessions)**

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

### **Unit IV (8 Sessions)**

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

### **Suggested Readings :**

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1<sup>st</sup> Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12<sup>th</sup> Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3<sup>rd</sup> Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1<sup>st</sup> Ed.)
5. Davis & Olson – Management Information System (TMH, 2<sup>nd</sup> Ed.)
6. Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3<sup>rd</sup> Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2<sup>nd</sup> Ed.)

## **MBA 034 : CONSUMER BEHAVIOR & MARKETING COMMUNICATION**

**Max. Hours : 40**

### **UNIT I (8 Sessions)**

Introduction: Defining consumer Behaviour, Reasons for Studying Consumer Behaviour, Understanding Consumer and Market Segments, Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.

### **UNIT II (8 Sessions)**

Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.

Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Consumer Behaviour Models, Consumerism, Organization Buying Behaviour.

### **UNIT III (8 Sessions)**

Communication, Process of Communication, Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC, Promotion Mix, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

### **UNIT IV (16 Sessions)**

Advertising Management, Overview: Meaning, Nature and Scope of Advertising, Advertising and Other Promotional Tools, Role of Advertising in Promotion Mix, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising.

Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting Media Planning, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising, Management of Advertising Agencies, Role of Advertising in Natural Development.

### **Suggested Readings**

1. Batra Myers and Aker - Advertising Management (Pearson/ Prentice Hall, 5<sup>th</sup> Ed.)
2. Loudon D.L. and Bitta Della - Consumer Behaviour (Tata Mc Graw Hill, 4<sup>th</sup> Ed.)
3. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour (Pearson/ Prentice Hall, 9<sup>th</sup> Ed.)
4. Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective (Tata Mc Graw Hill, 6<sup>th</sup> Ed.)
5. Clow and Baack - Integrated Advertising, Promotion and Marketing Communication. (Pearson Education, 3<sup>rd</sup> Ed.)
6. Hawkins, Best and Coney - Consumer Behaviour (Tata Mc Graw Hill, 9<sup>th</sup> Ed.)
7. Semenik Richard J - Promotion & Integrated Marketing Communications (Thomson, 2004)

## MBA 041 : ENTREPRENEURSHIP DEVELOPMENT

Max. Hours : 40

### Unit I (10 Sessions)

**Entrepreneurship:** Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

### Unit II (10 Sessions)

**Creativity and Entrepreneurial Plan:** Idea Generation, Screening and Project Identification, Creative Performance, **Feasibility Analysis:** Economic, Marketing, Financial and Technical; **Project Planning:** Evaluation, Monitoring and Control segmentation. **Creative Problem Solving:** Heuristics, Brainstorming, Synectics, Value Analysis, **Innovation.**

### Unit III (10 Sessions)

**International Entrepreneurship Opportunities:** The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development.

**Institutional support for new ventures:** Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

### Unit IV (10 Sessions)

**Family and Non Family Entrepreneur:** Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

**Venture Capital:** Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

### Suggested Readings:

1. Couger, C- Creativity and Innovation (IPP, 1999)
2. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
4. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
5. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
6. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
7. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999)

## **MBA 042 : CORPORATE GOVERNANCE, VALUES & ETHICS**

**Max. Hours : 40**

### **UNIT-I (8 Sessions)**

**Corporate Governance:** Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

### **UNIT-II (10 Sessions)**

**Values impact in Business:** Indian Value System and Values, Teaching from scriptures and tradition (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran)

### **UNIT-III (10 Sessions)**

**Ethics impact in Business:** Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology. Ethical theories and approaches, Intellectual property rights like designs, patents, trade marks, copy rights,

### **UNIT-IV (12 Sessions)**

**Corporate Strategy:** Global industrial competition, Information Technology, Competitive Strategy, Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring, Mergers and Acquisitions, Supply Chain Management, Horizontal Organisation, Diversification, The Indian Scene.

### **Suggested Readings:**

- 1) S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
- 2) Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
- 3) S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
- 4) Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6<sup>th</sup> Ed.)
- 5) Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
- 6) Mathur UC – Corporate Governance & Business Ethics (Mc Millan).

## **MBA HR 01 : PERSONAL GROWTH AND TRAINING & DEVELOPMENT**

**Max. Hours : 40**

### **UNIT I (12 Sessions)**

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change.

Personality & Personal Effectiveness : Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

### **UNIT II (8 Sessions)**

Personality Determinants : An overview of Personality determinants.

Evaluation of Personality : Sick Personalities and Healthy Personalities.

### **UNIT III (8 Sessions)**

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme.

### **UNIT IV (12 Sessions)**

Training Need Assessment: Determination of Training Needs, Approaches to Training Needs Assessment, TNA Cycle of Events.

Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

### **Suggestion Readings :**

1. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1<sup>st</sup> Ed.)
2. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2<sup>nd</sup> Ed.)
3. Sahu R..K. - Training for Development (Excel Books, 1<sup>st</sup> Ed.)
4. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6<sup>th</sup> Ed.)
5. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
6. Lynton & Pareek - Training for Development (Vistaar Publication, 2<sup>nd</sup> Ed.)
7. Hall Calvin S.et al - Theories of Personality (Wiley-India Text Books, 4<sup>th</sup> Ed.)

## **MBA HR 02 : INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS**

**Max. Hours : 40**

### **UNIT I (6 Sessions)**

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

### **UNIT II (12 Sessions)**

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

### **UNIT III (6 Sessions)**

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

### **UNIT IV (16 Sessions)**

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act.

Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

### **Suggested Readings :**

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15<sup>th</sup> Ed.)
2. Singh B.D. - Industrial Relations (Excel, 1<sup>st</sup> Ed.)
3. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1<sup>st</sup> Ed.)
4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4<sup>th</sup> Ed.)
5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2<sup>nd</sup> Ed.)

## **MBA HR 03 : TEAM BUILDING & LEADERSHIP**

**Max. Hours : 40**

### **UNIT I (10 Sessions)**

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation.

Assessing Leadership & Measuring Its effects.

### **UNIT II (10 Sessions)**

Focus on the Leader – Power and Influence; Leadership and Values.

Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change.

### **UNIT III (10 Sessions)**

Groups, Teams and Their Leadership.

Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.

Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

### **UNIT IV (10 Sessions)**

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

### **Suggested Readings :**

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5<sup>th</sup> Ed.)
2. Yukl G - Leadership in Organisations (Pearson, 6<sup>th</sup> Ed.)
3. West Michael - Effective Team Work (Excel Books, 1<sup>st</sup> Ed.)
4. Sadler Philip - Leadership (Crest Publishing House)



## MBA HR 04 : NEGOTIATION & COUNSELLING

Max. Hours : 40

### UNIT I (12 Sessions)

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

### UNIT II (12 Sessions)

Negotiation Sub processes: Perception, Cognition and Emotion

Communication: What is communicated during negotiation and how people communicate in Negotiation.

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA.

Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour.

By Udai Pareek, Oxford, Second Edition Page 410-415).

### UNIT III (8 Sessions)

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation:

Case II - The Dabhol Debacle ( Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

### UNIT IV (8 Sessions)

Emergence & Growth of Counselling: Factors contributing to the emergence,

Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory

Counselling Process : Steps in Counselling Process.

Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

### Suggested Readings :

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5<sup>th</sup> Ed.)
2. Cohen S - Negotiation Skills for Managers (Tata Mc Graw Hill, 1<sup>st</sup> Ed.)
3. Rao S.L. - Negotiation Made Simple (Excel Books, 1<sup>st</sup> Ed.)
4. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2<sup>nd</sup> Ed.)
5. Singh Kavita - Counselling Skills for Managers (PHI, 1<sup>st</sup> Ed.)
6. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6<sup>th</sup> Ed.)
7. Pareek Udai - Understanding Organisational Behaviour (Oxford) – for case in Unit II.

## **MBA MK 01 : MARKETING OF SERVICES**

**Max. Hours : 40**

### **UNIT I (8 Sessions)**

Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management : Specific for Service Industry.

Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services

### **UNIT II (16 Sessions)**

Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.

Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

### **UNIT III (8 Sessions)**

Marketing of Financial Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

### **UNIT IV (8 Sessions)**

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

### **Suggested Readings:**

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2<sup>nd</sup> Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5<sup>th</sup> Ed.)
3. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3<sup>rd</sup> Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1<sup>st</sup> Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama Mohana Rao - Services Marketing. (Person Education, 1<sup>st</sup> Ed.)
7. Govind Apte - Services Marketing (Oxford University Press)

## **MBA MK 02 : MARKETING RESEARCH**

**Max. Hours : 40**

### **UNIT I (10 Sessions)**

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process.

Marketing Information System : Concept, Need for Marketing Information System, Process of Marketing Information System, Components of Marketing Information System.

Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing.

Marketing Research Process

### **UNIT II (8 Sessions)**

Research Design: Various Method of Research Design, Important Experimental Research Designs.

Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data.

Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

### **UNIT III (8 Sessions)**

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures.

Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement.

Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

### **UNIT IV (10 Sessions)**

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance.

### **UNIT V (4 Sessions)**

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation to the Concerned Persons.

### **SUGGESTED READINGS:**

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Nargundkar - Marketing Research (Tata McGraw Hill, 2<sup>nd</sup> Ed.)
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7<sup>th</sup> Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6<sup>th</sup> Ed.)
5. Beri - Marketing Research (Tata McGraw Hill, 4<sup>th</sup> Ed.)
6. Churchill Gilbert A. and Iacobucci Dawn - Marketing Research Methodological Foundation (Cengage Learning, 9<sup>th</sup> Ed.)
7. William G., Zikmund and Babin Barry J. - Essence of Marketing Research (Cengage Learning)
8. Green Paul E., Tull Donald S. and Albaum Gerald - Research for Marketing Decisions (Prentice Hall of India, 5<sup>th</sup> Ed.)

## **MBA MK 03 : SALES AND DISTRIBUTION MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (14 Sessions)**

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman.

Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

### **UNIT II (10 Sessions)**

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

### **UNIT III (8 Sessions)**

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

### **UNIT IV (8 Sessions)**

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

### **Suggested Readings**

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

## **MBA MK 04 : RETAIL MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (8 Sessions)**

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

### **UNIT II (10 Sessions)**

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing.

Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics.

### **UNIT III (8 Sessions)**

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

### **UNIT IV (14 sessions)**

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management.

### **Suggested Readings:**

1. Newman A.J. and Cullen P - Retailing : Environment and Operations (Vikas, 1<sup>st</sup> Ed.)
2. Berman B and Evans J.R - Retail Management (Pearson Education, 9<sup>th</sup> Ed.)
3. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5<sup>th</sup> Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4<sup>th</sup> Ed.)
5. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5<sup>th</sup> Ed.)
6. Newman and Cullen - Retailing (Cengage Learning, 1<sup>st</sup> Ed.)
7. Vedmani G. Gibson - Retail Management - Functional Principles & Practice (Jaico Publications, 1<sup>st</sup> Ed.)

## MBA FM 01 : MANAGEMENT OF WORKING CAPITAL

Max. Hours : 40

### Unit I : Introduction to Working Capital (10 Sessions)

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

### Unit II : Management of Cash and Marketable Securities (8 Sessions)

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

### Unit III: Management of Receivables & Inventory (12 Sessions)

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

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

### Unit IV: Working Capital Financing (8 Sessions)

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

### SUGGESTED READINGS

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management – *Theory & Practice* (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9<sup>th</sup> Ed.)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
6. Ravi M. Kishore - Financial Management (Taxmann, 6<sup>th</sup> Ed.)
7. Khan & Jain - Financial Management (TMH, 5<sup>th</sup> Ed.)

## MBA FM 02 : SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Max. Hours : 40

### Unit I (08 Sessions)

**Overview of Capital Market:** Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

### Unit II (14 Sessions)

**Risk & Return :** Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. **Nature of Stock Markets:** EMH (Efficient Market Hypothesis) and its implications for investment decision. **Valuation of Equity:** Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis **Valuation of Debentures/Bonds :** nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. **Valuation of Derivatives(Options and futures):** concept, trading, valuation.

### Unit III (10 Sessions)

**Portfolio Analysis and Selection:** Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, **Selection of Portfolio:** Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

### Unit IV (8 Sessions)

**Portfolio Management and Performance Evaluation:** Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

### SUGGESTED READINGS:

- 1) Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
- 2) Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition)
- 3) Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1<sup>st</sup> Ed.)
- 4) Pandian P - Security Analysis and Portfolio Management (Vikas, 1<sup>st</sup> Ed.)
- 5) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6<sup>th</sup> Ed.).

## **MBA FM 03 : MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES**

**Max. Hours : 40**

### **Unit I : Introduction (10 Sessions)**

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

### **Unit II : Management of Commercial Banks (10 Sessions)**

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

### **Unit III : Management of Non-Banking Financial Institutions (10 Sessions)**

**Securitisation** : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India. **DFIs in India** - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; **NBFCs** - Their status, types, working and strategies for commercial viability ; **Insurance & Mutual Fund organisations** - Their status, types, working and strategies for commercial viability.

### **Unit IV : Management of Financial Services (10 Sessions)**

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

### **SUGGESTED READINGS:**

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
- 2) Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
- 3) Machiraju H R - Indian Financial System (Vikas, 2004)
- 4) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 5) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
- 6) Gurusamy R - Financial Services & Markets (Thomson, 1<sup>st</sup> Ed.)



## MBA FM 04 : TAX PLANNING AND MANAGEMENT

Max. Hours : 40

### Unit I (10 Sessions)

**Nature and Scope of Tax Planning:** Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

### Unit II (10 Sessions)

**Tax on Individual Income** – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

### Unit III (12 Sessions)

**Corporate Income Tax:** Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review. **Wealth tax** on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

### Unit IV (8 Sessions)

**Central Excise Act 1994** and Excise planning; Customs Act and Customs Duties Planning (Working Knowledge required) Consumer Protection Act 1962 and Customers planning. (Working knowledge is required for these).

### SUGGESTED READINGS:

- 1) Bhatia H L - Public Finance (Vikas, 1999, 20<sup>th</sup> Ed.)
- 2) Lakhotia R N - How to Save Wealth Tax (Vision Book 2001, 9<sup>th</sup> Ed.)
- 3) Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
- 4) Santaram R - Tax Planning by Reports (Taxmann, 1978).
- 5) Singhanian V K - Direct Taxes, Law & Practice (Taxmann, 40<sup>th</sup> Ed.)
- 6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20<sup>th</sup> Ed.)

## **MBA IT 01 : DATABASE MANAGEMENT SYSTEM**

**Max. Hours : 40**

### **Unit I (10 Sessions)**

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

### **Unit II (10 Sessions)**

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

### **Unit III (12 Sessions)**

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.  
PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

### **Unit IV (8 Sessions)**

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

### **SUGGESTED READINGS:**

- 1) Beynon -Davies P- Database Systems (Palgrave, 2003)
- 2) Hoffer - Modern Database Management (Pearson Education, 6th edition)
- 3) Alexis and Leon - Database Management System (Vikas, 2003.)
- 4) Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
- 5) Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

## **MBA IT 02 : SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING**

**Max. Hours : 40**

### **UNIT-I (10 Session)**

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

### **UNIT-II (10 Session)**

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

### **UNIT-III (8 Session)**

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

### **UNIT-IV (12 Session)**

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

### **Suggested Readings:**

1. Elias M Awad – SAD (Galgotia Publication, 2<sup>nd</sup> Ed.)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2<sup>nd</sup> Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1<sup>st</sup> Ed.)
5. Singh B –Network Security (PHI Publication, 1<sup>st</sup> Ed.)

## MBA IT 03 : DATA COMMUNICATION & NETWORK

Max. Hours : 40

### Unit I (10 Sessions)

Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data.

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK

Features: Error detection and correction codes; Hamming codes.

### Unit II (8 Sessions)

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways

Cell Relay; Frame Relay; ISDN; B-ISDN

### Unit III (12 Sessions)

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network.

*Network Operating systems:* Unix; Linux; Windows.

### Unit IV (10 Sessions)

**Mobile Communication:** Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves,

**Mobile Internet & WML:** Mobile IP, Wireless TCP& UDP, WAP, WML

### SUGGESTED READINGS:

- 1) Widjaja L G - Communication Networks (Tata McGraw Hill, 2000)
- 2) Comer - Computer Networks and Internets (Pearson Education, 4<sup>th</sup> Ed.)
- 3) Stallings W - Data Computer Communication (Pearson Education, 2003, 7<sup>th</sup> Ed.)
- 4) Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4<sup>th</sup> Ed.)
- 5) Black - Computer Networks (Prentice-Hall, 1999, 2<sup>nd</sup> Ed.)

## **MBA IT 04 : ELECTRONIC COMMERCE**

**Max. Hours : 40**

### **Unit I (8 Sessions)**

Origin, need and factors affecting Electronic Commerce, Features of Electronic Commerce, Electronic Commerce Framework, Internet as an Electronic Commerce Enabler, Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team).

### **Unit II (10 Sessions)**

Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security.

### **Unit III (12 Sessions)**

Online Retailing, Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship, Online pricing strategies.

### **Unit IV (10 Sessions)**

Online Banking, Online banking implementation, Changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce.

### **Suggested Readings:**

1. Laudon & Traver - Electronic Commerce Business, Technology, Society (Pearson Education, 3<sup>rd</sup> Ed.)
2. Kalakota R- Electronic Commerce - Frontiers of E-Commerce (Pearson Education, 2007, 3<sup>rd</sup> Ed.)

## MBA IB 01 : INTERNATIONAL MARKETING

Max. Hours : 40

### Unit I (12 Sessions)

#### Overview of World Business and Framework of International Marketing:

Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

#### World Market Environment:

Political Environment- Political Systems, Political Risks, Indicators of Political Risk, Analysis and Measures to minimize Political Risk.

Legal Environment- Legal Systems, Legal Form of Organization, Multiplicity of Legal Environment, Bribery, Branch v/s Subsidiary, Counterfeiting, Gray Market.

Cultural Environment- Culture and its Characteristics, Influence of Culture on  
(a) Consumption (b) Thinking (c) Communication Process, Cultural Universals.

### Unit II (8 Sessions)

#### Planning for International Marketing:

Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis  
Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions  
Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade Zones

### Unit III (10 Sessions)

#### International Marketing Decisions - I:

Product Policy and Planning- Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services.

International Pricing Strategy- Role of Pricing, Price Standardization, Pricing Decisions,  
Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment

International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution

### Unit IV (10 Sessions)

#### International Marketing Decisions - II:

International Promotion Strategies- Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations

International Advertising – Patterns of Global Advertising, Global Advertising Regulations , Advertising Media, Standardized International Advertising

International Organizational Control

### SUGGESTED READINGS

- 1) Onkvisit .S, Shaw.J - International Marketing (Pearson, 3<sup>rd</sup> Ed.)
- 2) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 3) Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Ed.)
- 4) Czinkota - International Marketing (Thompson, 8<sup>th</sup> Ed.)
- 5) Cateora Graham - International Marketing (TMH, 10<sup>th</sup> Ed.)
- 6) Jain S. – International Marketing (Thomson)

## **MBA IB 02 : INTERNATIONAL BUSINESS ENVIRONMENT AND FOREIGN EXCHANGE ECONOMICS**

**Max. Hours : 40**

### **Unit I (8 Sessions)**

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

### **Unit II (12 Sessions)**

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.  
Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

### **Unit III (8 Sessions)**

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

### **Unit IV (12 Sessions)**

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

### **SUGGESTED READINGS:**

- 1) Agarwal Raj - International Trade (Excel, 1<sup>st</sup> Ed.)
- 2) Hill C.W. - International Business (TMH, 5<sup>th</sup> Ed.)
- 3) Daniels - International Business (Pearson, 1<sup>st</sup> Ed.)
- 4) Black J - International Business Environment (Prentice Hall)
- 5) Bhalla V.K. - International Business Environment (Anmol)

## **MBA IB 03 : EXPORT MANAGEMENT AND DOCUMENTATION**

**Max. Hours : 40**

### **Unit I (12 Sessions)**

#### **Introduction to Export Management:**

Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export.

#### **Selection of Products and Identification of Export Markets:**

Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

### **Unit II (8 Sessions)**

#### **Export Marketing Channels and Export Sales Contract:**

Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

### **Unit III (8 Sessions)**

#### **Export Finance and Pricing**

Pre-shipment Finance, Post-shipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports.

### **Unit IV (12 Sessions)**

#### **Formalities of registration and Export Documentation**

Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's  
Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

### **SUGGESTED READINGS**

- 1) Cherunilam, F - International Trade and Export Management (Himalaya, 2007)
- 2) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9<sup>th</sup> Ed.)
- 3) Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 4) Keegan J Warren – Global Marketing Management (Pearson, 7<sup>th</sup> Ed.)



## **MBA IB 04 : INTERNATIONAL LOGISTIC MANAGEMENT**

**Max. Hours : 40**

### **Unit I (8 Sessions)**

#### **Introduction to Logistic System:**

Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

### **Unit II (12 Sessions)**

#### **Structure of Shipping Industry and World Seaborne Trade:**

Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of a Shipping Company.

Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

### **Unit III (8 Sessions)**

#### **Freight Structure and Role of Intermediaries:**

Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

### **Unit IV (12 Sessions)**

#### **Indian Shipping and Containerization:**

Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo.

Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

#### **International Air transport:**

Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

#### **SUGGESTED READING:**

1. Johnson J, Wood D- Contemporary Logistics.
2. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)
3. Krishnaveni Muthiah- Logistics Management and World Seaborne Trade (Himalaya, 2007)

## MBA OP 01 : INSURANCE & RISK MANAGEMENT

Max. Hours : 40

### UNIT - I (10 sessions)

**Introduction and Scope of Insurance-** Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors.

**Principles of Life Insurance and Governance of Insurance Business.**

### UNIT - II (12 sessions)

**Financial Aspects of Insurance Management-** Role of Financial Institutions, Insurance Companies, Financial Market, Structure and functions, Mutual Funds, Housing Finance.

**Important Life Insurance Products and General Insurance Products**

**Determination of Premiums and Bonuses**

**Various Distribution Channels**

### Unit - III (10 sessions)

**Risk Management and Underwriting**

**Role of Actuaries-** Product framing, Underwriting guidelines, Re-insurance

**Preparation of Insurance Documents**

**Policy Conditions**

### UNIT - IV (8 sessions)

**Settlement of Claims**

**Insurance Laws and Regulations with respect to following Acts.**

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Consumer Protection Act 1986, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874.

Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies

### Suggested Readings:

1. Mishra M.N. - Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)
2. Ganguly Anand - Insurance Management (New Age International Publishers, New Delhi)
3. Vaughan & Vaughan - Fundamentals of risk & Insurance (John Wiley & Sons, New York)
4. Srivastava D.C., Srivastava Shashank - Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)
5. Kakkar, Bisen - Insurance & Risk Management (New Age Publication, New Delhi)

## **MBA OP 02 : HOSPITALITY MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (8 Sessions)**

Hospitality Management/Industry: Introduction of the Hospitality Industry, Origin & Nature, Evolution and Growth of Hospitality Industry, Hospitality Industry in Today's Scenario, Importance of Hospitality Management, Training for Hospitality Management

### **UNIT II (8 Sessions)**

Tourism and Hospitality: Definition of Tourism, Evolution of Tourism Industry, Components of Tourism, Concept of Domestic & International Tourism, Basic Travel Regulation, Significance & Impacts of Tourism: Socio – Cultural, Economic & Environmental, Typologies of Tourism, Travel Motivators, Tourism Products of India (World Heritage Countries).

### **UNIT III (12 Sessions)**

Hotel Management: Overview of the Accommodation Industry, Hotel Organization Structure, Classification of Hotels, Departments of Hotel, Hotel Categories – Star Rating, , Types of Hotel Rooms, Plans & Rates, Front Office & its Co-ordination with Other Departments

Food & Beverages: Organization Chart of House Keeping Departments, Responsibilities, Traits & Duties of House Keeping Staff, Knowledge of other Departments, Menu, The cover, Service Equipments: Linen, Furniture, Chinaware, Glassware, Tableware, Briefing, Banquets, Alcoholic & Non Alcoholic Beverages, Conference & Convention Management

### **UNIT IV (12 Sessions)**

Laws & Guidelines: Recognition of Travel Agency, Tour Operator and Travel Guide License & Permits required for Hotels National & International Organization: IATA, PATA, ICAO, WTO, UFTAA, FHRAI, TAAI.

Marketing for Hospitality and Tourism: Service Characteristics, Segmentation, Targeting and Positioning of Hospitality Industry, Marketing Mix and Marketing Strategies for Hospitality and Tourism.

### **Suggested Reading:**

1. Stephen Ball, Jones Peter, Kirk David and Lockwood Andrew - Hospitality Operations: A System Approach (Cengage Learning, 1<sup>st</sup> Ed.)
2. James A. Bardi - Hotel Front Office Management (Wiley)
3. G. Raghubalan, Smritee Raghubalan - Hotel House Keeping (Oxford University Press)
4. Sudhir Andrews - Hotel House Keeping Training Manual (Tata Mc Graw Hill, 1<sup>st</sup> Ed.)
5. Negi Jagmohan - Hotel and Tourism Laws (Frank Brothers)
6. Michael Flynn, Caroline Ritchie - Public House and Beverage Management (Butterworth)
7. Lee-Ross Darren - HRM in Tourism and Hospitality (Cengage Learning, 1<sup>st</sup> Ed.)
8. Kotler Philip, Bowen John and Makens James - Marketing for Hospitality and Tourism (Pearson Education, 3<sup>rd</sup> Ed.)

## **MBA OP 03 : PROJECT MANAGEMENT**

**Max. Hours : 40**

### **Unit 1(8 Sessions) Basic Concept**

Concept of a project, categories of project, project development cycle. The concept of project management ,tools & techniques of project management. Forms of project organizations.

### **Unit II(12 Sessions) Project Formulation**

Project identification, Project formulation and preparation : Market and demand estimation, market survey, demand forecasting technical factors-Material inputs, technology, production, plant capacity, location and site, civil works, charts, layouts, work schedule, cost of project, means of financing, estimates of cost, financial projections.

### **Unit III (10 Sessions) Process of Project Appraisal**

Technical ,Economic, Financial, Legal and Social appraisal of the Industrial Projects, Problems arising due to rate of discount, wage–rate, exchange rates, treatment of taxes, social cost-benefits, treatment of risk and uncertainty, sensitivity analysis and probability approach single as well as multiple projects.

### **Unit IV (10 Sessions) Implementation, Monitoring and Control of Projects**

Project scheduling, network techniques for resource and cost budgeting and scheduling, project management teams and coordination. Monitoring and post implementation, evaluation of the project ,project financing.

### **SUGGESTED READINGS**

1. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5<sup>th</sup> Ed.)
2. Mohsin M. - Project Planning and Control (Vikas)
3. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
4. Chaudhary, S – Project Management (Tata Mc Graw Hill)
5. Young TL – The Hand Book of Project Management (Kogan Page)

## **MBA OP 04 : RURAL MANAGEMENT**

**Max. Hours : 40**

### **UNIT I (6 Sessions)**

Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate Interest in Rural Market, Classification of Rural Product and Rural Market.

Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication.

### **UNIT II (14 Sessions)**

Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index, Lin-Quest and MICA Rating, Targeting, Selection of Segments, Product, Pricing and Promotion Strategies.

### **UNIT III (8 Sessions)**

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing,

### **UNIT IV (12 Sessions)**

Marketing Research, Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report.

Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.

### **Suggested Readings-**

1. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
2. Prag P A - Rural Diversification (EG Books)
3. Thorner Daniel and Momer Alice - Land and Labour in India (Asia Publishing House)
4. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
5. Gopaldaswamy T.P. - Rural Marketing Environment, Problems and Strategies (Vikas, 1<sup>st</sup> Ed.)