

Study & Evaluation Scheme

of

Master of Business Administration (General)

[Applicable w.e.f. Academic Session 2011-12 till revised]



TEERTHANKER MAHAVEER UNIVERSITY

N.H.-24, Delhi Road, Moradabad, Uttar Pradesh-244001

Website: www.tmu.ac.in



TEERTHANKER MAHAVEER UNIVERSITY

(Established under Govt. of U. P. Act No. 30, 2008)

Delhi Road, Bagarpur, Moradabad (U.P)

Study & Evaluation Scheme of Master of Business Administration (General) SUMMARY

Programme	: MBA (General)
Duration	: Two year full time (Four Semesters)
Medium	: English
Minimum Required Attendance	: 75%
Credits	:
Maximum Credits	: 126
Minimum credits required for the degree	: 122

Assessment	:	<table> <tr> <th>Internal</th><th>External</th><th>Total</th></tr> <tr> <td>30</td><td>70</td><td>100</td></tr> </table>	Internal	External	Total	30	70	100
Internal	External	Total						
30	70	100						

Class Test I	Class Test II	Class Test III	Assignment(s)	Other Activity (including attendance)	Total
Best two out of the three					
10	10	10	5	5	30

Evaluation of Practical/Dissertations & Project Reports	:	<table> <tr> <th>Internal</th><th>External</th><th>Total</th></tr> <tr> <td>50</td><td>50</td><td>100</td></tr> </table>	Internal	External	Total	50	50	100
Internal	External	Total						
50	50	100						

Duration of Examination	:	External	Internal
		3 hrs.	1 ½ hrs

To qualify the course a student is required to secure a minimum of 40% marks in aggregate including the semester end examination and teachers continuous evaluation.(i.e. both internal and external).

A candidate who secures less than 40% of marks in a course shall be deemed to have failed in that course. The student should have at least 50% marks in aggregate to clear the semester. In case a student secures more than 40% in each course, but less than 50% overall in a semester, he/she shall re-appear in courses where the marks are less than 50% to achieve the required aggregate percentage of (50%) in the semester.

Question Paper Structure

1. The question paper shall consist of eight questions. Out of which first question shall be of short answer type (not exceeding 50 words) and will be compulsory. Question No. 1 shall contain 8 parts representing all units of the syllabus and students shall have to answer any five (weightage 4 marks each).
2. Out of the remaining seven questions, student shall be required to attempt any five questions. There will be minimum one and maximum two questions from each unit of the syllabus. The weightage of Question No. 2 to 8 shall be 10 marks each.

**Study & Evaluation Scheme
Programme: M.B.A. (General)**

Semester I

<i>S. No.</i>	<i>Course Code</i>	<i>Subject</i>	<i>Periods</i>			<i>Credit</i>	<i>Evaluation Scheme</i>		
			<i>L</i>	<i>T</i>	<i>P</i>		<i>Internal</i>	<i>External</i>	<i>Total</i>
1	MBA101	Principles of Management	4	-	-	4	30	70	100
2	MBA102	Computer Fundamentals	4	-	-	4	30	70	100
3	MBA103	Managerial Economics	4	-	-	4	30	70	100
4	MBA104	Business Statistics	3	2	-	4	30	70	100
5	MBA105	Professional English	2	-	2	3	30	70	100
6	MBA106	Financial Accounting	3	2	-	4	30	70	100
7	MBA107	Business Environment	4	-	-	4	30	70	100
8	MBA108	Organizational Behaviour	4	-	-	4	30	70	100
9	MBA151	Computer Fundamentals (Practical)	-	-	4	2	50	50	100
Total			28	4	6	33	290	610	900

Semester II

<i>S. No.</i>	<i>Course Code</i>	<i>Subject</i>	<i>Periods</i>			<i>Credits</i>	<i>Evaluation Scheme</i>		
			<i>L</i>	<i>T</i>	<i>P</i>		<i>Internal</i>	<i>External</i>	<i>Total</i>
1	MBA201	Marketing Management	4	-	-	4	30	70	100
2	MBA202	Business Research	4	-	-	4	30	70	100
3	MBA203	Production and Operations Management	3	2	-	4	30	70	100
4	MBA204	Operations Research	3	2	-	4	30	70	100
5	MBA205	Human Resource Management	4	-	-	4	30	70	100
6	MBA206	Cost and Management Accounting	3	2	-	4	30	70	100
7	MBA207	Professional Communication	2	-	2	3	30	70	100
8	MBA251	Comprehensive Viva-Voce	-	-	-	4	50	50	100
Total			23	6	2	31	260	540	800

Semester III

<i>S. No.</i>	<i>Course Code</i>	<i>Subject</i>	<i>Periods</i>			<i>Credits</i>	<i>Evaluation Scheme</i>		
			<i>L</i>	<i>T</i>	<i>P</i>		<i>Internal</i>	<i>External</i>	<i>Total</i>
1	MBA301	Management Information System	3	2	-	4	30	70	100
2	MBA302	Entrepreneurship Development	4	-	-	4	30	70	100
3		Specialization Group -1 (Major) Elective -1	4	-	-	4	30	70	100
4		Specialization Group -1 (Major) Elective -2	4	-	-	4	30	70	100
5		Specialization Group -1 (Major) Elective -3	4	-	-	4	30	70	100
6		Specialization Group -2 (Minor) Elective -1	4	-	-	4	30	70	100
7	MBA303	Managerial Communication	2	-	2	3	30	70	100
8	MBA351	Summer Training Report	-	2	-	4	50	50	100
Total			25	4	2	31	260	540	800

Specialization Groups:

Retail	Marketing	Finance	IB	HR
(Major) Elective 1				
MBR301 (Retail Management)	MBM301 (Consumer Behaviour and Advertising Management)	MBF301 (Financial Management)	MBI301 (International Business Management)	MBH301 (Performance and Compensation Management)
(Major) Elective 2				
MBR302 (Customer Relationship Management)	MBM302 (Brand. Management)	MBF302 (Income Tax Law and Practice)	MBI302 (Export, Import- Policy and Documentation)	MBH302 (Team building, Training and Development)
(Major) Elective 3				
MBR303 (Brand Management)	MBM303 (Service Marketing)	MBF303 (Security and Investment Analysis)	MBI303 (International Tendering and Commodity Trading)	MBH303 (Human Resource Development)
(Minor) Elective 1				
MBR301 (Retail Management)	MBM301 (Consumer Behaviour and Advertising Management)	MBF301 (Financial Management)	MBI301 (International Business Management)	MBH301 (Performance and Compensation Management)

Semester IV

S.N.	Course Code	Subject	Periods			Credits	Evaluation Scheme		
			L	T	P		Internal	External	Total
1	MBA401	Strategic Management	4	-	-	4	30	70	100
2	MBA402	Supply Chain Management	3	2	-	4	30	70	100
3	MBA403	Total Quality Management	3	2	-	4	30	70	100
4		Specialization Group -1 (Major) Elective -4	4	-	-	4	30	70	100
5		Specialization Group -2 (Minor) Elective -2	4	-	-	4	30	70	100
6	MBA404	Oral Communication	2	-	2	3	30	70	100
7	MBA451	Dissertation (Based on Market Survey)	-	2	3	4	50	50	100
9	MBA452	Comprehensive Viva-Voce	-	-	-	4	50	50	100
Total			20	6	5	31	280	520	800

Specialization Groups:

Retail	Marketing	Finance	IB	HR
Elective 5 (Major 4)				
MBR401 (Store and Warehousing Management)	MBM401 (Rural and Industrial Marketing)	MBF401 (International Financial Management)	MBI401 (Forex Management)	MBH401 (Industrial and Labour Laws)
Elective 6 (Minor 2)				
MBR402 (Customer Relationship Management)	MBM402 (Brand. Management)	MBF402 (Income Tax Law and Practice)	MBI402 (Export, Import- Policy and Documentation)	MBH402 (Team building, Training and Development)

Note:

L – Lecture
1L = 1Hr

T- Tutorial
1T= 1 Hr

P- Practical
1P=1 Hr

C-Credits
1C = 1Hr of Theory Paper
= 2 Hrs of Practical/Tutorial

MBA – Semester I

PRINCIPLES OF MANAGEMENT

Course Code: MBA101

L-4, T-0, P-0 C-4

Objective: The basic objective of this course is to provide the knowledge of basic concepts and principles of management.

Unit-wise Course Contents:

1. Fundamentals of Management: Concept, Nature, Importance; Management: As an Art and Science, Management as a Profession, Management Vs. Administration, Management Skills, Levels of Management, Characteristics of Quality Managers. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Business Ethics and Social Responsibility: Concept, Shift to Ethics, Tools of Ethics.

(10 Hours)

2. Management Functions: Introduction to Functions of Management, Planning: Nature, Scope, Objectives, Significance, Types, Process, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making. Organizing: Concept, Organization Theories, Forms of Organizational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority and Responsibility, Organizational Design.

(8 Hours)

3. Staffing and Directing: Concept, System Approach, Manpower Planning, Job Design, Recruitment and Selection, Training and Development, Performance Appraisal. Directing: Concept, Direction and Supervision. Basics of Motivation: Concept, Motivation and Performance, Theories of Motivation, Approaches for Improving Motivation, Pay and Job Performance, Quality of Work Life, Morale Building, Sustained Motivation.

(10 Hours)

4. Leadership: The Core of Leadership: Influence, Functions of Leaders, Leadership Style, Leadership Development. Communication: Process, Importance, Channels, Barriers to Communication, Communication and management, Role of communication in managerial effectiveness.

(6 Hours)

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

(6 Hours)

Text Books:

1. Stoner, Freeman and Gilbert Jr, *Management*, Prentice Hall of India.
2. Koontz, *Principles of Management*, Tata Mc Graw Hill, 2008.

Reference Books:

1. Robbins S.P. & Decenzo David A., *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education.
2. Hillier Frederick S. & Hillier Mark S., *Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets*, Tata McGraw-Hill, 2008.

*** Latest editions of all the suggested books are recommended.**

Semester I

COMPUTER FUNDAMENTALS

Course Code: MBA102

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to get familiar with computers and programming Language.

Unit-wise Course Contents:

1. **Introduction and History of Computers:** History of computing, Characteristics of computers, Limitations of computers. Data and evolution of information. Basic computer organization (Input Unit, Memory, Output unit. CPU), Input-Output devices, storage devices. Memory hierarchy (Types- Primary and Secondary).
(8 Hours)
2. **Computer Software:** Introduction, Types of Software with examples. Introduction of Languages. Compilers, Interpreters, Assemblers, Operating System: Definition, Functions, Types and Classifications, Study of windows- Use of menus, Tools and Commands of window XP.
(8 Hours)
3. **Computer Networks:** Overview, Types of Networks (LAN, MAN, WAN), Network topologies, Components of Computer Network -Server, Workstation, NIC, Hubs, Switchers, Cables etc.
(8 Hours)
4. **Internet:** Concept, Evolution, Characteristics, Limitations, E-mail, www, FTP, Telnet, Intranet, Extranet, Searching, Uploading and Downloading from Internet, Hardware and Software requirement of Internet, Search Engines, Browser, Video conferencing.
(8 Hours)
5. **MS-Office:** Basics of MS-Word, MS-Excel, MS-PowerPoint, Application of these Softwares for Documentation and Report Generation, Preparation of Questionnaires, Presentations, Tables (Practical). DBMS: Overview, Components of DBMS, RDBMS. Microsoft Access: Overview, Creating Tables, Queries forms, Reports.
(8 Hours)

Text Books:

1. Cyganski, *Information Technology: Inside and outside*, Pearson Education.
2. Basandra S.K., *Computers Today*, Galgotia Publishers.

Reference Books:

1. Leon A & Leon M, *Introduction to Computers*, Vikas Publication.
2. Leon, *Fundamentals of Information Technology*, Vikas Publication.
3. Kakkar D.N., Goyal R, *Computer Applications in Management*, New Age.

* Latest editions of all the suggested books are recommended.

Semester I MANAGERIAL ECONOMICS

Course Code: MBA103

L- 4, T-0, P-0, C-4

Objective: The course intends to develop a perspective necessary for the application of modern economic concepts, percepts, tools and techniques in evaluating business decisions taken by a firm.

Unit-wise Course Contents:

- 1. Introduction:** Nature, scope and significance of managerial economics, its relationship with other disciplines; Role of managerial economics in business decisions; Fundamental economic concepts, incremental principle, opportunity cost principle, discounting principle, equi-marginal principle, time value of money.

(6 Hours)
- 2. Demand Analysis and Consumer Behavior:** Demand functions – Generalized demand function and demand function, individual and market demand functions, law of demand, determinants of demand; Elasticity of demand – meaning, importance in business decisions and its measurement; Cardinal and Ordinal approaches to consumer behavior; Demand forecasting – its significance and techniques.

(9 Hours)
- 3. Production and Cost Analysis:** Production function – meaning and significance; short run and long run production analysis; Empirical estimation of production functions; short and long run cost function – their nature, shape and inter – relationship; Empirical estimation of cost function; Economies of scale and scope.

(9 Hours)
- 4. Theory and Behaviour of Firm:** Different market structures and their characteristics, Profit maximization objective, Alternative objectives of business firms, short run and long run price – output decisions under perfect competition, monopolistic competition, monopoly and oligopoly; Pricing strategies – full - cost pricing, product line pricing, price skimming and penetration pricing.

(9 Hours)
- 5. Macroeconomics:** National Income, Concepts and methods of its measurement; Inflation – demand pull and cost push inflation, effects of inflation, control of inflation; Business cycles – nature and phases of business cycle, policies to control business cycles.

(7 Hours)

Text Books:

1. Dwivedi, D.N., *Managerial Economics*, Vikas Publishing House Pvt. Ltd., New Delhi. Ed. 2006.
2. Vaish M.C., *Macro Economic Theory*, Vikas Publishing House Pvt. Ltd., 2007.
3. Dhingra I.C., *Managerial Economics*, S. Chand Publishers, New Delhi. Ed. 2008.

Reference Books:

1. Christopher R. Thomas & S.Charles Maurice, *Managerial Economics*, Tata McGraw – Hill, New Delhi. 2006.
2. Petersen Craig H. et al., *Managerial Economics*, Pearson Education, 2006.

*** Latest editions of all the suggested books are recommended.**

Semester I BUSINESS STATISTICS

Course Code: MBA104

L- 3, T-2, P-0, C-4

Objective: The basic purpose of the course is to provide the knowledge about statistical tools and techniques to assist the participants in better decision making.

Unit-wise Course Contents:

- 1. Introduction to statistics:** Application of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation, Skewness and Kurtosis.

(6 Hours)
- 2. Time series analysis:** Concept, and Secular trend; Seasonal variation; Cyclical variation and Irregular variation; Various methods of Time Series analysis, and their applications in business decision-making; Construction of Index Numbers and their managerial application.

(8 Hours)
- 3. Correlation and Regression:** Meaning and uses; various methods of calculation of coefficients and their analysis and implication.

(8 Hours)
- 4. Probability:** Concept of probability and its uses in business decision-making; Addition and multiplication theorem of probability; Baye's theorem analysis, and its application, Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

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

(10 Hours)

Text Books:

1. Beri, G.C., *Statistics for Management*, Tata McGraw-Hill, 13th edition.
2. Chandran J.S., *Statistics for Business and Economics*, Vikas Publication, 1998.
3. Render and Stair Jr, *Quantitative Analysis for Management*, Prentice-Hall.
4. Sharma J.K., *Business Statistics*, Pearson Education.

Reference Books:

1. Gupta C.B., *An Introduction to Statistical Methods* Vikas publication.
2. Earshot L., *Essential Quantitative Methods for Business Management and Finance*, Palgrave, 2001.
3. Levin Rubin, *Statistics for Management*, Pearson, New Delhi, 2000.

*** Latest editions of all the suggested books are recommended.**

Semester-I PROFESSIONAL ENGLISH

Course code: MBA105

(Common with MSW106/MFN106/MCT106/MHA105)

L	T	P	C
2	0	2	3

Course Contents:

Unit I

Communication: Meaning and importance of communication, Process of communication, Its types, Language as a tool of communication, Barriers to effective communication, 7 c's of communication, Art of public speaking. **(6 Hours)**

Practical (Oral): Speaking in groups on different social, organizational and personal issues.

(4 Hours)

Unit II

Written communication: Principles of condensation, Rules for writing précis, Paragraph writing, development of paragraph, Reading comprehension, Improving comprehension skills. **(6 Hours)**

Practical (oral): Reading paragraph, Reading newspaper reports.

(4 Hours)

Unit III

Business Letters and Reports: Introduction to business letters, types of business letters, Layout of business letters, What is a report? Kinds and objectives of reports, writing reports. **(6 Hours)**

Practical (Oral): Oral presentation of reports on different topics.

(4 Hours)

Unit IV

Presentation strategies: Purpose, Audience and locale, Organizing contents, Audio-Visual aids, Nuances of delivery, Body language, voice dynamics. **(6 Hours)**

Practical (Oral): Speech delivery with emphasis on body language and voice modulation.

(4 Hours)

Recommended Books:

1. Raman Meenakshi & Sharma Sangeeta, *Technical Communication-Principles & Practice* – O.U.P. New Delhi. 2007.
2. Sehgal M.K. & Khetrapal V., *Business Communication* – Excel Books.
3. Mohan Krishna & Banerji Meera, *Developing Communication Skills* – Macmillan India Ltd. Delhi.

NOTE:

This syllabus has been designed to improve the oral and written communication skills of students. The faculty members should put emphasis on practical (oral) activities for generating students' interest in language learning.

* Latest editions of all the suggested books are recommended.

Semester I

FINANCIAL ACCOUNTING

Course Code: MBA106

L- 3, T-2 P-0, C-4

Objective: The basic purpose of this course is to learn the basic accounting concepts, and tools of financial analysis.

Unit-wise Course Contents:

- 1. Financial Accounting:** Meaning, nature and importance. Accounting cycle, accounting equation. Journal, Ledger and Trial Balance.
(8 Hours)
- 2. Preparation of Final Accounts:** Manufacturing Accounting, Trading Account, Profit and Loss Account, Profit and Loss appropriation Account, Balance Sheet (with adjustments). Depreciation Accounting.
(10 Hours)
- 3. Analysis of Financial Statement:** Meaning and importance Ratio analysis, Profitability ratios, Activity ratios, Liquidity ratios, Long-term solvency ratios, Common size statement, Comparative statements and Trend analysis.
(10 Hours)
- 4. Funds Flow Statement:** Meaning and importance, Preparation of schedule of changes in working capital; Preparation of funds flow statement and its analysis.
(6 Hours)
- 5. Cash Flow Statement:** Meaning and importance- various cash and non-cash transactions, Flow of cash, Preparation of cash flow statement and its analysis.
(6 Hours)

Note: Case study on practical analysis of Balance Sheets of Joint Stock Companies and Bank

Text Books:

1. Bhattacharya S.K. & John Dearden, *Accounting for management*, Vikas Publication, 2006,
2. Jain S.P. & Narang K.L., *Advanced Accounting*, Kalyani Publication, Revised edition.

Reference Books:

1. Maheshwari S.N. & Maheshwari S.K., *Corporate Accounting* Vikas Publication, 2008.
2. Robert Anthony & Hawkins, *Accounting Test and Cases*, Irwin London, 1995.

*** Latest editions of all the suggested books are recommended.**

Semester I BUSINESS ENVIRONMENT

Course Code: MBA107

L- 4, T-0, P-0, C-4

Objective: The basic purpose of this course is to understand the concept of Business Environment, Political, Legal and Global Policies, Philosophy and strategy of planning, and Consumerism.

Unit-wise Course Contents:

1. **Concept of Business Environment:** Significance and nature, Interaction matrix of different environment factors, Process of environmental scanning, Basic philosophies of Capitalism and Socialism with their variants. **(8 Hours)**
2. **Politico-Legal Environment:** Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: MRTP, Industrial (development and regulation) Act 1951, FEMA, SEBI Act, Consumer Protection Act; changing dimensions of these laws and their impact on business. **(8 Hours)**
3. **Economic Environment:** Philosophy and strategy of planning in India; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years; Policy with regard to small scale industries and labour; The monetary policy, fiscal policy and union budget as an instrument of growth and their impact on business. Financial institutions and their relevance to business operations; Multinational corporations (MNCs). **(8 Hours)**
4. **Technological and Socio-Cultural Environment:** Policy for research and development in India; Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures; Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth; Emergence of middle class and consumerism; Development of business entrepreneurship in India; Social responsibility and Indian business. **(8 Hours)**
5. **Liberalization in India:** The New Economic Policy; Globalization; Policy changes for liberalization-Industrial policy; Exim policy; Banking policy; FDI policy; Reforms in capital market; Structural reforms; Impact of reform measures, Salient Features of WTO , Global business environment. **(8 Hours)**

Text Books:

1. Adhikari M., *Economic Environment of Business*, S. Chand & Sons.
2. Ghosh, *Economic Environment of Business*, Vikas Publications, 2004.

Reference Books:

1. Agarwal R., *Business Environment*, Excel Books, 2002.
2. Bedi S.K., *Business Environment*, Excel Books, 2004.
3. George A. & Steiner G.A., *Business, Government and Society*, Macmillan Publishers.

*** Latest editions of all the suggested books are recommended.**

Semester I

ORGANISATIONAL BEHAVIOUR

Course Code: MBA108

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concept of organizational behavior.

Unit-wise Course Contents:

- 1. Introduction to Organizational Behaviour:** Concept, nature, characteristics, conceptual foundations, determinants and importance; concept of knowledge management and Emotional Intelligence in contemporary business organization.
(8 Hours)
- 2. Understanding Human Behaviour in Management:** Perception: Concept, nature, process, importance. Management and behavioral applications of perception. Attitude: concept, process, and importance. Attitude measurement. Personality: Concept, nature, types and theories of personality shaping. Learning In Management: Concept and theories of learning, learning Principles, Role of learning in management.
(8 Hours)
- 3. Motivation and Leadership:** Concept, principles, theories – content and process. Monetary and non-monetary motivation. Leadership: Concept, functions, styles, and theories of leadership-trait, behavioral, and situational.
(8 Hours)
- 4. Interpersonal Relationship management:** Analysis of Interpersonal Relationship, Developing interpersonal relationship. Rapport Building techniques and tips Group Dynamic: Definition of Group, Stages of Group Development, Punctuated Equilibrium Model, Group Structure, Group Decision Making.
(8 Hours)
- 5. Stress and Conflict Management:** Define Stress and its potential sources, Individual and Organizational Approaches for managing stress. Conflict Management- Concept, sources, types, functionality and dysfunctional of conflict. Classification of conflict-intra individual, inter-personal, inter-group, and organizational. Resolution of conflict, meaning and types of grievance and process of grievance handling.
(8 Hours)

Text Books:

1. Davis Keith, *Human Behavior at Works: Organizational Behaviors*, Tata McGraw- Hill, New Delhi.
2. Pareek Udai, *Behavioral Process in Organizations*, Oxford and IBH, New Delhi, 1981.
3. Robbins S.P., *Organizational Behavior*, Pearson Education, New Delhi, 2003.

Reference Books:

1. Luthans Fred, *Organizational Behavior*, McGraw Hill, New Delhi, 1998.
2. Chandran J.S., *Organization Behavior*, Vikas Publishing House, 2004.

*** Latest editions of all the suggested books are recommended.**

Semester I

COMPUTER FUNDAMENTALS

Course Code: MBA151

L-0, T-0, P-4, C-2

Objective: The basic objective of this course is to get familiar with computers.

Course Contents:

1. Preparation of Questionnaires, Presentations, Tables based on MS-Word, MS-Excel, MS-PowerPoint.
2. Application of these Softwares for Documentation and Report Generation.
3. Creating Tables, Queries forms, Reports based on Microsoft Access.

Semester II MARKETING MANAGEMENT

Course Code: MBA201

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of marketing.

Unit-wise Course Contents:

- 1. Basics of Marketing:** Introduction, Definition, Importance and Scope of Marketing, Core marketing concepts, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organizations, Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research.

(8 Hour)

- 2. STP Marketing:** Market Segmentation, Segmenting the Market, Benefits, of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Procedure. Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy.

(10 Hours)

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

(8 Hours)

- 4. Pricing, Distribution, and Promotion Decision:** Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing Decision.

(8 Hours)

- 5. Service Marketing Aspect:** A Brief Account of Marketing of Services, Social Marketing, On-line Marketing.

(6 Hours)

Text Books:

1. Kotler Philip, *Marketing Management: Analysis, Planning, Implementations and Control*, Pearson Education, New Delhi. 2003, 11th edition.
2. Stanton William J., *Fundamentals of Marketing*, McGraw Hill, N. Delhi 10th Ed.
3. Kotler Philip & Armstrong Graw, *Principles of Marketing*, Pearson Education, New Delhi 2004.

Reference Books:

1. Neelamegham S., *Indian Cases in Marketing*, Vikas Publication, New Delhi.
2. Bull Victor P., *Marketing Management: A Strategic Planning Approach*, McGraw Hill, New York.
3. Czinkota M.R., *Marketing Management*, Pearson Education Asia, New Delhi 2004.

*** Latest editions of all the suggested books are recommended.**

Semester II BUSINESS RESEARCH

Course Code: MBA202

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of business research and its applications.

Unit-wise Course Contents:

1. **Introduction:** Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. **(8 Hours)**
2. **Process of Research:** Steps Involved in Research Process. Research Design: Various Methods of Research Design. Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member. Collection of Data. **(8 Hours)**
3. **Types of Data:** Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data. **(8 Hours)**
4. **Analysis of Data:** Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages, Hypothesis testing. **(10 Hours)**
5. **Report Preparation:** Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report: Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Use of SPSS in Data Analysis. **(6 Hours)**

Text Books:

1. Cooper & Schindler, *Business Research Methods*, Tata Mc Graw Hill.
2. Saunders *Research Methods for Business students*, Pearson Education, 2007.
3. Malhotra Naresh K., *Marketing Research*, Pearson Education.

Reference Books:

1. Gravetter, *Research Method for Behavioral Sciences*, Cengage Learning.
2. Beri G.C., *Marketing Research*, Tata Mc Graw Hill, 4th Edition.
3. Kothari C.R., *Research Methodology Methods and Techniques*, New Age International Publishers.

*** Latest editions of all the suggested books are recommended.**

Semester II

PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: MBA203

L- 3, T-2, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of production and operations management.

Unit-wise Course Contents:

- 1. Operations Management:** An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Service Design.
(8 Hours)
- 2. Project and Process Planning:** Types in manufacturing: project, jobbing, batch, line, continuous, mass. Plant Location, Layout Planning. Project Management: PERT/CPM, Resource Leveling, Project Scheduling, Forecasting as a planning tool. Productivity and Work study: Method study, Work Measurement, Work sampling and its applications.
(8 Hours)
- 3. Production Planning Techniques:** Production Planning techniques, Routing Decisions, Scheduling types and principles, master production schedule, Aggregate Planning. Total Productive Maintenance (TPM), Capacity Planning, Total Preventive Maintenance.
(8 Hours)
- 4. Basic Concepts of Quality:** dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality circles, KAIZEN and BPR, Poka – Yokes, Zero Defects. Bird's view of SPC.
(8 Hours)
- 5. Materials Flow Control:** Raw Materials and WIP inventory control, JIT purchasing, Lead time control. Manpower Scheduling: Techniques of manpower scheduling. Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, and FSN.
(8 Hours)

Text Books:

1. Adam Jr Everetl E.R.J., *Production and Operations Management*, Prentice-Hall, 2000.
2. Charry, *Production and Operations Management*, Tata McGraw-Hill, 1997.
3. Johnston R. et al, *Cases in Operations Management*, Prentice-Hall, 1993.

Reference Books:

1. McGregor D., *Operations Management*, McGraw-Hill, 1960.
2. Morton, *Production and Operations Management*, Vikas publication.
3. Haleem A., *Production and Operations Management*, Galgotia Books, 2004.

*** Latest editions of all the suggested books are recommended.**

Semester II OPERATIONS RESEARCH

Course Code: MBA204

L- 3, T-2, P-0, C-4

Objective: The basic objective of the course is to understand the concepts of operations research and its applications.

Unit-wise Course Contents:

- 1. Introduction:** Nature and, scope of Operation Research. Formulation and testing O R models. Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality.
(8 Hours)
- 2. Transportation Problem:** Initial basic feasible solution and optimality test, Transshipment. Assignment model: Hungarian method, Assignment Problem.
(8 Hours)
- 3. Game Decision Theory:** Characteristics, Two persons Zero sum game, pure and mixed strategy, Dominance and graphical method of solving game. Decision-making environments and decision theory: Decision-making under uncertainty and risk situations.
(8 Hours)
- 4. Queuing Theory and Sequencing:** Characteristics of M/M/1: ∞ /FCFS and M/M/1: N/FCFS Queue model Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.
(8 Hours)
- 5. Replacement Problem:** Replacement of assets that deteriorate with time, replacement of assets on sudden failure.
(8 Hours)

Text Books:

1. Vohra, *Quantitative Techniques in Management*, Tata McGraw-Hill, 2nd edition, 2003.
2. Peter C. Bell, *Management Science/ Operations Research*, Vikas Publication.
3. Kothari, *Quantitative Techniques*, Vikas publications 1996, 3rd edition.

Reference Books:

1. Akhilesh K.B. & Balasubramanyam S., *Quantitative Techniques* Vikas Publications.
2. Taha Hamdy, *Operations Research an Introduction*, Prentice-Hall.

*** Latest editions of all the suggested books are recommended.**

Semester II

HUMAN RESOURCE MANAGEMENT

Course Code: MBA205

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of human resource management.

Unit-wise Course Contents:

- 1. Elements of HRM:** Evolution of HRM, Meaning, Nature and Scope, HRM functions and objectives, Difference between HRM and Personnel Management, Human Resources Development in India, Role of HR managers. Manpower Planning.
(8 Hours)
- 2. Job Analysis, Recruitment and Selection:** Job Analysis – Job Description, Job Specification. Recruitment and Selection- Methods and Procedures. Difference between recruitment and selection process.
(8 Hours)
- 3. Human Resource Development:** Training and Development- Purpose, Methods and issues of training and management development program, Mentoring and Coaching.
(8 Hours)
- 4. Performance and Job Evaluation:** Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation:-concept, methods and types.
(8 Hours)
- 5. Job Enrichment:** Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme. Job Enrichment, Job Enlargement, Job rotation.
(8 Hours)

Text Books:

1. Bratton J. & Gold J., *Human Resource Management: Theory and Practice*, Palgrave, 2003.
2. Gomez Mejia et.al, *Managing Human Resources*, Pearson Education.

Reference Books:

1. Aswathappa, *Human Resource Management*, Tata McGraw-Hill, 2003.
2. Dessler, *Human Resource Management*, Prentice-Hall.

*** Latest editions of all the suggested books are recommended.**

Semester II

COST AND MANAGEMENT ACCOUNTING

Course Code: MBA206

L- 3, T-2, P-0, C-4

Objective: The objective of this course is to acquaint students with various concepts of costing and highlight the decision-making and control, focus on managerial accounting.

Unit-wise Course Contents:

1. Introduction of Cost Accounting: Meaning, objectives and functions of cost accounting, Role of Costing in decision making, Types of cost; cost concepts; Elements of cost;-Overheads and their Allocation and Apportionment.

(8 Hours)

2. Preparation of Cost Sheet: Methods of Costing, Reconciliation of Cost and Financial Accounting. Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and Break-even analysis, Margin of Safety, key factors, Managerial Applications of Marginal Costing.

(8 Hours)

3. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making. Standard Costing: Concept of standard cost, establishing various cost standards, Variance analysis, Material, Labour and its applications and implications.

(8 Hours)

4. Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budgets and their preparation and Advantages and Limitations of Budgetary Control.

(8 Hours)

5. Responsibility Accounting: Concept and various approaches to Responsibility Accounting, Concept of investment centre, cost centre, profit centre and responsibility centre and its managerial implications.

(8 Hours)

Text Books:

1. Horngren et al, *Introduction to Management Accounting*, Pearson, 2002.
2. Khan & Jain, *Management Accounting*, Tata McGraw-Hill, 2006.
3. Pandey, I.M., *Management Accounting*, Vikas Publication, 2004.

Reference Books:

1. Bhattacharyya S.K. & Dearden J., *Accounting for Management*, Vikas Publication.
2. Kishore Ravi M., *Advanced Management Accounting*, Taxmann, 2007.

*** Latest editions of all the suggested books are recommended.**

Semester-II PROFESSIONAL COMMUNICATION

Course code: MBA207

(Common with MSW206/MFN206/MCT206)

L	T	P	C
2	0	2	3

Course Contents:

Unit I

Media Communication: Press communication, Press note, Writing advertisements, Writing notices, Agenda for the meeting, Writing minutes of the meeting, Media Interviews.

(6 Hours)

Practical (Oral): Speaking skill in a meeting, Addressing the media.

(4 Hours)

Unit II

Case Method of Learning: Understanding the case method of learning, Different types of cases, Reading a case properly (previewing, skimming, reading, scanning), Analyzing the case.

(6 Hours)

Practical (Oral): Reading cases, analyzing and then speaking on the cases.

(4 Hours)

Unit III

Speaking Skills: Improving voice and speech, Using visual aids, Speaking in the job interviews, Development of professionalism.

(6 Hours)

Practical (Oral): Performance in mock interview.

(4Hours)

Unit IV

Writing Skills: Writing of abstract, Professional writing techniques, Reporting events. **(6 Hours)**

Practical (Oral): Reading any given article and explain its summary in your own language.

(4 Hours)

Recommended Books:

1. Raman Meenakshi & Sharma Sangeeta, *Technical Communication-Principles & Practice* – O.U.P. New Delhi. 2007.
2. Chhabra T.N. *Business Communication*. Sun India Publication. New Delhi.
3. Pal Rajendra & Korhahhi J., *Essentials of Business Communication* – S.Chand & Sons Publications, New Delhi.

NOTE:

This syllabus has been designed to improve the oral and written communication skills of students. The faculty members should put emphasis on practical (oral) activities for generating students' interest in language learning.

*** Latest editions of all the suggested books are recommended.**

Semester II

COMPREHENSIVE VIVA VOCE

Course Code: MBA251

L-0, T-0, P-0, C-4

Objective: The objective of this course is to judge the understanding as well as application of the knowledge gained by the students by the end of the first year of the course.

Guidelines:

1. The comprehensive viva voce is scheduled to be held at the end of II Semester in the first year.
2. This is also to see the articulation of what is being learnt by them and see their relevance in the practical field.
3. The Total marks of viva are 100. The internal marks will be awarded by taking the presentation of the students in the class on any topic of first sem syllabus in the front of a panel of at least three faculty members to be appointed by the Director / Principal of the College.
4. The marks will also be awarded by the external examiner to be appointed by the examination division.

Semester III
MANAGEMENT INFORMATION SYSTEM

Course Code: MBA301

L- 3, T-2, P-0, C-4

Objective: The basic objective of this course is to understand the concepts and importance of information system in the industry for proper decision making.

Unit-wise Course Contents:

- 1. Introduction:** Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis and Strategic Information Systems Framework.
(8 Hours)
- 2. Planning for Information Systems:** Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Developing MIS systems: System Development Cycle; System Analysis; System Design (DFD and ER diagrams).
(8 Hours)
- 3. Decision Support Systems:** MIS support for decision making; Decision support systems; Tools of business support systems: what if analysis, sensitivity analysis, goal seek analysis, optimization analysis.
(8 Hours)
- 4. Emerging Concepts and Issues in Information Systems:** Cross-functional MIS; ERP; CRM; SCM. Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application.
(8 Hours)
- 5. Applications:** Transaction processing; Artificial intelligent technologies in business: neural network, fuzzy logic, genetic algorithm, virtual reality; Executive Information System; Expert Support Systems; Security and Ethical challenges.
(8 Hours)

Text Books:

1. Kenneth, Laudon & Jane Laudon MIS: *Managing the Digital Firm*, Pearson Education, 2005.
2. James, A. O'Brien *Introduction to Information Systems*, Tata McGraw Hill, 2005.

References Books:

1. Turban, E., McLean, E. & Wetherbe, J., *Information Technology for Management: Making Connections for Strategic Advantage*. John Wiley and Sons, 2001.
2. Jawadekar, W. S., *Management Information Systems*. Tata McGraw Hill, 2001.

*** Latest editions of all the suggested books are recommended.**

Semester III ENTREPRENEURSHIP DEVELOPMENT

Course Code: MBA302

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of entrepreneurship.

Unit-wise Course Contents:

- 1. Entrepreneur and Entrepreneurship:** Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factors; Types of entrepreneurs; Theories of entrepreneurship; Classification of entrepreneurs. Difference between Entrepreneur and Entrepreneurship, Characteristics of Entrepreneur.

(8 Hours)
- 2. Idea Generation and Project Formulation:** Idea Generation, Screening and Project Identification, Feasibility Analysis; Project Planning, Evaluation, Monitoring and Control, Project Report Preparation, Operation problems: Incubation and Take-off, Problems encountered, Structural, Financial and Managerial Problems, Types of Uncertainty.

(8 Hours)
- 3. Supportive Agencies for Entrepreneurship:** Institutional support for new ventures; Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SMEs. Role of SIDBI & NSIC.

(8 Hours)
- 4. Entrepreneur Development Programmes (EDP'S):** Types, 3S Model, History of entrepreneurship development in India, Current Status of Entrepreneurship development in India. Role of Woman entrepreneur.

(8 Hours)
- 5. Industrial Sickness:** Sick industries, Reasons for sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications. Micro financing for SME Sector and other aspects.

(8 Hours)

Text books:

1. Couger C, *Creativity and Innovation*, IPP, 1999.
2. Jacob Nina, *Creativity in Organisations*, Wheeler, 1998.
3. Velasquez, *Business Ethics- Concepts and Cases*, Prentice-Hall, 5th edition, 2002.
4. Kittson Alan, *Ethical Organisation*, Palgrave, 2001.

Reference Books:

1. Jonne & Ceserani, *Innovation and Creativity*, Crest, 2001.
2. Bridge S.et al, *Understanding Enterprise: Entrepreneurship and Small Business*, Palgrave, 2003.
3. Holt, *Entrepreneurship: New Venture Creation*, Prentice-Hall, 1998.
4. Dollinger M.J., *Entrepreneurship*, Prentice-Hall, 1999.

*** Latest editions of all the suggested books are recommended.**

**III Semester
Elective 1
Specialization: Retail
RETAIL MANAGEMENT**

Course Code: MBR301

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of retail management.

Unit-wise Course Content:

- 1. Overview of Retailing Management:** Introduction to retailing, concept, Nature, scope, Functions of retailing; Building and sustaining relationships; Retail organization structure, Retail management process Types of Retail Outlets, Market structure and control; Planning and development.
(8 Hours)
- 2. Retail Management Situational Analysis:** Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Market / competitors , Promotional strategies Choosing a store location: Trading-area analysis; Site selection; Store design and layout, Display.
(8 Hours)
- 3. Managing Retail Business:** Retail organization and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality, sales force management.
(8 Hours)
- 4. Delivering the Product:** Retail Information Systems; Merchandise management and pricing: Merchandise plan, Merchandise buying and handling, people in retailing.
(8 Hours)
- 5. International Retailing:** Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management.
(8 Hours)

Text Books:

1. Berman B. & Evans J.R., *Retail Management*, Pearson Education, 2002.
2. Michael Levy M. & Weitz B.W., *Retailing Management*, Tata McGraw-Hill, 2004.

Reference Books:

1. Newman A.J. & Cullen P., *Retailing: Environment and Operations*, Vikas publication, 2002.
2. Varley R. & Rafiq M., *Principles of Retail Management*, Palgrave, 2004.
3. Lamba, *The Art of Retailing*, Tata McGraw-Hill, 2001.

*** Latest editions of all the suggested books are recommended.**

III Semester
Elective 2
Specialization: Retail
CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: MBR302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of CRM and their applications.

Unit-wise Course Contents:

- 1. Introduction:** Fundamentals of CRM, Models of key customer behavior such as customer satisfaction, loyalty, customer defection, word-of-mouth; key concepts, such as closed loop marketing (360 degree marketing) and touch point analysis.

(8 Hours)
- 2. CRM Strategies:** Benefits and difficulties in developing and implementing CRM strategies; ethical issues arising from the acquisition, use and sharing of customer data; and CRM's role in managing customers as critical assets, business intelligence and knowledge management, Role of CRM in Marketing.

(8 Hours)
- 3. Effective CRM Strategies:** Creative and effective CRM strategies and programs, organizational knowledge, customization and personalization capabilities.

(8 Hours)
- 4. Marketing Communication Channels:** Utilize offline and online channels effectively from an integrated marketing communications perspective; implementation, monitoring and control issues data mining and modeling, customer lifetime value, sales force automation, cross-selling/up selling, Customer Loyalty.

(8 Hours)
- 5. CRM Practices:** Customers satisfaction, Creative thinking, Recognize the basic technological infrastructure and organizations involved in current and emerging CRM practices, such as mobile / wireless communications.

(8 Hours)

Text Books:

1. Levy Weitz, *CRM*, Tata McGraw-Hill, 2004, 6th edition.
2. Kindle, *CRM*, Tata McGraw-Hill, 2nd edition.

Reference Books:

1. Berman B. & Evans J.R., *Retail Management*, Pearson Education, 2002.
2. Michael Levy M. & Weitz B.W., *Retailing Management*, Tata McGraw-Hill, 2004.

*** Latest editions of all the suggested books are recommended.**

**III Semester
Elective 3
Specialization: Retail
BRAND MANAGEMENT**

Course Code: MBR303

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of brand management.

Unit-wise Course Contents:

- 1. Brand and Brand Planning:** Branding Concepts: Brand Awareness (Recognition and Recall), Brand Identity and Brand Image, Brand Personality, Brand Judgments, Brand Loyalty. Brand Planning: Customer-Based Brand Equity, Brand Positioning, Creating Mental Maps, Customer-Based Brand Equity Model, Brand Resonance, Brand Building Blocks.
(8 Hours)
- 2. Brand Integration:** Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity, Brand Element Guidelines, personalizing Marketing, Value Pricing, Blending "Push" and "Pull" Strategies.
(8 Hours)
- 3. Brand Equity:** Developing a Brand Equity Measurement System, Measuring Sources of Brand Equity: Capturing Customer Mind-Set. Measuring Outcomes of Brand Equity: Capturing Market Performance. Indirect and Direct Measures of Brand Equity: Qualitative, Exploratory Research Quantitative, Experimental Approaches to Measure Brand Equity.
(8 Hours)
- 4. Brand Architecture:** Developing and Implementing Branding Strategies. Introducing and Naming New Products, Corporate Branding Strategy, Brand Hierarchy, Line extensions, Content development in Branding.
(8 Hours)
- 5. Brand Growth:** Brand Growth: Managing Brands over Time, Managing Brand over Geographic Boundaries and Market Segments, Reinforcing Brands, and Revitalizing Brands, Global Branding Strategies. Measuring Brand Equity. Legal Issues in Branding and Commercial Brands.
(8 Hours)

Text Books:

1. Kevin Lane Keller, *Strategic Brand Management*, Prentice-Hall, 2008.
2. Harsh V. Verma, *Brand Management*, Excel Books.

Reference Books:

1. Varley R. & Rafiq M, *Principles of Retail Management*, Palgrave, 2004.
2. Lamba, *The Art of Retailing*, Tata McGraw-Hill, 2001.

*** Latest editions of all the suggested books are recommended.**

III Semester
Elective 1
Specialization: Marketing
CONSUMER BEHAVIOUR AND ADVERTISING MANAGEMENT

Course Code: MBM301

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of consumer behaviour and advertising management.

Unit-wise Course Contents:

- 1. Introduction:** Defining Consumer Behaviour, Reasons for Studying Consumer Behaviour, Understanding Consumer and Total product concept, Environmental Influences on Consumer Behaviour: Cultural Influence: Discuss Hispanic and Asian Studies. Cross Cultural and Sub cultural Segmentation, Social Class and Reference Group Influences, Families and Households, Personal Influences. **(8 Hours)**
- 2. Psychological Influences and Persuasion:** Psychological Influences: Lifestyles and Psychographics – time research Memory, Learning, and Perception, Motivation, Mood, and Involvement, Beliefs, Affect, Attitude Formation and Change and Intention Communication and Persuasion, Begin Sociological (group) influences on Consumer Decision. **(8 Hours)**
- 3. Decision Process and Consumer Behaviour Models:** Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Consumer Behaviour Models, Organization Buying Behaviour. Public Policy and Ethics. Consumer Advocacy, Consumer Behavior and Society, Consumerism. **(8 Hours)**
- 4. Overview of Advertising Management:** Advertising management overview: Meaning, nature and scope of Advertising; Advertising and other promotional tools; Role of advertising in promotion mix; Process of advertising; Customer and competitor analysis; STP strategies for advertising. **(8 Hours)**
- 5. Advertising Planning:** Message creation; Copywriting; Role of creativity in copywriting; Media planning; Testing for advertising effectiveness; Preparation and choice of methods of advertising budget; Ethical and social issues in advertising; Management of advertising agencies. **(8 Hours)**

Text Books:

1. Batra, Myers and Aaker, *Advertising Management*, Prentice Hall, 5th edition.
2. Loudon D.L., *Consumer Behaviour*, Tata McGraw-Hill, 4th edition, 1993.

Reference Books:

1. Schiffman & Kanuk, *Consumer Behaviour*, Prentice-Hall, 8th edition, 1995.
2. Rama Mohan Rao, *Services Marketing*, Pearson Education.
3. Blackwell et al, *Consumer Behaviour*, Vikas publishing, 9th edition, 2004.

*** Latest editions of all the suggested books are recommended.**

**III Semester
Elective 2
Specialization: Marketing
BRAND MANAGEMENT**

Course Code: MBM302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of brand management.

Unit-wise Course Contents:

- 1. Brand and Brand Planning:** Branding Concepts: Brand Awareness (Recognition and Recall), Brand Identity and Brand Image, Brand Personality, Brand Judgments, Brand Loyalty. Brand Planning: Customer-Based Brand Equity, Brand Positioning, Creating Mental Maps, Customer-Based Brand Equity Model, Brand Resonance, Brand Building Blocks.
(8 Hours)
- 2. Brand Integration:** Choosing Brand Elements to Build Brand Equity, Designing Marketing Programs to Build Brand Equity, Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity, Brand Element Guidelines, personalizing Marketing, Value Pricing, Blending "Push" and "Pull" Strategies.
(8 Hours)
- 3. Brand Equity:** Developing a Brand Equity Measurement System, Measuring Sources of Brand Equity: Capturing Customer Mind-Set. Measuring Outcomes of Brand Equity: Capturing Market Performance. Indirect and Direct Measures of Brand Equity: Qualitative, Exploratory Research Quantitative, Experimental Approaches to Measure Brand Equity.
(8 Hours)
- 4. Brand Architecture:** Developing and Implementing Branding Strategies. Introducing and Naming New Products, Corporate Branding Strategy, Brand Hierarchy, Line extensions, Content development in Branding.
(8 Hours)
- 5. Brand Growth:** Brand Growth: Managing Brands over Time, Managing Brand over Geographic Boundaries and Market Segments, Reinforcing Brands, and Revitalizing Brands, Global Branding Strategies. Measuring Brand Equity. Legal Issues in Branding and Commercial Brands.
(8 Hours)

Text Books:

1. Kevin Lane Keller, *Strategic Brand Management*, 3rd edition, Prentice-Hall, 2008.
2. Harsh V. Verma, *Brand Management*, Excel Books.

Reference Books:

1. Varley R. & Rafiq M., *Principles of Retail Management*, Palgrave, 2004.
2. Lamba, *The Art of Retailing*, Tata McGraw-Hill, 2001.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: Marketing
Elective 3
SERVICE MARKETING

Course Code: MBM303

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of services marketing.

Unit-wise Course Contents:

- 1. Introduction:** Definition and Characteristics of Services, Classification of Services, Difference between product and services Evolution of Services marketing, Importance of Services Marketing in Indian Economy. Service markets system: Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. **(8 Hours)**
- 2. Services Marketing Mix and Channel Decision:** Importance of 7 Ps in Services Marketing. Developing the service product/intangible product; Service pricing strategy and Approaches to Pricing Services; Services distributions- Distribution Channels, Channel Design Decision, Factors Affecting Channel Decisions. **(8 Hours)**
- 3. Service Promotion Decision:** Importance of Promotion in Services, Advertising, Personal Selling, Publicity and Sales Promotion; The People Component, Services and the Importance, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery. **(8 Hours)**
- 4. Physical Evidence and Service Process:** Physical Evidence and Services Process- Essential and Peripheral Physical Evidence, Nature of the Service Process, Customer Participation in Service Process, Devising Financial Services Marketing Mix Strategies with special reference to Insurance , Banking, Hotels, Airlines, Tourism. **(8 Hours)**
- 5. Services in Global Perspective:** International marketing of services; Recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing. **(8 Hours)**

Text Books:

1. Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5th edition, 2001.
2. Zeithaml, *Services Marketing*, Tata McGraw-Hill, 3rd edition, 1999.

Reference Books:

1. Rao Rama Mohan, *Services Marketing*, Pearson Education, 3rd edition.
2. Apte Govind, *Services Marketing*, Oxford Univ. Press.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: Finance
Elective 1
FINANCIAL MANAGEMENT

Course Code: MBF301

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course to understand the functions, roles, goals and the processes of financial management.

Unit-wise Course Contents:

- 1. Introduction:** Concept of finance, scope and objectives of financial management; Functions of Finance Manager in Modern Age; Financial decision areas; Time value of money; Risk and Return analysis; Valuation of Securities.
(8 Hours)
- 2. Investment Decision;** Appraisal of project; Techniques of capital budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage analysis: Financing, operating and combined leverage and its implications; EBIT-EPS analysis.
(8 Hours)
- 3. Financing Decision:** Long-term sources of finance, Concept and approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach; Cost of capital equity share, preference share, debentures, weighted average cost of capital.
(8 Hours)
- 4. Working Capital:** Concept of Gross Working Capital and Net Working Capital, Various Approaches to Working Capital Management, Factors affecting working capital requirement and sources of working capital financing, Management of inventory, receivables and cash.
(8 Hours)
- 5. Dividend Decision:** Dividend policies; Factors affecting dividend policies, Dividend Theories, Bonus policy guidelines relating to dividend declaration and payment.
(8 Hours)

Text Books:

1. Pandey I.M., *Financial Management*, Vikas Publications, 2008.
2. Khan & Jain, *Financial Management*, Tata McGraw-Hill, 2007.
3. Chandra Prasanna, *Fundamentals of Financial Management* TMH, 2007.

Reference Books:

1. Smith K.V., *Management of Working Capital*, 2nd edition, Harper Collins Publications.
2. Agarwal J.D., *Working Capital Management*, Tata McGraw-Hill.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: Finance
Elective 2
INCOME TAX LAW AND PRACTICE

Course Code: MBF302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of Income tax law and practice.

Unit-wise Course Contents:

- 1. Basic Concepts:** Assessment year, Previous year, Person, Assesses, Income, Gross total Income, Computation of Total Income, Capital and Revenue Expenditure, Capital and Revenue Receipts, Income Exempted from Tax, Special Provision for Free Trade Zones, and Special Economic Zones.

(8 Hours)
- 2. Residential Status:** Residential Status of an Individual, Company, Partnership Firm, Conditions to calculate Residential Status, Incidence of tax.

(8 Hours)
- 3. Heads of Income:** Understanding Income Heads – Income from Salaries, Income from House Property, Profit and Gains of Business or Profession, Income from Capital Gains, Income from Other sources.

(8 Hours)
- 4. Set off and Carry forward of losses:** Mode of Set off and Carry forward of losses, inter source adjustments; Inter head Adjustments, Carry forward of loss, Aggregation of Income and deductions from gross total Income. Income which does not form part of total Income.

(8 Hours)
- 5. Computation of Total Income, Assessment and Filing of Returns:** Gross Income from different heads of Income ,Permissible deductions from each head of Income , Net Income , Gross Tax payable , Advance tax ,Tax Deducted at Source , Tax Collected at Source , Payment of Self Assessment tax , Filing of Returns, Payment of Interest and Penalty.

(8 Hours)

Text Books:

1. Mehrotra H.C., *Income tax Law and Accounting*, Sahitya Bhawan Publications.
2. Agarwal Rajeev, *Income tax Law and Accounting*, Navneet Prakashan

Reference Book:

1. *Income Tax Law and Practice*, Taxman.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: Finance
Elective 3
SECURITY AND INVESTMENT ANALYSIS

Course Code: MBF303

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of security and investment analysis.

Unit-wise Course Contents:

Unit-wise Course Contents:

1. Introduction and Approaches: Meaning, nature and scope of investment. Approaches to investment analysis. Stock exchange and New Issue Market Their nature, structure, functioning and limitations. Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and their guidelines.

(8 Hours)

2. Valuation of Equity: Measures of risk and return: calculation, trade off, systematic and unsystematic risk. Equity valuation models. Analysis of equity Investment: Technical and fundamental approaches, company, industry and economy analysis. Nature of stock market: EMH and its implications for investment decision.

(8 Hours)

3. Other Instruments: Bonds: nature, valuation. Bond theorem; Term structure of interest rates duration. Options and futures: meanings, trading, valuation.

(8 Hours)

4. Portfolio Analysis and Selection: concept, risk and return of portfolios. Beta as a measure of risk and its calculation. Selection of portfolios; Capital market theorem and Arbitrage pricing theory.

(8 Hours)

5. Portfolio Management and Performance evaluation: Performance evaluation of existing portfolio; Sharpe and Treynor measures. Finding alternatives and revision of portfolio.

(8 Hours)

Text Books:

1. Chandra P, *Investment Analysis and Portfolio Management*, Tata McGraw-Hill, 2008.
2. Fischer & Jordan, *Security Analysis and Portfolio Management*, Prentice-Hall, 1996.

Reference Books:

1. Ranganatham, *s Investment Analysis and Portfolio Management*, Pearson Education.
2. Pandian P, *Security Analysis and Portfolio Management*, Vikas Publication.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: International Business
Elective 1
INTERNATIONAL BUSINESS MANAGEMENT

Course Code: MBI301

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of international business management.

Unit-wise Course Contents:

1. Nature and Scope of International Management: Introduction to International Business; Concept and Definition of International Management; Reasons for Going International, International Entry Modes, Their Advantages and Disadvantages, Strategy in the Internationalization of Business, Global Challenges; Entry Barriers, India's Attractiveness for International Business.

(8 Hours)

2. Environment Facing Business: Cultural Environment facing Business, Hofstede Study, Edward T Hall Study, Cultural Adaptation, Political, Legal, Economic, Ecological and Technological Environment.

(8 Hours)

3. Formulating Strategy for International Management: Strategy as a Concept, Implementing Global Strategy, Emerging Models of Strategic Management in International Context, Achieving and Sustaining International Competitive Advantage; International Strategic Alliances, Theories of International Business, Global Mergers and Acquisition.

(8 Hours)

4. Organizing and Controlling for International Competitiveness: International Human Resource Management-concept and Dimensions, Human Resource Issues in Developing , Leadership Issues; Global Leadership, Basic Models for Organization Design in Context of Global Dimensions; Future of International Management in the India.

(8 Hours)

5. Globalization with Social Responsibility: Concepts of social representation, International aspects of corporate social responsibility, Growing importance of social responsibility in MNC.

(8 Hours)

Text Books:

1. Thakur M., Burton and Gene, E, *International Management*. Tata McGraw Hill, 2002
2. Hodgetts R. & Luthens F., *International Management*. McGraw Hill Inc. 2003.
3. Deresky, *International Management: Managing across borders and culture*, Pearson Education, 2003.

Reference Books:

1. Daniels John D. & Radebaugh, Lee H., *International Business*. Wiley India, 2005.
2. Lasserre Philippe, *Global Strategic Management*, Palgrave McMillan, 2005.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: International Business
Elective 2
EXPORT, IMPORT- POLICY AND DOCUMENTATION

Course Code: MBI302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of export import policy and documentation.

Unit-wise Course Contents:

- 1. Introduction to Export Management:** Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Direction of Exports from India, Recent Trend in India's Export. **(8 Hours)**
- 2. Selection of Products and Identification of Export Markets:** Raising of an Export firm and registration formality like IEC Code, Opening of Bank Account, Sales Tax Registration, RCMC, Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for a company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries. **(8 Hours)**
- 3. Export Marketing Channels and Export Sales Contract:** Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting, Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export. **(8 Hours)**
- 4. Export Finance and Pricing, Pre-shipment Finance:** Post-shipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing, Mechanism of Price Fixation, Benefits to India Exports. **(8 Hours)**
- 5. Formalities of Registration and Export Documentation:** Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities, Registration with Appropriate EPC' /CB's Defining Export Documentation, Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Exports Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits. **(8 Hours)**

Text Books:

1. Khurana P.K., *Export management*, Cyber Tech Publication, 12th edition.
2. Cherunilam F., *International Trade and Export Management*, Himalaya, 2007.

Reference Books:

1. Varshney R.L., Bhattacharya B, *International Marketing Management*, S. Chand.
2. Daniels, *International Business*, Pearson Education.
3. Black J., *International Business Environment*, Prentice Hall.
4. Nabhi's *Manual for Exports*.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: International Business
Elective 3
INTERNATIONAL TENDERING AND COMMODITY TRADING

Course Code: MBI303

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of international tendering and commodity trading.

Unit-wise Course Contents:

- 1. International Tendering:** Meaning and nature, Bidding for international contracts – methods and strategies.
(8 Hours)
- 2. International Sourcing:** Importance, strategy alternatives, sourcing decisions Process, Value chain analysis.
(8 Hours)
- 3. Business Process Outsourcing:** Offshore Outsourcing, Strategic sourcing, Concept of outsourcing. Service level agreements, Cost-benefit analysis Outsourcing Consideration, Procedure of outsourcing.
(8 Hours)
- 4. Commodity Trading:** Concept and salient features, Major internationally traded commodities, Trends in their production and trade.
(8 Hours)
- 5. International Commodity Agreements:** Working of import centers, Discussion on various agreements. .
(8 Hours)

Text Books:

1. Khurana P.K., *Export management*, Cyber Tech Publication, 12th edition.
2. Cherunilam F., *International Trade and Export Management*, Himalaya, 2007.

Reference Books:

1. Varshney R.L., Bhattacharya B, *International Marketing Management*, S. Chand.
2. Daniels, *International Business*, Pearson Education.
3. Black J., *International Business Environment*, Prentice Hall.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: Human Resource
PERFORMANCE AND COMPENSATION MANAGEMENT

Course Code: MBH301

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of performance and compensation management.

Unit-wise Course Contents:

- 1. Performance Management:** Quality Performance Management - Concept - Dimensions - Mechanics - Features of Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance, Management of Employee Performance - Team Building – Performance appraisal methods Culture, Effectiveness and Empowerment, Potential measurement .Performance v/s Potential assessment. **(8 Hours)**
- 2. Employees Efficiency and Reward system:** Quality Circle - Features -Process - Pre-requisites for their Efficiency, Industrial Restructuring - Reward System and Employee Productivity [Case Studies]. **(8 Hours)**
- 3. Performance Management Techniques:** Quality Performance Management - Indian and Western Thought, Performance Management from the Writings of Sri Aurobindo. **(8 Hours)**
- 4. Job Evaluation:** Job Evaluation - Definition - Traditional and new Techniques, Compensation - Definition - classification - fringe benefits, wage structure - wage payment - salary administration. Job worth, Job evaluation of global position and compensation and Incentive management. **(8 Hours)**
- 5. Rewards for Sales Personnel:** Performance based pay system, Incentives – meaning, purpose, types of incentive payments in India. Wage Boards - Pay Commissions - Compensation Management in Multi-National organizations. **(8 Hours)**

Text Books:

1. Malik Pravir & Sri Aurobindo Society, *The Flowering of Management*, Pondicherry
2. William G. Dyer, *Team Building, Issues and Alternatives*, Addison-Wesley Publishing Company.

Reference Books:

1. Chakravarthy S.K., *Managerial Effectiveness and Quality of Work Life - Indian Insights*, Tata-McGraw Hill Publishing Co.Ltd.
2. Suri G.C. & Mmga R.C., *Living Wages and Productivity*, National Productivity Council.
3. Richard.I. Henderson, *Compensation Management in A Knowledge Based World*, Prentice-Hall.
4. Richard Thrope & Gill Homen, *Strategic Reward Systems*, Prentice-Hall.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: Human Resource
TEAM BUILDING, TRAINING AND DEVELOPMENT

Course Code: MBH302/402

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of team building, training and development.

Unit-wise Course Contents:

- 1. Understanding Teambuilding:** Overview of groups: Formation of group; Group dynamics; Group structure and Group cohesiveness; managing group and inter-group dynamics in organization. Teambuilding techniques, need of team, Purpose of teams, Difference between group and teams, types of teams.

(6 Hours)
- 2. Team Building Process:** Overview of teams: definition, types, and stages of team development: Quality circles and self managed teams; evaluating team's performance; teams and high performing organizations.

(8 Hours)
- 3. Intra Team Dynamics:** Goal setting for team: Defining roles; Responsibilities of team members, initiating interpersonal skills; Interpersonal communication barriers and gateways to communication Leadership and management of team: Sources of powers and influence; Leadership models and styles in teams: Contingency approach to effective leadership; Situational leadership in teams; Transformational leadership; Leadership in decision-making process; Leadership in times of change in the team.

(10 Hours)
- 4. Concept of Training and Development:** Definition; Aim and philosophy of training; Trainers, Consultant and Organizational Climate for training; Component of training; Training skills, Learning and training; Learning theories; Organizational learning and Learning Organisation; Conditions for effective learning; Continuous learning and development, Principles of learning, Differences between training and development.

(8 Hours)
- 5. Training Need Identification and Training Method:** Identifying and analyzing training needs:, Types of training, Induction training, skill oriented training , orientation training, training development ,Identifying various stages of training benefits and disadvantages of training Planning and designing: Training and development programmes planning and designing; Teaching aids for training. Training methods; On-the-job training; Off-the-job training. Monitoring and evaluation of training programme; Follow up, Economics and effectiveness of training programme.

(8 Hours)

Text Books:

1. Gold N., *Teamwork, Multi-Professional Perspective*, Palgrave, 2004.
2. Ray D., *Teaming Up*, Tata McGraw-Hill, 2002.

Reference Books:

1. Yukl, *Leadership in Organisations*, Pearson, 5th edition.
2. Hersey P., Blanchard K. & Johnson D., *Management of Organizational Behaviour*, Prentice Hall.

*** Latest editions of all the suggested books are recommended.**

III Semester
Specialization: Human Resource
HUMAN RESOURCE DEVELOPMENT

Course Code: MBH303

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of Human resource development, organization development and change.

Unit-wise Course Contents:

- 1. Learning and Teaching process:** Learning Objectives - methods of learning - importance of teaching techniques - instruction technology - instructor behaviour - attention versus involvement, learning organizations.
(8 Hours)
- 2. Training Needs and Methods of Training :**Need for Training and Development - Role of Development offices - administrators, consultants, designers and instructors - determining training needs - development of competency-based training programs, Methods of training - on the job training - off the job training.
(8 Hours)
- 3. Need for Development** - Differences between training and development - management development programs, Evaluation of programs - employee appraisal methods, Transactional analysis, Expectation analysis.
(8 Hours)
- 4. Organizational Change Management :** Change - stimulating forces - planned change - change agents - unplanned change – Model of organizational change - Lewin's three Step Model, Resistance to change - individual factors - organizational factors – techniques to overcome change.
(8 Hours)
- 5. Organizational Development:** OD - basic values - phases of OD - entry - contracting - diagnosis – feedback - change plan - intervention - evaluation - termination. OD intervention - human process interventions, structure and technological interventions, strategy interventions - sensitivity training - survey feedback, process consultation - team building - inter-group development – innovations.
(8 Hours)

Text Books:

1. B. Taylor and G.Lippitt, *Management Development And Training Handbook*.
2. William E. Blank, *Handbook For Developing Competency Based Training Programmes*, Prentice-Hall, New Jersey, 1982.

Reference Books:

1. Gautham Vinayshil & Batra S.K., *Organization Development System*, Vikas Publishing House.
2. Shaw Rajiv, *Surviving Tomorrow: Turnaround Strategies in Organizational Design and Development*, Vikas Publishing House.

*** Latest editions of all the suggested books are recommended.**

Semester-III MANAGERIAL COMMUNICATION

Course code: MBA303

(Common with MSW303/MCT305/MFN305/MHA304)

L	T	P	C
2	0	2	3

Course Contents:

Unit I

Employment communication: Writing C.V. & Resume, Difference between C.V. & Resume, Impact of Technological advancement on Business communication, Intranet, Internet, Teleconferencing, and Video conferencing. **(6 Hours)**

Practical (Oral): Presentation of C.V., Questioning on C.V., English Conversation. **(4 Hours)**

Unit II

Talk in Teams: Importance of talk in a team, Team talk dynamics, Kinds of teams, Communication in Teams. **(6 Hours)**

Practical (Oral): Discuss on the importance of team work and communication. **(4 Hours)**

Unit III

Negotiating: The act of negotiation, Negotiation style & their contexts, Common hurdles in Negotiation, Negotiating cultural diversities. **(6 Hours)**

Practical (Oral): Practice of negotiation in the class, role- plays. **(4 Hours)**

Unit IV

Personality Development Technique: Five pillars of personality development and career advancement- Introspection, self- assessment, Self- appraisal, Self – development, Self- interrogation. **(6 Hours)**

Practical (Oral): Practice and discussion on all the five pillars of personality development. **(4 Hours)**

Recommended Books:

1. Mishra Sunita & Muraliksishra C., *Communication Skills for Engineers* – Pearson Education, New Delhi.
2. Chhabra T.N. *Business Communication*. Sun India Publication. New Delhi.
3. Onkar R. M *Personality Development & Career Management*. S. Chand & Co. Ltd. New Delhi.

NOTE:

This syllabus has been designed to improve the oral and written communication skills of students. The faculty members should put emphasis on practical (oral) activities for generating students' interest in language learning.

* Latest editions of all the suggested books are recommended.

Semester III

SUMMER TRAINING PROJECT REPORT

Course Code: MBA351

L-0, T-2, P-0, C-4

Objective: By the training the student is expected to learn about the organization and analyses and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions

Guidelines:

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The guidelines of training will be provided before the end of the second semester classes
2. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of September during third semester A Performance appraisal by the external examiner will be attached with the report.
3. The report (based on training and the problem/project studied) prepared by the student will be termed as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
4. The report will have two certificates. One by the College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
5. The report will be evaluated by internal and external examiner. It will carry total 100 marks divided into written report of 50 marks by external examiner and presentation of 50 marks in front of a panel of at least three faculty members appointed by Director/ Principal of the college.
6. The marks will be awarded by the external examiner to be appointed by the examination division.
7. The format of the report is given below:
 - Objective of the Research Undertaken
 - Literature Review
 - Research Methodology
 - Results and Analysis
 - Conclusions
 - References
 - Appendices – to include questionnaire, if any

PERFORMANCE APPRAISAL
Summer Training- MBA351

Student's Name:

Course:

Specialization:

You are requested to provide your opinion on the following parameters.

A- Outstanding

B- Good

C- Satisfactory

D- Unsatisfactory

1. Technical knowledge gathered about the industry and the job he/she was involved.
2. Communication Skills: Oral / Written / Listening skills
3. Ability to work in a team
4. Ability to take initiative
5. Ability to develop a healthy long term relationship with client
6. Ability to relate theoretical learning to the practical training
7. Creativity and ability to innovate with respect to work methods and procedures
8. Ability to grasp new ideas and knowledge
9. Presentations skills
10. Documentation skills
11. Sense of Responsibility
12. Acceptability (patience, pleasing manners, the ability to instill trust, etc.)
13. His/her ability and willingness to put in hard work
14. In what ways do you consider the student to be valuable to the organization?

Consider the student's value in term of:

- (a) Qualification
- (b) Skills and abilities
- (c) Activities/ Roles performed

15. Punctuality

Any other comments _____.

Assessor's overall rating

Assessor's Name:

Designation:

Organization name and address:

Email id:

Contact No:

Assessor's Signature _____

Semester IV STRATEGIC MANAGEMENT

Course Code: MBA401

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of strategic management.

Unit-wise Course Contents:

- 1. Nature of Strategic Management:** Concept of Strategy; Mintzberg's 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategists and their roles.
(8 Hours)
- 2. Strategy Formulation:** Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; SWOT Analysis; Grand Strategies; Porter's Generic Strategies.
(8 Hours)
- 3. Strategies for Competing in Global Markets:** Strategic Analysis and Choice– BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis, Concept of Value Chain, Strategic Alliances.
(8 Hours)
- 4. Strategy Implementation:** Resource Allocation; Structural Considerations and Organizational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies.
(8 Hours)
- 5. Strategy Evaluation:** Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.
(8 Hours)

Text Books:

1. Arthur A., Thomson and Strickland, *Strategic Management – Concept and Cases*, Tata McGraw-Hill, New Delhi, 2002.
2. Kazmi Azhar, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2004.

Reference Books:

1. Henry Mintzberg, *Strategy Safari*, Free Press, New York. 1998.
2. Gary Hamel & Prahalad C. K., *Competing for the Future*, HBS Press, 1999.

*** Latest editions of all the suggested books are recommended.**

Semester IV SUPPLY CHAIN MANAGEMENT

Course Code: MBA402

L- 3, T-2, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of supply chain management.

Unit-wise Course Contents:

- 1. Introduction:** Basic Concept and Philosophy of Supply Chain Management; essential features, infrastructure, flows (cash, value and information), key issues in SCM, benefits and case examples
(8 Hours)
- 2. Logistics Management:** Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, outbound logistics-distribution and warehousing management, DRP-I and II.
(8 Hours)
- 3. Purchasing and Vendor management:** Centralized and decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials, Just-In-Time and Kanvan System of Inventory management.
(8 Hours)
- 4. Inventory Management:** Concept, various costs associated with inventory, various EOQ models, buffer stock (trade-off between stock out/working capital cost), leave time reduction, re-order point/re-order level fixation, exercises –numerical problem solving.
(8 Hours)
- 5. Recent Issues in SCM:** Role of Computer/IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, features and implementation, Outsourcing-basic concept, value addition in SCM-concept of demand chain management.
(8 Hours)

Text Books:

1. G. Raghuram I.I.M.A., *Logics and Supply Chain Management*, Macmillan Publishers, 2000.
2. Emiko Bonafield, *Harnessing Value in the Supply Chain*, John Wiley & Sons, Singapore, 1999.

Reference Books:

1. Gopal Krishnan, *Material Management Review*, 2002 Pearson Education, New Delhi.
2. Koragaonkar R.G., *Just In Time Manufacturing*, Macmillan Publishers.
3. Sahay B.S., *Supply Chain Management*, Macmillan Publishers, 2000.

*** Latest editions of all the suggested books are recommended.**

\

Semester IV TOTAL QUALITY MANAGEMENT

Course Code: MBA403

L- 3, T-2, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of total quality management.

Unit-wise Course Contents:

- 1. Introduction:** Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis of Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation, Quality Awards.
(8 Hours)
- 2. Quality:** Customer Perception and Satisfaction, Customer Complaints, Service Quality, Customer Retention, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Business Process Reengineering (BPR).
(8 Hours)
- 3. Statistical Process Control (SPC):** The seven tools of quality (Basic and New), Statistical, Control Charts for variables and attributes, Process capability, Concept of six sigma, Quality Gurus and their Principles.
(8 Hours)
- 4. Benchmarking** – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, Latest Challenges of Quality, Six Sigma Concepts: application.
(8 Hours)
- 5. Quality Systems:** Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System– Elements, Implementation of Quality System, Documentation, Quality Auditing; ISO 14000 – Concept, Requirements and Benefits.
(8 Hours)

Text Books:

1. Feigenbaum .A.V., *Total Quality Management*, McGraw-Hill, 1991.
2. Oakland.J.S., *Total Quality Management*, Butterworth – Heinemann Ltd., Oxford. 1989.

Reference Books:

1. Narayana V. & Sreenivasan, N.S. *Quality Management – Concepts and Tasks*, New Age International 1996.
2. Zeiri, *Total Quality Management for Engineers*, Wood Head Publishers, 1991.

*** Latest editions of all the suggested books are recommended.**

Semester-IV ORAL COMMUNICATION

Course code: MBA404

(Common with MSW404/MCT404/MFN404)

L	T	P	C
2	0	2	3

Objective: The basic objective of this course is to develop the personality and confidence of individual.

1. Speaking along with structures used in modern English

Objective & Methodology: Use of different grammatical structures like the use of modals, Use of connectors etc. in speaking, Speaking on a particular structure at a time on the basis of activities made.

2. Speaking along with quizzes with emphasis on kinesics

Objective & Methodology: Conducting quizzes on different aspects of communication to make them aware of different parameters of communication and checking their body language.

3. Role plays based on different situations with stress, intonation and rhythm

Objective & Methodology: Knowledge of Stress, intonation and rhythm and their sound application make communication sweet. Conduct of role plays on business and general issues to check the sweetness and intensity of communication.

4. Group Discussion, its pointers, preparation

Objective & Methodology: Conduct of GD on different issues, putting them in stressful situations, checking their over aggression, Working on body language.

5. Know Your Self (SWOT)

Objective & Methodology: To know their interests and counsel them accordingly. Making their outlook professional by organizing activities like psychological tests (e.g ink test), tests on different business situations.

6. Basics of Interview skills with emphasis on candidates preparation

Objective & Methodology: Discussion over the general questions in interview, How to keep cool in complex situations, Working on maintaining positive attitude, posture, handshaking etc.

7. Self Grooming: - “First Impression is the Last Impression”

Objective & Methodology: Telling them about dress sense, primping, maintaining parts of the body, cosmetic care of the body etc.

Reference Book:

1. Sethi & Dhamija, *A Course in Phonetics & Spoken English* – Prentice Hall, New Delhi.
2. Pandey L.V.B & Singh R. P., *A Manual of Practical Communication*, A.I.T. B.S. Publication. India Ltd. Krishna Nagar, Delhi.
3. Joans & Daniel, *English Pronouncing Dictionary* – Cambridge University, Press.

NOTE:

This syllabus has been designed to improve the oral and written communication skills of students. The faculty members should put emphasis on practical (oral) activities for generating students' interest in language learning.

*** Latest editions of all the suggested books are recommended.**

Semester IV shall have the following evaluation criteria:

1. Class tests to be done in the Labs by the faculty concerned.
2. During the final examination 50% marks will be internal oral and the remaining 50% will be external.
The external examiners will be as follows:
(a) One faculty nominated by the Director
(b) The external expert to be appointed by the examination division of TMU
3. This has been approved by Honb'le V.C. on 16.2.12

Semester IV
Specialization: Retail
Elective 4
STORE AND WAREHOUSING MANAGEMENT

Course Code: MBR401

L- 4, T-0, P-0, C-4

Objective: - The basic objective of this course is to understand the concepts of store and warehousing management.

Unit-wise Course Contents:

1. **Warehousing:** Meaning and need for warehousing, Types of warehouse, Characteristics of an ideal warehouse, Functions of warehousing, Advantages of warehousing.
(8 Hours)
2. **Storage:** Importance and functions of storage. Location and layout of stores. Management of receipts and issue of materials from stores, Warehousing costs, Stock verification.
(8 Hours)
3. **Logistic System:** Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence. Distribution Channel:, Concept, Importance, Types and Primary Distributors.
(8 Hours)
4. **Cost Reduction Methods:** Classification, codification, standardization, simplification and variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.
(8 Hours)
5. **Inventory Control:** Concept, various costs of inventory, EOQ models, buffer stock, lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time and Kanban System of Inventory management.
(8 Hours)

Text Books:

1. Keller Kotler, *marketing management*, Pearson Publications, 13th edition.
2. Cundiff Still, *Sales management*, Prentice-Hall, 5th edition.

Reference Books:

1. Raghuram G., I.I.M.A., *Logics and Supply Chain Management* Macmillan, 2000
2. Emiko Bonafield, *Harnessing Value in the Supply Chain*, John Wiley, Singapore, 1999
3. Cundiff, Still, *Sales management*, Pearson Publications, 5th edition.

*** Latest editions of all the suggested books are recommended.**

Semester IV
Specialization: Marketing
Elective 4
RURAL AND INDUSTRIAL MARKETING

Course Code: MBM401

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to provide the knowledge of basic concepts of rural and institutional marketing.

Unit-wise Course Contents:

1. Introduction: Concept and scope of rural marketing, concepts, components of rural markets, classification of rural markets, rural vs. urban markets, Rural marketing environment: rural credit institutions, rural retail outlets, rural areas requirement, problems in rural marketing, Characteristics of Rural consumer- Stages of the Life cycle. **(8 Hours)**
2. Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand, The Re-sellers Market, The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products. **(8 Hours)**
3. Analysis of Rural Consumer Behaviour: Rural institutional and industrial Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Information Search and pre purchase Evaluation, Researching Rural, Institutional and industrial Market: Sanitizing rural, Institutional and industrial market, Research design- Reference frame. **(8 Hours)**
4. Rural Marketing Strategies: Rural, Institutional and industrial Marketing Strategies: Segmenting, Targeting and Positioning Product Strategy: Introduction, Marketing Mix Challenges, Product concepts classification-Five Levels Products, Classification of Products, Rural Product Categories – Fast moving Consumer goods, Consumer Durables, Agriculture Goods, Services, Formulating Product Planning: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products. **(8 Hours)**
5. Management of Sales Force: Managing the Industrial Sales Force, Organizing and controlling the industrial sales force, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales personnel, sales training and development, Measuring the Effectiveness of Sales Force for Industrial marketing. **(8 Hours)**

Text Books:

1. Kashyap Pradeep & Siddhartha Raut, *Biztantr Rural Marketing*, Wiley / Dreamtech Press
2. Gopal Swamy T.P., *Rural Marketing*, Vikas Publishing House.

Reference Books:

1. Robert R., *Industrial Marketing*, Reeder and Reeder, PHI

*** Latest editions of all the suggested books are recommended.**

Semester IV
Specialization: Finance
Elective 4
INTERNATIONAL FINANCIAL MANAGEMENT

Course Code : MBF401

L- 4, T-0, P-0, C-4

Objective: - The basic objective of this course is to understand the concepts of International financial management.

Unit-wise Course Contents:

- 1. Financial Management in a Global Context:** The importance ,rewards and risk and risks of international finance, Goals of MNCs, the nature and measurement of exposure and risks. International Monetary System. Balance of Payment.
(8 Hours)
- 2. International Financial Markets:** Forex markets, Forex Trading, cash and spot exchange markets, forex rates and quotation, forward markets, exchange rate behaviour, cross rate, Forex market participants, and Arbitrage profit in forex markets. Purchasing Power parity and Interest Rate Parity Theory of exchange rate determination.
(8 Hours)
- 3. Forex Risk Management:** Hedging against forex exposure, forward market, future market, options markets, currency swaps, interest rate swaps.Forex Rate: Measuring exchange rate movements, factors affecting forex rate, forecasting forex rates.
(8 Hours)
- 4. Financial Structure and International Financing:** Optimal financial structure and MNE and their foreign subsidiaries; Eurocurrency markets; International debt markets; Political Risk Management.
(8 Hours)
- 5. Foreign Investment Decisions:** Multinational capital budgeting; International portfolio theory and diversification; Cost of Capital and Capital structure of MNCs. Dividend policy of multinational firms.
(8 Hours)

Text Books:

1. Apte, *International Financial Management*, Tata McGraw-Hill, 2008, 2nd edition.
2. Seth , A K, *International Financial Management*, Galgotia Publications, 2004, 2nd edition,
3. Shapiro, *Multinational Financial Management*, Prentice-Hall, 4th edition, 2002.

Reference Books:

1. Sharan, *International Financial Management*, Prentice-Hall, 2nd edition, 2003.
2. Vij M., *International Financial Management*, Excel books.

*** Latest editions of all the suggested books are recommended.**

Semester IV
Specialization: International Business
Elective 4
FOREX MANAGEMENT

Course Code: MBI401

L- 4, T-0, P-0, C-4

Objective: - The basic objective of this course is to understand the concepts of foreign exchange management.

Unit-wise Course Contents:

1. **Introduction:** The Foreign Exchange Market: Organization, Spot Vs Forward Markets, Bid and Ask rates, Inter-bank Quotations, International Market Quotations, Cross Rates, Merchant Rates, FEDAI Regulations, Role of RBI, Introduction to FEMA.
(8 Hours)
2. **Exchange Rates and Control:** Exchange rate systems, Gold Standard, Breton Woods, Fixed Vs Floating Exchange Rate systems, Determinants of Exchange Rates, Exchange Controls.
(8 Hours)
3. **Exchange Transactions :** Foreign Exchange Transactions, Purchase and Sale transactions, Spot Vs Forward transactions, Forward Margins, Inter-bank Deals, Cover deals, Trading, Swap Deals, Arbitrage Operations, and Factors determining forward margins.
(8 Hours)
4. **Exchange Rates and Position:** Ready and Forward Exchange Rates, Principle types of Ready Merchandise rates, Ready rates based on cross rates, Forward exchange contracts, Execution of Forward contracts, cancellation and Extensions, Dealing position, Exchange position, Cash Position.
(8 Hours)
5. **Derivatives and Agreement:** Currency Derivatives, Currency Forwards, Currency Futures, Currency Options, Exchange traded transactions, Financial Swaps, Forward Rate agreements, Interest Rate Options.
(8 Hours)

Text Books:

1. Alan C. Shapiro, *Multinational Financial Management*, Prentice Hall, New Delhi
2. Seth A. K., *International Financial Management*, Galgotia Publications, 2004, 2nd edition,
3. Shapiro, *Multinational Financial Management*, Prentice-Hall, 4th edition, 2002

Reference Books:

1. Giddy Ian H., *Global Financial Markets*, AITBS Publishers and Distributors, New Delhi.
2. Jeevanandam C., *Foreign Exchange, Practice Concepts*, Sultan Chand and Sons, New Delhi.

*** Latest editions of all the suggested books are recommended.**

Semester IV
Specialization: Human Resource
INDUSTRIAL AND LABOUR LAWS

Course Code: MBH401

L- 4, T-0, P-0, C-4

Objective: The basic objective of this course is to understand the concepts of industrial laws.

Unit-wise Course Contents:

- 1. Introduction to Industrial Relation :** Overview of Industrial Relations: Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Role of State; Trade Union; Employers' Organization; ILO in IR; Industrial Relations machinery in India.
(8 Hours)
- 2. Trade Union :** Trade Unionism: Trade Union: origin and growth, unions after independence, unions in the era of liberalization; Concept, objectives, functions and role of Trade Unions in collective bargaining; Problems of Trade Unions.
(8 Hours)
- 3. Industrial Conflict and Accident Management :** Labour problems: Discipline and misconduct; Grievance handling procedure; Labour turnover; Absenteeism; Workers' participation in management; Industrial accidents and Industrial unrest.
(8 Hours)
- 4. Industrial and Labour Law – I :** Labour legislations: Historical perspective; Impact of ILO; Indian constitution; Important provisions -: Payment of Wages Act, Workmen's Compensation Act, Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.
(8 Hours)
- 5. Industrial and Labour Law – II:** Important Provisions of Industrial Dispute Act and Factories Act.
(8 Hours)

Text Books:

1. Monappa A., *Industrial Relations*, Tata McGraw-Hill, 2002.
2. Sinha, *Industrial Relations*, Pearson Education.
3. Sinha, *Trade Unions, and Labour Legislation*, Pearson Education.

Reference Books:

1. Srivastava S. C., *Industrial Relations and Labour Laws*, Vikas publication, 2000.
2. Mamoria C.B., Mamoria, Gankar, *Dynamics of Industrial Relations* Himalayan Publication, 2003.
3. Bare Acts

*** Latest editions of all the suggested books are recommended.**

Semester IV
DISSERTATION (BASED ON MARKET SURVEY)

Course Code: MBA451

L-0, T-2, P-3, C-4

Objective: The objective is to equip the student with the knowledge of actual functioning of the market and organization and problems faced by them for exploring feasible solutions and suggestions.

Guidelines:

1. At the end of third semester examination, every student of MBA will undergo for a market survey for any manufacturing, service or financial organization.
2. During the course of market survey project in charge will assign a problem/project to the student. The student, after the completion of survey will submit a report to the College/Institute, which will become a part of fourth semester examination. However, the report must be submitted by the end of March during fourth semester.
3. The report prepared by the student will be named as market based dissertation. The report should be based on primary data. It should reflect in depth study of micro problem, assigned by the department where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the report will contain the study of micro research problem. The average size of report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paperback) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
4. The report will have a certificate issued by project In charge of the College. This should be attached with the report.
5. The report will be evaluated by internal and external examiner. It will carry total of 100 marks divided into written report of 50 marks by external examiner and presentation of 50 marks in front of a panel of at least three faculty members appointed by Director/ Principal of the college.
6. The external marks will be awarded by the external examiner to be appointed by the examination division.
7. The format of the report is given below:
 - Objective of the Research Undertaken
 - Literature Review
 - Research Methodology
 - Results and Analysis
 - Conclusions
 - References
 - Appendices – to include questionnaire, if any

Semester IV
COMPREHENSIVE VIVA VOCE

Course Code: MBA453

L-0, T-0, P-0, C-4

Objective: The objective of this course is to judge the understanding as well as application of the knowledge gained by the students by the end of the second year of the course.

Guidelines:

1. The comprehensive viva voce is scheduled to be held at the end of IV Semester in second year
2. This is also to see the articulation of what is being learnt by them and see their relevance in the practical field.
3. The Total marks of viva are 100. The internal marks will be awarded by taking the presentation of the students in the front of a panel of at least three faculty members to be appointed by Director/Principal of the college.
4. The external marks will be awarded by the external examiner to be appointed by the examination division.