



SHRI RAMDEOBABA COLLEGE OF ENGINEERING AND MANAGEMENT, NAGPUR

An Autonomous College of Rashtrasant Tukadoji Maharaj
Nagpur University, Nagpur, Maharashtra, India

TEACHING SCHEME & SYLLABUS 2014-15

DEPARTMENT OF MANAGEMENT TECHNOLOGY (DMT)
MASTER OF BUSINESS ADMINISTRATION



Published by

Dr. R.S. Pande

Principal

Shri Ramdeobaba College of Engineering & Management
Ramdeo Tekdi, Gittikhadan, Katol Road, Nagpur - 440 013

Ph. : 0712-2580011 Fax : 0712 - 2583237

ISO 9001 : 2008 CERTIFIED ORGANISATION

About the department

An era of excellence dawned with the birth of the Department of Management Technology (DMT). It was established under aegis of Shri Ramdeobaba Kamla Nehru Engineering College with the dream of nurturing and developing managerial talent. The MBA full time program is designed to equip students with domain knowledge of management in different business discipline & to develop leadership skills to enable students to make decisions in complex environment.

The Department Management Technology (DMT) has received Overall ranking of 107 across India. It is ranked 19th in Western India, 2nd in Vidarbha & Ranked 1st in the various Institutes Affiliated to RTM Nagpur University. In Industry Institute Interaction category DMT has been ranked 90th position in Western India by Business world 25th June 2012.

Vision:

We envisage Department of Management Technology to be a Place of Learning imparting management education of highest standard, most relevant at all times to meet the needs of the industry of suitable, efficient and ethical human resources.

Mission:

To impart quality education in the field of management by continuously updating the course contents to match the needs of industry and to develop industry institute interaction for mutual benefit for enhancement of knowledge, research, acumen and employability of the students

Programme Education Objectives & Outcomes (Department of Management Technology)

PROGRAM EDUCATION OBJECTIVES

- To develop understanding of the body of knowledge in the functional areas of business.
- To develop leadership, teamwork and supervision skills.
- To inculcate managerial skills, decision making and problem solving capabilities.
- To develop an understanding of and ability to use technology as a tool of effective management.
- To develop business communication and interpersonal skills.
- To develop professionalism, social and ethical values at work.

PROGRAM EDUCATION OUTCOMES

- MBA graduates will demonstrate domain knowledge in each of the functional areas of business
- MBA graduates will demonstrate business related behavioural skills including leadership, interpersonal and teamwork.
- MBA graduates will demonstrate the ability to evaluate the business environment, then choose and utilize decision making techniques that is appropriate for the given situation.
- MBA graduates will demonstrate their ability to use technology for effective management
- MBA graduates will demonstrate interpersonal, oral and written communication skills.
- MBA Graduates will demonstrate professional expertise, ethical behaviour and social responsibility.

SCHEME OF EXAMINATION OF MASTER OF BUSINESS ADMINISTRATION

Semester Pattern

I Semester Master of Business Administration

| Sr. No. | Code | Course | L | T | P | Credits | Maximum Marks | | | Exam Duration |
|---------|--------|-----------------------------------|-----------|----------|----------|-----------|---------------------|--------------|-------|---------------|
| | | | | | | | Internal Assessment | End Sem Exam | Total | |
| 1 | MBT501 | Perspective of Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 2 | MBT502 | Marketing Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 3 | MBT503 | Human Resource Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 4 | MBT504 | Information Technology Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 5 | MBT505 | Financial Accounting | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 6 | MBT506 | Managerial Economics | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 7 | MBT507 | Business Legislation | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 8 | MBT508 | Financial Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 9 | MBP501 | Business Communication | 0 | 0 | 2 | - | - | - | - | - |
| | | Total | 24 | 8 | 2 | 56 | | | | |

Semester Pattern

II Semester Master of Business Administration

| Sr. No. | Code | Course | L | T | P | Credits | Maximum Marks | | | Exam Duration |
|---------|--------|--|-----------|----------|----------|-----------|---------------------|--------------|-------|---------------|
| | | | | | | | Internal Assessment | End Sem Exam | Total | |
| 1 | MBT509 | Organization Behavior & Development | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 2 | MBT510 | Environment Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 3 | MBT511 | Quantitative Decision Making & Business Research | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 4 | MBT512 | Applied Operations Research | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 5 | MBT513 | Strategic Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 6 | MBT514 | Cost & Management Accounting | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 7 | MBT515 | Operations Management | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 8 | MBT516 | Entrepreneurial Development & Business Ethics | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| 9 | MBP502 | Computer Applications in Management | - | - | 2 | - | - | - | - | - |
| | | Total | 24 | 8 | 2 | 56 | | | | |

III Semester Master of Business Administration

| Course | L | T | P | Credits | Maximum Marks | | | Exam Duration | |
|--|--------------|-----------|----------|----------|---------------------|--------------|-------|---------------|--------|
| | | | | | Internal Assessment | End Sem Exam | Total | | |
| Specialization 1 (4 Papers) | | | | | | | | | |
| Four Electives from the Specialization groups offered (Please refer list of Electives) | Elective I | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective II | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective III | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective IV | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| Specialization 2 (4 Papers) | | | | | | | | | |
| Four Electives from the Specialization groups offered (Please refer list of Electives) | Elective I | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective II | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective III | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective IV | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| Summer Internship of 4 weeks | MBP602 | - | - | - | 5 | - | - | - | - |
| Total | | 24 | 8 | 0 | 61 | | | | |

IV Semester Master of Business Administration

| Course | L | T | P | Credits | Maximum Marks | | | Exam Duration | |
|---|-------------|-----------|----------|----------|---------------------|--------------|-------|---------------|--------|
| | | | | | Internal Assessment | End Sem Exam | Total | | |
| Specialization 1 (2 Papers) | | | | | | | | | |
| Two Electives from the Specialization groups offered (Please refer list of Electives) | Elective V | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective VI | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| Specialization 2 (2 Papers) | | | | | | | | | |
| Two Electives from the Specialization groups offered (Please refer list of Electives) | Elective V | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| | Elective VI | 3 | 1 | 0 | 7 | 40 | 60 | 100 | 3 Hrs. |
| MBP 601 | Project | - | - | 7 | 14 | 100 | 100 | 200* | 3 Hrs. |
| Total in Semester | | 12 | 4 | 7 | 42 | | | | |

*Project Assessment

| | | |
|--------------------------------------|------------|---------------------------------|
| | Marks | |
| Viva-Voce | 50 | Assessment by External Examiner |
| Project defense through Presentation | 50 | |
| Overall Project Valuation | 100 | Assessment by Internal Examiner |
| Total Marks | 200 | |

List of Electives

Students have to opt any two Specializations. In Semester III students will be taught four Electives from each specialization selected. In Semester IV students will be taught two Electives from each specialization selected.

Second Year – Elective Subjects

| Course Code | Elective |
|----------------------------------|--|
| Marketing Management | |
| MBT601-1 | Integrated Marketing Communication |
| MBT601-2 | Brand Management |
| MBT601-3 | Retail Management |
| MBT601-4 | Sales & Distribution Management |
| MBT601-5 | Service Marketing |
| MBT601-6 | Rural Marketing |
| MBT601-7 | Consumer Behavior & Marketing Research |
| MBT601-8 | Customer Relationship Management |
| Finance | |
| MBT602-1 | Corporate Taxation |
| MBT602-2 | Security Analysis & Portfolio Management |
| MBT602-3 | International Financial Management |
| MBT602-4 | Financial Risk Management |
| MBT602-5 | Project Planning & Financing and Mergers & Acquisition |
| MBT602-6 | Indian Banking And Financial System |
| MBT602-7 | Financial Services & Merchant Banking |
| MBT602-8 | Management Control System |
| Human Resource Management | |
| MBT603-1 | Performance Management & Compensation |
| MBT603-2 | Management of Change and Organizational Effectiveness |
| MBT603-3 | Group Behavior & Translation Analysis |
| MBT603-4 | Training & Development Practice |
| MBT603-5 | Industrial Relations & Labour Legislation |
| MBT603-6 | Human Resource Strategies & Systems |
| MBT603-7 | Human Resource Planning |
| MBT603-8 | International HRM |

| Course Code | Elective |
|------------------------------|-------------------------------|
| Operations Management | |
| MBT604-1 | Operations & Planning Control |
| MBT604-2 | Supply Chain Management |
| MBT604-3 | Services Operation |
| MBT604-4 | Project Management |
| MBT604-5 | Quality Management |
| MBT604-6 | World Class Manufacturing |
| MBT604-7 | ERP |
| MBT604-8 | Advanced Operation research |

| International Business | |
|-------------------------------|---|
| MBT605-1 | International Financial Markets |
| MBT605-2 | Foreign Exchange Management |
| MBT605-3 | International Marketing |
| MBT605-4 | Export Import Procedures, Documentation & Logistics |
| MBT605-5 | International Economic Organizations |
| MBT605-6 | India's Foreign Trade Policy |
| MBT605-7 | Managing International Business Organizations |
| MBT605-8 | International Logistics Management |

| CourseCode | Elective |
|---|-------------------------------------|
| Entrepreneurship and Family Business | |
| MBT606-1 | Dynamics of Family Business |
| MBT606-2 | Legal & Tax Environment |
| MBT606-3 | Financing of an Emerging Enterprise |
| MBT606-4 | Managing Human Capital |
| MBT606-5 | Industrial Marketing |
| MBT606-6 | Business Operations |
| MBT606-7 | Cost Management & Control Systems |
| MBT606-8 | Business Communication |

Syllabus of Semester I, MBA (Master of Business Administration)

Course Code: MBT501

Course: Perspective Management

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of the evolution of management, its history, and the development of important concepts.
2. Exposure to the practice of management in contemporary organizations from a conceptual, analytical perspective.
3. Ability to analyze and understand management as well as exploring and developing their own personal philosophy of management.

Unit – I :

Introduction to Management : Nature – Function – Definition – Importance of Management – Scope of Management – Is management a science or art? – Management Functions and skills – Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments).

Unit – II:

Planning & Decision Making Planning : Concept – Nature – Importance – Types of Planning – Strategic and Operational Plans (Policy, Procedures, Methods, Rules, Budget, Mission, Objectives) – Process of Planning – Barriers to effective planning – Making Planning effective – Planning Premises (Concept & types).

Unit – III:

Organizing : Concept – Principles involved – Types of organization structure - Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Accountability - Authority, relationship – Line function and staff – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each – Span of control – Pros and cons of narrow and wide spans of control.

Unit – IV:

Decision Making : Concept – Types – Approaches to Problem Solving - Steps involved– methods of decision making – Committee Decision Making.

Unit – V:

Coordination & Directing : Importance and need for coordination – Principles of coordination – Methods of achieving effective coordination. Concept of Direction – Importance – Principles – Effective supervision – Quality of work life – Morale Building – Concept of Leadership – Leadership Styles – Leadership development.

Unit – VI:

Control : Concept – Planning and Control relationship – Types of control ((a) Feed forward control (b) Concurrent Control (c) Feedback Control) – Process of Control – Problems of Control Process – Requirements of Effective control – Comparative study of main features of Japanese Management and Z culture of American Companies.

Text Book:

1. Principles and Practice of Management: L M Prasad, Sultan Chand & Sons educational, New Delhi

Reference Books:

1. Management Theory and Practice: P SubbaRao, Himalaya Publishing House
2. Principles of Management: Dr. NeeruVasishth, Taxmann's Publication
3. Management Principles, Processes and Practices: Anil Bhat&Arya Kumar, Oxford Publications



Course Code: MBT502
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Marketing Management
Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Ability to apply knowledge of the key marketing concepts to business situations.
2. Ability to apply theories of consumer behavior to the formulation of effective marketing strategies.
3. Understanding of the role of IMC in the overall marketing program.
4. Understanding of the process of marketing control and audit.

Unit – I:

Understanding Marketing Management: Core Concepts of Marketing, nature and concept of Marketing, Marketing Mix, Service Marketing, Steps in the Marketing Process, Nature and contents of marketing plan, Scanning the Marketing environment.

Unit – II:

Consumer Behaviour: Consumer behaviour, buying decision process, organizational buying, Customer Relationship Management, marketing research and demand forecasting.

Unit – III:

Market Positioning: Market Segmentation and Targeting, Positioning & Repositioning; Marketing Strategies.

Unit – IV:

Product Management: Meaning of product, product classification, product levels, product policies, Product life cycle and new product development, Product differentiation.

Unit – V:

Pricing, IMC & Distribution: Pricing objectives, methods and pricing policies; Channel design and management, Understanding the communication process, Managing advertising; Sales promotion, Public relations and direct marketing.

Unit – VI:

Market Evaluation and Controls: Types, process, obstacles to marketing control - Marketing Audit, Social, Ethical and Legal Issues in Marketing.

Text Book:

1. Marketing Management-A South Asian Perspective: Philip Kotler, Kevlin Lane Keller, Prentice Hall

Reference Books:

1. Marketing Management-Planning, Implementation and Control: V.S. Ramaswamy and S. Namakumari, McMillan
2. Marketing Management: Rajan Saxena, Tata McGraw-Hill
3. Introduction to Marketing Management: Adrian Palmer, Oxford University Press.
4. Basic Marketing 15th edition: William D Perreault R, Tata McGraw-Hill

Syllabus of Semester I, MBA (Master of Business Administration)

Course Code: MBT503

Course: Human Resource Management

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of roles and responsibilities of HR department in organization.
2. Better understanding of basic concepts of HRM.
3. Ability to apply theoretical concepts to real life situation.

Unit – I:

The Strategic Role of HRM: Nature, scope, objectives, importance and functions, Human resource as an asset in organization, Evolution of the concept of HRM, Human resource management in India; Strategic HRM, Strategic roles of HR manager, Qualities of HR Manager.

Unit – II:

Job Analysis & Design: Job Analysis – Meaning, Uses, Process and methods of collecting data for job analysis, Job Description, Job Specifications, Factors affecting Job Design, Techniques of Job Design.

Unit – III:

Job Evaluation and Human Resources Planning: Objectives of Job Evaluation; Job Evaluation Methods; Advantages and Limitations of Job Evaluation. Human Resources Planning; Need for Human Resources Planning; Process of Human Resources Planning; Human Resource Planning System; Responsibility for Human Resource Planning.

Unit – IV:

Recruitment & Selection: Framework for Procurement; Recruitment Policy; Factors Affecting Recruitment; Sources of Recruitment; Problem of The 'Sons of The Soil'; Selection Process, Methods of selection – Interviews, Tests and assessment of effectiveness of selection tools. Induction Program, Problems in Induction, Requisites of effective Induction.

Unit – V:

Employee Growth & Development Training: Introduction of Training; Objectives and Importance of Training; Classification of Training Methods/Techniques; Need and Importance of Management Development, Techniques of Management Development, Reasons of Training Failure; Improving Effectiveness of Training.

Unit – VI:

Employee Remuneration: Compensation (Direct & Indirect), Employee Benefits: Meaning, Types of Benefits & Services, Incentive Payments: Incentive Plans, Employee Welfare & Social Security.

Text Books :

1. Human Resource Management: P. Jyothi, Publication, Oxford University Press.
2. A Text book of Human Resource Management: C.B. Mamoria& S. V. Gankar, Himalaya Publishing House

Reference Books :

1. Human Resource Management, Ninth Edition L: R. Wayne Mondy, Robert M, Noe, Pearson Education
2. Human Resource and Personnel Management-Text and cases: K. Aswathappa, McGraw- Hill Publishing co. ltd.



Course Code: MBT504

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Information Technology Management

Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Ability to examine, analyze, and evaluate the impact of information technology on the operational, management and strategic components of a business.
2. Ability to use IT as management tool in business.

Unit – I :

Information Technology Concept: IS Concepts & Definitions, Quality of information, Classification and types of IS, IT support to Business Process & People, IS Infrastructure; Architecture, Working of Internet; Search Engines, E-Mails, Video Conferencing, Web-Meetings.

Unit – II:

Managing Data: Data Management, File Management System, Document Management, DBMS/RDBMS, DBMS Model, Data Mining, Data Warehousing, Data Marts, Data Centers, BI, DSS.

Unit – III:

E-Business & E-Commerce: Overview of E-Business & E-Commerce, E-C Transaction Models, Revenue Models, E-C Mechanisms, Payment & Order Fulfillment, Marketing, Ethical & Legal Issues, M-Commerce.

Unit – IV:

Information Security: Concepts, Importance of Information security, Virus & Anti-Viruses, Cryptography and Data Encryption, Firewall, Digital Signature, Cyber-crimes, Basics of IT-Act-2000 and subsequent amendments, Securing information in Organization, Business Continuity & Disaster Recovery Planning, Auditing & Risk Management.

Unit – V:

IT Strategy & Planning: Alignment of Business and IT Strategy, IT Strategy Initiation, IT Strategy Planning, Outsourcing, Offshoring & IT Subsidy.

Unit – VI:

Emerging Technologies & Trends: ERP, CRM, e-Learning, e-Governance, Knowledge Management, BPO, KPO, LPO, Wireless Networks: WiFi, WiMax, Cellular, 3G/4G, Emerging Computing Environments, Social Networking.

Text Book:

1. Information Technology for Management, 7th Edition, Efraim Turban, Linda Volonino, Wiley India

References Books :

1. Management Information System: W. S. Jawadekar, Tata McGraw Hill
2. Database System Concepts: A. Silberschatz, H. F. Korth, S. Sudarshan, McGraw-Hill Companies Inc.
3. e-Business: Dr. Ravi Kalakota & Marcia Robinson, Pearson Education
4. ERP Demystified: Leon, Tata McGraw-Hill
5. Cryptography & Network Security, AtulKokate, Tata McGraw Hill



Course Code: MBT505
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Financial Accounting
Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of fundamental concepts of accounting.
2. Ability to prepare, analyse and present financial statements for managerial decision making.
3. Understanding of legal and statutory requirements.

Unit –I : Introduction to Accounting, Book keeping & Recording - Meaning, Scope and importance of Financial Accounting. Financial Accounting - concepts and conventions, classification of accounts, Accounting Policies & Standards and IFRS.

Unit –II: Basics of Accounting: Rules and principles governing Double Entry Book-keeping system, Meaning, Preparation of Journal, Ledger , Single Column Cash and Bank Books & Trial balance,.

Unit-III: Rectification of Errors and Inventory Management: Rectification of Errors and Introduction to Inventory management, causes, need, purposes, effective methods & systems of inventory.

Unit IV: Bank Reconciliation Statement: Bank reconciliation statement(cash & Pass book), causes of difference , and introduction to amended cash & pass book.

Unit V: Depreciation– Introduction to Depreciation, causes, need, factors determining effective methods, change of method, & accounting treatment.

Unit VI: Final Account of Joint Stock Companies – Vertical Financial Statements of Joint Stock Companies – contents, and preparation of Vertical Profit & Loss Statement and Vertical Balance Sheet.

Text Book:

1. Advanced Accounting, Dr. Ashok Sehgal, Dr. Deepak Sehgal, Vol -I, Taxmann's

Reference Books:

1. Advanced Accounting, Dr. Ashok Sehgal, Dr. Deepak Sehgal, Vol -II, Taxmann's
2. Financial, Cost and Management Accounting, Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House
3. Management Control System by Sekhar, TM1FT, New Delhi
4. Advanced Accounts Volume II by M.C. Shukla, T.S. Grewal, S.C. Gupta S. Chand and company, New Delhi.
5. Management Accounting, Principles & Practice by Sharma R.K. & Gupta S.K.
6. Advanced Accounts Volume II: M.C. Shukla, T. S. Grewal, S.C. Gupta S. Chand and company, New Delhi.
7. Management Accounting, Principles & Practice: Sharma R.K & Gupta S.K.
8. Management control System: Robert N. Anthony, TMH, New Delhi



Course Code : MBT506

L:3 Hr., T:1 Hrs., P:0 Hrs., Per week

Course: Managerial Economics

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of the basic theoretical framework of micro economics.
2. Understanding of tools and techniques of micro economic concepts towards economic analysis and their applications in business.
3. Understanding of the application of macro economic concepts towards economic policy formulation.
4. Knowledge of the decision making process of the firm in different competitive contexts and markets.

Unit – I:

Nature and fundamental concepts: Analysis of Demand, Significance, estimation of demand; Elasticity of Demand, Techniques and Importance of Demand forecasting; Basic Mathematical Problems related to demand estimation and elasticity of demand.

Unit – II:

Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale.

Unit – III:

Market Structures: Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly - kinked demand curve and cartels, Mathematical Problems on profit maximization and Price & Output determination under various market structures. Concept, Causes & Impact, Measures to control Business cycles.

Unit – IV:

Pricing: Cost plus pricing, incremental pricing, transfer pricing and price discrimination.

Unit – V:

Monetary & Fiscal Policy: National Income Accounting - Concept & measurement; Determination of Income & Employment; Concept of multiplier; Inflation and Deflation, types, causes and control of inflation. Monetary and fiscal- objectives and Instruments; Effectiveness of Monetary & Fiscal Policy with respect to Indian Economy.

Unit – VI:

International Trade: Justification for International Trade, Foreign Capital flows & Balance of Payment- Methods to correct Disequilibria; Exchange Rate: Fixed & Flexible; Convertibility of Rupee (Current & Capital Account). Present scenario of Indian Economy.

Text Book:

1. Business Economics : Misra & Puri, Himalaya Publishing House.

References Books:

1. Managerial Economics: P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial economics in a Global economy: Dominick Salvatore, 2006, Thomson learning Press
3. Managerial Economics: Suma Damodran, Oxford University Press, New Delhi
4. Indian Economy: Mishra & Puri, 2007, Himalaya Publishing House
5. Managerial Economics: Dwidevi, TMH

Course Code : MBT507

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course : Business Legislation

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Basic knowledge of important business legislations and retained constitutional provisions.
2. Better understanding of legal provisions related to business.
3. Ability to form a new company and handle the legal affairs.

Unit – I:

Administration of law & legal system in India: Introduction to legal aspects of Business in general; Components of Legal System Freedom of Trade, Profession and Occupation (Constitutional Provisions).

Unit – II:

The Companies Act (1956): Definition & characteristics of a company, Kinds of Companies, Provisions relating to Registration :Memorandum of Association, Articles of Association; Lifting the Corporate Veil, Doctrine of ultra-vires, Indoor management & constructive notice, Concept & contents of Prospectus. Role & duties of promoter, Shares and Debentures – natures, kinds, transfer and transmission; Directors – Powers, position and duties.WindingUp of the Company.

Unit – III:

The Partnership Act (1932): Nature, Different types of partner, Difference between Partnership & Company, Reconstitution of **partnership firm**, **Dissolution of partnership firm**.

Unit – IV:

Indian Contract Act (1872): a) Definition (Sec.2) 7 Different types of contract b) Essential elements of a valid contract c) Competency to enter in contracts (Sec. 11 & 12).d) Consent – Free consent, Coercion, undue influence, fraud, misrepresentation, mistake (sec 13-23).Void Agreement (sec 24-30) f) Consequences of breach of contract (sec73-75).

Unit – V:

Intellectual Property Rights Act: Scope, Provisions & overview. Right to Information Act 2005 - Scope, Provisions & overview.

Unit – VI:

Consumer Protection Act: Scope, Provisions & overview. Definition of Consumer, Consumer Dispute & Consumer Complaint, Consumer Dispute Redressal machinery: Composition & jurisdiction.

Text Book:

1. A Manual of business Laws by: Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Himalaya Publishing House.

Reference Books:

1. Bare Acts: Govt. or Private publication
2. Mercantile Law 30th Ed.: M. C. Shukla, S. Chand & Co.
3. Business Law: N. D. Kapoor, S. Chand & Co.
4. Company Law 11th Ed.: Singh Avtar, Eastern Book Co., Lucknow
5. Business Law 2nd Ed.: M. C. Kuchhal, Vikas Publication House, New Delhi



Course Code: MBT508
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Financial Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Knowledge of the basics of Financial Management Concepts.
2. Understanding of concepts, approaches and the practical aspects useful in decision making.
3. Ability to apply the theoretical inputs to real life cases and situations.

Unit – I:

Introduction To financial Management - Concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management, Functional areas, Sources of financing - LONG TERM shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility), SHORT TERM bank finance, commercial paper & trade credit & bills discounting, INTERNAL: Retained earnings, Depreciation policies & Time Value of Money.

Unit – II:

Cost of Capital- Concept, meaning, principles & importance, Introduction to Trading on equity, Opportunity Cost of capital, Cost of different sources of finance, Weighted average cost of capital & factors affecting cost of capital

Unit – III:

Capital structure - Meaning, Theories of capital structure, concept of optimal capital structure, Computation of leverages, Capital gearing & leveraging, EBIT-EPS analysis

Unit – IV:

Financing & Dividend policies Decision- Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models - Gordon, Walter and Modigliani-Miller models and Stability of dividends.

Unit – V:

Working capital Management- Concept of working Capital, significance, types Adequacy of working capital, Factors affecting working capital needs, financing approaches for working capital, and Methods of forecasting working capital requirements.

Unit – VI:

Investment Decision - Capital budgeting - Nature and significance, techniques of capital budgeting —Pay Back Method, Accounting rate of return, Internal Rate of Return, DCF', Net Present Value and profitability index.

Text Book:

1. Financial Management by R. P. Rustagi, Forthrevised edition, Taxmann's Publication

Reference Books:

1. Financial Management by Khan & Jain, Tata Mcgraw Hill
2. Financial Management by Dr. P C Tulsian, S Chand
3. Financial Management by R P Rustagi, Galotia Publication
4. Financial Management by Ravi Kishore, Taxmann



Course Code:MBP501

L:0Hrs., T:0Hrs., P:2 Hrs., Per week

Course:Business Communication

Total Credits : 0

Course Outcomes :

At the end of the course students will have:

1. Understanding of the basic foundation in oral and written communication skills.
2. Understanding of the importance of reading and listening skills essential for managerial decision-making.
3. Understanding of Interpersonal communication, negotiation and persuasion skills for better results.

Unit – I:

Fundamentals of Communication: Communication and its Role in Business, Process of Communication, Forms of Communication, Media of Communication, Barriers to Communication.

Unit – II:

Oral Communication: Listening Skills, Group Communication, Public Speaking, Speeches and Presentations, Interpersonal & Interview Skills

Unit – III:

Written Communication: Effective Business Writing, Business Correspondence, resume Writing, Report Writing, Meeting, Notice, agenda, Minutes & resolution, Internal Communication Memos & Circulars.

Unit – IV:

Corporate Communication: Corporate communications, House Journals, Corporate Brochures, Information Booklet, Public Relations, Press Release and Press Conference.

Unit – V:

Enhancing Communication: Reading Skills, Business Etiquettes and Manners, Modern Means of Communication.

Reference Book:

1. Technical Communication: Meenakshi Raman, Sangeeta Sharma, Oxford University Press.



Course Code:MBT509
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course:Organizational Behaviour& Development
Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of the basic concepts of organization behaviour.
2. Better understanding of intrapersonal and interpersonal relations.
3. Clarity for group behaviour and dynamics.

Unit - I:

Introduction to OrganisationBehaviour: Definition, Importance, Scope, Fundamental Concepts of OB, Evolution of OB, Framework of OB & Different models

Unit - II:

Individual Behaviour& Motivation: Foundations of Individual Behaviour, Meaning of personality, Attitude–Development of personality – Attributes of personality, Definition, Importance, Motives – Characteristics, Classification of motives – Primary & Secondary motives. Theories of Motivation

Unit - III:

Perception, Attitudes and Values: Importance & Factors influencing Perception, Interpersonal Perception Types , Attitudes, Components of attitudes, Attitudes and behaviour, Attitudes and cognitive consistency, Job satisfaction as an attitude; development Values, Sources and types of values, Patterns and trends in values, Managing values and attitudes.

Unit - IV:

Group Dynamics & Conflict Management: Concept of Group & Team. Theories of Group Formation – Formal and Informal Groups.Importance of Team building. Conflict Management: Definition. Traditional vis- à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict.

Unit - V:

Organisation Culture: Organisation Climate, Factors Affecting Organisation Climate, Determinants & Measurement of Job Satisfaction

Unit - VI:

Organisation Change and Development: Characteristics & Objectives, Nature, levels and dilemmas of change, Pressures for change, The Domino effect, Responses to change, Force field analysis, Change process, Resistance to change, Dynamics of change. Pre-requisites of Organisation Development.

Text Book:

1. OrganisationBehaviour Text, Cases& Games: K Aswathappa, Himalaya Publishing House

Reference Books:

1. OrganisationBehaviour: Luthans 8th Tata McGraw Hill
2. OrganisationBehaviour: Robbins, 9th Pearson Education Asia
3. Principal of Organizational Behaviour: 4thEd. By R. Fincham –Oxford
4. OrganisationalBehaviour Human Behaviour at Work: Newstrom& Davis, 10th, Tata McGraw Hill



Course Code : MBT510

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course : Environment Management

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understating of need for environmental conservation & measures to protect the Environment.
2. Knowledge of Environmental Protection Act and importance of environmental protection as a social responsibility of the business.
3. Knowledge of the sustainable development, the way of leading the responsible citizen's life.

Unit - I:

Introduction to Environment Management: Definition, Scope & importance, Need for public awareness-institution in environment, Natural resources - Renewable and non-renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles; Preserving resources for future generations.

Unit - II:

Ecosystem & Biodiversity: Concept of an Ecosystem, Structure & functions of an ecosystem, Ecological succession; food chains, food webs and ecological pyramids; Types of Ecosystem Biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity– Consumption use value, Productive use value, Institution and conservation of Biodiversity.

Unit - III:

Human population & environment: Global population growth, Family welfare Programmers-methods of sterilization; Urbanization, Environment & human health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in food, Human rights –Equity, Nutrition and health rights, intellectual property rights (IPRS), Community biodiversity registers (CBRs); Information technology in environment and human health.

Unit - IV:

Environment legislation: Ministry of Environment & Forests, Environmental (Protection) Act, The Water (Prevention and Control of Pollution); The Wildlife Protection Act; Forest Conservation Act; Issues involved in enforcement of environmental legislations; Environment Impact Assessment; Environmental Auditing; Clearance / Permission for establishing Industry, Public hearing.

Unit - V:

Pollution: Air Pollution: Definition Air pollution, causes, effects & control, Soil Pollution:-Definition, causes, effects & control; Waste land Management; Water and marine Pollution - Definition , causes, effects & control; Noise, Thermal & Nuclear Pollution - Definition Sources or Causes effects and control. Definition of thermal pollution; Definition of nuclear pollution.

Unit - VI:

Social issues and environment: Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Conservation: energy, water, forest, soil, strategies for conservation Equity disparity; Urban and rural equity issues; Need for gender equity; Public awareness, Fundamentals–sustainable development, Unsustainable to sustainable development.

Text Book:

1. Environmental Studies: R Rajagopalan, By Oxford

Reference Books:

1. Environment Management: N K Uberoi, Excel Books
2. A text book of Environment: K M Agrawal, P K Sikdar, S C Deb, Macmillan
3. Environment Management: Dr. Swapan Deb, Jaico Publishing House.
4. Environmental Management: S K Agrawal, A.P.H. publishing Corporation.



Course Code:MBT511

Course:Quantitative Decision Making & Business Research

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Mathematical skills to model and analyze various complex problems that are encountered in the business environment.
2. Understanding the importance of identifying and explicitly stating the objectives, assumptions and constraints in the decision making process of research.
3. Relevant techniques and skill for identifying problems, hypotheses and information needs.
4. Ability to systematically collect data, analyze and interpret data.

Unit I:

Introduction to Business Research: Definition; Nature and Scope of Business Research; The Five Basic Words of Research- Population, Sample, Parameter, Statistic, Variable; The Research Process; Types of research, Types of Research Design, Basic principles of experimental Design. Data Collection: Secondary and Primary Data; Primary Data Collection Instruments. Report Writing: Research report ingredients and constructions of research report.

Unit II:

Sample Design & Scaling: Sampling: Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors, Scaling & Scale Construction Technique: Levels of measurement - Nominal, Ordinal, Interval, Ratio; Concept of Scale - Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales - Ranking Scales - Paired Comparison. Concept of Reliability & Validity.

Unit III:

Hypothesis Testing : Procedure, Formulation of The Null and Alternative Hypotheses, Test Statistic, Decision-Making Risks-Type I Error, Type H Error, Types of Hypothesis Tests - About a single, About difference of means, Paired sample, about Proportions, concerning Variance, Chi Square test, One way ANOVA.

Unit IV:

Multivariate Analysis: Introduction, Procedure and SPSS Analysis: Factor analysis, Discriminant Analysis, Cluster analysis, Conjoint Analysis.

Unit V:

Frequency Distribution & Central Tendency- Arithmetic Mean, Median, Mode, Comparison of Mean, Median and Mode. Measures of Dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variance. Measure of Skewness (Karl Pearson only).

Unit VI:

Regression and Correlation Analysis - Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate. Correlation: Karl Pearson's Method, Coefficient of Determination, Rank Correlation.

Text Book:

1. Research Methodology By C R Kothari (New Age International Publishers)

Reference Books:

1. Research Methodology By R. Paneerselvam (Prentice Hall of India Pvt. Ltd)
2. Business Research Methods By Zikmund (Thomson Learning Books)
3. Research Methodology By Dr. Deepak Chawla & Dr. Neena Sondhi (Vikas Publishing House Pvt. Ltd)
4. Marketing Research By Maihotra & Dash (Pearson Publication)
5. Research Methodology : Chawla & Sodhi, Vikas Publications.



Course Code:MBT512
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course:Applied Operations Research
Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Student will be able to understand a business problem and will be able to formulate a solution model for the same
2. Student will be able to reach a Point of Decision and help the management in making scientific and informed decisions

Unit I:

Linear Programming problem, Formulation of problem, Graphical method, Simplex Technique, Interpretation, Duality

Unit II:

Sensitivity Analysis, Change in Objective Function, Availability of resources, Input-output coefficients, etc.

Unit III:

Decision Theory and Decision Tree Analysis, Types of Decision Making Environments, Optimism. Pessimism, Decision Making under risk, Posterior Probabilities, Decision Tree Analysis, Decision Making with Utilities.

Unit IV:

Game theory, Saddle point, Dominance rule, Algebraic method, arithmetic method, Method of matrices, Graphical method.

Unit V:

Simulation, Monte Carlo Simulation Technique, Stochastic Simulation and Random Numbers, Types of Simulation Problems, Advantages, Disadvantages

Unit VI:

Dynamic Programming, Resource Allocation, Decision Making using Dynamic Programming

Text Book:

1. Introduction to Operations Research: Hillier & Liberman, McGraw Hill

Reference Books:

1. Operations Research: Hira and Gupta, S. Chand & Co.
2. Quantitative Techniques in Management: N. D. Vohra, Tata McGraw Hill
3. Operations Research: Paneersevam, Prentice Hall of India
4. Operations Research: J. K. Sharma, McMillan



Course Code:MBT513
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course:Strategic Management
Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of the integrative nature of strategic management.
2. Understanding of the importance of environmental and industry analysis in formulating strategy and ability to analyze internal and external environment.
3. Ability to generate and evaluate strategic alternatives and construct strategy-implementation plans.
4. Understanding of the role of leadership, organizational structure and change management in strategy implementation.

Unit - I:

Overview of Strategic Management: The nature and value of Strategic Management, the Strategic Management Process, Defining the Company's Mission and Social Responsibility.

Unit - II:

The External Environment: Remote Environment, Industry Environment, Industry Analysis and Competitive Analysis, Operating Environment.

Global Environment: Why firm globalize, Global strategic planning, Competitive strategies in foreign markets.

Unit - III:

Internal Analysis: Resource based view of the firm, Value Chain Analysis, SWOT Analysis.

Unit - IV:

Long-Term Objectives and Grand Strategies: The Value Disciplines, Grand Strategies, Corporate Combinations.

Unit - V:

Strategic Analysis and Choice in Single or Dominant-Product Businesses: Building Sustainable Competitive Advantages, Evaluating and choosing Business Strategies, Strategy Choices.

Strategic Analysis and Choice in the Multi-business Company: The portfolio approach, Leveraging capabilities and core competencies, Strategic analysis and choice in multi-business companies.

Unit - VI:

Implementing Strategy : Objectives, Tactics, Outsourcing, Policies, Rewards, Employee empowerment, Structuring an Effective Organization, Organizational Leadership, Organization Culture, Strategic Control, Innovation, Continuous improvement.

Text Book:

1. Strategic Management: John A. Pearce II, Richard B. Robinson Jr. and AmitaMital, Tata McGraw Hill Publications

Reference Books:

1. Strategic Management: Adrian Haberberg and Alison Rieple, Oxford University Press
2. Strategic Planning & Formulation of Corporate Strategy: V S Ramaswami, S Namakumari, Publication-Macmillan, India.
3. Strategic Management: Anthony Henry, Oxford University Press
4. Strategic Management and Business Policy: AzharKazmi, Tata McGraw Hill Publications
5. Contemporary Strategy Analysis: Robert Grant, John Wiley Publications.

Course Code:MBT514

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Cost and Management Accounting

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of business operations.
2. Understanding of the applicability of Cost and Management Accounting in business.
3. Understanding of concepts, costing techniques and the practical aspects useful in decision making.

Unit I:

Introduction: Meaning, Scope and importance of Management Accounting. Difference between Financial Accounting & management Accounting, role of management accountant.

Unit II:

Financial Statement analysis & Interpretation: Meaning of financial statement & accounting practice, Fund Flow statement .& Cash flow statement & Ratio Analysis - classification of various ratios, Reading the balance sheet and other financial data to comment on the financial soundness of the firm.

Unit III:

Cost Determination: Objectives, Classification of Cost, Preparation of statement of cost, Quotations.

Unit IV:

Process, Contract & Service Costing: Process costing, Operating / Service Costing, Contract Costing.

Unit V:

Planning & Decision Making Techniques: Introduction to Marginal & Differential costing & Cost Volume Profit analysis, Budgeting and Budgetary Control.

Unit VI:

Standard costing & Variance analysis: types of standards, procedure, advantages & limitations, variances-material, labour & Overhead variances.

Text Book:

1. A Text book of Cost & Management Accounting 10th Edition : M.N. Arora : Vikas Publishing House.

References Books:

1. Financial Cost and Management Accounting 2nd Edition: Dr. P. PeriSwamy, Himalaya Publishing House
2. Management Control System: Sekhar, TMH, New Delhi
3. Advanced Accounts Volume II: M. C. Shukla, T. S. Grewal, S.C. Gupta S. Chand and company, New Delhi,
4. Management Accounting Principles& Practice: Sharma R.K& Gupta S.K
5. Cost Accounting Principles& Practice: Jain Narang, PHI.



Course Code:MBT515
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course:Operations Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of business operations and operations strategy.
2. Understanding of service characteristic and apply them in designing of services
3. Understanding of quality concepts.
4. Ability to analyse and apply inventory control systems.
5. Ability to analyse and apply aggregate planning strategies.

Unit I:

Introduction: Introduction to Operations Management and Productivity, Operations and Competitiveness, Operation Strategy, Decision Analysis

Unit II:

Designing Services: Characteristics of Services, Service Design Process, Waiting Line Analysis for Service Improvements

Capacity & Facility Planning: Types of Layout, Designing Layouts, Factors of Location, Location Analysis Technique, Work Measurement, Managing Projects: Planning, Scheduling, Control

Unit III:

Quality Management: Introduction to Quality Management, Quality Management Systems, Quality Tools, TQM & QMS, QM-Customer Focus, Role of Employee, Quality in Services, Six Sigma, Quality Costs, ISO-9000

Unit IV:

Inventory Management: Elements of Inventory Management, Inventory Control Systems, EOQ Models, Quantity Discounts, MRP, Purchase Management

Unit V:

Aggregate Planning: Strategies for Adjusting Capacity, Managing Demand, Quantitative Techniques for Aggregate Planning, Hierarchical Nature of Planning, Aggregate Planning for Services.

Unit VI:

Modern Management Technique: JIT, KANBAN, KAIZEN, POKA YOKE, Lean Manufacturing, 5S

Test Book:

1. Operations Management Along the Supply Chain: Russell & Taylor, Wiley India

References Books:

1. Production and Operations Management: Concepts, Models, and Behavior, Ronald J.
2. Ebert Everett E. Adam, SAGE PUBLICATIONS
3. Operations Management: SLACK & LEWIS, Michael Lewis, Nigel Slack
4. Industrial Engineering & Production Management, MartandTelsang, S, Chand
5. Operations Management Process & Supply Chains, Krajewski, Ritzman, Malhotra, Shrivastav, Pearson



Course Code: MBT516

Course: Entrepreneurship Development & Business Ethics

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of various aspects of Entrepreneurship.
2. Ability to convert the business ideas into action.
3. Knowledge of the Ethical Code of conduct for success of business.

Unit - I:

Basics of Entrepreneurship: Creativity and Innovation, Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship), Theory of Achievement Motivation, McClelland's Experiments, Business Idea - Business Idea Generation Process, Evaluation of Business Idea.

Unit - II:

Business Plan: The ED Cycle, Building the Business Plan, Venturing an Enterprise, Financial Considerations (Cash Flow Management, Financial Plan, Business Plan). Financial incentives - Backward area benefits, Schemes for educated unemployed, Fiscal incentives, Procurement of industrial equipment, marketing support.

Unit - III:

Entrepreneurship in India: Family Business, e-Business, Small-Scale Sector in India, Entrepreneurship & Industry, Ancillarization in India, Ancillaries & Industrial Development.

Unit - IV:

Ethics - An introduction: Concept of ethics, Values & Ethics – Meaning & Types of Values, Ethical Action–Morals, Morality, Moral development pyramid, Beliefs, Religiousness and Law. Normative Framework–Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory, Aristotle's Virtue based ethics and Narrative based ethics – Case studies on inspirational life stories of individuals.

Unit - V:

Corporate Social Responsibility : Business & its stakeholders, Social Responsibility – Concept of CSR, Public Policy approach and role of NGO, Environmental Ethics – concerns, issues & case studies, Corporate Governance : Objectives, issues, features, Corporate

Governance codes – Cadbury report, CII recommendations, Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading, Case.

Unit - VI:

Ethical Issues in Financing, Marketing, HRM, Information Technology and other related issue.

Text Books:

1. Business Ethics: C S V Murthy, Himalaya Publishing House
2. Entrepreneurship: Rajeev Roy, Oxford Publications

Reference Books:

1. Business Ethics – Concept & Practice: B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Essentials of Entrepreneurship & small Business Management: Zimmerer & Scarborough, PHI
3. Business Ethics: Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics: (Text & Cases), U. C. Mathur, Macmillan India Ltd.



Course Code:MBP502

L:0Hrs., T:0Hrs., P:2 Hrs., Per week

Course:Computer Applications In Management

Total Credits: 0

Course Outcomes:

At the end of the course students will have:

1. Ability to use MS Word, Excel and Power Point.
2. Ability to use accounting software Tally.

Unit - I:

Text Processing (MS-Word): Features of Word Processor, Getting Started with MS-Word, Basic Word Processing concepts, Creating a Document, Opening an Existing Document, Saving a Document, Editing and Formatting Document, Formatting Paragraph Printing a Document.

Unit - II:

Spreadsheet (MS-Excel): Starting MS-Excel, Concepts of MS-Excel, Features of MS-Excel, Features of MS-Excel, Moving Around the Worksheet, Opening, saving a workbook, Display more or Fewer sheet Tabs, Entering Data, Undo Mistakes, Redo actions, Selecting the Cells, Editing Data, Move or Copy data with in cell, Copy only value comments or cell formats, Delete Cells, Rows or Columns, Insert blank Cells, Row, Columns, Creating Chart, Printing a Worksheet.

Unit - III:

Presentation Graphics (MS-PowerPoint): Starting MS-PowerPoint, Create a new Blank Presentation, What is Slide?, Entering Text in Slide, Editing and Formatting Text in a Slide Adding Design Template to Slide, Applying Shadow to the Text, Applying colour Scheme, Animation Effects, Slide Shows.

Unit - IV:

Tally: Gateway of Tally, Masters Data Entry, Transactions data entry, Generation of reports, Balance Sheet, P&L A/c, Cash Flow Statement, Ratio Analysis, Stock management.

Reference Book:

1. Computer Applications in Management, by Sarabjit Singh, Sumeet Sharma, Regal Publication, New Delhi.



Course Code: MBT601-1
L: 3 Hrs., T : 1 Hr., Per Week

Course: Integrated Marketing Communication
Total Credits: 7

Course Outcomes : At the end of the course, the student shall develop :

1. Understanding of basics of Marketing Communication
2. Ability to build Marketing Communication Plan
3. Understand the creative process in Marketing Communication
4. Understand Message execution process.
5. Understand Media Management and Planning.
6. Ability to make media calculations and media schedule.

Unit I:

Introduction to Marketing Communication Concept; Functional areas of Marketing Communications; How does marketing communication work. Concept of brand-customer touch points.

Unit II:

Concept of Integrated Marketing Communication planning process-identifying target audience, analyzing SWOT, determining marketing communication objectives, developing strategies and tactics, setting the budget and evaluating effectiveness. Concept of internal marketing.

Unit III:

Creative Concept and Messages; the message strategy brief, the creative process,

Unit IV:

Message Execution; Message storytelling, tone and style, copy writing, message consistency, the consistency triangle.

Unit V:

Media planning, media classification, media strengths and weaknesses, Audience management and measurement, out of home media, product placement.

Unit VI:

Media targeting, media profiles, CDI-BDI Determination, calculating reach and frequency, GRP and TRP concept and calculation, IMC media mix, calculating media cost, media scheduling.

Text Book:

1. Principles of Advertising and IMC: Duncan, Tom. - McGraw Hill.

Reference Books:

1. Integrated Marketing Communications: Pickton, D. and Broderick, A. - Prentice Hall.
2. Using advertising and promotion to build brands: Blyth, J. - Pearson
3. Advertising management by Jethwaney: Pub by Oxford.
4. Building the Indian Brand: Kapoor, MacMillan

Course Code: MBT601-2
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Brand Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Ability to describe and identify all the components of Brand Management.
2. Ability to design, implement and evaluate Branding Strategies.
3. Ability to describe and identify all the components of “Brand equity” and how it can be built and developed.
4. Ability to evaluate sources of “Brand equity” as well as outcomes of “Brand equity”.

Unit I:

Brands and Brand Management: What is a Brand? Why do Brands Matter? Can anything be branded? What are the strongest Brands? Branding challenges and opportunities, Brand equity concept, Strategic Brand Management Process

The Customer Based Brand Equity: Brand Knowledge; Building a Strong Brand, Brand-Building Implications.

Unit II:

Brand Positioning: Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining and Establishing Brand Values, Internal Branding.

Choosing Brand Elements to Build Brand Equity: Criteria for Choosing the Brand Elements, Options and Tactics for Brand Elements.

Unit III:

Designing Marketing Programs to Build Brand Equity: New Perspective on Marketing, Product Strategy, Pricing Strategy, Channel Strategy.

Leveraging Secondary Brand Knowledge to Build Brand Equity: Conceptualizing the Leveraging Process, Company, Country of Origin and other Geographic Areas, Channels of Distribution, Co-branding, Licensing, Celebrity endorsement, Sporting, Cultural, or Others Events.

Unit IV:

Developing a Brand Equity Measurement and Management System: The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System.

Measuring Sources of Brand Equity: Qualitative Research Techniques, Quantitative Research Techniques.

Measuring Outcomes of Brand Equity: Capturing Market Performance, Comparative Methods, Holistic Methods.

Unit V:

Designing and Implementing Branding Strategies: The Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy.

Introducing and Naming New Products and Brand Extensions: New Products and Brand Extensions, Advantages of Extensions, Disadvantages of Brand Extensions, Understanding How Consumers Evaluate Brand Extensions, Evaluating Brand Extension Opportunities.

Unit VI :

Managing Brands Overtime : Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio. Managing Brands over Geographic Boundaries and Market Segments : Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs, Standardization versus Customization, Global Brand Strategy, Building Global Customer - Based Brand Equity.

Text Book:

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Kevin L. Keller, Pearson Education.

Reference Books:

1. Brand Positioning: Strategies for competitive Advantage: Sengupta, Tata McGraw-Hill.
2. Strategic Brand Management by Richard Elliot: Larry Percy, Oxford University Press, India.
3. Managing Brand Equity by Aaker D: Free Press.
4. The New Strategic Brand Management: Jean-Noel Kapferer, Kogan Page.



Course Code:MBT601-3

L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: Retail Management

Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Ability to understand the context and concept of Retailing.
2. Ability to handle responsibilities in operating Retail functions.
3. Ability to reach a Point of Decision and help the management in making scientific and informed decisions.

Unit I:

Introduction: Retail in India, Size of Retail in India, Key Sectors, FDI in Retail, Challenges to Retail Development, Evaluation of Retail formats, Theories of Retail Development, Concept of Life Cycle in Retail, Business Models in Retail, Services Retail, India Specific Retail Models, Concept of Internationalization, Determining Market Entry, Retail in Asia.

Unit II:

Strategy & Planning: The need for Studying consumer behavior, Factors influencing the retail shopper, Customer Decision Making process, market Research, Retail Strategy, Concept of Business Model, Growth Strategy, Retail Value Chain, Ethics in Retailing, Types of Retail Locations, Step in choosing location, Methods of evaluating trade area, Retail Franchising, Types of franchising, Advantages & Disadvantages of Franchising, Franchising in India, Legal Issues.

Unit III:

Merchandise Management: Factors affecting Buying decisions, The merchandiser's role and responsibility, Buyer role and responsibility, Function of buying for different types of organizations, Buying for a single / independent store, Concept of lifestyle merchandising, Implications of Merchandise planning, Process of Merchandise planning, Technology tools for merchandise planning, Methods of Procurement, Sourcing, Age of Global Sourcing, Retailing pricing & evaluating Merchandise performance.

Unit IV:

Managing Retail: Private Labels, Need and Evolution of Private Labels, Process of Creation, Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Business Process, Drawbacks of Category Management, Store Operations & Profitability, Key components in Retail Operations, Retail Economics, The 5Ss of Retail Operations.

Unit V:

Creating and Sustaining Value: Store Design & Visual Merchandising, Concept & Principles of Store Design, Elements of Store Design, Visual Merchandising, Servicing the Retail Customer Measuring gaps in service Gathering Customer Information & Enhancing Loyalty CRM, Personal Selling, Retail Selling process.

Unit VI:

Marketing & Technology: Retail marketing & Branding, Retail Marketing Mix, The STP approach, Retail Image, Retail Communication Mix, Concept of Branding, Retail Management Information Systems, Unique Needs of Technology in Retail, Need for Product identification, Importance of IT in retailing, Factors affecting use of technology, Applications of Technology, Internet Retailing, Supply Chain Management, Concept, Need & Evolution, SCM Framework, Integration of SC, Innovations in Supply Chain, Collaborative Planning Forecasting & Replenishment (CPFR).

Text Book:

1. Retail Management: SwapnaPradhan, McGraw Hills Publications, 3rd Edition

Reference Books:

1. Managing Retailing: SinhaUniyal, Oxford Publications
2. Retail Management: A Global Perspective, - Singh, Dr. Harjit, S. Chand Publications



Course Code: MBT601-4
L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: Sales and Distribution Management
Total Credits: 7

Course Outcomes

1. To familiarize the student with the sales management functions, sales process and distribution management.
2. To develop understanding of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.
3. To assimilate the learning through application of the theoretical inputs on real life cases and situations

Unit I : Introduction to sales management, Selling skills and selling strategies, selling process.

Unit II : Sales organizational design, Management of sales territory, Management of sales quota.

Unit III : Recruitment and selection sales force, determining size of the sales force, Training the sales force, Designing a motivational programme.

Unit IV : Types of compensation plans and designing a compensation plan, Sales force performance evaluation-Steps in sales force performance appraisal.

Unit V : Introduction to distribution channel management, Distribution channel strategies, Designing Customer Oriented Marketing Channels, Business through e-commerce.

Unit VI : Managing Channel member behaviour: Channel relationships, channel control, channel power and channel conflict..

Text Book:

1. Sales & Distribution Management: by Tapan Panda –publisher, Oxford Publication.

Reference Books:

1. Sales Management: Pradip Kumar Mallik, Oxford Publication.
2. Sales & Distribution Management: by Krishna K Harvadkar -publisher: McGraw Hill.
3. Physical Distribution Management: Kulkarni, M V, Everest Publishing House.
4. Marketing Management: V S Ramaswami & S Namkumari, Macmillan India Ltd.



Course Code: MBT601-5

L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: Services Marketing

Total Credits: 7

Course Objectives :

The objective of the course is to help students gain knowledge and skills in dealing with marketing of services. To accomplish this, the student will be exposed to a series of cases, which demand commitment from him/her. The course includes the services marketing concepts, characteristics, challenges and strategies, consumer behavior to services, employees' and customers' roles in service delivery, managing demand and supply, and the design and development of effective service system.

Unit I:

Introduction to Services: What are services? Why services marketing? Characteristics of services, challenges in services marketing. Services marketing mix.

Unit II:

Consumer Behaviour in Services: Search, Experience, and Credence properties, Customer choice, Consumer experience, Postexperience evaluation,

Customer Expectations in Services: Meaning and types of service expectations, Factors that influence customer expectations of services, Issues involving customer service expectations.

Unit III:

Customer Perceptions in Services: Customer perceptions, Customer satisfaction, Service quality, the gaps model of service quality. Service encounter,

Service Recovery : The impact of service failure and recovery, how customers respond to service failures, Customers' recovery expectations, switching versus staying following service recovery, services recovery strategies, service guarantees.

Unit IV:

Service Development and Design: Challenges of service innovation and design, new service development processes, types of service innovations, stages in service innovation and development, Service blueprinting, building a blueprint.

Customer Defined Service Standards : Factors necessary for appropriate service standards, Types of customer-defined standards, development of customer-defined service standards.

Physical Evidence and the Servicescape : Physical evidence, Types of Servicescapes, Strategic roles of the Servicescape, Framework for understanding servicescape effects on behavior, Guidelines for physical evidence strategy.

Unit V:

Employees' Role in Service Delivery : Service culture, the critical importance of service employees, the services marketing triangle, the service profit chain, effect of employee behavior on service quality dimensions, boundary spanning roles, strategies for delivering service quality through people, customer-oriented service delivery, inverted services marketing triangle.

Customers Role in Service Delivery : The importance of Customers in service delivery, Customers' roles, customer participation using self-service technologies, service production continuum, strategies for enhancing customer participation.

Unit VI:

Managing Demand and Capacity : The underlying issue: lack of Inventory capability, capacity constraints, demand patterns, Strategies for matching capacity and demand, yield management, challenges and risks in using yield management, waiting line strategies,

Pricing of services : key ways that service prices are different for consumers, role of non-monetary pricing, approaches to pricing services, pricing strategies.

Text Book

1. Services Marketing : Valarie A Zeithaml, Dwayne D Gremler et al, Tata McGraw-Hill

Reference Books:

1. Services Marketing: S. M. Jha, Himalaya Publication House
2. Services Marketing: Harsh Verma, Pearson
3. Services Marketing: Govind Apte, Oxford University Press



Course Code:MBT601-6 **Course: Rural Marketing**
L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of the challenges and opportunities of the rural market.
2. Understanding of buying behaviour, the consumption pattern, the need and wants of the rural consumers.
3. Ability to apply theoretical concepts in penetrating, promoting, developing the rural market.

Unit I:

The Rural Economy: The economic scenario in rural India – the transition of rural economy – the Rural economic structure – the rural infrastructure – Rural marketing environment – the Role of Government in the development of Agricultural marketing.

Unit II:

Rural Consumer Buying Behaviour: Characteristics of rural consumer – Factors influencing consumer behaviour –Buyer Decision Process – Key Opinion leaders.

Unit III:

Rural Market Research: The Rural Marketing Research Process, Special tools used in Rural Marketing Research,Field Procedures and Rural realities.

Unit IV:

Targeting, Segmentation and Positioning in Rural Market: Basesfor segmenting rural consumer markets – Targeting and Positioning.

Unit V:

Rural Marketing Strategy: Product decisions and Strategies - Pricing strategy – Distribution strategy – Communication strategy, Marketing of Agri- inputs-Seeds, Fertilizers, Pesticides & Tractors.

Unit VI:

Innovation in Rural Marketing and Financial services:

Innovation in Rural Marketing: E-Rural marketing – Organized retailing - Cooperative Societies.

Financial services: An overview of financial services – Sources of Credit – Innovative credit delivery system like Kisan credit card - Micro finance - Chit funds - Cooperative credit - Crop insurance

Text book:

1. The Rural Marketing: by Pradipkashyap&SiddhathaRaut (Publisher: Biztantra)

Reference Books:

1. Rural Marketing: By BalramDogra&KarminderChuman (Publisher: Tata McGraw Hill EduPvt Ltd)
2. Introduction to Rural Marketing: By R. Krishnamoorthy (Publisher: Himalaya Publishing House)
3. Rural Marketing Text and Cases: By U C Mathur (Publisher: Excel Books)
4. Rural Marketing: by R V Bedi & M V Bedi (Publisher: Himalaya Publishing House)

Course Code:MBT601-7
L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course:Consumer Behaviour& Marketing Research
Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of consumer behavior for developing marketing strategies in relation to marketing mix.
2. Ability to conduct consumer research.
3. Ability to apply theoretical concepts to real life situations.

Unit I:

Consumer Behaviour- An Overview: Introduction, Meaning, Definition, Scope, Relevance of Consumer Behaviour, Development of Consumer Behaviour study, Growth of Consumer Research, Consumer Behaviour and Marketing Management; Consumer Decision Making, Trends in Consumer Behaviour.

Unit II:

Consumer Modelling: Models of Consumer Behaviour, HawardSheth Model of Buying Behaviour, The NICOSIA Model, The ENGEL-KOLLAT-BLACKWELL Model, WEBSTAR AND WIND MODEL of Organizational Buying Behaviour.

Unit III:

Individual Determination of Consumer Behaviour: Consumer Perception, Internal & External Factors, The Perceptual Process, Consumer Imagery and Marketing Implication; Learning- Definition, Elements and Process of Learning, Types of Learning Processes, Classical Conditioning, Consumer Memory, Observational Learning or Modeling, Low Involvement Theory.

Unit IV:

Consumer Decision Making: Consumer Decision Making- Meaning, Views, Types of Decision Making in buying, Process of Decision Making, Consumer Information Processing, Models of Consumer Decision Making; Types of Household, Household Life Cycle, A Model of Household Decision Making.

Unit V:

Consumer Research: Consumer Research Paradigms, Consumer Research Process- Developing Research Objectives, Collecting Secondary Data, Designing Primary Research, Data Analysis and Reporting Research Finding, Conducting the Research study.

Unit VI:

Advertising & Media Research: Importance of Advertising, Need for Advertising Research, Media Research, Copy testing Advertising Research Studies in India, Evaluation of Advertising Research, Ethics in Consumer Research.

Text Book:

1. Consumer Behaviour In Indian Perspective, Text and Cases: Suja R. Nair, Himalaya Publishing House

Reference Books:

1. Consumer BehaviourIn Indian Context: P. C. Jain & Monika Bhatt, Sultan Chand, New Delhi.
2. Consumer Behaviour: Leon &Kannuk, Prentice- Hall of India Ltd, New Delhi.
3. Marketing Research: Beri, McGraw-Hill Education Private Ltd, New Delhi.
4. Consumer Behaviour: RamanujMajumdar, PHI Learning Private Ltd, New Delhi
5. Consumer Behaviour: Hoyer MacInnisDasgupta, Biztantra- New Delhi.

Course Code:MBT601-8
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Customer Relationship Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of what CRM means to businesses, plus why and the how of putting a CRM Program into action.
2. Understanding of an organizational need, benefits and process of creating Long-term value for individual customers.

Unit I:

Customer Relationship Management- Basic Concepts: Key Customers, Considerations to Decide the Key Customers, Strategies for Key Customers, Segmentation, Campaign Management, Single Customer View, Cross-Selling and Up-Selling, Multi-channels, Operational and Analytical CRM, Case-Study.

Unit II:

Planning for CRM: Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant Issues while planning outputs, Elements in CRM Plan, Relevant Issues in the CRM Plan, Case Study.

Unit III:

CRM Strategy: Strategic Orientation for CRM, Extending the Concepts of Relationships, Technology Orientation, Strategic Framework for CRM, Planning for Success, Change Management, Case Study.

Unit IV:

CRM Implementation: Preparing for CRM Implementation, Dimensions and Technology Issues in CRM Implementation, Steps in CRM Implementation, Expected Benefits, Choosing Right CRM Implementation Approach, CRM Implementation-Best Practices, Case Study.

Unit V:

Role of IT and eCRM: CRM Strategy and Technology, Steps in Preparing the IT Systems for CRM, Using IT Systems for Better CRM, Issues for Consideration in CRM Tool Selection, Tools for CRM, Basic Concepts for eCRM, Benefits of eCRM, Steps in eCRM, Success Factors in eCRM, Establishing Customer Relationships on the Internet, Case Studies.

Unit VI:

CRM in Practices: CRM in Manufacturing, CRM in Insurance, CRM in Airlines, CRM in Hotels and CRM in Telecom.

Text Book:

1. Customer Relationships Management: Kaushik Mukherjee, Prentice Hall of India.

Reference Books:

1. The CRM Handbook: Jill Dyche, Vikas Publishing House.
2. Customer Relationships Management: William, G. Zikmund, Raymond McLeod Jr. and Faye W. Gilbert, Wiley.
3. CRM-Essential Customer Strategies for the 21st Century: Paul Greenberge, Pearson Education.
4. Customer Relationship Management: Mohammed, H. Peeru and a Sagadevan, Vikas Publishing House.

Course Code: MBT602-1
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Corporate Taxation
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Awareness about basic concepts of Total Income, Tax Calculations, Set off & Carry Forward of losses, filing of return etc.
2. Ability to calculate Income from Business/Profession.
3. Basic understanding of indirect taxation including Central Excise, Customs, VAT (Sales Tax) and Service Tax.

Unit I:

Definition of Income & Assessee: Previous year, Assessment year, Gross total income, Total taxable income, Residential status, Agricultural income.

Unit II:

Income from Business & Profession: Provisions relating to computation of Income under the head Business / Profession.

Unit III:

Income exempt from tax & Assessment: Deductions. Set off & Carry forward of losses, TDS, Self- assessment tax, Filing of return.

Unit IV:

Central Excise Laws & Customs Laws: Basis of chargeability of duties of central excise- goods, Manufacture, Classification and valuation of excisable goods- specific issues and case studies; Nature of customs duty, Types of customs duty, Classification for Customs and rate of duty, Valuation for customs duty, Provisions regarding baggage.

Unit V:

VAT: concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST.

Unit VI:

Service Tax: Provisions of law and procedures; Various Services covered under Service Tax.

Reference Books:

1. Direct Taxes: Ahuja, G. K. & Gupta, Ravi, Bharat Law House.
2. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi.
3. Direct Taxes Law & Practice: Bhagwati Prasad, WishwaPrakashan.
4. Income Tax, Bombay: Kanga, J. B. and Palkhivala, N. A., N. M. Tripathi.
5. Direct Taxes Law and Practice: Singhania V. K., SinghaniaKapil, Singhania Monica, Taxmann Publications, New Delhi.



Course Code:MBT602-2
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Security Analysis & Portfolio Management
Total Credits : 7

Course Outcomes:

At the end of the course students will have

1. Understanding about security analysis & Portfolio Management and various aspects of investments & its various avenues, analysis of capital market, various risk-return model, efficient market theory, & process of portfolio construction.
2. Understanding of the thumb rules of analyzing security market to reduce risk & enhance returns.

Unit I:

Investment scenario & Risk & Return analysis: Investor life cycle and investment goals, Investment options available and their comparison, investment constraints, Definition and Measures of return and risk – historical rates calculation, Expected rates, required rate of return, risk free rate of return, & measurement of risk in portfolio context

Unit II:

Efficient capital markets Hypothesis & capital Market Theory: Need, EMH – forms, tests and results, Implications of efficient capital markets; Random walk Hypothesis, Indian Markets and Efficiency, Capital Market theory - Background, risk free asset, Markowitz portfolio theory, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, CML, SML; Arbitrage pricing theory – empirical test of APT, Stability of beta.

Unit III:

Fundamental Analysis: Concept, & process of fundamental analysis, Economy analysis, sector analysis, company analysis;, Tools and techniques of fundamental analysis, business cycle and industry life cycle analysis. Analysis of growth companies.

Unit IV:

Technical Analysis: Concept of technical analysis, Assumptions, advantages and challenges; fundamental Vs. technical analysis, Tools and techniques for analysis; Dow theory, basic types of charts, Price patterns, Trendlines, moving averages and advanced technical tools.

Unit V:

Optimum Portfolio Selection & Revision –portfolio diversification, Optimal portfolio selection, portfolio revision& its techniques, transaction cost, portfolio monitoring & rebalancing, issues in portfolio rebalancing * selection & revision of equity portfolios, Performance measurement - Concept, Measures available–Treyner, Sharpe, Jensen, performance attribution analysis and Measuring market timing skills.

Unit VI:

Mutual funds and AMCs: concept, origin and growth of mutual funds, constitution & management of MFs – Sponsors, Trustees, AMCs, and custodians; Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units; State of mutual funds in India.

Text book:

1. Investment Management-Security Analysis & Portfolio Management: by V. K. Bhalla, S. Chand.

Reference Books:

1. Investment Analysis and Portfolio Management: by Prasanna Chandra, Tata McGraw Hill
2. Publishers 1/E, 2002
3. Investment Science: David G. Luenberger, Oxford Univeristy Press.
4. Financial Management: R. P. Rustagi, Galgotia Publication House.
5. Investment: William Sharpe (PHI)
6. Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House



Course Code: MBT602-3
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: International Financial Management
Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Awareness about the conceptual foundation & comprehensive analysis of recent developments in the world of monetary & financial systems & changing role of international financial managers in the volatile global forex markets.
2. Ability to apply knowledge of the key international financial concepts to Forex markets.

Unit 1:

Introduction to International Finance: Increasing Interdependence in the Global Economy, Trends in International Trade and Cross-Border Financial Flows, India in the Global Economy, Recent Developments in Global Financial Markets, Liberalization, Integration and Innovation, Challenges of International Financial Management, Gains from International Trade and Investment. International Monetary System: Exchange Rate Mechanisms, History of Monetary Systems -Gold Standard, Gold Exchange Standard, Bretton Woods System, Post Bretton Woods System, European Monetary System, Recent Developments.

Unit II:

The Foreign Exchange Market: Meaning & concept, Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Quotes for various kinds of merchant transactions.

Unit III:

Exchange Risk Management

Defining Foreign Exchange Exposure, Measuring Foreign Exchange Exposure, Classification of Foreign Exchange Exposure (Transactions Exposure, Translation Exposure, Operating Exposure), and their measurement.

Unit IV:

International Financial markets & Instruments

Origin, instruments in the international markets, players, resource mobilization, equity instruments, Debt instruments, Euro credit syndication.

Unit V:

EXIM Policy & Regulations:

Historical Perspective, Objectives, Highlights of the Current Policy, trade regulations governing Imports/ Exports & letter of credit.

Unit V1:

Export Finance & Exchange Regulations: Incentives Available to Exporters- Preshipment Finance, Post Shipment Finance-Rediscounting of Export Bills Abroad - Preshipment Credit in Foreign Currency (PCFC), Other Exchange Control Regulations, Declaration Forms-GR/PP Procedure, Export Letters of Credit, Documents to be Presented under an Export letter of credit, Guidelines for Scrutiny of Documents Presented under Letter of Credit, Reporting System, Role OF ECGC and its Functions.

Import Finance and Exchange Regulations: Classification, Imports under Foreign Credits/Loans-Postal Imports-Other Exchange Control Regulations-Merchanting Trade Forward Exchange Contracts for Imports, Types of L/Cs, Mechanics of an L/C, Import letters of Credit, Requirements for Opening an Import Letter of Credit, Operational Features of an Import L/C , Documentation Formalities, Scrutiny of Documents Required under an Import L/C , other Relevant Guidelines, Role of Customs/C&F agents, Reporting System.

Text Book:

1. International Financial Management: A. K. Seth, Galgotia Publishing Company.

Reference Books:

1. International Financial Management: P. G. Apte, Tata McGraw-Hill
2. International Finance: Thomas J. O'Brien, Second edition, Oxford University Press.
3. International Financial Management: Sharan , Prentice-Hall
4. Multinational Financial Management: Shapiro ,Prentice-Hall



Course Code: MBT602-4
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Financial Risk Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Knowledge about the concepts of Risk Management.
2. Knowledge about the Mechanism of the Futures & Options Market, the various types of Futures & Options and purposes of these contracts.
3. Understanding of the Financial Swap Market, Concept of VaR as well as Insurance as a risk management tool.

Unit I:

Introduction to Risk Management: The meaning of risk, How risk is managed, Limitations of Risk Management, Corporate Risk Management, Approaches to Risk Management, The Process of Risk Management, Techniques of Risk Management.

Unit II:

Mechanics of the Futures Market: Meaning and Definition, Types of futures, Mechanism of the Futures Market, Motives behind using Futures, Stock and Index Futures, Currency Futures, Interest rate Futures, Commodity Futures.

Unit III:

Options: Concept of Options, American and European Options, Option pricing models, Exotic Options

Unit IV:

Financial Swaps: The Concept of Swaps, Interest rate swaps, Currency swaps, Pricing of Swaps.

Unit V:

Value at Risk: The Concept of VaR, How VaR is calculated, Uses and limitations of VaR.

Unit VI:

Introduction to Insurance - Life and Non-Life: Meaning and Nature of Insurance, Classification of Insurance, Elements of an Insurance Contract, various types of Life and Non-Life Insurance.

Text Book:

1. Options, Futures & Other derivatives: by John C. Hull, Pearson.

Reference Books:

1. Financial Management: Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann.
2. Financial Management: by Rajiv Shrivastava and Anil Mishra, Oxford Publications.
3. Insurance & Risk Management: Dr. P. K. Gupta, Himalaya Publishing House



Course Code: MBT602-5

Course: Project Planning & Financing and Mergers & Acquisition

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of the process of screening of projects and evaluating the same using various tools.
2. Ability to prepare Project Report, Loan Documentation and Appraisal of Loan Proposals by the Financial Institutions.
3. Understanding of Mergers & Acquisitions, Reasons of M&A as well as reasons of failure of M&A, Valuation of Corporates and Takeover defenses.

Unit I:

Introduction to Project Management: (a)Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis , Financial estimates & projections (b) Sources of Financing – Term Loan, Venture Capital, Private Equity, Debentures, Shares, etc..

Unit II:

Evaluating the Project: Nature and significance, techniques of evaluation –Pay Back Method, Accounting rate of return, Net Present Value and profitability index. Risks attached to the project (A review of project risks identification, allocation, and management).

Unit III:

Project Report and Lender's Analysis: Components, Details of the company, its promoters, project, finances required, profitability, etc, Loan Documentation - Appraisal of term loans by Financial Institutions. Basic components of project finance; Financing of small scale industry - Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications.

Unit IV:

Mergers & Acquisitions: Forms of Corporate Restructuring, Different forms of M&A, M&A Process, Participants in the M&A Process, Post closing Integration, Due Diligence, Reasons for failure of M&A.

Unit V:

Methods of Valuation of Firms: Various approaches to Valuation, Role of Valuation, DCF Model, Equity Valuation Model, Firm Valuation Model.

Unit VI:

Takeover Defenses: Friendly vs. Hostile Takeovers, Takeover defenses, Preventive Anti-takeover measures, Corporate Charter amendments, Golden Parachute, Active Anti-takeover defenses, Regulation of Takeovers in India.

Text Books:

1. Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH
2. Financial Management – Theory Concepts & Problems: Dr. R. P. Rustagi, Taxmann.

Reference Books:

1. Project Management and Control: Narendra Singh, Himalaya Publishing House
2. Financial Management: Rajiv Shrivastava and Anil Mishra, Oxford Publications.



Course Code: MBT602-6

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Indian Banking and Financial System

Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of fundamentals of Banking, Commercial Banks & their role, NBFC's.
2. Understanding of deposits mobilisation and credit dispensation.
3. Understanding of the Regulatory Framework of Banking System in India.
4. Ability to apply ALM in Banks.

Unit I:

Indian Financial System: Financial Intermediation, Introduction to Indian Banking System, Regulatory Framework, Sources of Funds, Application of Funds.

Unit II:

Commercial Banks I: Introduction to Bank's Financial Statements, Analysis of Balance Sheet items, Deposits, Lending Function, Loan Policy, Loan Pricing, Credit Risk and Loan Losses.

Unit III:

Commercial Banks II: Investment Portfolio of Banks, Non Fund based Services, Plastic Money, SLR requirements, Capital Adequacy requirements, BASEL II

Unit IV:

Development Financial Institutions: Role of FDI's and FI's in the Financial System, Operations of major FIs in India – IFCI, ICICI, IDBI, SIDBI, Regulatory Framework for FIs

Unit V:

NBFC's: Definition, Types and Services, Regulatory framework, Capital Adequacy Requirements.

Unit VI:

Asset Liability Management: ALM, Interest Rate Risk management Liquidity risk Management.

Reference Books:

1. Principles of Bank Management: Vasant Desai, Himalaya Publishing house, Delhi
2. Basics of Banking & Finance: Dr. K. M. Bhattacharya, Himalaya Publishing House
3. Banking Theory, Law & Practice: Gordon & Natrajan, Himalaya Publishing House
4. Banking Theory & Practice: Dr. P. K. Shrivastava, Himalaya Publishing house, Delhi



Course Code: MBT602-8
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Management Control System
Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding about management control systems, & its implications in manufacturing sector vs Service sector.
2. Knowledge, insight and analytical skills related to designing, implementing and using the planning and control system to implement the corporate strategy.

Unit I:

Definition and Concept of Management Control, Subsystems of Management control-Strategic Control, operational control and task control, Functions of management accountant and controller, Impact of changing business environment on management accounting and control systems, Requisites for designing and implementing management control systems. Goal congruence – cybernetic paradigm of Grissinger– functions of the controller.

Unit II:

Responsibility Centers – Types of Responsibility centers – Expense Center, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control System – Engineered , Discretionary and Committed Costs. Approaches to Budgeting w.r.t. Engineered and Discretionary costs, Benchmarking and total cost management.

Unit III:

Transfer Pricing (Market Based and Cost Based): Related numerical problems – return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to Management Performance Measurement.

Unit IV:

Management control system in service sector vis-à-vis in manufacturing sector. Financial and Non- Financial Performance measures w.r.t. balance score card (Rock Water's Model)

Unit V:

MIS- Management Information System & ERP

Unit VI:

Introduction to Audit Functions as a control tool covering financial audit, internal audit and Cost Audit- management audit – principles and Objectives.

Text Book:

1. Management Control System: 10th Edition – Anthony and Govindrajana, Tata McGraw Hill

Reference Books:

1. Practical Auditing: B. N. Tondon
Management Control System: Kirby.



Course Code: MBT603-1

L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: Performance Management & Compensation

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Better understanding of practices followed in performance management and compensation.
2. Understanding to link performance to rewards and compensation system.
3. Conceptual clarity of implementation of PMS.

Unit I:

Performance Management : Overview, concept, purpose, significance, characteristics, process of Performance Management & Compensation (PMS). Emerging Trends in PMS

Unit II:

Planning employee performance and development: Basic concepts, Components of Performance & Development Plan (PDP), Benefits of PDP

Unit III:

Monitoring Performance & Mentoring: Introduction, performance review, conducting review meeting, frequency of review, self-assessment. Concept of Mentoring, benefits, process of mentoring, coaching for performance improvement.

Unit IV:

Stocktaking Performance: Introduction, Purpose of Stocktaking, Different approaches of appraisal, Stock taking potential, Tools for Stocktaking potential

Unit V:

Appraising for Recognition & reward: Methods of Appraisal, Errors during Appraisal, Appraisal for rewards, Appraisal for successful recognition

Unit VI:

Reward and Compensation management: Concept and types of compensation, Competitive imperatives, Equity in compensation, Designing compensation, fringe benefits, retirement benefits

Text Book:

1. Performance Management: PremChadha, Publication –Macmillan

Reference Books:

1. Human Resource Management: Snell &Bohlander, Publication – Thomson
2. Compensation: Milkovich & Neman, Publication – McGraw –Hill
3. Human Resource Management: Gary Dessler Publication – Thomson
4. Managing Human Resources: Monappa, Publication – Macmillan



Course Code: MBT603-2

Course: Management of Change And
Organizational Effectiveness

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding the fundamentals of change
2. Understanding change and its implications on HR practices
3. Application of various techniques that will minimize the impact of change

Unit I:

Introduction to Managing Change: Concept of change, types of change, steps to manage change, Role of HR strategies in implementing change, Implementation & impact of change, Resistance to change.

Unit II:

Organizational Structure & Management of Change: Concept, Organizational change, Types of Organizational structure, Structure & strategic change, Systematic approach to implement change.

Unit III:

Organizational Culture & the Management of Change: Organizational culture, Strategies for cultural change, Parameters of cultural change, Realigning culture in the organization.

Unit IV:

HRD & Management of Change: Concept of HRD, Strategic change & HRD, Strategic integration & orders of strategic integration, Development of managers, Process of Staff development.

Unit V:

HRM practices & Change: Recruitment & selection & management of change, Performance management & management of change, Reward Management

Unit VI:

Downsizing & Management of Change: Concept of Downsizing, Need and Problems related to Downsizing. Methods of Downsizing, Implications related to Downsizing. Management of Change arising from Downsizing, Principal determinants of Downsizing,

Textbook:

1. Managing Change: Adrian Thronhill, Phil Lewis, Mike Millmore, Mark Saunders; Pearson Education Limited

Reference Books:

1. Change Management: CSV Murthy; Himalaya Publishing House
2. Essentials of Human Resource Management and Industrial Relation: Dr. P. SubbaRao; Himalaya Publishing House
3. Organisational Behaviour: K Aswathappa Himalaya Publishing House



Course Code: MBT603-3
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course : Group Behaviour And Transactional Analysis
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of how people act, think and feel in organizational settings and forming better relationships by achieving human objectives, organizational objectives, and social objectives.
2. Understanding of the process of changing employee behavior in an organizational environment and its impact on working of the organization effectiveness.
3. Ability to apply concepts of transactional analysis at work place.

Unit I:

Personality and Perception - Determinants of personality, Types of personality, Theories of personality, Perception & O.B., Managing the perception process, Components of attitudes, formation of attitudes, changing attitude.

Unit II:

Group Behavior - Groups, reason for people to work in groups, Group Development - Stages, Strategies, Group Behavior Model, Roles in Groups, Roles – Identity, Perception, Expectation, Differentiation.

Unit III:

Group Behavior Functioning - Theories of Group Behavior Functioning, Influence of group behavior on work assignment, Group Potential, Group Cohesiveness, Groupthink, Group Productivity & Group Performance.

Unit IV:

Group and Team Dynamics - Nature of teams, types of teams, benefits from teams, types of groups, group development, determinants of group behaviour Teams vs. Groups.

Unit V:

Power & Conflict - Power dynamics, sources of power, power tactics, nature of conflict, types of conflict, Conflict process, levels of conflict, conflict resolution, cases on power & conflict.

Unit VI:

Transactional Analysis - Ego states and their identification, Types of Transactions, Cases on T A. Introduction & background, Positions of change, Child, parent & adult, Families & children

Text Book:

1. Organisational Behaviour: K. Aswathappa, Himalaya Publishing House.

Reference Books:

1. The Dynamics of Group Behaviour: Concepts, Principles and Practices, M. Gangadhara Rao and Surya P. Rao (2007), KanishkaPrakshan
2. Organisational Behaviour: Fred Luthans, McGraw- Hill Publishing co. ltd.
3. Organisational Behaviour: Robbins, Prentice hall of India



Course Code: MBT603-4
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Training & Development Practices
Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding the Function of Training & Development followed in the organizations.
2. Understanding identification of training needs, design & evaluation of training programs..
3. Understanding Training practices followed in different organizations.

Unit I:

Training, Development & Learning – Nature & Significance of training, Scope & Objectives of training, Benefits of training, Principles of Adult Learning, Difference between Training, Development & Learning.

Unit II:

Training Need Analysis - Identification of training needs, Thayer & McGhee Model, Areas of training, Responsibilities for providing training,

Unit III:

Training Design & Methods of Training - Perspectives for Designing Training, methods of On the Job Training & Off the Job Training,

Unit IV:

Management Development: Concept & Importance of Management Development Programs (MDP's), Steps in MDP's, Prospective pitfalls, Methods and Techniques of MDP's.

Unit V:

Tools for Effective Training - Teaching aids and techniques, Audio-visual aids, Skills of an Effective Trainer: Communication skills, Knowledge, Training styles, Power of Body Language, Developing creativity.

Unit VI:

Cost of Training & Evaluation of Training – Direct & Indirect Cost, Measurement of training effectiveness, Models of Training evaluation, Training in Indian & International Organisation

Text Book:

Effective Human Resource Training and Development Strategy – Dr. B. Rathan Reddy Publication – Himalaya Publication House

Suggested Readings:

1. Personnel Management and Human Resources – N.C. Jain & Saakshi (Allied Publisher)
2. Personnel management – C B Mamoria & S V Gankar, Publication – Himalaya Publication House
3. Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw-Hill Publishing co. Ltd
4. Human Resource Management, Tenth Edition, Gary Dessler, Publication- Pearson Education



Course Code: MBT603-5

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Industrial Relations & Labour Legislations

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. In depth knowledge of important areas of Legislation relating to Social Security Measures, Wages and Industrial Relations, Trade Unions and Employment Conditions.
2. Better understanding of current Industrial Relation Legislative Proposals and Impact of Labour Laws on Human Resource Management.
3. Ability to understand Industrial Relations and Grievance Redressal Procedure.

Unit I:

Industrial Relation and Industrial Democracy - Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of Industrial relations, Approaches to Industrial relations. Collective Bargaining: Definition, importance, types ,prerequisites of effective collective Bargaining & Collective Bargaining in India; Workers Participation: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.

Unit II:

Grievances & Disputes – Nature, causes, settlement procedure of Grievances, Industrial Disputes, causes, remedial & prevention measures and settlement machinery. Consequences of Industrial disputes on Industry & Society. Significance of Peace & Harmony to Industrial Productivity & progress

Unit III:

Social Security Legislations - Aims of social security measures, methods of providing social security, benefits to workers-social assistance and social insurance, Workmen's compensation Act, Employees state Insurance Act 1948, Provident Fund Act 1952 and Payment of Gratuity Act 1972.

Unit IV:

Normative and Wage Legislations – Factories Act, 1948, PULP Act 1971. Minimum wages Act, Payment of wages Act 1936.

Unit V:

Industrial Relation Legislations - Trade Union Act 1926, Industrial Employment standing order Act 1946, Industrial Dispute Act 1947.

Unit VI:

ILO & Functions of Working of Offices Attached To Labour Ministry – ILO: Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations. Functions & Working of Offices Attached To Labour Ministry: Directorate –General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour).

Text Book:

1. Dynamics of Industrial Relations: Mamoria&Mamoria, Publisher: Himalaya Publishing House.

Reference Books:

1. Industrial Jurisprudence & Labour Legislation: A. M. Sarma, Publisher: Himalaya Publishing House.
2. Taxmann's Labour laws: Taxmann Publications Pvt. Ltd.
3. Essentials of Human Resource Management & Industrial Relation: P. SubbhaRao, Publisher: Himalaya Publishing House.
4. Industrial Relations: C. S. VenkataRatnam, Publisher: Oxford University Press.
5. Labour and Industrial laws: P. K. Padhi, Publisher: Eastern Economy Education.



Course Code: MBT603-6
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Human Resource Strategies And Systems
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of HRD & its importance for the organization.
2. Understanding of the role & strategies of HRD in different situations.
3. Ability to establish relationship between HRD & various skill improvement techniques.

Unit I:

Introduction - Field of Human Resource Development (HRD): A multi-dimensional and new concept, Goals and challenges, Objectives and determinants, Approaches to HRD. Evolution of HRD.

Unit II:

Comparative Study of Various HR Disciplines: Comparative study of Human Resource Development, Human Resource Management, Human Capital Management and Personnel Management,

Unit III:

HR System & H.R.D. Culture Design - HR System and Sub systems of HR system , HRD intervention, HRD culture and practices, Subculture, Propagation of culture through HRD. Quality of Work Life.

Unit IV:

Issues in HRD - Strategy for HRD: Diversity in work force, exit strategy, competitive advantage and relationship management; HRD in Planning for Diversification, Expansion, Mergers, Acquisitions and Takeovers.

Unit V:

HRD & Skill Enhancement Techniques - Total Quality Management (TQM), Knowledge Management, H.R. Restructuring, Reengineering, Quality Circles.

Unit VI:

HRD In Different Sectors: - HRD in different organisations, Government Agencies and their role in HRD, Rural development through HRD, HRD in Emerging Sectors: I.T. and I.T.E.S. National Human Resource Development Strategy (NHRDS), Objectives of the initiative, HRD's role for ROI & its calculation.

Text Book:

1. Human Resource Management, BiswajeetPattanayak, Publisher: Prentice Hall Of India.

Reference Books:

1. Human Resource and Personnel Management, K Aswathapha, Publisher: McGraw Hill.
2. Personnel and Human Resource Management: Text and Cases, P. SubbaRao, Publisher: Himalaya Publishing House.
3. Human Resource Development, Jon M. Werner & Randy L. Desimone, Publisher: South-Western Publication
4. Strategic Human Resource Planning by, Monica Belcourt& Kenneth McBey, Publisher: Thomson Nelson



Course Code: MBT603-7

L: 3 Hrs. T: 1 Hrs. P: 0 Hrs. Per week

Course: Human Resource Planning

Total Credits: 7

Course Outcomes :

1. Students will be exposed to the topical issues faced by the organization in HR planning.
2. It will give an insight to the students on role of HRP in developing organizational strategy.
3. Students will be equipped with the understanding of forecasting techniques, and ascertaining the HR supply and Demand.
4. The HRP in succession management, Downsizing & restructuring can be well understood through this course.

Unit I:

Human Resource Planning:

HRP-an overview, objectives, Significance, perspectives of HRP, HRP Horizons.

Unit II:

HR Forecasting Process:

Meaning & benefits of HR forecasting, Key personnel required, Determining net HR requirements, Ascertaining HR supply, Qualitative & Quantitative techniques, labour wastage analysis, succession analysis and planning and managing HR shortages and surplus.

Unit III:

Strategic HR Planning:

Need for strategic HRM, Characteristics of effective HRM strategy, Types of strategy, Models of business strategy and their role in deciding HR practices, Strategic HR Planning model. Strategies and HR practices, Mergers & Acquisitions: Concept of merger & acquisition, 360 degree impact of merger & acquisition, Cultural issues in mergers, HR planning for mergers & acquisitions, Changes brought in various HR issues.

Unit IV:

HRP & Succession Management:

Concept & importance of succession management, Evolution & Process of succession management, Management developments methods, Role of employee in succession management, HRP & Retention management.

Unit V:

HRP & Downsizing & Restructuring:

Concept of downsizing & restructuring, Need of downsizing, The decision of downsizing, concept of "survivors" of downsizing, Impact & consequences of downsizing, Effective downsizing and restructuring strategies, Handling psychological and labour issues in downsizing.

Unit VI:

HRP and outsourcing, current trends in HR Planning: Development of HR planning, Controlling attrition, Scope & overview.

Text Book :

1. Strategic Human Resources Planning: Monica Belcourt, Kenneth J. McBey; Thomson

Reference Books :

1. Effective Succession Planning: William J. Rothwell; Amacom
2. Human Resource Planning: John Bramham; Universities Press
3. Strategic Human Resource Management: Rajeesh Vishwanathan; Himalaya Publishing House
4. A Textbook of Human Resource Management: C.B. Mamoria & S.V. Gankar; Himalaya Publishing House
5. Strategic Human Resource Management: Tanuja Agrawal; Oxford Higher Education



Course Code:MBT603-8
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: International HRM Scenario &Practices
Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Ability to differentiate between HRM and IHRM.
2. Knowledge of the major challenges that MNCs face in the global context and will become acquainted with cultural literacy, international human resource planning, international staffing, international training and development, international compensation, international performance management, international industrial relations, international strategic human resources management.

Unit I:

International Business Overview: evolution, drivers, influences, stages of internationalization, differences between domestic and international business, approaches, modes of entry, goals, advantages, problems.

Unit II:

Social and Cultural Context of IHRM: culture, why cultures differ, cultural sensitivity, social environment, Hofstede's model of four cultural dimensions.

Managing Culture Diversity: culture and its factors, cross-cultural differences, workforce diversity, managing diversity.

Unit III:

International Human Resource Management: introduction, expatriate, domestic versus international hr.

Organization Structure and HRM: organizational design, structure, nature, approaches.

International Human Resource Planning: international division of labour, global human resource planning, issues in supply, different categories of employees.

Unit IV:

International Recruitment and Selection: Macro-level sources of recruitment, approaches: ethnocentric, polycentric, region centric and geocentric, advantages, disadvantages, implications; Centralized Vs. decentralized recruitment; Micro-level sources of recruitment; recruitment techniques; Selection: the expatriate system, expatriate failure, selection techniques.

International Performance Management: challenges, areas role expectations, who should appraise the performance, system of performance appraisal, problems, effectiveness.

Unit V:

International Training and Development: why global training, areas of global training and development,

International Compensation and Benefits: complexities, objectives, factors that affect internal compensation management, components/structure of international compensation package, executive compensation, approaches to internal compensation management.

Unit VI:

International Industrial Relations: three actors of industrial relations, trade unions and their concern in MNC, collective negotiations, disputes/conflicts, quality circles and participative management.

International Strategic Human Resource Management: peculiarities of global strategic management, value creation, global strategic management process, MNCs' business and IHRM strategies, formulation of alternative business unit level strategies, collaborative strategies, organizational and HRM strategies.

Shifts in International Human Resource Management and Industrial Relations: shifts in global business, shifts in human resources management, shifts in industrial relations.

Text Book:

1. International Human Resource Management: P. SubbaRao, Himalaya Publishing House

Reference Books:

1. International Human Resource Management: MonirTayeb, Oxford University Press.
2. International Human Resource Management: K. Aswathappa& S. Dash, Tata McGrawHill
3. International Human Resource Management: Tony Edwards & Chris Rees, Pearson Education



Course Code: MBT 604-1
L: 3 Hrs, T: 1 Hrs, P: 0 Hrs, Per week

Course: Operations Planning & Control
Total Credits: 07

Course Outcomes :

1. Student will be able to understand the context and concept of Production Planning
2. Student will be able to use various product design tools and understand the planning functions in the context of optimization
3. Student will be able to solve scheduling problems and understand the concept of micro planning

Unit I: Introduction :

Introduction to functions of PPC, Operations and Productivity,

Unit II: Forecasting :

Product development and design, Forecasting and Methods of Forecasting,

Unit III: Planning :

Aggregate Planning Concept. Graphical / Table Approach, Empirical Approach and Other models, Waiting Line Models for Service Planning

Unit IV: Processess :

Strategic Process Decisions, Developing New Products and Services, Process Improvement

Unit V: Scheduling :

N jobs, M Machines problem, Graphical Method, Scheduling with Resource Constraints: Allocation of Single and multiple resource, resource balancing, line balancing

Unit VI: Control :

Work Measurement, Lean Concepts, Kanban, TPM

Text Book:

1. Operations Management – Russell and Taylor. Wiley India

Reference Books:

1. Elements of Production Planning and Control: Samuel Eilon, Universal Books Corporation
2. Production & Operations Management: Everett E. Adam Jr., Ronald J Ebert, PHI India
3. Manufacturing Planning and Control Systems: Vollmann, Berry and Whybrk, Galgotia Publications
4. Production and Operations Management: S. N. Chary, 4th Edition, TMH Publications
5. Operations Now – Byron Finch, 3rd Edition, TMH Publications



Course Code: MBT604-2
L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: Supply Chain Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Knowledge of the main concepts of SCM and the strategic role that SCM plays in business.
2. Knowledge of the functions of purchasing, warehousing, inventory management, and transportation and how these functions interact with each other and other business functions.
3. Knowledge of the informational issues involved in planning and operations of the supply chain.
4. Knowledge of the importance of internal & external integration and collaborating with external customers & suppliers to achieve supply chain excellence.

Unit I:

The Role of Supply Chain Management in Economy and Organization: Introduction to supply chain management, Key concepts, Enablers of supply chain performance, Supply chain strategy, Customer Service & Cost tradeoffs, Supply chain performance measures, Enhancing supply chain performance.

Unit II:

Outsourcing, Procurement & Inventory Management: Make versus buy, Sourcing Strategy, Procurement, e-Procurement, Introduction to inventory management, Types of inventory, Inventory related costs, Managing cycle stock, Managing safety stock, Managing seasonal stock, Analyzing impact of supply chain redesign on the inventory, Managing inventory for short life cycle products, Multiple-item, multiple-location inventory management.

Unit III:

Transportation, Warehousing & Storage, and Network Design & Facility Location: Drivers of transportation decisions, Modes of transportation, Devising a strategy for transportation, Vehicle scheduling, Warehouse functions, warehousing planning and cost reduction, Warehousing options, Warehouse design principles, Network operations planning, Network design problem, Network design and operations models, Location of service systems, Incorporating uncertainty in network design.

Unit IV:

Demand Forecasting and the Role of Information Technology in Supply Chain Management: Role of forecasting, Qualitative forecasting methods, Quantitative forecasting methods, Time series forecasting models, Enabling SCM through IT, Strategic management framework for IT adoption in SCM.

Unit V:

Supply Chain Integration and Restructuring: Internal integration, External integration, Building partnership & trust in a supply chain, Vendor managed inventory, CPFR, Supply chain mapping, supply chain process restructuring, Postpone the point of differentiation, restructuring the supply chain architecture.

Unit VI:

Agile Supply Chains and Pricing & Revenue Management: Supply chains for high demand uncertainty environment, Illustration of responsive supply chain approach, sources of supply chain disruptions and its impact on business, methodologies for handling disruptions, Pricing, Revenue management, Innovative pricing.

Text Book:

1. Supply Chain Management: Janat Shah, Pearson Education.

Reference Books:

1. Supply Chain Management Strategy, Planning and Operation: Chopra, S, and P. Meindl, Pearson Education.
2. Logistics and Supply Chain Management: Cases and Concepts, Raghuram, G. and N. Rangaraj, Macmillan.
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies D. Simchi-Levi, P. Kaminski and E. Simchi-Levi, McGraw-Hill.
4. Supply Chain Management: Sunil Sharma, Oxford University Press.
5. Principles of Supply Chain Management: A Balanced Approach, Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Cengage Learning



Course Code:MBT604-3
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Services Operations
Total Credits: 7

Course Objectives:

The subject is designed to understand the scope of Services, the role of Services in Economy and the various service quality parameters along with Service encounters and facilities management.

Unit I:

Introduction to Services - the role of services in an economy - dependency of manufacturing on services, economic evolution, stages of economic development, nature of the service sector, sources of service sector growth.

Nature of Services - characteristics and classification of services, the service package.

Unit II:

Service Strategy - Strategic service vision, competitive service strategies, competitive role of information in services, limits in use of information.

New Service Development - The NSD process cycle, service design elements, service blueprinting, service positioning through process structure, Taxonomy for service process design, Generic approaches to service system design, Customer value equation.

Unit III:

Service Quality - SERVQUAL, Dimensions of service quality, Scope of service quality, Stages in quality development, the service quality ladder, Gap Model, Gaps in service quality.

Service Recovery - Service recovery framework, approaches to service recovery,

Service Encounter - Service encounter triad, the service organization, Contact personnel, The customer. Creating a customer service orientation, service profit chain.

Unit IV:

The Supporting Facility - Servicescape framework, Factors that influence facility design, Process analysis, Facility Layout, Product layout and the work allocation problem, Process layout and the relative location problem, Operations sequence analysis.

Service Facility Location - Location Considerations, Geographic representations, Optimization criteria, Estimation of geographic demand, Facility location techniques - site considerations.

Unit V:

Managing Waiting Lines - Psychology of waiting, Queuing systems - essential features, queue configurations, queue discipline.

Managing Capacity and Demand - Strategies for managing demand, strategies for managing capacity.

Unit VI:

Technology in Services - Technology in service encounter, emergence of self-service, automation in services, internet services, electronic and traditional services, economics of scalability, technological innovation in services.

Managing Service supply Relationships - Customer-supplier duality, managerial implications of bidirectional relationships, sources of value in service supply relationships, outsourcing services, managerial considerations with service outsourcing.

Text Book:

1. Service Management: Operations, Strategy, Information Technology, James Fitzsimmons, Tata McGraw Hill Publications

Reference Books:

1. Service Management: James Fitzsimmons, Mona Fitzsimmons, Tata McGraw Hill Publications
2. Service Operations Management: Johnston Robert & Clark, Graham, Prentice Hall Publications



Syllabus of Second Year (Semester III/IV),MBA (Master of Business Administration)

Course Code :MBT604-4

Course: Project Management

L:3 Hrs.,T:1 Hrs.,P:0Hrs.,Per week

Total Credits : 7

Course Outcomes :

1. Students will have an understanding of the importance of a structured approach to project management
2. Students will be able to use project management tools and techniques to initiate, plan, execute and evaluate a project
3. Students will have an understanding of the tools and techniques of project management and how these are used to ensure projects are delivered successfully on time and within budget

Unit I : Introduction to Project Management- Characteristics & Objectives of Project, Project Life Cycle, Importance of Project Management, Constraints of Project, Project Portfolio Management.

Unit II : Project Organisation Structure & Project Definition- Advantages & Disadvantages of various Organisation Structure used in Project. Project Scope, Project Priorities, WBS, Integration of WBS with Organisation, Project Communication Plan.

Unit III : Estimating Project Time, Costs & Scheduling Resources - Factors influencing quality of estimates, Top Down & Bottom Up methods of Estimating, Various Costs associated with Projects, Projects Cost –Duration Graph, Time Constrained & Resource Constrained Projects.

Unit IV: Reducing Project Duration & Risk Management: Options for accelerating Projects, Risk Identification, Risk Assessment, Risk Response Development & Risk Response Control.

Unit V: People Issues in Project Management- Network of Stakeholders, Qualities of an effective Project Manager, Five Stage Team Development Model, Building high performance project teams.

Unit VI: Project Performance, Evaluation & Closure- Structure of Project Monitoring Information System, Project Control process, Monitoring Time performance, Earned Value System, Types of Project Closure. Introduction to Project Management Software

Text Book:

1. Project Management: 5th Edition by Clifford F. Gray, Erik W. Larson, McGraw Hill

ReferenceBooks:

1. Project Management: Jeffrey Pinto, Pearson
2. Project Management: Rory Burke, Wiley India
3. Project Management, S Chowdhary, McGraw Hill
4. Project Management: V C Sontakki, Himalaya Publishing House
5. Project Management: Arun Kanda, PHI



Course Code: MBT604-5
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Quality Management
Total Credits: 7

Objectives:

The course aims to teach students the contemporary issues pertaining to the management of quality. The course will provide principles and techniques of Total Quality Management. It covers quality concepts and tools which are used for quality improvement.

Unit I:

Introduction to Total Quality in Organization: A brief history, Concept of quality, Evolution of Total Quality, Gurus of Total Quality Management, their philosophies and contributions, **Principles of Total Quality I: Leadership:** Characteristics of Quality Leaders, Leadership System - Core Values, Concepts, and Framework. **Customer Satisfaction:** Customer perception of quality, Feedback, Using customer complaints.

Unit II:

Principles of Total Quality II : Employee Involvement: Employee motivation, Empowerment, Teams, Suggestion system, Performance appraisal and gain sharing.

Supplier Partnership: Principles of Customer/Supplier Relations, Partnering, Sourcing, Supplier selection, Supplier certification, Supplier rating.

Unit III:

Principles of Total Quality III: Continuous Process Improvement: Process, PDCA Cycle, Problem solving method, The Juran Trilogy, Kaizen, Six Sigma, Performance measures, Cost of Quality.

Unit IV:

Tools & Techniques for Total Quality I : 7 QC Tools, Management tools, Failure Mode and Effect Analysis, Quality by Design.

Unit V:

Tools & Techniques for Total Quality II: Taguchi's Quality Engineering, Quality Function Deployment, Statistical Process Control.

Unit VI:

Tools & Techniques for Total Quality III: Benchmarking, Five S, Introduction to Total Productive Maintenance, QMS: ISO 9000, EMS: ISO 14000.

Text Book:

1. Total Quality Management: Dale H. Besterfield, Carol Besterfield-Michna et al, Pearson.

Reference Books:

1. Total Quality Management: Kanishka Bedi
2. Total Quality Management: P.N.Mukherjee, PHI.
3. Total Quality: James R. Evans, Cengage Learning.
4. Total Quality Management: Poornima M Charantimath, Pearson
5. Total Quality Management: N Gupta ,B Valarmathi, Tata Mc Graw Hill



Course Code: MBT604-6
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: World Class Manufacturing
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Ability to understand the traditional and current manufacturing concepts.
2. Ability to apply Systems and tools for achieving global business competitiveness.
3. Ability to reach a Point of Decision and help the management in making scientific and informed decisions.

Unit I:

Introduction to World Class Manufacturing: Emergence of Information age, Competing in Information Age, Business Challenges, Manufacturing Challenges, Problems in the manufacturing industry

Unit II:

Gaining Competitive Edge through WCM: Manufacturing Excellence & Competitiveness. What is WCM. The Practices of WCM, Quality in WCM

Unit III:

Systems and tools for WCM: The Integration Imperative, Overview of Systems and Tools, Material Processing & Handling Tools, An Assessment of Manufacturing Systems & Tools

Unit IV:

The Indian Scenario: Competitiveness of Indian Manufacturing, Planned strategies of Indian Firms, Objectives & Strategies, Usage of Management tools and technologies, Manufacturing Management Practices, IT Infrastructure & Practices, Strategic Use of IT in Indian Manufacturing, Is India ready for WCM

Unit V:

Leading India towards WCM: Generic Manufacturing Strategies for the Information Age, Issues in Strategic Planning for WCM, Barriers to using IT Strategically, Implementing the WCM Plan, Need for Performance Improvement, Human Resource Dimensions in WCM, Morale & Teamwork

Unit VI:

Where Do we Go from here: Manufacturing Strategy: Futile Search nfor an Elusive Link, The Manufacturing Strategic Intent Classification, Translating intent into Action

Text Book:

1. World Class Manufacturing- A Strategic Perspective-Sahay B S, Saxena K B C, AshishKumar,; MacMillan – India Ltd, ISBN 0333-93-4741.

Reference Books:

1. Finding and Implementing Best Practices- Business Process Benchmarking, Champ, Robert C. Vision Books , New Delhi – 2008
2. Hammer, Michael and James Champy. Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing, London.- 1993
3. Six sigma for Managers-TMH 2002, Greg Brue, ISBN- 0-07-048639-5



Course Code:MBT604-7

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Enterprise Resource Planning(ERP)

Total Credits : 7

Objectives:

The course intends to introduce the student to the rationale for acquiring and implementing ERP systems, selection of ERP software, and integration of processes and transactions in the ERP system. It will enable the student to understand the challenges associated with the successful implementation of ERP software with an emphasis on leadership and managerial implications/actions.

Unit I:

Enterprise - An Overview. Introduction to ERP. Basic Concepts of ERP. Risk & Benefits of ERP.

Unit II:

ERP and Related Technologies. ERP Functional Modules.

Unit III:

ERP Implementation Basics. ERP Implementation Life Cycle. ERP Package Selection.

Unit IV:

ERP (Implementation) Transition Strategies. ERP Implementation Process. ERP Project Teams.

Unit V:

Consultants, Vendors and Employees. Success & Failure Factors of an ERP Implementation. ERP Operation & Maintenance.

Unit VI:

ERP and e-Business. ERP, Internet and www. Future directions and trends in ERP.

Text Book

1. Enterprise Resource Planning: Alexis Leon, Tata-McGraw-Hill Publications

Reference Books:

1. ERP Ware: ERP Implementation Framework: V.K. Garg & N.K. Venkitakrishnan
2. ERP Concepts and Planning: Garg & Venkitakrishnan
3. Textbook of Enterprise Resource Planning: Jaiswal / Vanapalli, McMillan : by Joseph Brady, Ellen Monk, and Bret Wagner
4. Concept in Enterprises Resource planning: by Joseph Brady, Ellen Monk, and Bret Wagner



Course Code:MBT604-8

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Advanced Operations Research

Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Ability to apply decision making tools to various industrial problems.
2. Ability to gain an in-depth insight into business modes and models and analyze them to obtain optimized solutions.
3. Ability to reach a Point of Decision and help the management in making scientific and informed decisions.

Unit I:

Queuing Theory MM1(Infinite: FCFS), MM1 (Infinite: SIRO), MMS (N : FCFs),

Unit II:

Sequencing:- Job Sequencing, Johnson's Rule, Processing 2 jobs 2 machines, n jobs 2 machines, n jobs 3 machines, n jobs m machines

Unit III:

Metaheuristics:-Tabu Search, Simulated Annealing, Genetic Algorithm

Unit IV:

Decision Theory:- Types of Decisions, Types of Environment, Decision making under Uncertainty, Decision Making under Conflict, Decision Tree Analysis, Posterior Probabilities & Bayesian Analysis

Unit V:

Simulation:-Monte Carlo Simulation Techniques, Inventory Models, Queuing Models, Capital Budgeting Problems, Financial Planning, Advantages & Disadvantages.

Unit VI:

Replacement Models:-Detorative and Non Detorative Items, Discounting Technique, Net Present Worth, Individual Replacement, Group Replacement

Text Book

1. Operations Research – Sharma, S.D., Kedarnath-Ramnath Publications, Meerut & New Delhi

Reference Books:

1. Operations Research – Gupta, Prem Kumar &Hira D.S., S. Chand Publications
2. Operations Research – Sharma J.K., Macmillan India
3. Operations Research – Panneerselvam, Prentice Hall India, 2nd Edition
4. Introduction to Operations Research, A Computer Oriented Algorithmic Approach – Gillett, Billy E., Tata McGraw Hill Publications



Course Code:MBT605-1

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: International Financial Markets

Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Thorough Knowledge of the International Financial Transactions.
2. An insight of comprehensive analysis on recent developments in the world monetary & financial system both at macro & micro level as the new millennium is likely to pose new challenges.
3. Understanding of the changing role of international financial managers in a multinational firm.
4. Exposer to a series of cases so as to have a real revelation of Financial Management at global context.

Unit I:

History of the International Financial Management -The rise and Fall of Bretton Woods.Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Developments,International Financial Markets& role of International Financial manager.

Unit II:

The European Monetary System– Introduction, Organisation, history, and Bank lending & monetary policy.

Unit III:

Foreign Exchange Markets-Introduction, markets & market participants, foreign exchange transactions, the forward contract, interest arbitrage, hedging a forward contract.

Unit IV:

Euro Currency & Euro Bond Markets-Introduction & role of the Euro , status & euro as a reserve currency, Euro bond and new issue procedure in the Eurobond markets.

Unit V:

International Banking-Introduction, organizational features, types, the payment mechanism, and International bank loan financing-procedure& documentation.

Unit VI:

Country Risk, Analysis-Introduction, Classification, Evaluation, and use of country risk assessment.

Text Book:

1. International Financial Management: Bhalla, V K., 2nd ed., New Delhi, Anmol,2001

Reference Books:

1. Managing International Investment and Finance: Bhalla, V K., New Delhi, Anmol, 1997
2. Multinational Finance: Buckley, Adrian.. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996
3. Multinational Business Finance: Eiteman, David K and Stonehill, Arthur I.. California, Addison-Wesley
4. Multinational Financial Management: Shapiro, Alan C..New Delhi, Prentice Hall of India, 1995.



Course Code:MBT605-2
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Foreign Exchange Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. An insight of the determinants of currency rate movement.
2. Understanding of the foreign exchange exposure and hedging against exposure risk and how the foreign Exchange market operates.
3. Knowledge of how the exchange rates are quoted in the spot and forward market.
4. Knowledge of the mechanism of the foreign exchange markets.

Unit I:

Foreign Exchange Financial Management, Spot rate, Future rate and other terminologies

Unit II:

Arbitrages & Hedging, Synthetic Currencies, Forward and Future Contracts

Unit III:

Futures, Options, Option Portfolio and Swaps, Managing Credit Risk

Unit IV:

Multinational Capital Budgeting (Project Evaluation), Portfolio Considerations of Multinational Financial Management.

Unit V:

Cost of Capital and Multinational Financial Environment, Capital Structure of Multinational Corporation.

Unit VI:

Working Capital Management, Short Term Financing Decisions

Text Book:

1. International Financial Management – A. K. Seth, Galgotia Publishing Company

Reference Books:

1. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001
2. Luca Cornelius Trading the Global Currency Markets, NJ. Prentice Hall, 1995.
3. Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon, 1979
4. Sutton, W. H. Trading in Currency Options, New York Institute of Finance, 1987



Course Code:MBT605-3

L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: International Marketing

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of the Global Market Environment.
2. Knowledge of the international marketing theory and concepts.
3. Ability to do industry specific global analysis.

Unit I:

Concept of International Marketing: Introduction, Global Marketing, Theories of International Trade, Internationalization, process of IM, Emerging Opportunities, Trends, Composition, Direction and Outlook of World Trade, India's Foreign Trade, India's Growth of Exports in International Markets, Identifying Opportunities in IM.

Unit II:

World Trade Organization: Introduction, From GATT to WTO, Functions and structure of WTO, Multilateral Trading System, WTO Agreements, Standard and Safety Measures, Disputes Settlement, Effects of China's Entry, Implications of WTO, Scanning the International Economic Environment, International Economic Institutions, Conceptual Framework, Growth of RTAs, India's Participation in RTAs, RTAs under the WTO.

Unit III:

Decision Making Process and Product Strategy: Identification, Segmentation and Selection of International Markets, Tools for Analysis, Entering International Markets -Concept and Model of International Market Entry, Factor Affecting selection of Entry Mode, International Market Entry Mix, Standardization Vs Adaptation, Trade-off strategy, Product Quality Decisions, Packaging and labeling, Product Launch, PLC, Product-Promotion strategies.

Unit IV:

Building Brands and Pricing Decision: Types of Brands, Benefits of Branding, Selecting Brand Name, Brand Image, Brand Equity, Brand Identity, Brand Essence, Brand Positioning, Brand Revitalization, Strategies for Building Global Brands, Life Cycle Concepts, International Brand Strategy, Pricing Decision, Approaches, Factor Influencing Pricing Decisions, Transfer Pricing, Grey Marketing,

Unit V:

International Logistics and Distribution : Introduction, International Logistics, Value Chain Concept, Channels of International Distribution and selecting channels, Types of Channels, Market Intermediaries, Structure of Distribution Channels, International Retailing, Franchising,Private Labels, Managing Logistics, India's International Shipping Activities.

Unit VI:

Communication Decisions and Emerging Issues: Consumer Response Hierarchy Models, Process of IM Communication, Marketing Communication Strategies, Tools, Factor Influencing International Communication Decisions, Framework for Product Promotion Strategies, Emerging Issues in IM, CRM, ICT, Resurgent India, India's Competitiveness and ICT.

Text Book:

1. International Marketing: Rakesh Mohan Joshi, Oxford University Press.

Reference Books:

1. International Marketing: Francis Cherunilam, Himalaya Publishing House.
2. International Marketing: Rathor, Jani, Rathor, Himalaya Publishing House.
3. Export Marketing: Strategies for Success: Bhattacharya, B., Global Business Press.
4. Global Marketing Management: Warren J. Keegan, Prentice Hall Inc.



Course Code:MBT605-4

Course: Export-Import Procedures,
Documentation and Logistics

L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Knowledge of complex activities of International Trade and its required documentation.
2. Understanding of the International Trade related topics such as the international trade regulations and contracts, export procedures, export promotion, documentation framework for export and import, import procedures, risks in foreign trade, export quality control, export financing.

Unit I:

International Trade Regulations and Contracts: Laws governing India's Export Import Trade, International Commercial Practices, Uniform Customs and Practice (UCP), legal aspects of international trade contracts, Elements of contracts, Types of contracts, Export Agency, Liability, Letter of Credit – parties to, procedure, types, advantages, Litigation, Arbitration.

Unit II:

Export Procedures: Registration, Pre-shipment, Quality Control and Pre-shipment Inspection procedure, Excise Clearance conditions and procedure, Shipping and Custom Formalities, Clearing and forwarding Agents, Export Incentives.

Unit III:

Export Documentation - Aligned Documentation System (ADS), Proforma Invoice, Commercial Invoice, Packing List, Mate's Receipt, Bill of Lading, Certificate of Origin, Shipping Bill, Consular Invoice, Bill of Entry, Airway Bill, GR Form.

Unit IV:

Export Promotion: Export promotion measures in India, Duty Drawback – classification, procedure, criteria, Export Promotion Capital Goods Scheme, Export promotion organizations, Export Credit and Guarantee Corporation of India (ECGC).

Unit V:

Import Procedures: Liberalization of imports, Negative List for imports, Tariff Schedule, Categories of Importers, Special Schemes for Importers, Import Procedure – Pre-import Procedure, Legal Dimensions of Import Procedures, Custom Clearance procedure for Imported Goods, Types of Customs Duty, Mode of Levy of Customs Duty.

Unit VI:

Import Documentation: Retirement of Import Documents, Custom Clearance, Classification of Goods for Import Policy and Assessment of Duty, Bill of Entry – types, contents, Forward Contract.

Text Book:

1. Export Import Procedures and Documentation, Jain Khushpat S. & Dr. W.K. Acharya, Himalaya Publishing House

Reference Books:

1. International Business, Justin Paul, Prentice Hall of India
2. International Trade and Export Management, Francis Charunelium, Himalaya Publishing House
3. International Business, P. SubbaRao, Himalaya Publishing House



Course Code:MBT605-5
L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: International Economic Organizations
Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Knowledge of the factors which have led to the growth of internationalism and globalization and analysis of international economic organizations in a globalizing world.
2. Understanding and analyzing the role of international financial institutions in the world economy.

Unit I:

Introduction, basic concepts, Regimes & Regimes Theory; International Organizations as international institutions; Barriers to International trade

Unit II:

Asia-Pacific Trade Agreement, IFAD (International Fund for Agricultural Development), Asian Development Bank (ADB)

Unit III:

International Monetary Fund (IMF), World Bank Group-International Bank For Reconstruction and Development (IBRD), World Economic Forum

Unit IV:

International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA);

Unit V:

General Agreement on Tariffs and Trade (GATT); World Trade Organization (WTO),

Unit VI:

United Nations Conference on Trade and Development (UNCTAD); International Labour Organization (ILO).

Text Book:

1. International Business: Justin Paul, 4th edn. 2004, PHI Learning

Reference Books:

1. International Monetary Cooperation: Bhalla, V.K., Delhi, Anmol, 1992
2. Diana Economic Theories of Development: Hunt, An Analysis of Competing Paradigms, Hemel Hempstead; Harvester Wheatsheaf, 1989.
3. International Institutions and State Power: Keohane, Essays in International Relations Theory Boulder: Robert O., Westview, 1989.
4. Structural Conflict: The Third World Against Global Liberalism, Krasner, Stephen D. Berkley, University of California Press, 1985.
5. The Future of Global Governance: Simai, Mihaly, Washington, D.C; United States Institute of Peace Process, 1994.

Course Code: MBT605-6

L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course:India's Foreign Trade Policy

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. An insight India's foreign Trade Policy.
2. Understanding of basic aspects of Exchange Control in India, Import Substitution and Export Promotion Policies and Export incentives.
3. Knowledge of the Role of Exim Bank in Foreign Trade, Infrastructural support for Export promotion.
4. Understanding of factors affecting the global market-place, along with the entire process from a practical, customer-driven viewpoint.

Unit I:

India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade. Directional Pattern; Major export commodities- Thrust area commodities- their trend, problems and prospects.

Unit II:

Major competitors, Major Import Commodity Group, Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders.

Unit III:

Import and Export Licensing System, Exchange Control in India, foreign trade policy of India.ImportSubstitution and Export Promotion Policies.

Unit IV:

Export Incentives, Financial and Fiscal.Deferred Payment System and the Role of EXIM Bank of India.Multilateralism and Bilateralism in India's International Business.

Unit V:

Export Credit Insurance; Infrastructure support for Export Promotion; Export Promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions.

Unit VI:

Role of State Trading Organizations in Foreign Trade, Export Processing Zones; Export Oriented Unites and Export and Trading House Schemes.

Text Book:

1. Export Import Procedures and documentations: Jain Khushpat, Dr. W. K. Acharya, Himalaya Publication House

Reference Books:

1. International Business Environment and Management: Bhalla, V.K. 8th ed., Delhi, Anmol, 2001.
2. Export Promotion in India: Bhashyam, S. The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988
3. Sri Ram Export Marketing in India's New Manufacturers: Khanna, University of Delhi, Delhi, 1986
4. Export Performance and Export Marketing Strategies: Jain, S.K., Commonwealth Pub., Delhi, 1988.
5. Export and Export Policies in the 1960s. Cambridge University Press: Nayyar, Deepak India's, 1976.



Course Code: MBT605-7

L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: Managing International Business Organizations

Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Knowledge of the scope and nature of International Business.
2. Knowledge of the concepts of International Business, ability to take strategic decisions regarding international trade.
3. Understanding of business operations on an international scale.

Unit I:

International business : Introduction, Evolution, Nature of International Business, stages of Internationalization, International Business Approaches

Unit II:

International Business Environment : Introduction, Social and Cultural Environment, Technological Environment, economic environment, Political Environment

Unit III:

Modes of Entering International Business, International Business Analysis, Modes of Entry: Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, Mergers and Acquisitions, Joint Ventures

Unit IV:

International Business: Size and Growth: Introduction, Global Economy, Integration of Global Trade, Trends in Exports, World Import Trend, Global Balance of Trade

Unit V:

Global Strategic Management and Business Ethics: Analysis of International Environment, International SWOT Analysis, alternative Corporate Level Strategies, Business Unit Level Strategies, Selection of Best Strategy, Ethics and Global Business, Location Decisions, International Logistics Management

Unit VI:(4)Future of International Business: New Information Technologies, E-Business, Virtual International Business, Future of Global Business and current trends

Text Book:

1. International Business: P. SubbaRao, Himalaya Publishing House

References:

1. Business Policy and Strategic Management, William F. Glueck, McGraw-Hill.
2. International Business: John S. Hill, Managing Globalization
3. International Business: Francis Cherunilam, Wheeler Publishing, New Delhi.
4. International Business: P. SubbaRao, Himalaya Publishing House



Course Code: MBT605-8
L:3 Hrs.,T:1 Hrs., P:0 Hrs., Per week

Course: International Logistics Management
Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Knowledge of the role of logistics in global business.
2. Insight into global economy and its impact on the supply chain management.
3. Knowledge of the economic and service characteristics of international transportation providers.
4. Understanding of the fundamentals for effective management of exporting and importing.

Unit I:

Introduction - International Logistics and Supply chain management: meaning and objectives, Importance in global economy, Characteristics of global supply chains, Supply chain relationship to business performance, Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain.

Unit II:

Transportation - Drivers of transportation decisions, Modes of transportation, Factors influencing mode and carrier selection decision, Devising a strategy for transportation, Strategic importance of transport in global logistics, Logistical objectives of transport, International Water, Air and Land Transportation: types, characteristics and salient features, Intermodal transportation in international operations.

Unit III:

Global trade environment - Various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade, Term of Payment, International Currency, INCO terms, Logistical packaging, containerization.

Unit IV:

Warehouse and Inventory Management - Warehouse functions, Warehousing planning, Warehousing options, Warehouse design principles, Introduction to inventory management, Types of inventory, Inventory related costs, Managing cycle stock, Managing safety stock, Managing seasonal stock, Analyzing impact of supply chain redesign on the inventory

Unit V:

Network Operations - Network planning, Network design problem, Network design and operations models, Location of service systems, Incorporating uncertainty in network design.

Unit VI:

Supply Chain Integration and Restructuring – Internal integration, External integration, Building partnership & trust in a supply chain, Vendor managed inventory, CPFR.

Text Book:

1. International Logistics: Global Supply Chain Management, Douglas Long, Springer - Verlag

Reference Books:

1. Global Operations and Logistics: Text and Cases, Philippe-Pierre Dornier, PanosKouvelis, Michel Fender, Wiley, John & Sons
2. Global Supply Chain Management in International Logistics, Alan Branch, Routledge
3. Global Logistics Management: A Competitive Advantage for theNew Millennium, Kent N. Gourdin Blackwell Publishing



Course Code: MBT 606-1

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Course: Dynamics of Family Business

Total Credits: 7

Course Outcomes :

1. Insights about family Business and its unique characteristics
2. Acquire management skills that can positively impact the success of Family Business.
3. Plan strategically for the success of Family Business.

Unit I:

The Family Business: What Makes It Unique

The Nature, Importance, and Uniqueness of Family Business, Constituents of Family Business, Theories on Family Business: Systems Theory Model, Agency Theory, Stewardship Perspective, Joint Optimization, Competitive advantage and Resource based view, , Ethics and Social Responsibility in Family Business, Importance of outside experience, Family Business Life Cycle

Unit II:

Hindu Undivided Family

Distinctive features of HUF, Mode of Creation of HUF, and Amendments in Hindu Succession Act

Unit III: Managing Coordination within Family:

To join or not to join, Coordination within family members, Synergizing Interpersonal Relationships, Theory of Jealous Spouse, Role of Non Family Employees, Leaders Role in Managing Disputes

Unit IV:

Strategic Planning and Family Business:

Creating Value with unique business models, Strategic Planning and its disciplined execution, Strategies parallel to stages of Family Business Life Cycle, Cases

Unit V:

Successful Family Businesses:

Great Families in Business: building Trust and Commitment, Zero Sum Dynamics and Family Culture, Family Emotional Intelligence, Family Meetings and retreats

Unit VI:

Designing family Governance, Boards, Stewardships:

Policy Making, Effective governance of the shareholder–firm relationship, the role of the board, ownership structure, boards versus independent advisors/consultants, Family Communication: family meetings, family councils, and family offices, Cases

Text Book:

1. Family Business 3rd Edition, by Ernesto J. Poza, Publisher- Cengage Learning

References Books:

1. Family business in India- SudiptDutta, Sage (1997)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
3. Who moved my cheese? , Dr. Spencer Johnson, Random House
4. I MOKYOU'RE OK, Thomas A. Harris



Course Code: MBT 606-2

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Course: Legal & Tax Environment

Total Credits: 7

Course Outcome:

1. Understanding of benefits and regulations related to different forms of organisations.
2. Awareness about licensing requirements for starting a business, available government incentives and IPRs.
3. Basic understanding of Service Tax, Sales Tax (VAT), Central Sales Tax (CST), Profession Tax (PT) and Local Body Tax (LBT).

Unit I : Forms of Organisation : Sole proprietorship, Partnership, Limited liability partnership, Joint stock company; Rules, regulations and benefits related to different forms of organisations.

Unit II : Licensing Requirements:

Bombay Shop Establishment Act 1948, SSI (SME) Registration, Approvals and Clearances – Electricity Board, Pollution Control Department etc.

Unit III : Government Incentives :

Package Scheme of Incentives – 2013, Financial incentives for MSMEs, Various subsidies, SEZ incentives.

Unit IV: Service Tax: Provisions of law and procedures; Various Services covered under Service Tax.

Unit V: VAT and CST: Concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST.

Unit VI: Other Taxes: Local body tax (LBT) – Provisions and Procedures, Profession Tax - Provisions and Procedures

Reference Books:

1. Indirect Taxes : Datey V. S., Taxmann Publications, New Delhi

Reference Websites:

1. http://103.247.98.218/~mofpi/state_pdf/Maharashtra/PackageSchemeofIncentives2013.pdf
2. <http://www.sharpfacility.com/Labour%20Laws/General/BARE%20ACT/Shop%20and%20Establishment.pdf>
3. <http://www.ipindia.nic.in/>



Course Code: MBT 606-3
L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Course: Financing of an Emerging Enterprise
Total Credits: 7

Course Outcome:

1. Understanding of the process of financing a new enterprise as well as an existing one.
2. Preparation of Project Report, Loan Documentation and Appraisal of Loan Proposals by the Financial Institutions. Also Preparation of Business Plan
3. Awareness about credit rating of SMEs as well as IPO platform for SMEs.

Syllabus:

Unit 1: Sources of Finance:

Bank Finance – Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.

Unit 2 : Small Scale Industries :

Meaning, importance, growth of SSIs, Regulatory requirements, Special financing needs, issues & implications. IPO platform for SMEs.

Unit 3: Loan Documentation :

Documents for processing of loan – project report, constitution details, promoters, fixed assets, material and various sanctions, approvals and clearances.

Unit 4: Project Financing :

Preparation of Project Financing Report – Components of Report, Market, Technical and Financial Feasibility, Appraisal of term loans by Financial Institutions.

Unit 5: Business Plan:

Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

Unit 6: Credit Rating and Insurance: Credit rating by rating agencies like CRISIL, CARE, ICRA to assess the credit worthiness of small enterprise, Benefits of credit rating; Different insurances for business.

Reference Books:

1. Introduction to Project Finance: H R Machiraju, Vikas Publications
2. The Perfect Business Plan made Simple: William Lasher, Random House
3. The Business Plan Workbook: Collin Barrow, KPI
4. Small-Scale Industries In India: Problems And Policy Initiatives: K. Vijayarani, K. R. Vijayarani, Susan F. Hensonow, Intl Specialized Book Service Inc.



Course Code: MBT 606-4
L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Course: Managing Human Capital
Total Credits: 7

Course Outcomes :

1. Understand various aspects related to managing human capital for smooth functioning of business.
2. Provides the right direction for succession management
3. Basic knowledge about prevailing legislations related to labour.

Unit I : Leadership & Delegation Management:

Types of Leadership, Values practiced by the great leaders, Delegation of Powers & Responsibilities, Dealing with Negative People and Use of Whip

Unit II: Human Resource Practices:

Selection, Compensation & Equity, Training & Development, Appraisal, and Problems associated in maintaining equity

Unit III: Succession and transfer of Powers:

Concept of Succession Management, Issues in Selecting a Competitive Successor, And Difficulties in transition from Founder to Successor, Role of HR in Leadership Transition

Unit IV: Labour and Industrial Jurisprudence:

The Laws of Wages: Payment of Wages Act, Payment of Bonus Act

The Laws of Workers Social Security: Workmen Compensation Act, Employee PF and Misc Provisions Act, Employee State Insurance Act

The Laws of Industrial Relations: Factories Act, Industrial Disputes Act, 1947

Unit V: Role of HR in Family Business:

Control & Collaborate; Role Confusion, Role Conflict, Role Clarity, Handling Leadership Pipelines, Bringing Family Members on Board; Addressing Problems

Unit VI: Institutional Overlap:

Founders Dilemma Family or Business and Coping Mechanisms, Professionalization of HR Practices in Family Business

Text Book:

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group

References Books:

1. Legal Aspects of Business, Daniel Albuquerque



Course Code: MBT 606-5
L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Course: Industrial Marketing
Total Credits: 7

Outcomes :

1. Students will get knowledge of Industrial buying & buyer behaviour
2. Knowledge of various pricing policies, role of leasing, competitive bidding
3. Introduction & importance of Negotiation, concepts of BATNA & ZOPA

Unit I : Industrial Markets

Introduction to industrial markets, understanding industrial buying & buyer behaviour, difference between consumer and industrial sales, buyer seller relationship

Unit II : Segmentation, Target and Positioning

Industrial Marketing intelligence and marketing research, industrial Market segmentation, target marketing and positioning, product strategy and new product development, Building brands in business market industrial marketing through ecommerce

Unit III: Industrial Communication

Industrial communication and direct marketing, managing personal selling, ABC analysis of industrial customers, deployment of sales force (allocating sales force to territories and customers), management of major and national accounts

Unit IV: Cost – benefit Analysis

Cost benefit analysis, competitive bidding pricing policies, role of leasing, leasing Vs purchase, commercial terms and conditions in industrial marketing, terms of payments (TOP), government regulations

Unit V: Industrial Business – Various Channels

Industrial business through ecommerce, doing industrial business by exploiting various channels like trade exhibitions, associations, referrals, selecting and managing intermediaries & middleman. International industrial marketing – legal aspects, risks involved, pricing and payment terms.

Unit VI: BATNA, ZOPA

Introduction and importance of negotiation, fixed pie and value addition models, introduction and explanations of BATNA (Best alternative to a negotiated agreement) & ZOPA – (Zone of possible agreement)

Text Book:

1. Industrial Marketing: by Krishna K Havaladar –publisher, McGraw Hill Publication.

Reference Books:

1. Industrial Marketing: Robert R Reeder, Second edition, PHI publications
2. Negotiation Genius: by Deepak Malhotra, Harvard business School publications



Course Code: MBT 606-6

Course: Business Operations

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Outcomes :

1. Basic knowledge of production procedures & Manufacturing systems
2. Understanding of Supply Chain Management, Transportation, Warehousing & Storage, and Network Design & Facility Location
3. Knowledge of service operations, Quality Management & Project management

Unit I : Introduction to Manufacturing systems, Production procedures, Service Operations, Product development and design, Demand, Production etc. forecasting.

Unit II : New Service Development: Managing Service Projects, Forecasting Demand for services, managing capacity and demand, Managing Waiting Lines, Capacity Planning

Unit III : Supply Chain Management: Introduction to Supply Chain Management, Cost – Service Trade Off, Supply Chain Integration, Supply Chain re-design.

Unit IV : Project management: Characteristics of a project, Project activity identification : Cost/Time estimation Preparing cost estimates, budgets and expenditures, Effort and Time estimation, Developing cost summaries for tracking project expenditures, Developing cost forecasts to proactively control future planned expenditures. Identifying resource requirement, Scheduling resources, Analyze optimal labour utilization for cost effectiveness and schedule efficiency.

Unit V : Scaling Up – Vision, Strategic Planning, Related – Unrelated Expansion, Modes of scaling up – Acquisition, Franchise, Own Stores etc., Financing scaling up.

Unit VI : Entering Foreign Markets: Entering International Markets –Concept, Selection of International Markets, Factors Affecting selection of Entry Mode, Product Quality Decisions, Packaging and labeling, Product Launch, Product-Promotion strategies, Pricing Decision.

Reference Books :

1. Supply Chain Management: Janat Shah, Pearson Education.
2. Service Management: James Fitzsimmons, Mona Fitzsimmons, Tata McGraw Hills Publications
3. Effective Project Management: Robert K. Wysocki, Rudd McGary, Wiley Publications
4. Total Quality Management: Dale H. Besterfield, Carol Besterfield-Michna et al, Pearson.



Course Code : MBT 606-7

Course : Cost Management & Control Systems

L: 3 Hr., T : 1 Hrs. P: 0 Hrs. Per week

Total Credits : 7

Course Outcome :

1. Understanding of decision making through limiting factor, Incremental costing and Activity based costing.
2. Understanding of various methods of inter-departmental / intra-group transfer pricing for maximization of profits at organisation level.
3. Understanding the mechanism of Enterprise resource planning and audit of management functions.

Syllabus :

Unit I :

Traditional vs ABC : Traditional absorption costing, Activity based costing, difference between the traditional and ABC ways, relevance of ABC.

Unit II :

Key – Factor (Limiting) Decision Making : Decisionmakingbased on key (limiting) factor of cost – material, labour etc.

Unit III :

Incremental / Differential Costing : Decision Making – Make or Buy, New vs Old Machinery / Equipment, Accept or Reject.

Unit IV :

Transfer Pricing : Concept, Variable Cost Method, Total Cost Method, Market Price Method, Negotiated Price Method.

Unit V :

Enterprise Resource Planning : An Overview, Benefits of ERP, ERP Life Cycle: Implementation, Operation and Maintenance, Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Sales and Distribution; ERP Market Place, SAP AG, Oracle etc.

Unit VI :

Audit of Management Functions : Audit of Production, Finance, Materials Management, Sales & Distribution, HR Functions.

Reference Books :

1. Management Control System: Sekhar, TMH, New Delhi
2. Enterprise Resource Planning: Alexis Leon, Tata-McGraw-Hill Publications
3. Cost and Management Accounting: M. N. Arora, Vikas Publications
Management Accounting 1st Edition: Sudhindra Bhatt, Excel Books.



Course Code: MBT 606-8
L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Course: Business Communication
Total Credits: 7

Course Outcomes :

1. Understand how information flows in an organization.
2. Well versed with the constraints involved in communicating within and outside the organization
3. Development of Soft Skill

Unit I : Communication foundations and Analysis : Establishing a Framework for Business Communication, Focusing on Interpersonal & Group Communication, Communicating within the organizations, External Influences in Communication

Unit II : Planning Written and Spoken Communication : Determining Purpose of Communication and Type of Message, Envision the Audience, Consider Context, Choose the Medium, Adapt and organizing Message, Prepare the first Draft

Unit III : Business Correspondence: Etiquettes of Business writing, Business letters : Memos, minutes, agendas, enquiries, orders, sales letters, notice, tenders, letters of Application, letter of complaints, Job applications/ Covering letters

Unit IV: Managing Data and using graphics : Communicating Quantitative Information using graphics, Including Graphics in Texts, Designing and delivering Business: Planning an Effective Business Presentation, Organizing the content, designing Compelling Presentation Visuals, Special Presentation Situations

Unit V : Art of Negotiation : Concept, Basic Skills, Negotiation Process, Mistakes to Avoid, Influencing, Role of Motives in Negotiations, Scope of Body Language in Negotiation, Negotiation- Arrive at Win-Win situation, Techniques of Negotiation

Unit VI : Communicating through Electronic, Voice, and written Messages : Communicating Electronically, Preparing Good and Neutral News Messages, Preparing Unpleasant news Messages, Preparing Persuasive Messages, Revising Written Messages

Text Book:

1. Business Communication: by Lehman, Dufrene, Sinha- Publisher, Cengage Learning.

References Books:

1. Business Communication, by Sona Prasad, - Publisher, Saijyoti Publication
2. Technical Communication: Principles and Practice, Meenakshi Raman and Sangeeta Sharma, Oxford Higher Education

