

**MBA I SEMESTER**  
**BUSINESS COMMUNICATION**

**Subject Code : MBA005A**

**Credit : 3L**

The objective of this course is to develop communication competence in prospective engineers so that they are able to communicate information as well as their thoughts and ideas with clarity and precision. This course will also equip them with the basic skills required for a variety of practical applications of communication such as applying for a job, writing reports and proposals, facing an interview and participating in a group discussion. Further, it will make them aware of the new developments in technical communication that have become part of business organizations today.

**Module 1:** Business communication covering Role of communication in information age; concept and meaning of communication; skills necessary for technical communication; Communications in a technical organization; Barriers to the process of communication. (6 Lectures)

**Module 2:** Style and organization in technical communication covering, Listening, speaking, reading and writing as skills; Objectivity, clarity, precision as defining features of technical communication; Various types of business writing: Letters, reports, notes, memos; Language and format of various types of business letters; Language and style of reports; Report writing strategies; Analysis of a sample report; (8 Lectures)

**Module 3:** Communication and personality development covering, Psychological aspects of communication, cognition as a part of communication; Emotional Intelligence; Politeness and Etiquette in communication; Cultural factors that influence communication; Mannerisms to be avoided in communication; Language and persuasion; Language and conflict resolution; (7 Lectures)

**Module 4:** Applications of Listening and comprehension skills; Reading Skills; Sound Structure of English and intonation patterns; (5 lectures)

**Module 5A:** Oral Presentation and professional speaking covering, Basics of English pronunciation; Elements of effective presentation; Body Language and use of voice during presentation; Connecting with the audience during presentation; Projecting a positive image while speaking; Planning and preparing a model presentation; Organizing the presentation to suit the audience and context; Basics of public speaking; Preparing for a speech; (3 Lectures)

**Module 5B:** Career Oriented Communication covering, Resume and bio-data: Design & style; Applying for a job: Language and format of job application. Job Interviews: purpose and process; How to prepare for interviews; Language and style to be used in interview; Types of interview questions and how to answer them; Group Discussion: structure and dynamics; Techniques of effective participation in group discussion; Preparing for group discussion; (5 Lectures)

**Module 5C:** Advanced Techniques in Technical Communication covering, Interview through telephone/video-conferencing; Power-point presentation: structure and format; Using e-mail for business communication; Standard e-mail practices; Language in e-mail; Using internet for collecting information; Referencing while using internet materials for project reports; Writing for the media; (2 Lectures)

**Text/Reference books:**

1. Fred Luthans, Organizational Behaviour, McGraw Hill
2. Lesikar and petit, Report writing for Business
3. M. Ashraf Rizvi, Effective Technical Communication, McGraw Hill
4. Wallace and masters, Personal Development for Life and Work, Thomson Learning
5. Hartman Lemay, Presentation Success, Thomson Learning
6. Malcolm Goodale, Professional Presentations
7. Farhathullah, T. M. Communication skills for Technical Students
8. Michael Muckian, John Woods, The Business letters Handbook
9. Herta A. Murphy, Effective Business Communication
10. MLA Handbook for Writers of Research Papers

**COMMUNICATION SKILLS I**  
**Subject Code : MBA006A**  
**Credit : 3L**

**Unit-I**

**Principles of Communication**

1. Introduction to Communication
2. Barriers to Communication
3. Basics of Technical Communication

**Unit-II**

**Constructing Sentences**

1. Modal Auxiliaries
2. Prepositions
3. The Passive
4. Narration
5. Subject-Verb Agreement
6. Determiners

**Unit- III**

**Speak Well (Speech Mechanism)**

**Phonetics**

Organs of Speech- The Respiratory System, The Phonatory System, The Articulatory System. Vowel Sounds- Pure Vowel Sounds (Monophthongs), Diphthongs, Consonant sounds and Symbols.  
Phonetic Transcription of some Common English Words

#### **Unit- IV**

##### **Composition**

1. Précis Writing
2. Essay Writing
3. Email Writing
4. Comprehension

#### **Unit-V**

##### **Composition**

1. Business Letter Writing- Structure, Format, Parts of Letter, Various Styles of Letter Writing, Floating Enquiry, Quotations, Quarry for Product specification, Price and other details, Placing the orders and their Execution, Handling Complaints, Sales Letters, Job Applications and their Cover Letters, Letters to Editors.
2. CV Writing
3. Technical Proposal Writing.

### ***Suggested Books***

1. Communication Skills for Engineers and Scientists, Sangeeta Sharma and Binod Mishra, PHI Learning Pvt. Ltd. (New Delhi)
2. English Grammar and Composition, Gurudas Mukherjee, Ane Books Pvt. Ltd.(New Delhi)
3. Current English Grammar and Usage with Composition, R.P. Sinha, Oxford University Press (New Delhi)
4. Effective Technical Communication, M Ashraf Rizvi, Tata McGraw Hill (New Delhi)
5. Business Communication, Meenakshi Raman & Prakash Singh, Oxford University Press (New Delhi)
6. Professional Communication, Aruna Koneru, Tata McGraw Hills, New Delhi.
7. A Practical Course for Developing Writing Skills in English, J.K. Gangal, PHI Learning Pvt. Ltd., New Delhi.
8. “Communicative English for Engineers and Professionals”, by Nitin Bhatnagar & Mamta Bhatnagar, Pearson (New Delhi).
9. “The Ace of Soft Skills”, by Gopalswamy Ramesh & Mahadevan Ramesh, Pearson (New Delhi)
10. Communication Skills for Engineers and Scientists, Sangeeta Sharma & Binod Mishra, PHI Learning Pvt. Ltd.

**FOREIGN LANGUAGE I**  
**Subject Code:MBA491A**  
**Credit :(3 L)**

**UNIT-1**

**Objective:** The objective of this programme is to make the student acquainted with the intricacies of French pronunciation and commonly used phrases in daily French which make the foundation of the entry level conversation in French. It covers following aspects:

1	Introduction to French alphabets.
2	French pronunciation basics.
3	Commonly used salutations in French conversation.
4	Phrases used in daily language.
5	Expressions used in telephonic conversation.
6	Basic permissions and questions.
7	Certain important questions and expressions often used by French people.
<b>Suggested Books</b>	1. Material developed by Dante Institute Of Foreign Languages. 2. Cours de Langue et de Civilisation Françaises publisher- Hachette.

**UNIT-2**

**Objective:** This unit deals with initial French grammar essential for basic conversation specifically targeting to develop core linguistic skills in a beginner igniting his thought process and making him capable of fabricating sentences directly from his thought processes on a basic to intimate level. It covers following aspects:

1	Introduction to verbs “être and avoir”.
2	Uses of être and avoir.
3	Expressing nationality/profession/counting/time/shape/state etc.
4	Counting in French / expressing measurement, age, weekdays, months / fractions / Cardinal and ordinal numbers / Units etc.
5	Demonstrative adjectives and personal pronouns.
6	Telling the quality (adjectives and their usage) / Colours /
7	Prepositions and expressing locations, situation and position.
<b>Suggested Books</b>	1.Cours de Langue et de Civilisation Françaises publisher- Hachette. 2. Dondo- Modern French Course, publisher- Oxford University press, India 3. Le nouveau Sans Frontières- Méthode de français, publisher CLE International. Part- 1

# **INFORMATION TECHNOLOGY FOR MANAGEMENT**

**PAPER CODE:- MBA 221A**

**CREDITS: (4)**

## **Objectives:**

The objective of this course is to develop micro-level individual competency amongst the participants with regard to contemporary Information Technology Tools and to develop an understanding of the data processing systems existing in organizations.

## **Unit I:**

Information & System Concepts-Introduction --Concepts, Classification of Information, Methods of Data & Information Collection, Value of Information, Organization and Information.

## **Unit II:**

System: A Definition. Types of Systems, System Decomposition, Integration of Sub Systems, Elements of a System, Human as an Information Processing System. International Business and IT. Management Information System-MIS: Definition, Nature & Scope, MIS Characteristics,

## **Unit III:**

Functions, Structure of MIS, Role of MIS, MIS as a Control System, Process of Management, Application of MIS, ERP & IT's Benefits. Internet-Introduction to Internet, Why We Need Internet, Internet Tools & Services, www, Internet in India, Security, Web Browser, Future of Internet.

## **Unit IV:**

E-Comm. an Introduction, E Business Fundamentals. New Information Technology: Interconnection and networking, Multimedia, Neural Networks,

## **Unit V:**

Artificial Intelligence, Executive Information System, Decision Support System (DSS) and Expert Systems. Issues for Senior Management: Management Control, Management Issues, Security Issues: Viruses, Worms and other creatures, I T issues for Management, Management in a Technological Environment, the changing world of Information.

## **Suggested Readings:-**

1. George W. Reynolds, Course Technology, USA: Informational Technology for Managers
2. Information Technology For Management: Advancing Sustainable, Profitable Business Growth, 9<sup>th</sup> Edition, Wiley Publications, New Delhi.

# MANAGERIAL ACCOUNTING IN MANAGEMENT

PAPER CODE: MBA 101A

CREDITS: (4)

## Objectives:

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

## Unit-I:

Financial Accounting – Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope. Cases and Problems

## Unit-II:

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios.

## Unit-III:

Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement. Cases and Problems

## Unit-IV:

Cost Accounting – Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of breakeven point, margin of safety. Profit graphs. Cases and Problems

## Unit-V:

Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets; Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost variances. Causes and Disposition of variances. Cases and Problems

## Suggested Books:-

1. Ray Garrison, Eric Noreen, Peter Brewer: Managerial Accounting, MC Graw Hill Education (India) Private Limited, 13<sup>th</sup> Edition.
2. Kuppapally Jelsy Joseph: Accounting For Managers, PHI Publications.
3. R.C. Shekhar, A.V. Rajagopalan: Management Accounting, Oxford University Press.

**MANAGERIAL ECONOMICS**  
**PAPER CODE: MBA 002A**  
**CREDITS: (4)**

**Learning Objective:** The purpose of this course is to apply microeconomics concepts and techniques in evaluating business decisions taken by firms. The emphasis is on explaining how the tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among alternatives. Simple geometry and basic concepts of mathematics will be used in course of teaching.

**Course contents:**

**Unit I**

Demand, Supply and Market Equilibrium; Elasticities of Demand & Supply, short run vs. Long run Elasticities.

**Unit II:**

Theory of Consumer Behaviour, Indifference curve theory, Indifference curves & its properties, Budget Constraints, Consumer Choice, Revealed Preference, Marginal Utility and Consumer Choice.

**Unit III:**

Production: Technology of Production; Production with one variable input, Production with two variable input, Returns to Scale. Cost: Measuring Costs, Costs in the Short & long run, Long run vs. Short run cost curves; Economies of Scope, Learning Curve.

**Unit IV:**

Theory of Firm & Market Organization: Perfect Competition: Perfectly Competitive markets, Profit Maximization, Marginal revenue, Marginal Cost, Output in the short run & long run, Industry's long run supply curve, Consumer and producer surplus, Minimum prices, price support, Import Quota and tariff, Impact of Tax or subsidy. Monopoly: Monopoly Power & its sources, Social Cost of Monopoly Power, Monopsony, Monopsony Power, Price Discrimination, Peak-load Pricing & Inter-temporal Price Discrimination, Two-part Tariffs. Monopolistic Competition & Oligopoly: Price Competition, Prisoner's Dilemma, Cartels. Pricing of Factors: Competitive Factor Markets, Equilibrium in Factor Markets, Factor Markets with Monopsony & Monopoly Power.

**Unit V:**

Market Failure: Externalities, Ways of correcting Market Failure, Stock Externalities & Property Rights, Common Property Resources, Public Goods, Private Preferences for Public Goods.

**Text books:**

1. Pindyck, Rubinfeld & Mehta (2009). *Microeconomics* (7th ed.). Pearson.

**References:**

1. Lipsey and Chrystal. (2008). *Economics*. (11th ed.). Oxford University Press.
2. Koutosyiannis (1979). *Modern Microeconomics*. (2nd ed.). Palgrave Macmillan.
3. Dominick Salvatore (2009). *Principles of Microeconomics* (5th ed.). Oxford University Press.



**MARKETING MANAGEMENT**  
**PAPER CODE: MBA 161A**  
**CREDITS: (3)**

**Objectives:**

The course is designed to promote understanding of concepts, philosophies, processes and techniques of managing marketing operation and to develop a feel of the market place.

**Unit I:**

Introduction to Marketing function; genesis, the marketing concept. Marketing Management System: objectives, its interfaces with other functions in the organisation. Environment of Marketing- Economic Environment, Political, Social, Demographic etc.

**Unit II:**

Market Segmentation. Consumer-buyer behaviour models. Socio- cultural environment. Legal Environment. Ethical issues in marketing.

**Unit III:**

Marketing Strategy- Marketing planning and Marketing programming. The concept of marketing mix, Product policy; the concept of product life cycle.

**Unit IV:**

New product decisions. Test marketing- Pricing Management of distribution: channels of distribution. Advertising and production. The concept of Unique Selling Proposition.

**Unit V:**

Implementation and Control. The marketing organization- alternative organization structures; the concept of product management. Administration of the marketing programme: sales forecasting; marketing and sales budgeting; sales management; management of sales force. Evaluation of marketing performance; sales analysis; control of marketing effort; marketing audit.

**Suggested Books:-**

1. Marketing In A Nutshell By Mike Meldrum, Elsevier Science Publications.
2. Marketing Management : An Indian Perspective By Prof. Vijay Prakash Anand, Wiley Publications.
3. Principles of Marketing By Prof. S.A. Sherlekar & R. Krishnamoorthy, Himalaya Publishing House Pvt. Ltd.

**ORGANIZATIONAL BEHAVIOUR**  
**PAPER CODE: MBA 003A**  
**CREDITS: (3)**

**Objective:** This course is designed to equip the students with the tools necessary to understanding the dynamics of individual and group behaviour for efficient and effective utilization of human resources in the organizations. Broadly, the course intends to help the students to be able to understand and analyse the individual needs, feelings, aspirations and to develop skills needed to plan for the implementation of change in an organization.

**UNIT I: Introduction**

Definition, Need and Importance of Organizational Behavior, Contributing disciplines of OB.

Nature and Scope, Organizational Behavior Models.

**UNIT II: Individual Behaviour**

**Personality** – Type A and B, Big five personality types, Factors influencing personality.

**Values And Attitudes**– Concept and types of values: Terminal value and instrumental value. Components of attitude, job related attitudes, measurement of attitude.

**Learning** – Concept and learning theories and reinforcement.

**Perceptions And Emotions** – Importance, factors influencing perception, perpetual distortions, emotional intelligence.

**UNIT III: Motivation And Interpersonal Behaviour**

**Motivation** – Meaning and importance of motivation, Maslow's need hierarchy theory, Herzberg's two factor theory, Theory X Theory Y, Intrinsic and Extrinsic motivation by Ken Thomas, Measurement of motivation using standard questionnaire. Communication and feedback.

Transactional Analysis (TA), Johari Window.

**UNIT IV: Group Behaviour**

Group Dynamics, Cohesiveness and Productivity.

**Conflict:** Sources of conflict, resolution strategies.

**Leadership:** Meaning and concept of leadership, trait theory, transactional, charismatic, and transformational leadership.

**UNIT V: Dynamics of Organisational Behaviour**

**Organizational Climate and Culture** – Concept, Factors affecting organizational climate and culture, Developing organizational culture.

**Organizational Change** – Importance, Stability vs. Change, Proactive vs Reaction change, Change process, Resistance to change, Managing change.

**Stress** – Work Stressors, Consequences, Prevention and Management of stress

**Essential Readings:**

1. Robbins, S.P., *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Greenberg, Jerald, and Robert A Baron, *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Luthans, F., *Organisational Behaviour*, McGraw Hill International. New York.

**Suggested Readings:**

1. Chhabra, T. N., *Organisational Behaviour*, Sun India Publications.
2. Singh, A.K., and B. P. Singh, *Organizational Behavior*, Excel Books Pvt. Ltd, New Delhi.

**PRINCIPLES AND PRACTICES OF MANAGEMENT**  
**PAPER CODE: MBA 001A**  
**CREDITS :( 3)**

**Objective:**

The objectives of this course is to expose the students to basic concepts of management and to enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management.

**Unit-I:**

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations. Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioral Perspective. Managerial processes, functions, skills and rules in an organization, social responsibilities of Business.

**Unit-II:**

Fundamentals of Planning - Objectives, Strategies, Policies, Decision making, Strategic organizing design, line and staff authority and decentralization

**Unit III:**

Fundamentals of Organizing- Nature and purpose, departmentation, Span of Management.

**Unit-IV:**

Direction-concept, Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership.

**Unit-V:**

Coordination. Control- concept, nature and purpose, control technique, control of overall performance, span of control.

**Suggested Books:**

1. Koontz & Weirich, *Essentials of Management*, Tata McGraw Hill, 2010.
2. L.M. Prasad, *Principles & Practices of Management*, Sultan Chand, 2010.
3. Stephen Robbins, *Management*, Pearson, 2011.

**QUANTITATIVE METHODS IN MANAGEMENT**  
**PAPER CODE:MBA 004A**  
**CREDITS: (4)**

**Objectives:**

The course is designed to make the students familiar with the basic statistical and linear programming techniques. The focus of this paper is to enable the students to apply relevant quantitative tools in business decision making. Students will be exposed to relevant software packages as part of the curriculum.

**Unit I:**

Role of quantitative methods and operations research for managerial decision making and support. Role of mathematical models in problem formulation and solving. Structure of decisions, statistical decision theory; decision making under uncertainty, risk, certainty. Decision Trees; method

**Unit II:**

Game theory applications, Transportation & Assignment Problems.

**Unit III:**

Simplex technique; transportation, assignment. Mathematical Programming models formulation and applications. Linear Programming- graphical problems.

**Unit IV**

PERT and CPM. Queuing theory- M/M/1 and M/M/n model. Monte Carlo System Simulation concepts and applications.

**Unit V:**

Case Study applications and use of OR software packages.

**Suggested Books:**

- 1) Levin, R.I. and Rubin, D.S: Statistics for Management, Prentice Hall of India, New Delhi. (2000).
- 2) Kapoor, V.K. Operations Research. Sultan Chand and Sons, New Delhi. (1999).
- 3) Sharma, J.K. Fundamentals of Operations Research. Macmillan India Ltd., New Delhi. (2001).

# **MBA II SEMESTER**

## **BUSINESS ENVIRONMENT**

**PAPER CODE: MBA 007A**

**CREDITS: (3)**

**Objectives:** The objective of the course is to develop an understanding of the methods for analyzing Business Environment and implications of changes in micro and macro environment for businesses.

### **UNIT – I**

Nature of the Environment of Business:- Nature, Concept and Significance of Internal Environment, Management of Organizational Resources for Developing Effective Internal Organizational Environment.

### **UNIT - II**

Economic Policies, Government and Business:- Industrial, Monetary, Fiscal and Foreign Trade Policies, Economic System, Economic Structure, Social Responsibility of Business and Social Responsibility of Government, Business Ethics.

### **UNIT - III**

Non-Economic Environment of Business:- Social and Cultural Forces Affecting Business. Political and Legal Forces Affecting Operation of Business in a given Economic Framework, Concept and Significance of Technological Environment, Government Guidelines for Technological Up gradation, Regulation for Foreign Collaboration and Investment.

### **UNIT - IV**

Natural Environment and Value of Life:- The concept of Value of Life Used in Economic Analysis, Environmental Regulation for Pollution Control, Recycling and Disposal of Industrial Waste.

### **UNIT - V**

Recent Development in Business Environment of India:- Market Freedom, Privatisation, Globalization, WTO and its Impact on Indian Industries, Consumer Protection,

Disinvestment, Government of India's Commercial Banking, and Government Policy regarding Small Sector Enterprises.

**Suggested Books:**

1. Chidambaram, Business Environment, Vikas Publication House Pvt Ltd, 2003
2. Dr. Justin Paul, Business Environment, Tata McGraw Hill Publishing Co.Ltd
3. Francis Cherunillam, Business Environment, Himalaya Publishing House
4. Ghosh, Economic Environment of Business, Vikas Publication House Pvt Ltd 2003
5. J.Bhagwati, India In Transition, Oxford University Press, 1994
6. K.Aswathapa, Essentials of Business Environment, Himalaya Publishing, 2000

**FINANCIAL MANAGEMENT**  
**PAPER CODE: MBA 102A**  
**CREDITS: (3)**

**Objective:** To familiarize the students with the principles and practice of financial management.

**UNIT I**

Financial Management: Meaning & Scope of FM. Objectives of FM, Functions of Financial Managers, Financial Decisions, Financial Statement Analysis: Meaning, Techniques of analysis (Trend analysis, Ratio Analysis). Fund Flow & Cash Flow Analysis.

**UNIT II**

Funds Raising Decision : Capital Structure – Determination of capital structure, optimum capital structure, over capitalization & Under capitalization, Return on capital employed, Capital Gearing, Trading on equity,

**Unit III:**

Leverages: Meaning, Types of leverages, calculation of Leverages, Basic theories of capital structure ( Net operating, Net Income & MM Theory), Computation of Cost of capital.

**UNIT IV:**

Working Capital Management: Meaning, Components of WC, Operating Cycles Method, Basic meaning of Inventory Management.

**Unit V:**

Receivable Management (Excluding practical), Capital Budgeting (Traditional & modern Techniques).

**Suggested Books:**

- 1) Pandey, I.M. *Finance: A Management Guide for Managing Company Funds and Profits*. Prentice Hall of India, New Delhi. (2003).

- 2) Bhattacharya, *Financial Accounting for Business Managers*. Prentice Hall of India, New Delhi 2003
- 3) Saraswat, Bhatnagar, *Financial Management*, Garima Publications, 2012.
- 4) M.R. Agarwal, *Financial Management*, Garima Publications Jaipur, 2009.

**FOREIGN LANGUAGE II**  
**Subject Code: MBA492A**  
**Credit :(3 L)**

**UNIT-1**

**Objective:** This module primarily focuses on the essential vocabulary required to hold a French conversation from basic to intermediate level covering variety of fields and areas. It comprises of following aspects:

1	Basic essential French vocabulary related to objects, people and places around us.
2	Industry specific French vocabulary.
3	Basic technical jargons.
4	Basic documentation vocabulary.
5	Words related to travel and carrying on with daily life in France.
<b>Suggested Books</b>	1. Material developed by Dante Institute Of Foreign Languages. 2. 5 language Visual dictionary by publisher-Dorling Kindersley (DK) 3. Dictionnaire Compact- Larousse, publisher- W.R Goyal

**UNIT-2**

**Objective:** This unit deals with a profound study of verbs, their usage in the language, primarily focusing on Present tense, enabling a student to narrate a variety of situations and handle conversation at length with certain restriction of tenses. It covers following aspects:

1	Types of verbs and their conjugation- All main three types of verbs
2	Primary focus on present tense in this module.
3	Introduction to Reflexive / Pronominal verbs.
4	Common sentence structure and basic prepositions.
5	Special focus on irregular verbs and their conjugations.



<b>Suggested Books</b>	1. Material developed by Dante Institute Of Foreign Languages. 2. Dictionnaire Compact- Larousse, publisher- W.R Goyal 3. Larousse de Poche- Le pratique du français, publisher Larousse, Paris.
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**HUMAN RESOURCE MANAGEMENT**  
**PAPER CODE: MBA 191A**  
**CREDITS: (3L)**

**Learning Objective:** The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management.

**Course Contents:**

**Unit I Lectures:**

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD- definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage, balanced scorecard

**Unit II Lectures:**

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e-recruitment, advantages & disadvantages of internal & external recruitment, selection process, orientation process, international staffing- geocentric, ethnocentric, polycentric approaches

**Unit III Lectures:**

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages, career planning.

**Unit IV Lectures:**

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

**Unit V Lectures:**

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining . Contemporary issues: Quality circles, Labour and International Labour Organization (ILO), World Trade Organization (WTO). Reports of the National Labour Commissions.

**Text Books:**

1. De Cenzo, D.A. & Robbins, S.P. (2006). *Fundamentals of Human Resource Management* (10th ed.). New York: John Wiley & Sons

**Suggested Readings:**

1. Monappa & Saiyaddin. (2000). *Personnel Management*. New Delhi: Tata McGraw Hill
2. Rao, V.S.P (2007). *Human Resource Management- Text and Cases* (2nd ed.). New Delhi: Excel Books.

**PRODUCTION AND OPERATIONS MANAGEMENT****PAPER CODE: MBA 431A****CREDITS: (3)****Objectives:**

The course is designed to familiarize the students with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations. Emphasis would be on to bring about effectiveness and efficiency of operations by job and work design, process design, layout design and design and control of systems related to production resources planning, quality, scheduling, maintenance, inventory and environment and safety.

**Unit I Lectures:**

Operations Management: An Introduction: Introduction to Production & Operations Management: Definition, need, responsibilities, key decisions of OM, goods vs. services. Operations as a key functional area in an organization. . Operation Strategies-Definition, relevance, strategy formulation process, order qualifying and order winning attribute. Definition of lean production, lean Demand Pull logic, waste in operations, elements that address elimination of waste, 2 card kanban Production Control system.

**Unit II Lectures:**

Forecasting and Scheduling: Forecasting-Definition, types, qualitative (grass roots, market research and delphi method) and quantitative approach (simple moving average method, weighted moving average and single exponential smoothing method), forecast error, Mean Absolute Deviation (MAD). Scheduling: Operation scheduling, goals of short term scheduling, job sequencing (First Cum First Serve (FCFS), Shortest Processing Time (SPT), Earlier Due Date (EDD), Longest Processing Time (LPT), Critical Ration (CR)) & Johnson's rule on two machines, Gantt charts.

**Unit III Lectures:**

Planning Techniques: Aggregate Planning: Definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce and average inventory. Capacity Planning: Definition, measures of capacity (input and output), types of planning over time horizon, Decision trees analysis. Queuing and Inventory Models: Elementary Queuing Theory Models: Poisson- Exponential Single Server Model with Infinite Population; M/M/1, M/M/C, Inventory Management: Economic Order Quantity with finite and infinite supply

**Unit IV Lectures:**

Operations and Services Design: Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous, product-process design Matrix and Services design matrix, technology issues in process design, flexible manufacturing systems (FMS), computer integrated manufacturing (CIM). Layout Decision: Layout planning – Benefits of good layout, importance, different types of layouts (Process, Product, Group technology and Fixed

position layout). Assembly line balancing by using Longest Operating Time (LOT) rule. Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods- factor rating method.

**Unit V Lectures:**

Maintenance Management & Quality Control: Maintenance Management: Need of maintenance management, equipment life cycle (Bathtub curve), measures for maintenance performance (Mean Time Before Failure (MTBF), Mean Time To Repair (MTTR) and availability), Reliability: Definition and function of series and parallel. Statistical Quality control: Variations in process (common & assignable causes), Variable measures (mean and range chart), Attribute measures (proportion of defects and no. of defects) using control tables control charts, single sampling plan : OC curve Acceptance sampling.

**Text Books:**

1. Mahadevan B (2006). *Operations Management Theory & Practice* (2nd ed.). Pearson Education.
2. S.N. Chary(2000). *Production & operations management* (3rd ed.). New Delhi: Tata McGraw Hill.

**Suggested Readings:**

1. S.C. Gupta & V.K. Kapoor (2010). *Fundamentals of Applied Statistics* (4th ed.). Sultan Chand & Son
2. Heizer Jay & Render Barry (2005). *Production & Operations Management* (8th ed.). Pearson Education
3. Chase R B, Aquilano N J , Jacobs F R and Agarwal N(2006): *Production & Operation Management Manufacturing and Services*(11th ed.), Tata McGraw Hill
4. V.N.A Naikan (2011): *Reliability Engineering And Life Testing*, Eastern Economy edition, PHI

# **MBA III SEMESTER**

## **COMMUNICATION SKILLS III**

**Subject Code : MBA012A**

**Credit : 3L**

### **Unit- 1**

Communication: Language and communication, differences between speech and writing. Types of Communication. Communication barriers. Technical Vocabulary, Foreign words in use, Proverbs and Idioms: their Practical Usage.

### **Unit- 2**

Writing Skills: dialogue writing, review writing

### **Unit- 3**

Technical Writing: Notices, report writing, letter writing; common errors to be avoided, CV writing.

### **Unit- 4**

Words, Phrases and Sentences

### **Unit-5**

Writing Project Proposal

Writing Scientific Research Paper

### ***Suggested Books***

1. M. Frank. *Writing as thinking: A guided process approach, Englewood Cliffs*, Prentice Hall Regents.
2. L. Hamp-Lyons and B. Heasley: *Study Writing; A course in written English*. For academic and professional purposes, Cambridge Univ. Press.
3. R. Quirk, S. Greenbaum, G. Leech and J. Svartik: *A comprehensive grammar of the English language*, Longman, London.
4. Daniel G. Riordan & Steven A. Panley: "*Technical Report Writing Today*" - Biztantra.

### **Additional Reference Books**

1. Daniel G. Riordan, Steven E. Pauley, Biztantra: *Technical Report Writing Today*, (2004).
2. *Contemporary Business Communication*, Scot Ober, Biztantra, 5th Edition (2004).

**French Language III**  
**Subject Code:MBA493A**  
**Credit :(3 L)**

**UNIT-1**

**Objective:** This unit deals with advanced French vocabulary essential for advanced conversation specifically targeting to develop advanced linguistic skills in an individual enabling him to express his thoughts in details on any topic normal or technical without the limitation of lack of words. It covers following aspects:

1	Advanced technical vocabulary.
2	Industry specific jargons.
3	Advanced legal documentation vocabulary.
4	Vocabulary required in advanced business correspondence.
5	Specialised medical and scientific vocabulary.
<b>Suggested Books</b>	1. Material developed by Dante Institute Of Foreign Languages. 2. 5 language Visual dictionary by publisher-Dorling Kindersley (DK) 3. Dictionnaire Compact- Larousse, publisher- W.R Goyal

**UNIT-2**

**Objective:** This unit deals with advanced French grammar covering all the existing tenses and required verb conjugations essential for advanced conversation. It covers following aspects:

1	Appropriate usage of verbs.
2	Dealing with recognition of tenses- Nuclear and Compound tenses.
3	All the essential core tenses, their structure and application through ability to read thought process.
4	Conditional / Imperative : Formation and practical usage.
5	Compliment, object pronouns and their placement, Possessive pronouns, Prepositions “y” and “en”, Relative pronouns.
6	Reflexive / Pronominal verbs and their behaviour in various tenses.
7	Interrogative pronouns / Making questions.
<b>Suggested Books</b>	1. Cours de Langue et de Civilisation Françaises publisher- Hachette. 2. Dondo- Modern French Course, publisher- Oxford University press, India 3. Le nouveau Sans Frontières- Méthode de français, publisher CLE International. Part- 1

**BUSINESS LAW**  
**SUBJECT CODE: MBA009A**  
**CREDIT: (3L)**

**Objectives:**

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise.

**UNIT I:**

Nature of Business law, Sources of Business law and their classification. Mercantile law, Statute I Case law, Customs and Usage. Agreement and their legal obligations.

**UNIT II:**

Essential elements of a valid contract, types of contract, Void and voidable contract. Unenforceable and illegal agreements. Offer and acceptance over the telephone. Law of Arbitration-Definition of Arbitration, Effect of an arbitration. Arbitration without Intervention of Court. Powers and duties of Arbitrators.

**UNIT III:**

Sale of Goods Act. Definition and essentials of a contract of sale, Distinction between sale and agreement to sell, sale and hire purchase, sale distinguished from contract for work and labour. Kinds of goods, perishable goods. Document to the title of goods. Rules regarding transfer of property, Transfer of Title on sale.

**UNIT IV:**

Rules regarding delivery of goods. Buyers rights against seller, and unpaid seller's rights. Consumer protection act. Consumers rights, consumer's disputes redressal agencies, consumer protection council.

**UNIT V:**

Negotiable Instruments act. Definition and characteristic of Negotiable instrument. Liabilities of Parties to Negotiable Instruments. Brief exposure to Company Law including incorporation of a company - objects, registration, article of association, raising capital from public, company management and reconstruction, amalgamation and winding up.

**Reference Books:**

1. P.C. Tulsian, **Business Law**, Tata McGraw Hill, New Delhi, 2000

2. Kavita Krishnamurthy, **Business Law**, Global Vision Publishing, New Delhi, 2011

# **Corporate Social Responsibility, Human Values and Ethics**

**Subject Code : MBA010A**

**Credit : (3L)**

## **Objective**

The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate insocial systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

## **Unit I**

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour.Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics,Ethical Decision Making,Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics andValues in Business, Spiritual Values. Modern Business Ethics and Dilemmas, Overview of CorporateSocial Responsibilities (CSR) and Sustainability.

## **Unit II**

Managing Ethical Dilemmas at Work: The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards ConsumerStakeholders and the Environment;

## **Unit III**

The Corporation and Internal Stakeholders; Values-Based MoralLeadership, Culture, Strategy and Self-Regulation; Spiritual Leadership for Business Transformation.Organizational Excellence and Employee Wellbeing through Human Values.

## **Unit IV**

Corporate Social Responsibility: A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility, Corporate Social Responsibilityof Business, Employees, Consumers and Community.

## **Unit V**

Corporate Governance and Code of CorporateGovernance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Challenges ofEnvironment: Principles of Environmental Ethics, Environmental Challenges as BusinessOpportunity, Affirmative Action as a form of Social Justice.Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment,

## **Reference Books:**

- 1.D.Crowther,*Corporate Social Responsibility*,Deep&Deep Publications,New Delhi,2008
- 2.Kesho Prasad,*Corporate Governance*,PHI,New Delhi,2013
- 3.Madhumita Chatterji,*Corporate Social Responsibility*,OUP,New Delhi,2011

## ***Project Management***

**Subject Code: MBA011A**

**Credit : (3L)**

## **Objectives:**

The aim is to provide a suitable framework for gaining insight in the process of preparation, appraisal, monitoring and control of a project. The role project management

techniques and how to mobilize finance for domestic and international projects shall be highlighted.

### **Unit I**

Introduction to Project Management: Definition, functions, evolution of Project Management, classification of projects, Project management in different environments. The Project Management Systems, Methodologies & Systems Development Cycle: Systems approach, systems analysis, systems development, project feasibility, project life cycle, project appraisal, project contracting, the phases of system development life cycle.

### **Unit II**

Project Feasibility Study: Developing a project plan, market and technical analysis, financial analysis evaluation of project proposals, risk analysis, sensitivity analysis, and social cost benefit analysis. Project Planning: Planning fundamentals, project master plan, work breakdown structure & other tools of project planning, work packages project organization structures & responsibilities, responsibility matrix.

### **Unit III**

PERT, CPM, Resource allocation: Tools & techniques for scheduling development, crashing of networks, time-cost relationship, and resource leveling multiple project scheduling.

### **Unit IV**

Cost Estimating Budgeting : Cost estimating process elements of budgeting, project cost accounting & management information systems, cost schedules & forecasts. Managing Risks in Projects: Risk concept & identification, risk assessment, risk priority, risk response planning, risk management methods.

### **Unit IV**

Project Control: Information monitoring, internal & external project control, cost accounting systems for project control, control process, performance analysis, variance limits, and issues in project control. Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects) Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

### **Reference Books:**

- 1.R.B.Khanna,*Project Management*,PHI,New Delhi,2011
- 2.Roel Grit,*Project Management:A Practical Approach(2012)*,Akshara Books,New Delhi
- 3.Joseph Phillips,*PMP Project Management Professional Study Guide*,McGraw Hill Education(India)2009

## ***Strategic Management and Social Capital***

**Subject Code: MBA008A**

**Credit : (3L)**

### **Objectives:**

The objective of this course is to develop a holistic perspective of an organization and to enable the students to analyze the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

### **Unit I**

Introduction: Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution



and significance. Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

### **Unit II**

Top management perspective: Establishing company direction-developing strategic vision, setting objectives and crafting a strategy-Internal & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.

### **Unit III**

Analyzing business environment: Analysis of Business environment at 3 levels-Macro external environment analysis, external environment analysis (Industry analysis and competitor analysis) porter's five forces and competitor analysis framework, and firm level internal analysis. Identifying alternative strategies: Grand strategies: stability, growth, retrenchment & combination strategies, Generic strategies. Organization structures and strategy.

### **Unit IV**

Competitive strategy and competitive advantage: Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain.

### **Unit V**

Social Capital-Social theory and social structure , Concept and characteristics ,concept of bonding-bridging & linking : Putnam's theory ,A paradigm for social capital, Leveraging social capital in Business set-up &NGO's ,Social capital in the organisation, Social capital outside the organisation , Social capital, exchange and contribution, Social capital, intellectual capital and the organizational advantage.

### **Reference Books:**

- 1.G.Saloner,A.Shepard,and J.Padolny,*Strategic Management*,Wiley India,New Delhi,2008
- 2.Anthony Henry,*Understanding Strategic Management*,OUP,New Delhi,2011
- 3.A.Haberberg and A.Rieple,*Strategic Management:Theory and Application*,OUP,New Delhi,2008

## **MANAGEMENT RESEARCH METHODOLOGY**

**SUBJECT CODE: MBA013A**

**CREDITS: (3L)**

### **Unit I**

Meaning, Objective and Motivation in research, Type of research, research approaches, Significance of research, research process, criteria for good research, Define the research problem, selecting a problem, research design, meaning of research design, need of research design, features of good design.

### **Unit II**

Sampling Designing: Census and sample survey, implications of sample design, steps in sample design, criteria of selecting a sample, characteristic of a good sample design, Different type of sample design, random sampling. Data collection techniques:

collection of data, interview, schedule and questionnaire method, difference between questionnaires and schedules, Collection of secondary data, selection of appropriate method for data collection.

### **Unit III**

Processing and analysis of data, type of analysis, statistics in research, type of series, measurement of central tendency, measurement of dispersion, regression analysis, least square method, Mean based method , correlation analysis, Karl Pearson coefficient of correlation, Spearman single rank method, repeated rank method, relationship between correlation and regression analysis.

### **Unit IV**

Hypothesis Design, Basic concept concerning hypothesis testing, procedure of hypothesis testing, Important Parametric test: Z test, T test and F test, Non parametric test: Chi square test, Sign test, run test, mann- whitney U test, Limitation of the testing of hypothesis.

### **Unit V**

Scaling technique, measurement in research, type of measurement scales, techniques of developing measurement tools, Interpretation and report writing, technique of interpretation, Significance of report writing, Different steps in writing a report, Lay out of the research report, types of report.

### **Reference Books:**

1. Research Methodology: C R Kothari.
2. Business Statistics for managers: Levin and Rubin.
3. Business Research Methods: Coopers & Swindlers.

**FINANCIAL DECISION MAKING  
PAPER CODE: MBA 103A  
CREDITS: (3)**

**Objectives:**

This course develops concepts and techniques that are applied to financial modelling and financial decisions such as: working capital management, capital budgeting, capital structure, dividend policy, cost of capital and mergers and acquisitions. It stresses the application of theory and techniques and extensive use of case studies.

**Unit I:**

An Overview of the Financial System- Saving and Investment, Money, Inflation & Interest, Banking and Non Banking Financial Intermediaries. Financial institutions and economic development: nature and role of financial system: financial system and financial markets, efficiency, stability, technology, government intervention in the financial system.

**Unit II:**

Financial Markets and Instruments- Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc.

**Unit III:**

Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield. Concept of strategic decisions-changing global economic environment. Valuation of strategic options- merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases.

**Unit IV:**

Strategic decisions regarding financial services- Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy.

**Unit V:**

Analysis of enterprise – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.

**Suggested Books:-**

1. Financial Decision Making: Concepts, Problems and Cases by John. J. Hampton, Prentice Hall.
2. Fundamentals of Corporate Finance by Robert Rarrino & David Kidwell, Wiley Publications.
3. Financial Decision Making for Entrepreneurs and Managers by Dr. Tom McKaskill.

**FINANCIAL DERIVATIVES**  
**PAPER CODE: MBA 104A**  
**CREDITS: (3)**

**Objectives:**

This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

**Unit I:**

Definition of Derivative Securities- Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc.Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swaptions, Underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage.

**Unit II:**

Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarizing with market quotes.

**Unit III:**

Trading Strategies involving Options and Futures. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives. Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: definitions and terminology.

**Unit IV:**

Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

**Unit V:**

Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives. Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.

**Suggested Readings:-**

1. Financial Derivatives : Theory, Concepts and Problems by S.L. Gupta, PHI Publications.
2. Financial Derivatives : The Currency and Rates Factor by Aman Chugh and Divik Maheshwari, Pearson Publications.

**INDIAN FINANCIAL SYSTEM**  
**PAPER CODE: MBA 105A**  
**CREDITS: (3)**

**Objectives:**

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

**Unit I:**

Overview of Indian Financial System. Role of Financial Markets in capital formation and economic development; Indian Financial system- An overview. Commercial Banks and Industrial Finance- evolving role.

**Unit II:**

Reserve Bank of India as a Regulator of Banking System and its other functions. Basel –I and Basel-II norms.

**Unit III:**

Markets. Money Market Organization in India nature, constituents and instruments.  
Industries Securities Market in India: New Issue Market and Stock Exchange.  
Differences and similarities, functions, methods of New Issues, Regulatory Framework and SEBI.

**Unit IV:**

Mutual Funds, Insurance and others. Investment Policy and performance appraisal of Unit Trust of India,

**Unit V:**

Insurance Industry , IRDA Insurance Regulator . New Developments such as financial instruments, Private foreign investments, case studies and problems.

**Suggested Readings:-**

1. Indian Financial System by HR Machiraju, Vikas Publications.
2. Indian Financial System by Bharati V. Pathak, Pearson Education.
3. Indian Financial System by M Y Khan, Tata McGraw Hill Education Private Ltd.

**INSURANCE AND RISK MANAGEMENT**  
**PAPER CODE: MBA 106A**  
**CREDITS: (3)**

**Objectives:**

This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides the students will be in a position to understand principles of insurance and its usefulness in business.

**Unit I**

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

**Unit II**

Risk Retention and Transfer, Pooling, Loss Exposure, Legal Aspects of Insurance Contract, Principle of Indemnity, Estoppels, Endowment, Insurance.

**Unit III**

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Co-insurance.

**Unit IV**

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Types of Insurance, Fire and Motor Insurance, Health Insurance, Distinction between Life Insurance and Marine Insurance.

**Unit V**

Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium.

**Suggested Readings:**

1. Insurance & Risk Management by P K Gupta, Himalaya Publishers
2. Risk Management and Insurance Planning by Jatinder Loomba, PHI Publishers
3. Essentials of Risk Management and Insurance by Emmett J. Vaughan, Wiley Publications.

**INTERNATIONAL FINANCIAL MANAGEMENT**  
**PAPER CODE: MBA 107A**  
**CREDIT: (3)**

**Objectives:**

This course has been designed to acquaint the students with the conceptual framework of the key decision areas in international finance. The basic objective of the course is to provide an overview of the financial environment in which multinational firms operate.

**Unit I:**

Foreign Exchange Market and Risk Management: Environment of International Financial Management: Balance of Payments. Means of International Payments, Foreign Exchange Market, Currency Futures and Options Markets.

**Unit II:**

Foreign Exchange Risk Management, Exchange Risk, Political Risk, Interest Rate Risk, Measuring and Managing Foreign Exchange Exposure, Practical Problems.

**Unit III:**

Financing of International Operations: Determination of Exchange Rate, Exchange Market and Arbitrage, Exchange Rate Control, Financing of Exports and International Investments.

International Monetary Systems, European Monetary System, International monetary and Financial Institutions, Practical Problems.

**Unit IV:**

Financial Management of MNCs: Multinational Financial Management: Capital Budgeting Decisions for Multinational Corporation, Financing Decisions- Cost of Capital and Financial Structure.

**Unit V:**

Working Capital Management and Control International Banking, International Transfer Pricing, Cases and Problems.

**Suggested Readings:-**

1. International Financial Management by S.P. Srinivasan & Dr. B. Janakiram, Bijjantra Publications.
2. International Financial Management by Thummuluri Siddaiah, Pearson Education.

**MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**  
**PAPER CODE: MBA 108A**  
**CREDITS: (3)**

**Objectives:**

Liberalized economy has generated many opportunities of combining businesses to create wealth. The fundamental aim of the course is to prepare students to take advantage of the current scenario and understand how mergers, acquisition and corporate restructuring is implemented.

**Unit I**

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification.

**Unit II**

Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances.

**Unit III**

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business.

**Unit IV**

Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc.  
Computation of Impact on EPS and Market Price.

**Unit V**

Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger. Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues.

**Suggested Readings:**

1. Mergers, Acquisitions and Corporate Restructuring by Patrick A. Gaughan, Wiley Publications.
2. Mergers, Acquisitions & Corporate Restructuring in India By Rachna Jawa, New Century Publications.



**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**  
**PAPER CODE: MBA 109A**  
**CREDITS: (3)**

**Objective:** To familiarize students with different investment alternatives, introduce them to the framework of their analysis and valuation and also acquaint them with portfolio management and evaluation techniques.

**Unit I:**

**The Investment Environment** - The investment decision process, Types of Investments, the Indian securities market, the market participants, trading of securities, security market indices, Insider Trading.

**Unit II:**

**Security Analysis** – Concept of Return & Risk: Types & Sources.

**Unit III:**

**Fixed Income Securities:** Bond Fundamentals, Valuation of bonds, Estimating bond yields, Credit rating.

**Unit IV:**

**Equity Analysis:** Fundamental Analysis, Technical Analysis. Valuation of equity shares. Efficient Market Hypothesis

**UNIT V:**

**Portfolio Management:** Portfolio & Diversification, Markowitz model (2 Security portfolios) & Capital Asset Pricing Model. Performance Evaluation Techniques: Sharpe, Treynor & Jensen Indices

**READINGS:**

**Essential Reading:**

1. Chandra, Prasanna, *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
2. Bodie, Kane; Marcus & Mohanty, *Investments*, Tata McGraw Hill.

**Suggested Readings:**

1. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, 6th Edition, Prentice Hall of India, 2007.
2. Reilly, Frank K., and Keith C. Brown, *Investment Analysis and Portfolio Management*, 8th Edition, Thomson, 2007.

# HR SPECIALIZATION

## *Compensation Management*

*Subject Code : MBA192A*

*Credit : (3 L)*

### **Objectives:**

This course is designed to promote understand in issues related to compensation in corporate sector and impart skills in designing, analysis and restructure compensation management system, policies and strategies.

### **Unit I**

Job Evaluation: Introduction and basic concept, Methods; Labour Market : Concept, Broad Types of Labour Market ; National Wage Policy : Objectives, Concepts; Wage boards and Pay Commissions, Laws related to wage administration in brief .compensation- Concept, Wage concepts, Wage theories , objectives, nature of compensation, types of compensations, compensation responsibilities, Compensations Philosophies, compensation approaches, decision about compensation, Role, Economic and Behavioural issues . Managing Compensation:

### **Unit II**

Corporate Policy: Wage Determination, Pay Grade, and understanding inter and intra-industry compensation differentials: Concept of Internal Equity, External Equity: Wage Surveys, Designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans;

### **Unit III**

Profit Sharing plans, Stock Options, ESOPs, and pay for performance plans.Dearness Allowance : Computation of CPI – Exercise; Pay Incentives – Concept; different kinds of wage incentives plans and their application ; Pay for performance, competency based pay ; Bonus : Profit Bonus, Evolution of the Concept, Method of Determining Bonus;

### **Unit IV**

Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits . Concept of human capital and its implications for compensating human resources, compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

### **Unit V**

Calculation of Income Tax implications while calculating the income of an individual - Cost to the Company - Valuation of Perquisites - Taxability of various components of salary and wages; Fixation of Tax Liability - Tax deduction at source - Deductions and Tax Rebates to be considered while deciding tax deducted at source - Tax Deduction Certificates.

### **Reference Books:**

- 1.D.K.Bhattacharyya,*Compensation Management*,OUP,New Delhi,2014
- 2.Uday K.Haldar and Juthika Sarkar,*Human Resources Management*,OUP,New Delhi,2012.

# INDUSTRIAL RELATION AND LABOR LAWS

SUBJECT CODE : MBA193A

CREDIT : (3L)

**Objectives:** To provide basic knowledge in industrial relations and labour laws and to enable the students understand the various provisions of Trade Union.

## UNIT I

Industrial Relations: Definition, Importance & Scope. Trade Union-Growth, Objective,

Function & Role in globalize Content. Governmental Measures – Ministry for labor,

Commissioner of labor, Deputy Commissioner & labor Offices.

## UNIT II

Industrial Disputes: Nature and causes of Industrial Dispute, Types of conflict Resolution – Statutory & Non Statutory Collective Bargaining – Meaning, Characteristics, Need, Importance, Process, Pre-requisites.

## UNIT III

Workers Participation in Management: Concept & Pre-requisites. Forms & Levels of Participation. Benefit of workers participation in management. Role of workers participation in Labor welfare & Industrial hygiene Causes of Industrial Dispute

## UNIT IV

The Industrial Disputes Act, 1946: Definitions, Authorities under the Act , Power & Duties of Authorities. Strike & lockout, Lay-off and retrenchment.

## UNIT V

The Factories Act, 1948: Provisions regarding Safety, regarding Health, Welfare, Leave with Wages and Working hours of adults.

### Recommended Books:

1. AkhileshwarPathak, *Legal Aspects of Business*, Tata McGraw-Hill, 2007
2. P. Saravanavel& S. Sumathi, *Business Law for Management*, Himalaya Publishing house, 2004.
3. P. Kasliwal, *Intellectual Property Rights*, CBC, First Edition, 2009.

# **Knowledge Management**

## **Subject Code: MBA371A**

### **Credit: (3 L)**

#### **Objectives:**

This course is aimed at helping students gain an insight into the basic concepts and application of Knowledge Management in business and industry. It involves deliberations on the basic processes and tools of managing knowledge in organizations.

#### **Unit I**

Introduction to Knowledge Management: Definition, evolution, need, drivers, scope, approaches in Organizations, strategies in organizations, components and functions, understanding knowledge - difference between data, information and knowledge, various types of knowledge viz. tacit and explicit, consequences of knowledge types on managing knowledge;

#### **Unit II**

Factors Influencing KM, , knowledge sources, and documentation. Learning organization: Concept.five components of learning organization, Process of building Learning Organization, Importance in current scenario .

#### **Unit III**

Essentials Of Knowledge Management, knowledge creation process, knowledge management techniques, Knowledge creation process, systems and tools, organizational knowledge management: architecture and implementation strategies, building the knowledge corporation and implementing knowledge management in organization. Designing Strategy that encompasses a Knowledge Advantage, Knowledge management and culture.

#### **Unit IV**

Knowledge management system life cycle, managing knowledge workers, - knowledge audit, and knowledge management practices in organizations .

#### **Unit V**

KM: the Indian experience : Discussion of Organization experimenting with KM & Problems Indian organization face with respect to KM Futuristic KM: Knowledge Engineering, Theory of Computation, Data Structure.

#### **Reference Books:**

- 1.Shelda Debowski,*Knowledge Management*,Wiley india,New Delhi,2007
- 2.D.Hislop,*Knowledge Management in Organisations*,OUP,New Delhi,2009

# Organizational Development and Management of Change

Subject Code:MBA194A

Credit: (3 L)

## Objectives:

This course is designed to provide I depth understanding of behavioural interventions and enable the students to apply these intervention for building individual, team, system, systems and process related competencies and helping organizational to achieve peak performance and become self sustaining.

## Unit I:

Process of Organization Development, Human process interventions, Techno-structuralInterventions, HRM interventions, Competitive and Collaborative Strategies, Organization Transformation.

## Unit II:

Process of change and organization theory and practice.

## Unit III:

Elements of change.Achieving Systematic change.Domains of systematic change-strategy, technology, structure and people.Planning for change.

## Unit IV:

Change and the use of power.Nature and sources of power.Leadership and change-Transactional vs. Transformational change. Change cycle including participative and coerced change.Resistance to change, change through behavior modification. Positive and negative reinforcement.

## Unit V:

Training for change.Managing resistance.Implementing change.Adjustment to change and organising for growth.Prerequisites and consequence of change.The change Dynamics.

## Reference Books:

- 1.D.K.Bhattacharyya,*Organisational Change and Development*,OUP,New Delhi,2011
- 2.Piers Myers, Sally Hulks,and Liz wiggins,*Organisational Change*,OUP,New Delhi,2012.

# Performance Management and Retention Strategies

Subject Code:MBA195A

Credit: (3 L)

## Objectives:

Performance management is the most critical function and strong determinant of organizational excellence. This course is designed to develop appreciation and skills essential for designing and instituting effective performance management systems.

## Unit I:

Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal and Process of performance Appraisal

## Unit II:

Concept of performance management, Process & elements Of performance management. Behavioral Performance Management - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral

## Unit III:

Performance Management or OB Mod. Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

## Unit IV:

Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches &: tools to measure organizational performance, Traditional and modern performance appraisal methods.

## Unit V:

Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

## Reference Books:

- 1.A.S.Kohli and Tapomoy Deb,*Performance Appraisal*,OUP,New Delhi,2008
- 2.Tanuja Agarwala,*Strategic Human Resource Management*,OUP,New Delhi,2007

# Sourcing, Training and Development

Subject Code:MBA196A

Credit : (3 L)

## Objectives:

The objective of this course is to provide an in-depth understanding to various stages in a training process and the catalytic role of training and development in the effective functioning of an organisation. The course also facilitates the participants to learn some of the tools and techniques of training process.

## Unit I:

HRP concepts, importance, objective, type of HR plan, HRP approaches, Process, HR Forecasting: Concepts: Demand & Supply of manpower & methods of Forecasting.

## Unit II:

Recruitment: Concept, Sources & Techniques, Selection: Concept & Process HRD, Concept system, HRD matrixes climate, elements, Interventions. Career planning: concept, objective, process, Career planning and Career development, Career planning Vs Succession planning., Career Anchors, Succession Planning : concept & Process, Management Development Program .

## Unit III:

Job analysis: meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach. Job Analysis in Human Resource Planning, Recruitment and Selection.

## Unit IV:

Learning: Principles Of Learning, Theories of Learning, learning process; learning styles, Andragogy .Training – concept and rationale; training process of stakeholders in training programme; Organization and Management of training function; Training needs assessment-organization analysis, operational analysis, person analysis; competency mapping. Designing the training programme: process of learning in training programme- attributed and factors influencing; training climate and pedagogy; developing training modules;

## Unit V:

Training aids. Training methods and techniques, Trainers.Budgeting Of Training, Evaluation of training-need for evaluation, principles of evaluation, criteria and approaches; return on investment in training, process of calculating ROI in training; emerging trends in training and development; new perspectives on training –cross culture training, e-learning

## Reference Books:

- 1.B.Janakiram,*Training and Development*,Wiley India,New Delhi,2012
- 2.John Pulparambil,*Training and Development*,Patridge,2014

# Strategic Human Resource Management

Subject Code:MBA197A

Credit:(3 L)

## Objectives:

The Primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organisation and to gain insight of the alignment between different HR systems and practices and organisation outcomes.

## Unit I:

Understanding Strategic HRM: Traditional vs. strategic HR, Typology of HR activities, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices, investment perspective of human resources. Aligning HR systems with business strategy:

## Unit II:

Sustained competitive advantage - how HR adds value to the firm - HR as scarce resource – non-substitutable resource, linking HRM practices to organizational outcomes – assessing and reducing costs – behavioral impact of HR practices – marginal utility models – auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, alternative HR systems – universalistic – contingency – on figurational, congruence and integrated HR systems.

## Unit III:

HR Strategy in work force utilization: Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses. Strategies for performance and development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, managing employee ability – recruitment and selection strategy typology, incentive alignment, psychological contracting.

## Unit IV:

Evaluating HR Function : Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach – quantitative and qualitative measures – out come and process criteria, balanced score card perspective, bench marking,

## Unit V:

Accounting for HRM – purpose of measuring cost and benefits of HRM – approaches to HRM performances – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost.HR Score card: HR as a strategic partner and measurement challenge, seven step model for implementing HR strategic role, creating an HR score card, measuring HR alignment – two dimensions of alignment – assessing internal and external alignment – systems alignment map.

## Reference Books:

- 1.Tanuja Agarwala,*Strategic Human resource Management*,OUP,New Delhi,2007
- 2.Truss,Mankin,and Kelliger,*Strategic Human Resource Management*,OUP,New Delhi,2014



***Advertising Management***  
***Subject Code:MBA162A***  
***Credit :(3 L)***

**Objectives:**

To understand the process of marketing communications. To understand and integrate marketing communications theory and concepts with all elements of the promotional mix. To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

**Unit I:**

Mass communication theory and practices, marketing and promotion mix interrelationship and interdependence advertising. Sales Promotion, Publicity and Public Relations- Scope, Objectives, activities and creative role. Advertising, objectives tasks and process, market segmentation and target audience- Message and copy development.

**Unit II:**

Mass media, selection, planning, budgeting and scheduling. Integrated programme and budget planning. Implementing the programme, coordination and control.

**Unit III:**

Advertising Agencies in India, their services and terms, advertisement campaign development, Agency selection and appointment; Agency Organization and operation, Getting the best of the agency services. Analysis of effectiveness of advertisement and promotional campaign.

**Unit IV:**

Why and when sales promotion support, Sales promotion activities; Consumer Oriented- Sales channel Oriented-Sales staff oriented, Planning, budgeting, implementing and controlling campaigns.

**Unit V:**

Valuation and measurement of advertising and sales promotion effectiveness, Company organization for advertising: sales manager, Sales Promotion Manager, Market Development Manager- Role of Tasks, advertising ethics, economics and social relevance. The Public Relations Activities, Public relations and mass media.

**Reference Books:**

1. Jaishree Jethwaney, *Advertising Management*, OUP, New Delhi, 2012

2. Larry Percy and Richard R. Elliot, *Strategic Advertising Management*, OUP, New Delhi, 2012

# ***Consumer Behavior and Market Research***

***Subject Code:MBA163A***

***Credit :(3 L)***

## **Objectives:**

The subject explores the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service.

## **Unit I**

Identifying and classifying customers, buying behavior, attitude of consumer, consumer perception.

## **Unit II**

Factors influencing buying behavior; Reference groups, opinion leaders, social influences. Consumer behavior process; Understanding consumer motivation, personality and self concept, learning, memory.

## **Unit III**

Research concepts; exploratory , descriptive and conclusive research. The marketing decision making process and the need of different types of research. Types of marketing problems and type of marketing research activity.Sources of data; use and appraisal of existing information.

## **Unit IV**

Information from respondents, sampling design, scaling techniques and questionnaire design, interviewing, mail surveys.

## **Unit V**

Information from experiment, experimental design for marketing, Motivational research, Advertising research, Analysis and reporting. Marketing Information Systems, Structure and design, its role in planning and control; the place of marketing research.

## **Reference Books:**

- 1.Rajneesh Kumar,*Consumer Behaviour*,OUP,New Delhi,2014
- 2.Nigel Bradley,*Marketing Research*,OUP,New Delhi,2010
- 3.Sunanda Easwaran and Sharmila Singh,*Marketing Research*,OUP,New Delhi,2006

**International Marketing**  
**Subject Code: MBA164A**  
**Credit : (3 L)**

**Objectives:**

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

**Unit I:**

International marketing-its scope and tasks- world economy prospects and Challenges; India's external trade. Analysis of export performance. Why all organizations cannot go global Shipping terms and international trade terms. Information needs of exports.

**Unit II:**

Costing and pricing in international trade. Advantages and disadvantages of globalization.

**Unit III:**

Strategic export planning. Handling an export transaction. Export marketing Checklist; Selection of Markets: Choosing Markets; Export pricing; Management of export logistics. Documentation for export; processing of an export trade. Sales forecasting in international trade, Identifying geographical territories for expansion. Cultural factors affecting business in global market.

**Unit IV:**

Export credit system pre shipment and post- shipment, finance, medium and long term credit financing; ECGC; Transportation and shipment of cargo; Marine insurance of cargo; procedure for claiming rebate of excise duty. Import replenishment licensing procedures.

**Unit V:**

Generalized scheme of preferences. Sourcing and Transfer pricing mechanism. WTO related issues and IPR related issues impacting global trade.

**Reference Books:**

1. Rakesh M. Joshi, *International Marketing*, OUP, New Delhi, 2014
2. K. Lee and S. Carter, *Global Marketing Management*, OUP, New Delhi, 2012
3. Justin Paul and Rajiv Aserkar, *Export Import Management*, OUP, New Delhi, 2013

# **Product Management and Brand Building**

## **Subject Code:MBA165A**

### **Objectives:**

To understand the product management functions and its strategic role. To learn the issues involved in the product management function through the cases and project. To understand Brand development and it's sustenance in competitive market.

### **Unit I:**

The product in corporate life, Corporate and product objective, product management role, responsibility, scope and functions. Product strategy and policy, optimum product pattern/line range.

### **Unit II:**

New product development and launching. Challenge of change opportunity and risk-product innovation, modification, addition and elimination product proposals-sources, generation, processing and selection.

### **Unit III:**

Establishing techno-economic feasibility product testing and test marketing. Developing the strategy and the plan. Implementing the plan, coordination and control. Brand identity, Image, Equity, Brand Plan and Management, New Product Development Process.

### **Unit IV:**

Organization for Product Management, Marketing manager product manager-brand manager concept, approaches and organizational role, product manager- functions and tasks- tools and techniques.

### **Unit V:**

Brand extensions, acquisitions, Brand value, Consumer insight.

### **Reference Books:**

1. Richard Elliot, *Strategic Brand Management*, OUP, New Delhi, 2007
2. Kirti Dutta, *Brand Management*, OUP, New Delhi, 2012

**Retail management**  
**Subject Code:MBA461A**  
**Credit:(3 L)**

**Objectives:**

To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

**Unit I**

Introduction to Retail marketing – retail environment – the growing importance of retail industry.

**Unit II**

Consumer behavior in the retail context - buying decision process – its implication for retail management.

**Unit III**

Store lay out – design – Merchandising – private brands – national brands – merchandising buying and handling.

**Unit IV**

Retail Marketing Mix – 4 Ps – Merchandise Management – Negotiating Purchase.

**Unit V**

Consumerism and ethics in retailing – international retail structures – future of retailing

**Reference Books:**

- 1.P.K.Sinha,and D.P.Uniyal,*Managing Retailing*,OUP,New Delhi,2012
- 2.Bajaj,Tuli,andSrivastava,*Retail Management*,OUP,New Delhi,2010

**Rural Marketing**  
**Subject Code: MBA166A**  
**Credit: (3 L)**

**Objectives:**

To expose students to the reality of rural markets. To understand the problems, challenges in rural marketing. The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.

**Unit I**

Rural Marketing : Characteristics and Dimensions of Rural Markets - Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.

**Unit II**

Rural Market Behavior ~ Rural consumer dimensions - Rural Demand Dimension - Tapping the Rural Markets - Rural Market Segmentation - Basis and Strategies - Consumer Behavior in Rural Markets - Approach to Rural Markets of India - Marketing Research.

**Unit III**

Marketing Mix for Rural Marketing - Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets Product Management in Rural Markets.

**Unit IV**

Channels of Distribution : Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Managing physical distribution in rural markets - Storage, warehousing and transportation.

**Unit V**

Marketing Communication in Rural Markets : Promotion as a component in marketing communication - Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix - Evaluation of promotional activities.

**Reference Books:**

1. Krishnamacharyalu, *Rural Marketing*, Pearson, New Delhi, 2011

2. Pradeep Kashyap, *Rural Marketing*, Pearson, New Delhi, 2012

# **Sales and Distribution Management**

**Subject Code:MBA167A**

**Credit:(3 L)**

## **Objectives:**

The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage. As a successful marketer, the sales and distribution function needs to be properly managed this incorporates understanding of various concepts, which the course aims to provide to the student participants.

## **Unit I:**

The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

## **Unit II:**

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

## **Unit III:**

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

## **Unit IV:**

Distribution Management - Managing marketing logistics & channels,

## **Unit V:**

Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue. Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance Case & future trends in sales & distribution Management.

1.Tapan K.Panda and Sunil Sachdev,*Sales and Distribution Management*,OUP,New

Delhi,2011

2.P.K.Mallik,*Sales Management*,OUP,New Delhi,2011

3.Dinesh Kumar,*Marketing Channels*,OUP,New Delhi,2012

# **MEDIA SPECIALIZATION**

1. Industry Segment Overviews (36 hours over 5 full-days)
  - a. Television & Film
    - i. History and Evolution
    - ii. Participants and Processes
      - Concepts to Products
      - Promotion and Commercialization
      - Regulatory Framework and Industry Bodies
    - iii. New Trends and The Future
  
  - b. Print and Events (including Sports)
    - i. History and Evolution
    - ii. Participants and Processes
      - Concepts to Products
      - Promotion and Commercialization
      - Regulatory Framework and Industry Bodies
    - iii. New Trends and The Future
  
  - c. Radio and Music
    - i. History and Evolution
    - ii. Participants and Processes
      - Concepts to Products
      - Promotion and Commercialization
      - Regulatory Framework and Industry Bodies
    - iii. New Trends and The Future
  
  - d. New Media (Internet, Mobile, Animation & Gaming)
    - i. History and Evolution
    - ii. Participants and Processes
      - Concepts to Products
      - Promotion and Commercialization
      - Regulatory Framework and Industry Bodies
    - iii. New Trends and The Future
  
  - e. Advertising, Public Relations and Media Planning
    - i. History and Evolution
    - ii. Participants and Processes
      - Concepts to Products
      - Promotion and Commercialization
      - Regulatory Framework and Industry Bodies
    - iii. New Trends and The Future



2. Business Functions (36 hours over 5 full-days)

- a. Television and Film
  - i. Business Development/ Product-Experience Marketing
  - ii. Client Servicing
  - iii. Program Management/ Product-Experience Delivery
  
- b. Print and Events (including Sports)
  - i. Business Development/ Product-Experience Marketing
  - ii. Client Servicing
  - iii. Program Management/ Product-Experience Delivery
  
- c. Radio and Music
  - i. Business Development/ Product-Experience Marketing
  - ii. Client Servicing
  - iii. Program Management/ Product-Experience Delivery
  
- d. New Media (Internet, Mobile, Animation & Gaming)
  - i. Business Development/ Product-Experience Marketing
  - ii. Client Servicing
  - iii. Program Management/ Product-Experience Delivery
  
- e. Advertising, Public Relations and Media Planning
  - i. Business Development/ Product-Experience Marketing
  - ii. Client Servicing
  - iii. Program Management/ Product-Experience Delivery

3. General Employability Excellence (36 hours over 5 full-days)

- a. High Impact Spoken and Written Communication
  
- b. Practical Creativity and Problem Solving
  
- c. Organizational Excellence

d. Quant-Logic-Data Aptitude

e. Resume-GD-PI

4. Business Analytics (36 hours over 5 full-days)

a. Television and Film

- i. Analytics-based Decision Making
- ii. Analytical Methods and Tools
- iii. Data Collection Methods and Tools

b. Print and Events (including Sports)

- i. Analytics-based Decision Making
- ii. Analytical Methods and Tools
- iii. Data Collection Methods and Tools

c. Radio and Music

- i. Analytics-based Decision Making
- ii. Analytical Methods and Tools
- iii. Data Collection Methods and Tools

d. New Media (Internet, Mobile, Animation & Gaming)

- i. Analytics-based Decision Making
- ii. Analytical Methods and Tools
- iii. Data Collection Methods and Tools

e. Advertising, Public Relations and Media Planning

- i. Analytics-based Decision Making
- ii. Analytical Methods and Tools
- iii. Data Collection Methods and Tools

5. Creative & Technology Functions (36 hours over 5 full-days)

a. Television and Film

- i. Concept Ideation
- ii. Production Planning
- iii. Production

- b. Print and Events (including Sports)
  - i. Concept Ideation
  - ii. Production Planning
  - iii. Production
  
- c. Radio and Music
  - i. Concept Ideation
  - ii. Production Planning
  - iii. Production
  
- d. New Media (Internet, Mobile, Animation & Gaming)
  - i. Concept Ideation
  - ii. Production Planning
  - iii. Production
  
- e. Advertising, Public Relations and Media Planning
  - i. Concept Ideation
  - ii. Production Planning
  - iii. Production