

**APPENDIX – I****SYLLABUS****M.B.A. (DUAL)****(CHOICE BASED CREDIT SYSTEM)****FIRST YEAR : FIRST SEMESTER  
MBAC 101 : MANAGEMENT PROCESS****Objective**

The Objective of this paper is to familiarize the student with basic management concepts and behavioural process in the organization

**Teaching Methods**

Lecture, Seminar, Role Play and Case Study.

**Unit-I : Introduction**

Evolution of Management thought, Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem solving. Understanding and managing group processes – Group decision making.

**Unit-II : Planning**

Distinction between operational and strategic planning – Types of plans – Grouping of various types of plans – Steps in planning – Importance of policies – Types of policies – Principles of policy making – Policy formulation and Administration – Basic area of policy making.

**Unit-III : Organising**

Authority Relationships – Line authority – Staff authority – Line organization – Pure line and Departmental line organization – Staff relationships – Line and Staff organization – Functional organization – Committee organization – Definition of Authority – Components of authority – Rational authority – Traditional authority – Charismatic authority – Limits of authority – Delegation of authority – Process of delegation – Principles of Delegation – Centralization and Decentralization.

**Unit-IV : Staffing and Directing**

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – The Direction Function – Leadership – Co-ordination – Need for co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

**Unit-V : Supervising Control and MBO**

Supervision Function – Position of a supervisor – Qualities of a good supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human relations specialist – Essential requirements of effective supervision – Rensis Likert studies of supervision – Effectiveness – Concept of control – Importance of control – Span of control – An Integrated Control System – Management By Objective – Hierarchy of Objective – Qualitative and Quantitative Objective – Process of MBO – Management by Exception.

## References

- 1) **Bhushan, Y.K.**, *Fundamentals of Business Organization and Management*, Sultan Chand & Sons, New Delhi, 2013.
- 2) **Gupta, C.B.**, *Management Theory and Practice*, Sultan Chand & Sons, New Delhi, 2011.
- 3) **Heinz Wehrich, and Mark V. Cannice, Harold Koontz**, *Management*, (12th Edition) Tata McGraw Hill, New Delhi, 2008.
- 4) **Radha R Sharma**, *Change Management and Organizational Transformation*, 2<sup>nd</sup> Edition, McGraw Hill, New Delhi, 2012.
- 5) **Ramasamy. T.**, *Principles of Management*, Himalaya Publishing House, Mumbai, 2004.
- 6) **Samuel C. Certo and S. Trevis Certo**, *Modern Management*, PHI learning, New Delhi, 2008.
- 7) **Stoner J.**, *Management*, 6<sup>th</sup> Ed., New Delhi, Prentice Hall of India, 1996.
- 8) **Williams Chuck**, *MGMI*, Cengage Learning, New Delhi, 2013.

## MBAC 102 : MANAGERIAL ECONOMICS

### Objective

The Objective of this course is to enable the students with concepts and techniques used in micro and some aspects of macro economic theories to apply the subject knowledge in future planning and business decision. The subject will enable the students to understand functional management areas in planning and decision making. Micro economics related to firm theory and macro economics related to economic policy influencing business decision enable the students to acquire business skills.

### Teaching Methods

Lecture and Case Method.

### Unit-I : Basic Concepts

Nature and Scope of Managerial Economics – Economic theory and Managerial Economics – Demand Analysis and Forecasting – Demand determinants – Demand Distinctions – Demand Forecasting – Capital budgeting.

### Unit-II : Cost Analysis

Cost concepts and classifications – Cost output relationship in the long run and short run – Economies (Internal and External) and Diseconomies of scale – Cost control and Cost reduction – Production function – Isoquants, Isocost curves and Least cost combination.

### Unit-III : Pricing Decisions

Pure competition – Perfect competition – Policies and Practices – Pricing and output decisions under imperfect competition – Pricing Policies – Price discrimination – Methods of Pricing – Monopolistic Competition – Oligopoly.

### Unit-IV : Profit Analysis

Profit theories – profit policy – Profit budget – Break even analysis – Break even chart – Theory of profit maximization.

**Unit-V : Macro Economics and Business Decision**

**Business Cycle and Business Policies – Current Industrial Policy and Monetary Policy and Fiscal Policy – National Income and Methods of its Estimation - Large Scale Industries and Small Scale Enterprises – Financial Institutions – Inflation: Nature and Causes – Meaning: Effects and cost – Inflation: Anticipated and Unanticipated – Inflation: Measures to control inflation.**

**References**

- 1) Ahuja, H.L., *Managerial Economics*, S. Chand & Company Ltd., New Delhi, 2007.
- 2) Joel Dean, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2008.
- 3) Maheshwari, *Managerial Economics*, Sultan & Chand, New Delhi, 2003.
- 4) Mithani, D.M., *Managerial Economics*, Himalaya Publishing House, New Delhi, 2009.
- 5) Moti Paul S. Gupta, *Managerial Economics*, Tata McGraw Hill Pub., New Delhi, 2007.
- 6) Narayanan Nadar, E. and S. Vijayan, *Managerial Economics*, PHI Learning Private Ltd., New Delhi, 2009.
- 7) Petersen & Lewis, *Managerial Economics*, 4<sup>th</sup> edition, Prentice Hall of India (P) Ltd., New Delhi, 2003.

**MBAC 103 : ORGANIZATIONAL BEHAVIOUR****Objective**

**The aim of this course is to understand organizational behaviour concepts and models, moving from individual behaviour to group behaviour and to an organization as a whole. At the end of the course the students will have the ability to understand concepts of organizational behaviour and develop effective Human Relations Policies for effective performance.**

**Teaching Methods**

**Lectures, Case Studies, Business Games and Role Play.**

**Unit-I : Introduction and Individual Behaviour**

**Organization Behavior – Definition and Meaning – Models of Organizational Behavior – Hawthone Experiments – Personality Determinants – Type A/B personality – Theories of Personality – Values – Types of Values – Perception – Elements of Perception – Perceptual Errors – Learning – Theories of Learning – Learning Curve.**

**Unit-II : Work Attitude, Motivation and Job Satisfaction**

**Attitudes – The ABC Model – Work attitudes – Motivation – Process – Theories of Motivation – Job Satisfaction – Causes of Dissatisfaction EVLP framework.**

**Unit-III : Leadership and Counselling**

**Leadership – Leaders Vs Manager – Leadership theories – Leadership styles – Power – Sources of power – Conflict – Causes – Resolution strategies and Types of conflict – Interpersonal / Intra Group Conflict – Transactional Analysis – Johari Window – Counselling – Types of Counselling.**

**Unit-IV : Group Dynamics**

**Defining and Classifying Groups – Work group behaviour – Techniques for group decision making – Advantages and disadvantages of group decision making – Participation in decision making – Factors that influence group effectiveness – Empowerment and self managed teams.**

**Stress – Causes of stress – Stress reduction strategies.**

**Unit-V : Organisation Change and OD**

**Organization change – Meaning – Models of change – Resistance to change – Managing planned change organizational culture – Factors influencing Organizational Culture – Organizational Climate – Dimensions of Organizational Development – OD Cycle.**

**References**

- 1) **Debra L. Nelson, James Campbell Quick, Preetam Khandelwal, *Organizational Behavior*, Cengage Learning, New Delhi, 2012.**
- 2) **Jarold Greenberg, Robert A Baron, *Organizational Behavior*, PHI Learning, New Delhi, 2010.**
- 3) **John Newstrom, Keith Davis, *Organizational Behavior – Human Behaviour at Work*, Tata McGraw Hill Publication, New Delhi, 2006.**
- 4) **Kavita Singh, *Organizational Behavior*, Pearson, New Delhi, 2012.**
- 5) **Margie Parikh, Rajen Gupta, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2010.**
- 6) **Ricky W. Griffin, Gregorej Moorhead, *Organizational Behavior*, Biztantra, New Delhi, 2009.**
- 7) **Stephen P. Robbins, Timothy Judge, *Organizational Behavior*, Phi Learning, New Delhi, 2007.**
- 8) **Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew J Manimalla, 01.Ling Siu, *Organizational Behavior*, Tata McGraw Hill, New Delhi, 2011.**

**MBAC 104 : ACCOUNTING FOR MANAGERS****Objective**

**The purpose of this course is to acquaint the students with the various concepts, techniques, methods, process of accounting data analysis and interpretation, decision making in the areas of Financial and Management Accounting.**

**Teaching Methods**

**Lectures and Balance sheet Analysis.**

**Students are to be examined on 60 percentage theory and 40 percentage on problem aspects.**

**Unit-I : Introduction to Management Accounting and Financial Accounting**

**Introduction – Principles – Concept – Accounting conventions – Management accounting – Its origin – Role – Function – Growth – Cost accounting – Financial accounting – Difference between various accounting – Financial Accounting – Journal – Ledger – Trail Balance – Trading – Profit and Loss account – Balance sheet.**

**Unit-II : Financial Statement Analysis, Ratio Analysis, Fund and Cash Flow Analysis**

**Analysis and interpretation of financial statements – Analysis of Comparative Balance sheet – Common size statement (simple problems) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits (simple problems).**

**Unit-III : Marginal Costing, Budget and Budgetary Control**

**Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (simple problems).**

**Unit-IV : Capital Budgeting**

**Capital Budgeting – Methods of ranking Investment proposals – Payback method – Average Rate of Return method – Discounted Cash Flow Method – IRR method – NPV method – Excess present value method (simple problems).**

**Unit-V : Reporting**

**Reporting to management – Objectives of reports – Reports for different levels of management – Preparation of reports – Uses of Reports – General Principles of a good reporting.**

**References**

- 1) **Bhattacharya. Ashishik**, *Financial Accounting for Business Managers*, Prentice Hall of India, 2003.
- 2) **Gunasekaran, E.**, *Accounting for Management*, Lakshmi Publication, Chennai, 2012.
- 3) **Khan. M.Y. and P.K. Jain**, *Management Accounting*, Tata McGraw Hill Pub., 2004.
- 4) **Maheswari, S.N.**, *Corporate Accounting for Managers*, Vikas Publishing House, New Delhi, 2004.
- 5) **Maheswari, S.N.**, *Financial and Cost Accounting*, Sultan Chand Pub., New Delhi, 2003.
- 6) **Pandikumar**, *Management Accounting*, Excel Books, New Delhi, 2008.
- 7) **Sharma. R.K. and Shashi. K. Gupta**, *Management Accounting*, Kalyani Publishers, 2004.
- 8) **Srinivasan, N.P. and M. Sakthivel Murugan**, *Accounting for Management*, S. Chand & Co., New Delhi, 2004.

**MBAC 106 : COMPUTER APPLICATIONS IN MANAGEMENT****Objective**

The Objective of this course includes developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

**Teaching Methods**

Lecture and Practicals in Computer Laboratory.

**Unit-I : Computer Fundamentals**

Organization of computers – Generations of computers – Types of computers – Input /Output devices – Storage devices – Software: Systems software, Application software – Overview of Linux, Unix, Windows, Freewares – Programming Languages/ Assembly Languages – Compiler – Interpreter.

**Unit-II : Software Development applications**

Software Development Process: File Design & Report Design – Data File Types/ Organization; Master, Transaction File. Application and uses of MS-Office: Word, Power Point, Excel, Access.

**Unit-III : Data Processing Concepts**

Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing Systems – Management of Data Processing System in Business Organization – Application portfolio Development – Program Development Cycle – Flow Chart.

**Unit-IV : Computer Networks**

DATA Communications: Networking Concepts, Classification – LAN, MAN, WAN – Wireless LAN – Internet, Intranet, Extranet – Virtual Private Networks (VPN) – Peer-to-Peer, Client Server – Networking topologies – Virus – Meaning – Types – Anti-virus – Benefits – Detection and Elimination.

**Unit-V : Implementing and Managing IT**

IT strategic Alignment – Competitive Forces Model – Value Chain Model – Strategic Resources and Capabilities – IT Planning – Managing IS Department – Evaluating IT Investment: Benefits, Costs and Issues – IT Economics Strategies – Managerial Issues.

An Integrated Stepped Approach – Consulting Process – Proposal Development – Contract – Execution – Implementation – Planning – Closing and Collecting.

**References**

- 1) Alexis Leon and Matuews Leon, *Fundamentals of Information Technology*, Leon Tech World, New Delhi, 2008.
- 2) *IT Tools and Business Systems*, ISRD Group, ISBN: 9780071077712.
- 3) Kumar. K and S. Rajkumar, *Computer Applications in Business*, Tata McGraw Hill, New Delhi, 2009.
- 4) Peter Norton, *Introduction to Computer*, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2011.
- 5) Rajaram. V., *Introduction to Information Technology*, PHI, 2003.

- 6) **Ramesh Behl**, *Information Technology for Management*, **Tata McGraw Hill**, New Delhi, 2012.
- 7) **Ritendra Goel, D.N. Kakkar**, *Computer Applications in Management*, **New Age Publishing**, New Delhi, 2013.
- 8) **Sanjiva Shankar Dubey.**, *Management and IT Consultancy*, **McGraw Hill**, New Delhi, 2012.

**MBAC 107 : PROJECT, ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT**  
**Objective**

The basic purpose of this course is to understand the frame work for planning, analyzing and evaluating the project and to prepare a ground where the students build the necessary competencies and to motivate for a career in Entrepreneurship.

**Teaching Methods**

Lectures and Case Study and Seminar.

**Unit-I : Project Planning**

Definition of project – Classifications of projects – Importance – Scope – Project Identification – Idea generation and Screening – Project selection and Planning – Project Formulation – Project life cycle – Project Organisation – Roles and Responsibilities of project manager – Managing project team.

**Unit-II : Project Feasibility and Project Finance and Evaluation**

Pre-feasibility study – Market and Demand analysis – Feasibility Study: Technical – Commercial – Environmental – Socio economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of plant location – Project contracts – Insurance for projects – Project Implementation.

Estimating project time and cost – Cost of capital – Source of finance – Cost control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost Benefit Analysis – Project Evaluation and Performance Review Techniques.

**Unit-III : Introduction to Entrepreneur**

Definition – Concept – Classification and types of entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme – Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

**Unit-IV : Entrepreneurship Environment and Challenges**

Entrepreneurship environment: Social – Cultural – Political – Natural – Geographic – Technological – Economic Environment and its impact on Entrepreneurship – Factors affecting entrepreneurial growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of women entrepreneurs.

**Unit-V : Small Business Management**

**Small Enterprises – Definition – Classification – Characteristics – Ownership Structures – Steps involved in setting up a small business – Identifying and selecting a good Business opportunity – Market potential analysis – Marketing methods: Pricing and Distribution methods. Sickness in small Business: Concept – Magnitude – Causes and Consequences – Corrective Measures – Government Policy on Small Scale Enterprises – Growth Strategies in small industry: Expansion – Diversification – Joint Venture – Merger and Sub Contracting.**

**References**

- 1) **Clifford F. Gray and Erik W. Larson, *Project Management*, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Gobalakrishnan, P. & V.E. Ramamoorthy, *Project Management*, MacMillan India Ltd, New Delhi, 2006.**
- 3) **Khanka, S.S., *Entrepreneurial Development*, S. Chand & Company, New Delhi, 2008.**
- 4) **Nagarajan, K., *Project Management*, New Age International Publishers, New Delhi, 2007.**
- 5) **Prasanna Chandra, *Projects*, Tata McGraw Hill, New Delhi, 2007.**
- 6) **Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd, *Entrepreneurships*, Tata McGraw Hill, New Delhi, 2007.**
- 7) **Sonatakki, V.C., *Project Management*, Himalayas Publishing House, New Delhi, 2008.**
- 8) **Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalayas Publishing House, New Delhi, 2008.**

**MBAC 108 – RESEARCH METHODOLOGY****Objective**

**To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.**

**Teaching Methods**

**Group Discussions, Role play, Lectures, Seminar Presentations, Computer Aided Teaching.**

**Unit-I : Introduction to Research and Research Methodology**

**Research – Meaning – Types – Nature and scope of research – Problem formulation – Statement of research Objective – Value and cost of information – Importance of research in Management – Research process – Research design.**

**Unit-II : Data Collection**

**Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys – Training for field investigators – Sampling methods – Sample size.**



**Unit-III : Research Tools**

**Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.**

**Unit-IV : Application of Statistics in Research**

**Introduction to Statistics – Estimation of Population parameters – Point of Internal estimates of means and proportions – Correlation – Regression – Hypothesis testing – Chi-square test – T test – F test – Tabulation of data – Analysis of data – Advanced techniques – ANOVA – Discriminate Analysis – Factor analysis – Multidimensional Scaling – Cluster Analysis.**

**Unit-V : Report Preparation**

**Research Applications – Types of Report – Report preparations – Format – Languages – Tables – Pictures & Graphs – Bibliography Comments.**

**References**

- 1) **Kothari, C.R., *Research Methodology*, New Age International (P) Ltd, New Delhi, 2004.**
- 2) **Arora, P.N. & S. Arora, *Statistics for Management*, S. Chand & Company Ltd., New Delhi, 2007.**
- 3) **Bhandarkar Wilkinson Laldas, *Methodology and Techniques of Social Research*, Himalaya Publishing House, Mumbai, 2004.**
- 4) **Donald R. Cooper and Pamela S. Schindler, *Tata McGraw Hill*, 9<sup>th</sup> Edition, New Delhi.**
- 5) **Dwiedi, R., *Research Methods in Behaviour Science*, Macmillan India Ltd., New Delhi, 2001.**
- 6) **Krisnasamy, O.R. and M. Ranganathan, *Methodology of Research in Social Science*, Himalaya Publishing House, Mumbai, 2005.**
- 7) **Panneerselvam, R., *Research Methodology*, Prentice Hall of India, New Delhi, 2008.**
- 8) **Vohra, N.D., *Business Statistics*, McGraw Hill, New Delhi, 2013.**

**MBAC 109 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)**

**FIRST YEAR : SECOND SEMESTER**  
**MBAC 201 : FINANCIAL MANAGEMENT**

**Objective**

Finance is concerned with everything that takes place in the conduct of the business. Obviously this subject seeks to develop and acquaint the students with the various concepts, techniques, methods of planning, forecasting, effective utilisation of appraisal evaluations. This will develop and improve the decision making ability in the area of finance.

**Teaching Methods**

**Lectures and Seminar Presentation.**

Students are to be examined on theoretical aspects 80% and problem aspects 20%.

**Unit-I : Introduction to Financial Management**

**Finance function: Meaning – Definition – Scope of Finance function – Executive functions and Incidental functions – Goals of Financial Management – Profit maximisation and Wealth maximisation.**

**Unit-II : Short – Term Financing**

**Sources of short term financing: Meaning of working capital – Net working capital – Financing mix approaches – Sources of working capital financing – Management of cash and marketable security: Importance of cash and liquidity – Cash balance deciding factors – Determination of cash cycle – Receivable management – Objectives – Formulation of Credit and collection policies - Inventory management – Objectives of Inventory – Determination of optimum level of inventory – Types of Inventory.**

**Unit-III : Long – Term Financing**

**Sources of long term financing – Nature of long term financing – Common stock – Preferred stock – Debt financing: Secured and Unsecured debts – Repurchase of shares – Under writing of shares – Rights issue: Meaning – Procedure – Pricing – Underwriting of rights – Dilution of market price rights – Market price of shares.**

**Unit-IV : Dividend Policy Decision and Cost of Capital**

**Dividend policy decision: Dividend and Retained earnings – M.M. Model – Walters Model – Dividend practices – Factors affecting dividend policy – Dividend payout ratio – Stock dividend and Stock splits – Issue of bonus shares and its procedure.**

**Cost of Capital – Significance – Determining component of Cost of Capital – Weighted Average Cost of Capital – Flotation Costs.**

**Unit-V : Capital Structure and Leasing**

**Capital Structure – Features of an appropriate capital structure – Determinants of the capital structure – Modigliani-Miller Hypothesis under No taxes – MM Hypothesis under corporate taxes – Analysis of capital structure in practice (simple problems).**

**Leasing: Characteristics of leasing – Leasing as a source of finance – Types of Leasing – Leasing arrangements – Advantages and Disadvantages – Hire-Purchase – Meaning and Characteristics – Hire-purchase Vs Instalment payment – Fixation aspects.**

#### **References**

- 1) **Prasanna Chandra**, *Financial Management: Theory and Practice*, **Tata McGraw Hill**, 2012.
- 2) **Chandra Prasanna**, *Financial Management – Theory and Practice*, **Tata McGraw Hill Publishing Co.**, 4<sup>th</sup> ed., **New Delhi**, 2007.
- 3) **Eugene F. Brigham & Joel F. Houston**, **Fundamentals of Financial Management**, **Cengage**, 2011.
- 4) **Hanif M, A Mukherjee**, *Financial Accounting, Volume III*, **Mc Graw Hill**, **New Delhi**, 2013.
- 5) **Khan, M.Y. and P.K. Jain**, *Financial Management – Text and Problems*, 4<sup>th</sup> ed., **Tata McGraw Hill Publishing Co.**, **New Delhi**.
- 6) **Kuchhal, S.C.**, *Financial Management*, **Allahabad**, **Chaitanya Publishing House**, 2004.
- 7) **Pandey, I.M.**, *Financial Management*, (9<sup>th</sup> Edition), **Vikas Publishing House**, 2009, **New Delhi**.
- 8) **Srivastava. R.M.**, **Financial Management**, **Himalaya Publication House**, **Mumbai**, 2010.
- 9) **VanVan Horne. James C and Sanjat Dhamija**, *Financial Management and Policy*, **Pearson**, **New Delhi**, 2012.

### **MBAC 202 : MARKETING MANAGEMENT**

#### **Objective**

**To acclimatize the participants about the environment of market, consumer behavior and to develop the ability to design the best marketing strategy by analyzing the factors influencing the consumer decision.**

#### **Teaching Methods**

**Case Study, Role Play, Seminar, Group Discussion, Visit the company, Audio Video Visual, Inbasket exercise, Minor project and Meet the consumers.**

#### **Unit-I : Marketing and its Environment**

**Definition – Role of marketing – Concepts of marketing – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing, Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Marketing strategies – Market Leader Strategies – Market follower Strategies – Market Challenger Strategies and Market Niche Strategies.**

**Unit-II : Market Analysis and Segmentation**

**Market Analysis – Types of Markets – Marketing mix elements – Market Portfolio Planning – Demand forecasting methods – Survey – Buyer’s opinion – Composite Sales force opinion – Experts opinion – Market test method.**

**Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product differentiation – Market Positioning Strategy.**

**Unit-III : Product and Pricing Strategies**

**Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types; Packaging – Labeling Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price of.**

**Unit-IV : Physical Distribution and Promotion**

**Marketing Channels – Direct Marketing – Industrial Marketing – Network Marketing – e-marketing – B2B – B2C – Distribution Network – Channel Management – Retailing – Wholesaling – Promotions- Advertising – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes; Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentatism – Global Marketing – Services Marketing.**

**Unit-V : Consumer Behaviour and CRM**

**Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase decision process – Strategies – Family decision making – Stages in buying process – Dissonance behaviour. Customer Relationship Management.**

**References**

- 1) **Carl Mc. Daniel, Charles W. Lamb and Joseph F. Hair, *MKTG, Cengage Learning, New Delhi, 2011.***
- 2) **Dhrav Grewal, Michael Lerg, *Marketing Management, Tata McGraw Hill, New Delhi, 2011.***
- 3) **Gupta, G.B. and N. Rajan Nair., *Marketing Management, Sultan Chand & Sons, New Delhi, 2011.***
- 4) **Joel R. Evans and Barry Berman, *Marketing Management, Cengage Learning, New Delhi, 2007.***
- 5) **Karen Webb, *Consumer Behaviour, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2011.***
- 6) **Philipkotler, Kevinkeller, Abraham Koshy and Jha, *Marketing Management, 14<sup>th</sup> Edition, Pearson Education, New Delhi, 2012.***
- 7) **Philipkotler, Keller, *A Frame Work of Marketing Management, 5<sup>th</sup> Edition, Prentice Hall, 2011.***
- 8) **Ramaswamy, V.S. and S. Namakumari, *Marketing Management, Global Perspective Indian Context, Macmillan, New Delhi, 2009.***
- 9) **Russel S. Winer, *Marketing Management, Tata McGraw Hill, New Delhi, 2012.***

**MBAC 203 : HUMAN RESOURCE MANAGEMENT****Objective**

The objective of the course is to enlighten the students with the challenges that organization face today like organization downsizing, workforce diversity, shortages of skilled workers and other concerns. It is the people who staff and manage organization. HRM involves the application of management functions and principles which are applied towards acquisition, development, retention and compensation of employees in organization.

**Teaching Methods**

Lecture Case Study, Roleplay, Management Games and Group Discussion.

**Unit-I : Introduction**

Human Resource Management – Importance – Challenges – Line and Staff aspect – HR management activities – Role of personnel manager – Images and qualities of HR manager – Integration of employee/management interests – Environment of Human Resource Management – External forces, Internal forces.

**Unit-II : Job Analysis, Job Design and Human Resource Planning**

Job analysis – Content, steps in job analysis, methods of collecting job data, potential problems with job analysis – Factors affecting job design – Job design approaches – Job specification – Human resource Planning – Importance – future personnel needs, creating talented personnel, foundations for personnel functions – Factors affecting HRP – HR supply/demand forecast – Recruitment – Factors affecting recruitment – Recruitment policy – Internal/External sources of recruitment – Methods of recruitment – Selection procedure – Orientation program.

**Unit-III : Training and Performance Appraisal**

Distinction between training, development education – Inputs in T&D – Skills, Development, Ethics, Attitudinal Changes, Decision making skills – Gaps in training – Principles of learning – Learning curve – Training process – Evaluation of the job and off the job training methods. Training techniques – Management Development – Factors of Appraisal – Traditional methods – Modern methods – MBO process – Appraisal techniques failure – Ethics of appraisal – Potential appraisal – Potential attributes – Career planning and development – Succession planning – Retention determinants – Organizational components and organizational career opportunities – Attrition.

**Unit-IV : Promotion, Job Evaluation and Compensation**

Promotion – Promotion policy – Types of Promotion – Basis of Promotion – Seniority – Merit – Ability – Transfers – Reasons, principles and types – Separation – Lay off, Resignation, Dismissal, Retrenchment, Voluntary retirement scheme – Job evaluation – Procedure, Advantages, Limitations – Job evaluation methods – Components of remuneration – Wages and salary, incentives, fringe benefits – Factors affecting employee remuneration – Minimum wage, fair wage and living wage – Executive remuneration.

### Unit-V : Quality of work life and Participative Management

Scope and ways of participation – Staff council, joint council, collective bargaining, Job enlargement/enrichment, suggestion schemes and quality circle – Total quality management – Structure of participative management – Nature and benefits of participation – Managing diversity – Gender issues in equal employment – Quality of work life – Role of supervisor in QWL – Safety – Types of accidents – Safety programs – Work place health issues – Work place violence – Outsourcing HR activities.

#### References

- 1) **Aswathappa K., and Sadhna Dash, *International Human Resource Management*, 2<sup>nd</sup> Edition, Mc Graw Hill, New Delhi, 2013.**
- 2) **Aswathappa, K., *Human Resource Management*, McGraw Hill, 2013.**
- 3) **Cynthia D. Fischer, Lyle F Schoenfeldt, James B Shaw, *Human Resource Management*, Biztantra, New Delhi, 2004.**
- 4) **Gary Dessler, *Human Resource Management*, Pearson Education, New Delhi, 2011.**
- 5) **Gupta. C.B., *Human Resource Management*, Sultan Chand & Sons, New Delhi, 2011.**
- 6) **Luiz R. Gomez Mejia, David B. Balkin, Robert L. Cardy, *Managing Human Resource*, PHI Learning, New Delhi, 2009.**
- 7) **Mamoria, C.B. and S.V. Gankar, *Human Resource Management*, Himalaya Publishing House, Mumbai, 2006.**
- 8) **Rao, P.L., *Comprehensive Human Resource Management*, Excel Books, New Delhi, 2006.**

### MBAC 204 : PRODUCTION AND MATERIALS MANAGEMENT

#### Objective

The key objective of this course is to acquaint students with the needed skills and knowledge for making effective and efficient purchase, Decision storage and flow of materials in manufacturing and service organizations; Cost-reduction techniques in Pre-Purchase and Post-Purchase systems.

#### Teaching Methods

Lecture and Case Study.

#### Unit-I : Production Function

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics.

Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends.

#### Unit-II : Plant Layout and Maintenance

Plant Layout – Types of layouts – Process layout – Product layout – Layout of service facilities – Office layout – Use of service facilities – Use of drawings, templates and models in layout physical facilities.

**Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records.**

**Unit–III : Production Planning and Control**

**Production Planning and Control – Routing – scheduling – Despatching – Expediting – GANTT charts – Work study and Motion study and Method study analysis – Use of Computers in PPC – Design and Implementation of PPC System.**

**Unit–IV : Materials Management and Materials Management Information System**

**Materials Management – Objective of Materials management – Materials forecasting and planning – Inventory control – Fixed order size, P&Q Inventory System – Deterministic probabilistic models, Static inventory models – Spare parts management – Materials requirement planning – Aggregate inventory management – Implementation aspects of inventory systems – Materials accounting and budgeting evaluation of materials management performance. Information systems and computers in materials management.**

**Unit–V : Store and Purchase Function**

**Standardization, simplification, codification, stores layout, storage systems and equipment, stores preservation, stores procedures and Automation of warehouses – Materials handling equipments – Stores Account – Price – Cost analysis and Negotiation forward buying – Speculation and Commodity markets – Capital equipment buying, imports and customs – Clearance – Purchasing research.**

**Purchasing function – Purchasing policies and procedures, legal aspects of purchasing, tax considerations in purchasing, selections and sources of supply and make or buy decisions – Vendor evaluation and rating – vendor development.**

**References**

- 1) **Adam, EE & Ebert, R., *Production and Operations Management*, PHI Learning, 6<sup>th</sup> ed., New Delhi, 1995.**
- 2) **Buffa, E.S., *Modern Production Management*, Engle Wood Cliff, New Jersey, Wiley, 1993.**
- 3) **Chary, S.N., *Production and Operations Management*, Tata McGraw Hill, New Delhi, 1999.**
- 4) **Dutta, A.K., *Integrated Materials Management*, New Delhi, PHI Learning, 2000.**
- 5) **Gopalakrishnan Sundaresan, *Materials Management*, PHI Learning, New Delhi, 2003.**
- 6) **Nair, N.K., *Purchasing and Materials Management*, Vikas Publishing House, New Delhi, 2005.**
- 7) **Paneer Selvam, R., *Production and Operations Management*, PHI Learning, 2007.**
- 8) **Shridhara Bhat, K., *Production and Materials Management*, Himalaya Publishing house, Mumbai, 2003.**

**MBAC 206 : DECISION SUPPORT SYSTEM AND MANAGEMENT  
INFORMATION SYSTEM**

**Objective**

**This course is designed to provide business students a real-world understanding of information systems and Decision Support System application in business. The course imparts a firm foundation and background needed in the field of information systems, based on which the students can study current Information System technologies. Also, the course gives students the right balance of conceptual background, technical information and real-world applications.**

**Unit-I : Basic MIS and DSS concepts**

**Management Information System: Definition; Concept; Frame Work. Elements of MIS: MIS Structure; Functional Components; Information Component; Human Component; System Component. Decision Support Systems: Definition; Types of problems-structured-semi-structured and unstructured problems; Sub Systems of DSS: Dialogue Management; Model Management and Data Management Sub systems.**

**Unit-II : Design and development of MIS and DSS**

**Designing Information System: System Development Life cycle (SDLC) approach: Requirement Analysis; Information gathering; Design and developing the IS; Implementation of IS in organizational settings. Rapid application Development: Application Systems; ERP applications. DSS development process-DSS evolution-GDSS application and design. Mathematical models in DSS.**

**Unit-III : Infrastructure for MIS and DSS**

**Hardware requirement for MIS and DSS: Communication Processors and Channels; Network Infrastructure for MIS and DSS- Different types of Computer networks- 4GL Technologies - Expert Systems: Artificial Intelligence; GIS applications in Business- Cloud Computing.**

**Unit-IV : MIS in Functional Components and System Security**

**Information systems applications on Functional domains of Business: Marketing Information system-HR Information System-Financial Information System-Accounting Information System-Production Information System - Information System applications in retailing- Information System applications in Supply Chain Management. Document Management Systems: Record Keeping systems - Information system Security and Control – Different layers of protection for IS application - Privacy and freedom of information system end users-Information privacy norms-Fair use doctrine.**

**Unit-V : IT infrastructure Management**

**Organising MIS function in the enterprise- structure of MIS team in the organization-Different strategies of IT infrastructure management; In-house development of MIS-Outsourcing MIS function; Hardware and Software updating-End user training and development-End user training need identification.**



## References

- 1) **Effy Oz.**, *Management Information Systems*, **Centage Learning India Pvt.Ltd.**, New Delhi.2009.
- 2) **Efrem G. Mallach.**, *Decision Support Systems and Data Warehouse Systems*, 10<sup>th</sup> Edition,Tata McGraw-Hill ltd,New Delhi 2011
- 3) **Gelinas, Sutton, and Hunton**, *Accounting Information Systems with Acquiring, Developing and Implementing Guide*, **Sixth Edition**, **Thomson Learning International Student Edition**, New Delhi, 2007.
- 4) **Goyal, D.P.**, *Management Information Systems Managerial Perspectives*, Macmillan, New Delhi, 2011.
- 5) **James O Brien and George M Marakas.**, *Management Information Systems*, 10<sup>th</sup> Edition,Tata McGraw-Hill ltd,New Delhi 2011
- 6) **Janakiraman and Sarukeshi**, *Decision Support Systems*, 12<sup>th</sup> Edition, **Prentice Hall of India.**, New Delhi, 2011.
- 7) **Kennet C. Laundon, and Jane P.Laundon.**, *Management Information Systems- Managing Digital Firms*, 12<sup>th</sup> Edition, **Prentice Hall of India.**, New Delhi, 2011.
- 8) **Rajesh Ray.**, *Enterprise Resource Planning Text & Cases*, **Sultan Chand & Sons**, New Delhi, 2011.
- 9) **Vicki L. Sauter**, *Decision Support Systems for Business Intelligence*, **Wiley**, 2<sup>nd</sup> Edition, 2011.

**A STUDENT CAN CHOOSE ANY TWO SPECIALIZATIONS FROM THE OPTIONS AND SHOULD CONTINUE WITH THE SAME SPECIALIZATIONS FROM SECOND SEMESTER TO FOURTH SEMESTER.**

**207 & 208 (DUAL SPECIALIZATION) – CHOOSE ANY TWO**

1. FINANCE	Accounting Software – Practical
2. MARKETING	Marketing Research and Consumer Behaviour
3. HUMAN RESOURCE	Industrial Relations and Labour Welfare Management
4. PRODUCTION	Production Planning and Control
5. SYSTEMS	Systems Analysis and Software Development
6. INTERNATIONAL TRADE	Export – Import Procedures, Documentation and Logistics

**MBAD 207/208 (1) ACCOUNTING SOFTWARE – PRACTICAL**

## Objective

The purpose of this course is to acquaint the students with the practical knowledge with the various techniques, methods, process of accounting data analysis with the application software Tally ERP 9.

## Accounting Software

Tally ERP 9 is an application software that records and processes accounting transactions within functional modules such as accounts payable, accounts payable, accounts receivable, payroll and trial balance. It functions as an Accounting Information System. Tally is Financial and Inventory Management System. It is one of the acclaimed Accounting Software with larger user base.

**Unit-I : Basics of Accounting**

**Types of accounts, Golden Rules of Accounting, Accounting Principles, Concepts and Conventions, Double Entry System of Book Keeping, Mode of Accounting, Financial Statements, Final Accounts – Preparation of Trial balance, Profit and Loss Account, Balance sheet.**

**Unit-II : Fundamentals of Tally.ERP 9**

- **Getting Functional with tally.ERP 9**
- **Creation/ setting up of Company**
- **Features**
- **Configurations**
- **Setting up Account Heads.**

**Unit-III : Inventory in Tally.ERP 9**

- **Order Processing**
- **Reorder Levels**
- **Tracking Numbers**
- **Batch wise Details**
- **Additional Cost Details**
- **Bill of Materials**
- **Price List.**

**Unit-IV : Value Added Tax (VAT)**

- **Configuring VAT –Documents and Records**
- **Creating masters**
- **Entering Transactions**
- **Accounting for Return of Goods**
- **Rate Difference in Purchase / sales**
- **Accounting for Interstate transactions**
- **Exempt transactions under VAT**
- **VAT Reports**

**Unit-V : Central Sales Tax (CST)**

- **Basics of Central Sales Tax (CST)**
- **Enabling CST**
- **Recording Interstate Transactions**
- **Payment of CST**
- **CST Reports**

**References**

- 1) **Hanif M, A Mukherjee, *Financial Accounting, Volume III, McGraw Hill, New Delhi, 2013.***
- 2) **Nadhani, *Tally ERP 9, Training Guide, BPB Publisher, 2009.***
- 3) **Namrata Agarwal, *Tally 9, Dreamtech Press, New Delhi.***
- 4) ***Tally. ERP 9, In Simple Steps, Kogent Learning Inc Solutions, Dreamtech press, 2010.***
- 5) **Vikas Gupta, *Comdex Business Accounting with MS Excel 2010 and Tally. ERP 9 Course Kit, Dreamtech press.***
- 6) **Vishmi Priya Singh, *Learning Tally.ERP 9, New Asian Publisher.***

	<b>Scheme of Examination</b>	<b>Marks</b>
1.	Students will appear for practical exam in the lab for 3 hours to Solve the questions with the help of tally software and the marks will be awarded based on the output and viva performance	75
2.	Internal (Attendance, Assignment, Lab test)	25
		<b>100</b>

### **MBAD 207/208 (2) MARKETING RESEARCH AND CONSUMER BEHAVIOUR**

#### **Objective**

**This course focuses on the psychology and sociology of human behavior as it relates to consumer decision making and actions. Understanding what benefits consumers are seeking and how they make decisions, shop, buy and help marketers to develop and carry out more effective product, price, place and promotion actions. Motivation to buy is often driven by a desire to enjoy a certain quality of life. The study of decision making, shopping, buying and consuming is a scientific field of study designed to help marketers to make better decisions.**

#### **At the End of the Course**

- **Students should be able to get an usable, managerial Understanding of consumer behaviour**
- **Students should be able to know the importance of store layout, POP materials, and store design**
- **Students should be able to understand pre and post purchase behaviour**

#### **Teaching Methods**

**Lecture and Computer Laboratory exercise.**

#### **Unit-I : Market Research**

**Marketing research – Scope – Applications and Limitations – Marketing Research scenario in Indian Corporate sectors and other researchers. Research Process – Formulating research problem – Exploratory, Descriptive, Causal research design – Data source – Evaluating Secondary data – Designing a questionnaire – Methods of scale construction – Sampling design and Sample size.**

#### **Unit-II : Report Preparation / Presentation and Applications of Marketing Research**

**Interpretation – Report preparation – Report format – types of report – Principles of report writing – Graphs and Tables – Oral presentation – Ethics in marketing research – New product development and test marketing – Advertising Research – Consumer research – Product Research – Promotion Research – Sales analysis and forecasting.**

#### **Unit-III : Consumer Behaviour Introduction, Consumer motivation, Personality and Consumer perception**

**Consumer behaviour – Definition – Scope – Customer value – Customer satisfaction – Injurious consumption – Traditional marketing concept – Value and retention focused marketing – Models of Consumer Behaviour – Nicosia, Howard sheth – Consumer benefits and evaluative criteria – Decision Heuristics.**

**Needs – Goals – Discovering purchase motives – Motivation research – Defence mechanism – Personality – Consumer innovativeness – Dogmatism – Cognitive personality factors – Personality and colour – Self image – Forms of self image – How general personality influence consumer behaviour – Perception – Weber’s Law – Selective perception – Figure and ground, grouping, closure – Perceptual distortion – Perceived risk – Perceived quality – Perceptual mapping.**

**Unit–IV : Consumer Learning and Reference Group Appeal**

**Classical Conditioning – Instrumental Conditioning – Information Processing – Tricomponent attitude model – Multi attribute attitude model – Attribution – Consumer related reference groups – Brand communities – Family decision making process – Family life cycle.**

**Unit–V : Consumer Influence, Purchasing Process, Structure and Post Purchase Behaviour**

**Opinion leadership – Surrogate buyer – Diffusion of innovation – Adopter categories – Adoption process – Store location, Store design and Physical facilities – Store specific shopper profiles – In-store purchasing behaviour – Usage segmentation – Brand user, Product user, Loyalty, Situation segmentation – Positive/Negative Post purchase behaviour – Complaint behaviour.**

#### **References**

- 1) **Boyd, *Marketing Research*, Irwin, New Delhi, 2000.**
- 2) **Blackwell, Miniard, Engel, *Consumer Behavior*, Cengage Learning, New Delhi, 2012.**
- 3) **David L. Loudon, Albert J. Della Bitta, Tata McGraw Hill, New Delhi, 2007.**
- 4) **Del I. Hawkins, Roger J. Best, Kenneth A. Coney and Amit Mookerjee, *Consumer Behavior, Building Marketing Strategy*, 9/e, Tata McGraw Hill, New Delhi, 2007.**
- 5) **Jay D. Lindquist and M. Joseph Sirgy, *Shopper, Buyer and Consumer Behavior*, Biztantra, New Delhi, 2007.**
- 6) **Leon G. Schiffman, Kanuk Leslie Lazar, *Consumer Behavior*, PHI Learning, New Delhi, 2008.**
- 7) **Michael R. Soloman, *Consumer Behavior*, PHI Learning, New Delhi, 2009.**
- 8) **Rajendra Nargundkar, *Marketing Research*, Tata McGraw Hill, New Delhi, 2006.**
- 9) **Ramanuj Majumdar, *Consumer Behavior*, PHI Learning, New Delhi, 2010.**

#### **MBAD 207/208 (3) INDUSTRIAL RELATIONS AND LABOUR WELFARE MANAGEMENT**

##### **Objective**

**To enable the students to understand the significance and applications of industrial relations and labour welfare management.**

**This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.**

##### **Teaching Methods**

**Lecture and Case Study.**

**Unit-I : Introduction**

**Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio Economic Scenario – Causes for poor IR.**

**Unit-II : Trade Unions and Discipline**

**Role, Types, Origin, Structure, Theory – Future of Trade Unions: Trade Union and the Employee: Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline Forms of indiscipline – Stages in disciplinary proceedings – Punishments.**

**Unit-III : Negotiation and Collective Bargaining**

**Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Co-ownership: Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India – Collective Bargaining and Settlements including present status – ILO – Aims and Role in Promoting Industrial Peace.**

**Unit-IV: Labour Welfare**

**Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare Officer – Industrial Hygiene and safety.**

**Unit-V : NCL and Workers Participation Management**

**Objective of workers Education – Recommendations of National Commission on Labour – Forms – Levels of Participation – Evolution – Models – Objectives – Joint Management Council – Stages of Participative Management – Evaluation.**

**References**

- 1) **Manoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing, Mumbai, 2012.**
- 2) **PC. Tripathi, *Personel Management & Industrial Relations*, Sultan Chand, New Delhi, 2009.**
- 3) **Punekar, S.D and Deodhar. S.B., Sarewathi Sankaran, *Labour Welfare, Trade Unionism and Industrial Relations*, Himalaya Publishing, Mumbai, 2012.**
- 4) **Ratnasen, *Industrial Relations in India*, New Delhi, Macmillan, 2007.**
- 5) **Singh, B.D., *Industrial Relations and Labour Laws*, Excel Books, New Delhi, 2008.**
- 6) **Venkatapathy, R., *Labour Welfare & Industrial Relations*, Mumbai, Himalaya Publication, 2003.**

**MBAD 207/208 (4) PRODUCTION PLANNING AND CONTROL****Objective**

**To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.**

**Teaching Methods**

**Lecture and Case Study and Computer Aided Teaching.**

**Unit-I : Introduction to PPC**

**Concepts & functions of PPC for various types of production system – Inventory system – Integrated planning and physical distribution – Operations performance evaluation and reporting, design and implementation of PPC system.**

**Unit-II : Forecasting and Planning**

**Demand forecasting – Aggregate planning and master scheduling models – Planning and Scheduling for high volume standardised operations, Basic concepts in flow line design – Material requirement planning.**

**Unit-III : Scheduling and Safety Management**

**Planning and scheduling for intermittent systems, criteria for effectiveness in scheduling; flow shop scheduling decision rule, applications of computer – Statistical process control – Safety management.**

**Unit-IV : Group Technology**

**Group technology and cell system of production, Line of balance techniques, Project monitoring – Forecasting for inventory and Production control – Job shop planning.**

**Unit-V : Maintenance**

**Maintenance – Objective of maintenance – Elements of maintenance – Types of maintenance – Breakdown time – Distribution time – Preventive maintenance Vs Breakdown maintenance – Optimum crew size – Maintenance records. Maintenance system, Maintenance planning and control, planned maintenance system: Material handling – Principles – Equipments.**

**References**

- 1) **Amrine Harold, T.,** *Manufacturing Organization and Management, Engle Wood Cliffs, Prentice Hall Inc., New Jersey, 2002.*
- 2) **Buffa, E.S.,** *Modern Production Management, McGraw Hill, New York, 2002.*
- 3) **Chary, S.N.,** *Production and Operations Management, McGraw Hill, New Delhi, 2002.*
- 4) **Dolter, Donald, Kl. and Lee, Lomar,** *Purchasing and Materials Management, McGraw Hill, New York, 2001.*
- 5) **Linda Gonchels,** *The Prodcut Manager's Hand Book, 4<sup>th</sup> edition, Tata McGraw Hill, 2012.*
- 6) **Narasimhan, Mc Leavey & Billington,** *Production Planning & Inventory Control, Prentice Hall of India, New Delhi, 2003.*
- 7) **Prem Vrat, Sardana, G.D., and Sahay, G.D.,** *Productivity Measurement for Business Excellence, Narosa Publishing, New Delhi, 2009.*
- 8) **Senthil, M. and N.M. Venkatesan,** *Contemporary Production Management, Publish Microchip Computer Network, Chennai.*
- 9) **Tarek Khalil., and Ravi Shankar.,** *Management of Technology 2<sup>nd</sup> Edition, McGraw Hill, New Delhi, 2013.*

## MBAD 207/208 (5) SYSTEM ANALYSIS AND SOFTWARE DEVELOPMENT

### Objective

The Objective of this course is to acquaint the students on systems concepts and its applications in designing computerized reports for an organization.

### Teaching Methods

Case Analysis, Lecture System Development Projects and Computer lab and Computer Aided Teaching.

### Unit-I : Basic Concepts of Systems

Systems Definitions – Systems classifications – open, closed: Deterministic and Probabilistic system: Stable system – Business organization as system – organization structure – Organization Objectives, process and information needs – System – Applications and Development Relationship Process.

### Unit-II : Information System Life Cycle

Information System life cycle – System development stages – System Development Life Cycle – Model – JAD – Phase – User role in systems development process – Establishing a portfolio of information system application – Importance of Auditability, Maintainability and Recoverability in information systems.

### Unit-III : Systems Planning

Systems Planning – Approaches to systems development – feasibility as event – Technological, Economic and Social. System investigation: Objectives of investigation, Management decision making; Procedure and data – Method of investigation – Recording of Investigation.

### Unit-IV : Systems Analysis and Design

Systems analysis – Objectives, Nature and Importance of Analysis – Role and Requirement – Tools of analysis – Steps in analysis – Analysis of Organization structure and procedures – Design Objective – Design Alternatives – Output and Input Design – Specifications – Design Tools – Case Tools: Design forms, codes, terminal dialogues and user procedure – Data analysis processing requirements– Clerical and Computer – Selection of alternative.

### Unit-V : System Implementation Concepts

Systems implementation – Planning and Control – Unit testing and combined module testing – Testing manual procedures – File conversion and set up – Cut over and parallel testing – Training of users and Operating personnel – Documentation of the system – Maintenance and Review of system.

### References

- 1) Alan Dennis and Barbara Haley Wixom, *Systems Analysis and Design*, John Wiley & Sons, Inc., 2000.
- 2) Alan Pennier and Barbara Haley Wixom, *Systems Analysis and Design – An Applied Approach*, John Wiley, 2002.
- 3) Hawryszkiewicz, I.T., *Introduction to Systems Analysis and Design*, Prentice Hall, 2001.
- 4) Jeffrey A. Hetter and Joey F. George, *Modern Systems Analysis & Design*, New Delhi, Addison Wesley, 2001.

- 5) **John W. Satzinger, Robert B. Jackson and Stephen D. Burd**, *Systems Analysis and Design in a Changing World*, **Thomson Learning, 2001.**
- 6) **Kenneth C. Landon and Jane P. Landon**, *MIS, Managing Digital Firm*, **New Delhi, Prentice Hall of India, 2001.**
- 7) **Satya Sekhar, G.V.**, *MIS, Excel Publication, New Delhi, 2003.*
- 8) **Zwars**, *Foundation of Information Systems*, **McGraw Hill, International ed., New Jersey, 2000.**

#### **MBAD 207/208 (6) EXPORT-IMPORT PROCEDURES, DOCUMENTATION AND LOGISTICS**

##### **Objective**

**The aim of this course is to acquaint students with knowledge of export-import procedures, documentation and to expose knowledge of world logistics.**

##### **Teaching Methods**

**Lecture, Group Discussion and Case Study and Field Trips.**

**Unit-I : Export Offer and Documents, Export Contract and Negotiation with Commercial Banks for Availing Export Finance and Methods of Export Finance from Commercial Banks**

**Export Order – Processing of Export Order – EXIM Documentation – International Business Contracts – Dispute – Methods of Financing Exports – Letter of Credit – Other Methods of Payment for Export – Packing and Post Shipment Finance – Other Long-term Methods of Payment – Discrepancies in Export Documents – Negotiations of Documents with Commercial Banks – Uniform custom and practices (UCP).**

**Unit-II : Insurance, Foreign Exchange Risk and Forwarding Agents**

**Business Risk – Cargo and Foreign Exchange Risk, Foreign Exchange – Cargo Insurance, ECGC – Foreign Exchange Regulations – Quality Control, Inspection and Procedures and Role of Clearing and Forwarding Agents.**

**Unit-III : Cargo Shipment, Custom Clearance, Export - Import Licences and Other Export Incentives**

**Shipment of Export Cargo, Excise and customs clearance of cargo, Custom Clearance of Import Cargo, Procedures for availing export incentives – Duty draw backs - Export licence – Import Licence and other export incentives from government of India and from Institutions.**

**Unit-IV : Shipping and Containerization**

**World Shipping, Structure, Liners, and Tramps, Conference System and Freight – Containerization – Container Corporation of India - Conferences on Sea Transport.**

**Unit-V : Air / Sea Transport and Freight**

**Indian Shipping, Concept of Dry Port, Air Transport, Freight rate structure - Export Procedures in Airport and Sea Port – Tariff and Non-tariff for exporters.**



## References

- 1) **Bhalla, V.K. and S. Ramu**, *International Business Environment and Management*, 5<sup>th</sup> ed., **Anmol Pub. (P) Ltd., New Delhi, 2001.**
- 2) **Francis Cherullinium**, *International Business*, **Wheeler Publication, New Delhi, 2010.**
- 3) **Francis Cherunilam**, *International Trade and Export Management*, **Himalaya Publishing House, Mumbai, 2010.**
- 4) *Government of India Handbook of Import – Export Procedures*, **Anupam Publishers, New Delhi, 2002.**
- 5) **Nair, S.K.**, *Contract Management*, **Vrinda Publication, New Delhi.**
- 6) *Paras Ram Export: What, Where and How*, **Anupam Pub., New Delhi, 1995.**
- 7) **TAS Balagopal**, *Export Management*, **Himalaya Publishing House, Mumbai, 2013.**

## **209: LAB FOR STATISTICAL PACKAGES ON BUSINESS DECISION**

### Objective

The objective of the Lab is to provide basic knowledge and experience in using statistical packages to make managerial decisions. The lab extends hand on experience in SPSS to carry out statistical analysis.

### Unit-I : Introduction – Basic Research Process

Research methods – Data – Evaluation of measuring Instrument – Scale of measurement – Types of Questions – Sampling methods – Reliability and validity of Questionnaire – Filed Procedures.

### Unit-II : Data Editor

Processing of Data – Coding – Variables and variables labels – Rules in Creating Variables Name – Variable Format – Value Labels – Recode Command – Missing Data – Creating and Editing a Data File.

### Unit-III : Hypothesis Testing and Probability Values

Approaches to analyzes – Types of Analysis – Hypothesis Formulation – Hypothesis Testing – Checking of Data – Purification – Modification – Dependent and Independent Variable.

### Unit-IV : Simple Tabulation and Cross Tabulation

Simple Tabulation – Frequencies – Percentage – Charts – Simple Tabulation for ranking type questions – Cross Tabulation – Calculating percentage in a cross tabulation – Cross tabulation of more than two variables – chi-square test for cross tabulation – Measures of the strength of association between variables.

### Unit-V : ANOVA and Design of Experiments

Application – Methods – Variables – Completely randomized design in a one-way ANOVA – Factorial Design with two or more factors – Pair wise test – Independent t-test – Correlation – Regression – Interpretation of Result.

## References

- 1) **Kothari, C.R.,** *Research Methodology*, **New Age International Pvt. Ltd., Publishers, New Delhi, 2004.**
- 2) **Naresh Malhotra,** *Marketing Research*, **Pearson Publication, 7<sup>th</sup> Edition, 2012, New Delhi.**
- 3) **Vijay Gupta,** *SPSS for Beginners*, **VJ Books Inc., 1999.**
- 4) **Julie Pallant,** *SPSS, Survival Manual: A step by step guide to Data Analysis Using SPSS*, **3<sup>rd</sup> Edition, McGraw Hill.**
- 5) **Vohra, N.D.,** *Business Statistics*, **McGraw Hill, New Delhi, 2013.**

## MBAC 210 : PROJECT AND VIVA-VOCE (EXPOSURE TO SMALL AND MEDIUM ENTERPRISES)

### Objective

Students should make use of first semester holidays and other holidays to learn from small and medium business units and establishments.

Student should get versatile exposure in all specialization areas.

### Guidelines

- 1) The duration of the program is 40 hours.
- 2) Though the students attend eight hours shift in the small business will be taken only three hours credit per day (So that students can have the touch with real business for longer time).
- 3) Students should learn in a Tiny/Village/Rural/ Industry (Eg. Poultry, Pottery, Nursery, Artisan, Agarbathi, Plantation, Fish processing, Bags, Micro finance, Pre-casting, NGO, Small and Medium Shops and the like).
- 4) Students can submit the report about one or more firms in each report.
- 5) Students should get the attendance from the firm(s) and attach the same in the report.
- 6) Students can choose a guide of their choice from regular department faculty.
- 7) Faculties have ceiling of equal distribution of wards which will be done by the concern committee. Each student must perform their Main Project, Case study base report-1, Case study base report-2. If any violation on this then the project will not be considered for evaluation during the period, the students must complete their work in the next period.
- 8) Students should submit a case study based projects/ report in the end of the said periods (First case study base report should submit at the end of second semester and the second report should submit at the end of fourth semester. The students should do the work under the guidance of one faculty member of MBA department.
- 9) These case study reports can be submitted by the students with the minimum of 100 pages of typed script and soft binding each one.
- 10) Each report should be evaluated under the central evaluation center and not by their guide.
- 11) Each case study based report can be awarded 100 marks inclusive of 25 marks as internal (Awarded by guide).

**SECOND YEAR : THIRD SEMESTER**  
**MBAC 301 : OPERATIONS RESEARCH**

**Objective**

The Objective of this course is to develop an understanding of basic management science techniques and their role in managerial decision making.

**Teaching Methods**

Lecture.

**Unit-I : Introduction**

Evolution of Operations Research – Models – Formulation of Models – Using models for problem solving – Techniques of Operations Research – Limitations of Operations Research.

**Unit-II : Linear Programming**

Requirements of L.P. Applications – Graphical methods and Simplex method of solving optimization problems – Duality – Technical issues in Simplex method.

**Special Purpose Algorithms**

Transportation model – Balanced and Unbalanced problems – North-West Corner rule – Least Cost Method – Vogels Approximation method – MODI method – Assignment model – Hungarian model – Travelling Salesman Problem.

**Unit-III : Inventory Models**

Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock.

Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time) – Multiple channel Queue models (Poisson Distributed Arrivals and exponentially distributed Service Times) – Simulation of Queuing System.

**Unit-IV : Game Theory**

Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution.

**Network Models**

PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models.

**Unit-V : Replacement Models**

Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement.

**Sequencing**

Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines.

## References

- 1) **Budnik, Frank S. Dennis MgKaney and Richard Mojena**, *Principles of Operations Research*, **All India Traveller Bookseller, New Delhi, 1995.**
- 2) **Gould, F.C. etc.**, *Introduction to Management Science*, **Englewood Chiffs, Prentice Hall Inc., New Jersey, 1993.**
- 3) **Kapoor, V.K.**, *Operations Research*, **Sultan Chand & Sons, New Delhi, 2011.**
- 4) **Panneerselvam**, *Operations Research*, **Prentice Hall of India, New Delhi, 2003.**
- 5) **Paul Loomba N.**, *Management A Quantitative Perspective*, **Collier Macmillan Publishing Co., New York, 1990.**
- 6) **Richard I. Levin and Charles A. Krikpatrick**, *Quantitative Approches to Management*, **6<sup>th</sup> Edition, McGraw Hill Kogakuha Ltd., Tokyo, 1998.**
- 7) **Sharma, J.K.**, *Operation Research: Theory & Application*, **Macmillan India Ltd., New Delhi, 2001.**
- 8) **Taha**, *Operations Research – An Introduction*, **Prentice Hall of India, New Delhi, 2003.**

## MBAC 302 : CASE STUDY AND ANALYSIS

### Objective

The Objective of this course includes developing an appreciation of different cases and analysis in all possible directions. This will give exposure about the industry among the students and build up the experience of knowing the business organizations in depth.

### Teaching Methods

Lecture/Discussion, Executive and Invited Lectures, Group Discussion, Seminar/Presentation and Video Cases.

### Unit-I : Case Study Fundamentals

Case Based Learning – Role – Expectations – Classroom Discussions – Participation – Fundamentals – Arguments – Types of Cases – Methods – Groups – Preparations – Techniques – Problem Identification – Case Study Data Banks.

### Unit-II : Case Development and Analysis Techniques

Developing Cases – Lead Generation – Documentation – Approval – Finalization – Key Process Areas – Clearance – Class room Preparation – Lead Questions – Approaches on Problem Identification, Solving, Approach – Questions – Assumptions – Concluding the Case.

### Unit-III : Case Study Steps

Titling – Introduction – Synopsis – Case Premisses – Problem Identification – Central Issue – Analysis – Alternatives/Strategies Development – Feasibility Study (SWOT) – Selection of Best Alternatives/Strategy – Action Planning – Recommendation/Suggestion – Predicted Outcome – Conclusion.

**Unit-IV: Cases in Management**

**Cases related to Finance – Marketing – Human Resource – Organization Behaviour – Production - Materials – International Business – Business Policy – Systems - Entrepreneurship.**

**Unit-V : Contemporary Cases**

**Current Cases of Indian Business and Industry – International Business and MNC.**

**References**

- 1) **Amita Mital.**, *Cases in Strategic Management, Volume II*, **McGraw Hill**, New Delhi, 2013.
- 2) **Anu SinghLather, and Meenakshi Handa**, *Cases in Management*, **Wisdom Publications**, Delhi, 2009.
- 3) **Edd Applegate and Art Johnsen.**, *Cases in Advertising & Marketing Management*, **Pinnacle**, New Delhi, 2010.
- 4) **Madhavi. C.**, *Knowledge Era – Business Cases*, **Scitech Publications (India) Pvt. Ltd.**, 2006.
- 5) **Marianne M. Jennings**, *Cases in Business Ethics*, **Cengage Learning**, New Delhi, 2008.
- 6) **Mark Asher, Eric Chung**, *Vault Guide to the Case Interview*, **New Age International (P) Ltd.**, New Delhi, 2006.
- 7) **Natarajan. B., and Nagarajan. S.K.**, *Developing Analytical Skills: Case Studies in Management*, **Shroff Publishers and Distributors Ltd.**, Mumbai, 2008.
- 8) **Nikhilesh Dholakia, Rakesh Khurana, Labdhi Bhandari, Abhinandan K Jain.**, *Marketing Management: Cases and Concepts*, **Macmilan India Ltd.**, New Delhi, 2007.

**MBAC 303 : BUSINESS LEGISLATIONS****Objective**

**The course is designed to assist the students in understanding basic laws affecting operations of a business enterprise.**

**Teaching Methods**

**Lectures and Case Analysis.**

**Unit-I : Contract**

**Law – Definition – Sources – A brief Study on the Indian Contract Act, 1872: Essentials of a Valid Contract, Void Agreements – Performance of Contracts, Breach of Contracts and its Remedies – Discharge – Quasi- Contracts.**

**Unit-II : Agency and Bailment**

**Law of Agency, Agent and Principal, Creation of agency, Classification, Relation of Principal at agent, Termination of agency – Bailment – Classification – Duties and Rights of Bailor and Bailee, Law relating to lien – Finder of Goods – Termination of Bailment – Pledge: Rights and Duties of Pawnor and Pawnee – Pledge by non-owner.**

**Unit-III : Sales and Insurance Laws**

**The Sale of Goods Act, 1930: Formation of a Contract – Rights of an Unpaid Seller – Condition and Warranties, performance, Sale by Auction – Law of Insurance – Life, Fire, Marine and miscellaneous.**

**Unit-IV : Negotiable Instruments, Partnership and Other Laws**

**The Negotiable Instruments Act, 1881, Nature and Types. Negotiation and Assignment – Holder in due course – Dishonour and Discharge of a Negotiable Instrument - Partnership Act – Law of Arbitration – Consumer Protection Act and Cyber Laws.**

**Unit-V : Corporate Secretarial Practices**

**The Indian Company Law – Nature, Kinds, Formation of company, Memorandum of Association, Articles of Association, Prospectus, Membership in a company, Share capital, Borrowing Powers, Debentures and Changes, Company Mgt., Meetings and Proceedings, Accounts and Auditors, Prevention of Oppression and Mismanagement, Compromises, Arrangements and Reconstructions, Winding up.**

**References**

- 1) **Gogna P.P.S., *Business and Industrial Laws*, S. Chand, New Delhi, 2010.**
- 2) **Gulshan, S.S. & G.K. Kapoor, *Business Law*, New Age International (P) Ltd., New Delhi, 1995.**
- 3) **Kapoor, N.D., *Element of Mercantile Law*, Sultan & Chand, New Delhi, 2012.**
- 4) **Saravanavel, P. and S. Sumathi, *Legal aspects of Business*, Himalaya Publishing House, Mumbai, 2012.**
- 5) **Tulsian, *Business Law Questions and Answers*, Tata McGraw Hill, New Delhi, 2005.**

**MBAC 304 : INTERNATIONAL BUSINESS AND EXPORT MANAGEMENT****Objective**

**To enable students about Internationalisation and Globalisation of Business, the subject poses challenges to executives in Indian industries. Global perspective is needed to manage Indian business. Knowledge about the subject keeps the young management students mentally prepared to accept international assignments. Students can formulate strategies for overseas markets and they get orientation on export import procedures and foreign exchange including banking transaction.**

**Teaching Methods**

**Lecture and Case Method.**

**Unit-I : Theories of International Trade and Nature of International Business and BOT/BOP**

**International Trade – Theories for basis of international trade (The comparative cost theory, opportunity cost theory, Heckschey ohlin theory) – Concepts of terms of trade – Balance of Payment – Balance of Payment disequilibrium and correction – International Orientation and Environment.**

**Unit-II : Export Procedure and Export Documents and Tariff**

**Offer and receipt of confirmed orders – production clearance of the products – Excise duty rebate – shipment – Negotiation of documents – Export incentives – Bill of Lading, commercial invoice – Certificate of Origin and other export documents – Trade barrier – Tariffs – Classification, impacts – Non tariff barriers – Quantitative restrictions – Tariffs Vs Quota.**

**Unit-III : International Finance and Foreign Exchange Market**

**Foreign exchange market – functions – methods of effecting international payments – Swap and forward exchange – Determination of Exchange rate – Exchange Control – Methods, Objectives – Exchange rate classifications – Foreign Direct Investment and Foreign Institutional Investments – Euro Dollar and Euro Currency – WTO.**

**Unit-IV : Export Marketing and Pricing**

**Export marketing, Export pricing, costing and packaging factors influencing pricing – Structure of export price – Quotation – Export Contract – F.O.R – F.A.S. – F.O.B. – C&F – CIF – INCO Terms – FRANCO – Pricing Strategies – Impact of incentives on pricing – Labelling, packaging and marking of export consignments.**

**Unit-V : Export and Import Finance**

**Export Finance – Payment by documentary credit – Letter of Credit – Parties, types – Advance payment – Cash against documents – Documents on Acceptance – Consignment basis – Preshipment Credit and Post shipment Credit – Scrutiny of Export Import Documents - Discrepancies in export documents - Need for export credit insurance – comprehensive and specific policies – Export credit and guarantee corporation – Risks covered and not covered – Import Finance – Export and Import Licence – Types.**

**References**

- 1) **Ashwathappa. K., *International Business*, 3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi, 2007.**
- 2) **Balagopal. T.A.S., *Export Management*, Himalaya Publishing House, Mumbai, 2011.**
- 3) **Cherunilam, Francis., *International Trade and Export Management*, Himalaya Publishing House, Mumbai, 2010.**
- 4) **Francis Cherunilam, *International Business*, Wheeler Publishing, 2000.**
- 5) **James H. Taggart and Michael C. McDermott, *The Essence of International Business*, Prentice Hall of India, New Delhi, 2003.**
- 6) **Kapoor. D.C., *Export Management*, Vikas Publishing, New Delhi, 2009.**
- 7) **Nair, S.K., *Contract Management*, Vrinda Publications, New Delhi, 2008.**
- 8) **Natarajan, B. and S.K. Nagarajan, *Developing Analytical Skills – Cases in Management*, 1<sup>st</sup> edition, Shroff Publishers, Mumbai, 2007.**
- 9) **TAS Balagopal, *Export Management*, Himalaya Publishing House, Mumbai, 2013.**

**SOSC 306 : SOFT SKILLS****Objective**

To enable students to better understand themselves and the importance of soft skills in order to meet the professional expertise and its competitiveness with necessary skills and prepare them for their employability.

**Teaching Methods**

Small, Medium and Long games, Role Play, Case Study and Group Discussion.

**Unit 1: Soft Skill and Personality Development**

Soft skills – Meaning and Importance, Self concept - Self awareness, Self development, Know Thyself – Power of positive attitude – Etiquette and Manners

Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive communication

**Unit 2: Communication Skills**

Oral communication – Forms – Types of speeches - Public Speaking – Presentation – Elements of effective presentation – Use of visual aids in presentation Written communication – Strategies of writing – Business letters – form, structure & formats – Types of business letters – Memos – Agenda & Minutes

Non-verbal communication – Body language – Proxemics

**Unit 3: Interpersonal Skills**

Interpersonal skills – Relationship development and maintenance – Transactional Analysis Conflict resolution skills – levels of conflict – handling conflict - Persuasion – Empathy – Managing emotions – Negotiation – types, stages & skills – Counselling skills

**Unit 4: Employability Skills**

Goal setting – Career planning – Corporate skills – Group discussion – Interview skills – Types of Interview - Interview body language - E-mail writing – Job application – cover letter - Resume preparation

**Unit 5: Work Skills**

Decision making skills – Problem solving – Emotional Intelligence – Team building skills – team spirit – Time management – Stress management – resolving techniques.

**References:**

- 1) Ghosh. B.N (2012), *Managing Soft Skills for Personality Development*, Edited volume, Tata McGraw Hill Education Pvt Ltd., New Delhi.
- 2) Krishna Mohan and Meera Banerji (2009), *Developing Communication Skills*, 2<sup>nd</sup> Edition, MacMillan Publishers India Ltd., New Delhi.
- 3) Neera Jain and Shoma Mukherji (2012), *Effective Business Communication*, Tata McGraw Hill Education Pvt Ltd., New Delhi.
- 4) Rao. M.S (2011), *Soft Skills - Enhancing Employability: Connecting Campus with Cororate*, I.K International Publishing House Pvt. Ltd., New Delhi.



- 5) Ashraf Rizwi. M (2010), **Effective Technical Communication**, Tata McGraw Hill Education Pvt Ltd., New Delhi.
- 6) Bretag Tracey, Crossman Joanna and Bordia Sarbari (2012), **Communication Skills**, Tata McGraw Hill Education Pvt Ltd., New Delhi.

### 307 & 308 (DUAL SPECIALIZATION)

<b>1. FINANCE</b>	<b>Investment Security and Portfolio Management</b>
<b>2. MARKETING</b>	<b>Sales and Distribution Management</b>
<b>3. HUMAN RESOURCE</b>	<b>Legal Framework Governing Human Relations</b>
<b>4. PRODUCTION</b>	<b>Total Quality Management</b>
<b>5. SYSTEMS</b>	<b>Database Management</b>
<b>6. INTERNATIONAL TRADE</b>	<b>Foreign Trade Policy</b>

### MBAD 307/308 (1) INVESTMENT SECURITY AND PORTFOLIO MANAGEMENT

#### Objective

The Objective of this course is to impose knowledge to students regarding the theory and practice of security analysis and making investment decisions.

#### Teaching Methods

Lecture, Case Study and Seminar Presentation.

#### Unit-I : Nature, Scope of Investment Management and Listing of Securities

Investments – Concept and objectives – Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment – Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling - Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement.

Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System ( RCFS ) – Brokerage Charges.

#### Unit-II : Common Stock Analysis

Fundamental Analysis: Economic Analysis – Stock market and the economy – Business cycle and the stock market.

Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis.

Company Analysis: Introduction – Internal information – External information – General aspects.

Financial Analysis: Introduction – Structure of a Balance sheet – Financial Ratios and their significance – Valuation of shares. (Simple Problems).

**Unit–III : Technical Analysis and the Efficient Market Theory**

**Technical Analysis: Introduction – Tools for technical analysis – The Dow Theory – Advantages and limitations of technical analysis.**

**Charting Techniques: Introduction – Meaning of Charts – Methods of preparing charts – Uses and limitations “P” and “F” (charts points and figure) – Pattern of charts and their uses.**

**Dollar cost averaging: Introduction – Meaning of DCA – Guidelines for using DCA – Modified DCA plans.**

**Unit–IV : Portfolio Management**

**Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations.**

**Capital Asset Pricing Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)**

**Unit–V : Financial Derivatives Markets**

**Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets.**

**Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.**

**References**

- 1) **Bhalla, V.K., *Financial Derivatives*, 1<sup>st</sup> ed., S. Chand & Company Ltd., New Delhi, 2001.**
- 2) **Bhalla, V.K., *Investment Management; Security analysis and Portfolio Management*, 14<sup>th</sup> Ed., S. Chand and Company, New Delhi, 2013.**
- 3) **Dhanesh Kharti., *Security Analysis and Portfolio Management*, Macmillan, New Delhi, 2011.**
- 4) **Nofsinger and R. John, *The Psychology of Investing*, Prentice Hall, New Delhi, 2005.**
- 5) **Prasana Chandra, *Investment Analysis and Portfolio Management*, 2<sup>nd</sup> Ed., Tata McGraw Hill Publishing Company Ltd, New Delhi, 2005.**
- 6) **Preeti Singh, *Investment Management*, 13<sup>th</sup> Ed., Mumbai, Himalaya Publishing House, Bombay, 2008.**
- 7) **Ranganathan, M. and R. Madhumathi, *Investment Analysis and Portfolio Management*, 1<sup>st</sup> Ed., Pearson Education (Singapore) Pvt. Ltd., New Delhi, 2005.**
- 8) **Trivoli and W. George, *Personal Portfolio Management*, Prentice Hall, New Delhi, 2000.**

**MBAD 307/308 (2) SALES AND DISTRIBUTION MANAGEMENT****Objective**

**The Purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy in organizing, managing sales force and marketing channels.**

**Teaching Methods**

**Field Visit, Sales games, Group discussions, Role Play and Lectures, Case Analysis, Simulation games, Audio-Visual and Computer aided Teaching.**

**Unit-I : Sales Management and Planning**

**Sales Management – Functions – Sales Objectives – Salesmanship – Duties and Responsibilities of Sales Manager – Sales Management Skills – Characteristics of Sales People – Sales Management Information Systems – Sales Planning – Personal Selling – AIDAS – Selling Process – Sales Negotiation – Types of Selling – Transactional Selling – Telephone Selling – Relationship Selling – Term Selling.**

**Unit-II : Sales Forecasting and Organization**

**Sales Forecasting – Basic Rules – Methods; Sales Budget – Methods – Sales Budget Process – Sales Force Organization – Structure – Fixation of Sales Force Size – Methods of Fixation; Sales territory – Designing Sales territory – Evaluation; Sales Quotas – Types – Sales Promotion Techniques.**

**Unit-III : Recruitment, Training and Control of Sales Force**

**Recruitment and Selection of Sales Force – Process – Sales Training – Sales Training Methods – Execution and Evaluation of the Sales Training Programme; Sales Force Motivation – Tools of Motivation ; Sales Force Compensation – Basic Types – Supervision of Sales People – Controlling of Sales Force – Sales Meeting and Sales Contests – Sales Audit – Sales Analysis – Sales Performance Evaluation.**

**Unit-IV : Distribution and Logistics**

**Definition – Need for Distribution Channel – Role of Distribution in Marketing – Marketing channel–Channel Classification – Vertical, Horizontal, Multichannel marketing system–Distribution Intensity – Selection of Right Channel – Channels for consumer & industrial products – Inventory Management – Packaging and Material Handling – Distribution cost analysis & Control.**

**Logistics – Scope – Functions – Focus area of Logistics – Cost of Service – Performance Measurement – Transportation – Modes of transport– Selection of the right transport mode.**

**Unit-V : Channel Intermediaries Retailing and Channel Design**

**Channel intermediaries – Role – Wholesaling – Functions – Classifications – Trends – Future of Wholesalers in India.**

**Retailing – Types of Retailers – Role of Retailers – Retail Strategies – Performance Measures – Aspects of Store Design – Franchising – e-tailing – Retailing in India.**

**Channel Design – Stages in channel planning – Non store Retailing and Electronic channels – Channel Information Systems – Purpose – Elements – Channel Performance Evaluation; Distributors – Selection – Motivation tools – Categorization – Performance evaluation.**

#### References

- 1) **Francis Alapatt., *The Science of Selling*, Productivity & Quality Publishing Pvt. Ltd., Chennai, 2011.**
- 2) **Gupta Vaswas Das, *Sales Management in Indian Perspective*, Prentice Hall of India, New Delhi, 2005.**
- 3) **Kapoor, D.C., *Marketing & Sales Management*, S. Chand & Company Ltd, New Delhi, 2004.**
- 4) **Krishna K. Havaldar and Vasant M. Cavale, *Sales & Distribution Management*, Tata McGraw Hill, New Delhi, 2005.**
- 5) **Mark W. Johnston and Greg W. Marshall, *Sales Force Management*, Tata McGraw Hill, New Delhi, 2006.**
- 6) **Nair, N.G. and Latha Nair, *Sales & Distribution Management*, Himalaya Publishing House, Mumbai, 2003.**
- 7) **Rustom S. Davar, *Salesmanship & Publicity*, Vikas Publishing House, New Delhi, 2005.**
- 8) **Sahu, P.K. and K.C. Raul, *Salesmanship and Sales Management*, Vikas Publishing House, New Delhi, 2005.**

#### **MBAD 307/308 (3) LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS**

##### Objective

**Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an application of various labour laws and their implications for industrial relations and labour issues.**

##### Teaching Methods

**Lectures and Case Analysis.**

##### Unit-I : Introduction to Labour Law

**Scope – Principles, Emergence and Objective of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Apprentices Act, Contract Labour Act.**

##### Unit-II : Trade Union & Disputes

**Industrial Disputes Act – 1947, Trade Union Act – 1926.**

##### Unit-III : Industrial Employment Act, Wages and Bonus Laws

**Standing Orders; Laws Relating to Discharge – Misconduct – Disciplinary Action - The Law of Minimum Wages – Payment of Wages – Payment of Bonus.**

##### Unit-IV : Social Security Laws

**Laws Relating to Workmen's Compensation – Employees State Insurance – Provident Fund – Gratuity – Maternity Relief.**

**Unit-V : Laws Relating to Working Conditions**

**The Laws Relating to Factories and Establishment – Mines Act – Plantation Act – Interpretations of Labour Laws – Their Working, and Implications for Management – Union – Workmen.**

**References**

- 1) **Rajamohan. A., *Industrial Law*, United Publishers, Mangalore – 575 002, 2011.**
- 2) **Dheodar, Punekar & Sankaran, *Labour Welfare, Trade Unionism and Industrial Relation*, Himalaya Publication, Mumbai, 1994.**
- 3) **Kapoor. N.D., *Elements of Mercantile law*, Sultan Chand, New Delhi, 2009.**
- 4) **Mamoria, C.B. & Mamoria, S., *Dynamics of Industrial Relations in India*, Mumbai, Himalaya Publication, 1994.**

**MBAD 307/308 (4) TOTAL QUALITY MANAGEMENT****Objective**

**The Objectives of this course are to acquaint the students with the basic concept of Total Quality (TQ) from design assurance to service assurance; to give emphasis on International Quality Certification Systems – ISO 9000 and other standards on their applicability in design manufacturing, quality control and services to closely interlink management of quality, reliability and maintainability for total product assurance; to focus on quality of services in contemporary environment.**

**Teaching Methods**

**Lecture, Industrial Visit, Computer aided Teaching and Case Study.**

**Unit-I : Basic Concepts and Origin of TQM**

**Basic concept of total quality (TQ), Evolution of Total Quality Mgt., cost of quality, Scope of TQM, Dimensions of Quality.**

**Unit-II : Statistical Quality Control and Process Capability**

**Conceptual approach to SQC, Acceptance sampling and Inspection plans, Statistical process control, Prevention through process improvement.**

**Process capability studies, Humanistic aspects of TQM, Management of quality circle and Z.D. Programmes, Kaizen.**

**Unit-III : Just in Time, Kanban**

**Q – 7 tools, Taguchi loss function, Functional linkage of quality with reliability and maintainability, Failure analysis, Just – in – time system, JIT manufacturing system, JIT Pull system, use of kanban, JIT purchase.**

**Unit-IV : Total Productive Maintenance**

**Optimum maintenance decisions, TPM, Process design and the work process. Management support mechanisms, Customer Retention.**

**Unit-V : ISO, Six Sigma**

**ISO – 9000 standards, Quality audits, TQM tools, Marketing aspects of total quality, Total quality of services, Total Quality – Safety – Six sigma – Quality Standard.**

## References

- 1) **Ansari, A. and B. Modarress, *JIT Purchasing*, Free Press, New York, 1990.**
- 2) **Gopal K. Kanji and Mike Asher, *100 Methods for Total Quality Management*, Sage Publication, New Delhi, 1996.**
- 3) **Grant, Ev. Gene L and Leavenworth, Richards, *Statistical Quality Control*, McGraw Hill, New York, 1991.**
- 4) **James R Erans, David A Collier, *Operation Management*, Cengage Learning, New Delhi, 2007.**
- 5) **Palpandi. A, U. Surya Rao, D. Jeyathilagan, *Total Quality Management*, Vrinda Publication, New Delhi, 2009.**
- 6) **Shridhara Bhat, K., *Total Quality Management*, Himalaya Publishing House, Mumbai, 2004.**
- 7) **Suresh Dalela & Saurabh, *ISO 9000 A Manual for Total Quality Management*, S. Chand & Company Ltd., New Delhi, 2004.**

## MBAD 307/308 (5) DATABASE MANAGEMENT

### Objective

**This course has been designed to introduce the participants with the system to manage the data resources of an organization.**

**At the completion of this course, the participants should:**

- **Understand the role of data and databases in information systems.**
- **Understand the database development activities**
- **Be familiar with the data modeling concepts (E-R diagrams) used in database design.**
- **Be able to create databases and pose complex SQL queries of relational databases.**
- **Develop appreciation of several DBMS's**

**Be familiar with data management issues including data integrity and security.**

### Teaching Methods

**Technical lecture for all units. Computer aided Teaching, Lab exposure for Unit III and IV.**

### Unit-I : Introduction to DBMS

**Basic concepts of DBMS: Data, Record, File, Record types – Indexing and Hashing: Ordered Indexes, Internal External Dynamic Hashing – Types of DBMS: Advantages & Disadvantages – Database Development Life Cycle (DDLC).**

### Unit-II : Introduction to RDBMS

**Introduction: Relational data integrity, CODD's rules – Database Architecture and Data Modeling – ER Model – EER Model – Data Normalisation – Logical Access Maps (LAMS) – Database Action Diagram (DAD).**

**Unit-III : SQL**

**Relational Algebra and Relational Calculus – Characteristics and advantages of SQL – Data types – Types of SQL commands: DDL, DML, DQL, DCL, TCL – Operators: Arithmetic, Comparison, Logical, Set – Aggregate Functions.**

**Unit-IV : Transaction Management**

**Transaction: Concept, Properties – Serializability – Recoverability – Concurrency Control, Protocols, CRM, SCM, Recovery Systems, Recovery with Concurrent Transactions.**

**Unit-V : Advanced Concepts**

**Tables, Views, Indexes – Joins and Unions – DB Security – DB Integrity – DB System Architecture: Centralised, Client-Server, Server System, Parallel, Distributed, Network systems – Data Warehouse and Mining, Knowledge Discovery in DB (KDD).**

**References**

- 1) **Abraham Silberschatz, Henry F. Korth, and S. Sundaram, *Database System Concepts*, McGraw Hill International Edition, 1996.**
- 2) **Alexis Leon and Mathews Leon, *Database Management System*, Vikas Publishing House Pvt. Ltd., New Delhi, 2000.**
- 3) **Date, C.J., *An Introduction to Database Systems*, Eighth Edition, Addison Wesley, New York, 2003.**
- 4) **Fred R. McFadden, Jeffrey A Hoffer and Mary B. Prescott, *Modern Database Management*, Addison Wesley, 2000.**
- 5) **Gerald V. Post, *Database Management Systems*, Tata McGraw Hill, New Delhi, 2002.**
- 6) **Jeffrey A. Hoffer, Mary B. Prescott and Fred R. Mcfadden, *Modern Database Management*, Prentice Hall, 6th edition, 2002.**
- 7) **Pannerselvam, R., *Database Management System*, Prentice Hall, New Delhi.**
- 8) **Raghu Ramakrishnan, and Johannesgerhrke., *Data Base Management Systems*, McGraw Hill International, New York, 2000.**

**MBAD 307/308 (6) FOREIGN TRADE POLICY****Objective**

**To acquaint the students with recent trends in India's Foreign trade and management and policy related issues in Foreign trade in the global context.**

**Teaching Methods**

**Lectures, Group Discussion, and Visiting MNC.**

**Unit-I :Trade Policy and Performance of India**

**Trade policy – National Growth – Stages of national growth – Trade patterns– Recent trends in world trade – leading players in the world – Major items traded - India's Foreign Trade –Commodity composition and destination –India's position in the world merchandise trade and services-Balance of Payments of India.**

**Unit-II : Tariffs**

**Barriers to free Trade – Tariffs and economic theory – Tariff systems – Tariff mitigation – Other non-tariff measures – TRIPS – Copyrights.**

**Unit-III : EXIM Policy**

**EXIM policy (latest amendment) – License procedures for Export and Import – DGFT – Licensing conditions- Import Policy and control - Export import licenses.**

**Unit-IV : EXIM Policy Promotions and Transfer of Technology**

**New initiatives –Export promotion –Marketing Assistance–Trade House Schemes – Export and Trading Houses – Star trading houses. –Foreign investment policy–policy framework for FDI in India - Technology transfer – Appropriate technology – international procurement of technology.**

**Unit-V : Institutions**

**Export Promotion councils - Commodity Boards – EXIM Bank -- ECGCI – Role of Government in India’s Foreign Trade–EOU - EPZ–SEZ – STP -EHTP in India.**

**References**

- 1) **Balagopal TAS, Export Management, HPH, Bombay, 2000.**
- 2) **Dominick Salvatore, International Economics, Macmillan, New Delhi, 1998.**
- 3) **Francis Cherulinam, International Business, Wheeler Publishing, New Delhi, 2000.**
- 4) **Francis Cherunilam, International Economics, Tata McGraw Hill, Publishing Company Ltd., New Delhi, 2006.**
- 5) **Hodgetts and Luthans, International Management, Tata McGraw Hill Publication, New Delhi, 2002.**
- 6) **Nair, S.K., Contract Management, Vrinda Publications, New Delhi.**
- 7) **Velayudham, T.K., Foreign Trade, Wheeler publishing, New Delhi, 2000.**
- 8) **Vionano R. Erruna, et al., International Business Finance, Global Business Press, New Jersey, 2000.**
- 9) **India’s Trade statistics, published by CMIE and DGCIS.**
- 10) **RBI Annual Reports.**
- 11) **Annual Reports of Ministry of Commerce.**

**MBAC309: PROJECT AND VIVA- VOCE (INDUSTRIAL VISITS AND SUBJECTS)****Project Training**

**Summer project is an on-the-job training that inculcates practical knowledge and improves performance by giving an insight into business realities. As a part of the curriculum, the project is intended to input practical and conceptual knowledge to the students which is to be carried out for 45 days during May–June.**

**A committee is constituted for the overall Co-ordination of the students. The students undertake projects in various organizations all over the country. Faculty members also render their help in finding project placements. Students will be allotted faculty guides and they are advised to undertake projects based on their individual area of specialization. The topics are selected by consulting with their project guides and company guides.**



MBA project will have 75 marks and viva will have 25 marks. It is resolved to abolish internal assessment mark for project work. The project dissertation will be evaluated for 75 marks (double valuation) and 38 marks is fixed as the minimum requirement for passing the project. If less than 38 marks scored by the candidate, he or she has to redo the project. The viva is for 25 marks and the minimum requirement is 12 marks. If a candidate has secured more than 12 and failed in the project, he has to once again carry over the project and reappear for the viva.

#### **Project Related Activities**

Project discussions for students with their guides have to be made once in a week.

Students can make use of the computer lab facilities for execution of their project work and for preparation of their report.

Frequent workshops and review meetings will be conducted with trainers and experts of various disciplines.

A formal interim – project presentation will be held before their juniors. This presentation acts as a good ground of experience on the part of the presenters while a good beginning of insight for the juniors.

A mock viva–voce will be held before appearing for their main project viva–voce examination to gain an experience.

Best Project Contest will be conducted every year to provide a platform to exhibit the skills they have acquired during the summer project training.

Students are encouraged to participate in the National Level Project contest held at various institutions.

Students are also encouraged to work towards publishing a paper along with the help of their faculty guide to add a real value to their project work.

### **SECOND YEAR : FOURTH SEMESTER**

#### **MBAC 401 : RETAILING AND RURAL MARKETING**

##### **Objective**

The course focuses on the understanding of Retail management, the development of organized retail in India and the importance of rural market both as end market and procurement source.

##### **Teaching Methods**

Lectures and Case Study.

##### **Unit-I : Retailing – Introduction and Strategy**

Introduction to Retailing – Meaning and Definition – Retailing Characteristics – Functions – Principles – Retailing in India – Organized – Unorganized – Retailing Formats – General Merchandise Retailers – Food Retailers – Non Store Retailers - Retail Strategy – Meaning – Target Market and Retail Format – Building a sustainable competitive advantage – Growth Strategies – The strategic retail planning process.

**Unit-II : Retail site Location**

**Importance of Location – Target Market and Store Location – Site Characteristics – Site Location and Analysis – Trading area Analysis – Density of Target Market – Environmental Issues.**

**Unit-III : Human Resource Management**

**Objectives of HRM in Retailing – Human Resource Functions in Retailing – Retail Organization Design – Motivating Retail Employees – Building Employee Commitment – Issue in Retail Human Resource Management.**

**Unit-IV : Merchandize Management**

**Presenting the merchandize – Merchandize Amendment Planning – Store display and ambience – Retail Signage – Types and characteristics – Components of retail store operations – Duties and responsibilities of store manager.**

**Unit-V : Rural Market**

**Evaluation of Rural Marketing – Nature and Characteristics of Rural Market – Needs and wants of rural customers – Rural market and product life cycle – Rural Marketing of FMCG in India – Commodity Marketing – Life Stock Products.**

**References**

- 1) **Arif Sheikh and Kaneez Fatima, *Retail Management*, Himalaya Publishing House, Mumbai, 2008.**
- 2) **Balram Doga and Karminder Ghuman, *Rural Marketing*, Tata McGraw Hill, New Delhi, 2008**
- 3) **Barry Berman and Joel R. Evans, *Retail Management: A Strategic Approach*, 10<sup>th</sup> edition, PHI learning, New Delhi, 2008.**
- 4) **Bedi, R.V. & N.V. Bedi, *Rural Marketing*, Himalaya Publishing House, Mumbai, 2004.**
- 5) **James R. Ogden, Denise Togden, *International Retail Management*, Biztantra, New Delhi, 2009.**
- 6) **Michael Levy, Barton A. Weitz, and Ajay Pandit, *Retailing Management*, 6<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2008.**
- 7) **Patrick M. Dunne and Robert F. Lusch, *Retail Management*, Cengage learning, Delhi, 2008.**
- 8) **Swapna Pradhan, *Retailing Management Text and Cases*, Tata McGraw Hill, New Delhi, 2006.**

**MBAC 402 : BUSINESS POLICY AND STRATEGIC MANAGEMENT****Objective**

**This course aims to develop the ability of the student in business environment and formulation of business strategies in the real life situation. A successful policy and strategy leads to sustainable development of organization in the competitive world.**

**Unit-I : Basic concepts of Business Policy**

**Business Policy: Meaning and definition – Importance – Scope – Need Essentials of An Effective Business Policy, Types and Classification of Policies – Organizational Direction: Vision – Mission – Objectives – Goals of business, Business Planning: Process – Benefits – Limitation.**

**Unit-II : Business Analysis**

**Business Portfolio Analysis: BCG matrix – GE matrix, Industry Analysis: Michael Porter's Five force model – Strategic Competitive Advantage Analysis – Values Chain in Analysis – 7' Frame work – SWOT analysis.**

**Unit-III : Basic concept of strategy**

**Evolution of Strategy – Strategic Management – Benefits – Strategy Vs Policy – Strategy Formulation – Strategic Planning – Strategic Management Process – Strategic Decision Making – Strategic Risks – Corporate Level Generic Strategies – Strategy Implementation: Functional Issues, Challenges of Strategy Implementation – Strategic Evaluation and Control Process – Monitoring Performance and Evaluating Deviations**

**Unit-IV : Business Development Strategies**

**Corporate Governance – Business Growth Strategies: Intensive – Integrative – Diversification Strategies, Functional Strategies: Marketing Strategies – Production Strategies – HR Strategies – Financial Strategies – Product Strategies, Business Process Re-engineering.**

**Unit-V : Business Vs Social**

**Corporate Social Responsibility – Social Audit: Benefits – Procedures, Ethical and Social Considerations in Strategy Development – Business Organization in Society – Social issues in Business - Strategic Management in Non-Profit Organization.**

**References**

- 1) **Arthur A Thompson, *Crafting and Executing Strategy*, 13<sup>th</sup> edition TMH, 2006.**
- 2) **Azhar Kazmi, *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi, 2008.**
- 3) **C.B. Mamoria, Cathis Mamoria and P. Subba Rao, *Business Policy and Strategic Management*, Himalaya Publishing House, Mumbai, 2011.**
- 4) **Charles W.I. Hill. Jareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, New Delhi, 2009.**
- 5) **Francis Cherunilam, *Strategic Management*, Himalaya Publishing House, Mumbai, 2008.**
- 6) **Fred R. David, *Strategic Management*, PHI Learning, New Delhi, 2009.**
- 7) **Ghosh, P.K., *Strategic Management Text & Cases*, Sultan Chand & Sons, New Delhi, 2012.**
- 8) **John A. Pearce, Richard Robinson and Amita Mital, *Strategic Management*, Tata McGraw Hill, New Delhi, 2012.**
- 9) **Thompson A., Margaret A Peteraf, John E Gamble, A J Strickland and A K Jain, *Crafting and Executing Strategy*, McGraw Hill, New Delhi, 2013.**

## MBAC 403 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

### Objective

The objective of this paper is to develop skills for formulation and solving problem of transportation and product distribution models.

### Teaching Methods

Industrial Visit, Case Study and Lectures.

### Unit-I : Logistics Design

Logistics Management – Definition – Meaning – Types. The work of Logistics – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government.

### Unit-II : Logistics Network

Logistics Resources – Principles of Logistics Information – Logistics Information System Flow – Application of Information Technologies – Electronic Data Inter change – Barcode – Scanning.

### Unit-III : Logistics Demand

Forecasting – The Nature of Demand – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Model Characteristics – Logistics Location Structure.

### Unit-IV : Supply Chain Management Models and Strategy

Supply chain Management – Definition – Objectives – Applications – Types – Conceptual Models – Mathematical Models – Simulation Models – Formal Models – Implicit Business Models – Key issues in supply chain management.

Inventory Management – The effect of demand uncertainty managing inventory in the supply chain – Push and Pull systems – Dell's supply chain strategy – Demand and cash flow in supply chain management.

### Unit-V : Supply Chain Management Design

Channel design – The impact of internet on supply chain – E-Business – Integrated supply chain management (SCM) – Enterprise Resource Planning (ERP) – Supply chain management matrix – Modules of an ERP system – ERP support to SCM.

Note: Theories and concepts only will be taught to the students.

### References

- 1) Ailawadi, Rakesh Singh, *Logistics Management*, PHI Learning, 2006.
- 2) David Simchi-Levi, Philip Kaminsky and Edith Simchi-levi, *Designing and Managing the Supply Chain Concepts, Strategies and Case*, 2 edition, Tata McGraw Hill, 2006.
- 3) Donald J. Bolversox and Davis J. Closs, *Logistics Management: The Integrated Supply Chain Process*, Tata McGraw Hill, 2006.
- 4) Rahul V. Altekar, *Supply Chain Management, Concepts & Cases*, PHI Learning, 2006.
- 5) Sunil Chopra, Peter Meindl and Dharam rir Kalra, *Supply Chain Management*, Pearson, New Delhi, 2013.

## MBAC 404 : INDIAN ETHOS AND VALUES

### Objective

To acquaint the students on application of Indian Ethos and values and managerial decision making process. Mode of teaching is to train students in Yoga practices such as Asnas (yogic exercise), meditation(exercise for mind), Pranayama (exercise for breath), Introspection(practices for positive thinking) and so on, for managing stress in their managerial career.

### Teaching Methods

Lectures, Guest lectures, case studies, Yoga, Spiritual Movies, Ethical Clippings, Group and Discussion.

### Unit-I : Ethics and Religious Values

Value based management – Ethics – Definition – Meaning – Ethical Analysis in decision making – Cultural Values and Indian Management Ethos – Trans-cultural human values – Total quality mind for TQM – Models of values for organizational culture – Values for Indian managers – Guna Theory – Professional Ethics – Business ethics – Values and ethics from religions: Buddhism, Jainism, Sikhism, Judaism, Taoism, Christianity, Islam.

### Unit-II : Indian Ethos for Business Excellence

Principles of Indian Ethos – Gita lessons for management – Kautilya's Arthashastra Principles – Karma Yoga – Nishkamy karma – Manu Dharma – Management lessons from Thirukkural – Divine managerial qualities.

### Unit-III : Stress Management

Stress management – Types of Stress – Mechanism – Organizational Stressors – Various stress management techniques. Vethathiri Maharishis' views on Mind – Mind – Body – Conscious –relationship – Anger Management.

### Unit-IV: Theories in Yoga

Mental health – Yoga – meaning – Patanjali yoga sutras – Detailed steps in Yoga and Mediation – Conditional and unconditional types. Different views on Meditation.

### Unit-V : Yoga for Managerial Excellence

Emotional Quotient and yoga – Spiritual Quotient and yoga – Concept of self and Yoga – Mahatma Gandhi and Introspection – Thought analysis – Positive thinking – Trust – Holistic Creativity – Visualization techniques.

### References

- 1) **Balachandran, et.al.,** *Ethics, Indian Ethos and Management*, **Shroff Publishers & Distributors Pvt. Ltd. Delhi, 2005.**
- 2) **Balaji and Raj Agrawal,** *Business Ethics: An Indian Perspective*, **Biztantra Publication, New Delhi, 2004.**
- 3) **Chakraborty,** *Management Effectiveness and Quality of Work Life Indian Insight*, **TMH, 2007.**
- 4) **Chakraborty,** *Work-Contribution from Indian Insight*, **TMH, 2006.**
- 5) **Khandelual,** *Indian Ethos and Values for Managers*, **Himalaya Publishing House.**
- 6) **Rita Agrawal,** *Stress in Life and at Work*, **Sage Publications India (P) Ltd., New Delhi, 2001.**

**MBAC 406 : BEHAVIOURAL SCIENCE AND COMMUNICATION LAB – PRACTICAL**

Candidates are required to perform all the experiments from the areas given below. Prepare a record and the same should be submitted at the time of practical examination duly signed by the course teacher and with a bonafide certificate from the Head of the Department.

**Objective**

The students should know:

- How to use the general principles and aim of psychology – to verify certain problems in experimental situations.
- The method of giving instruction to the subjects and to conduct the experiments.
- To collect the data, interpret them using suitable statistical techniques.

**Teaching Methods**

Lecture and oral presentations.

**Unit-I : Creativity and Leadership**

Creativity – Creative thinking – Divergent thinking – Stages in Creative thinking.

Leadership – Leadership Orientation – Task versus person orientation.

**Unit-II : Decision Making and Assertiveness**

Decision Making – Styles – Importance stages in decision making.

Assertiveness – Assertiveness in communication – Benefits of assertiveness – Submissive Communication – Assertive Communication – Aggressive Communication.

**Unit-III : Ego States and Values**

Transaction analysis – Parent ego – Adult ego – Child ego – Characteristics.

Values – Value system – Values in different cultures.

**Unit-IV : Emotional Intelligence and Personality**

Emotional Intelligence – Components of Emotional Intelligence – Influencing Emotions – Handling relationships.

Personality – Extraversion – Intraversion.

**Unit-V : communication Development Exercise**

Presentation Skill Development Exercise – Role Play – Resume Preparation – Spoken English Skill Development – Listening Skill Development Exercise – Communication Games – Team Building Activities.

**Tests**

Test will be conducted through practicals on the following aspects:

Emotional Quotient – Telephoning Skills – Creativity – Attitude Achievement – Motivation – Traits Personality – Stress – Money attitude – Tolerance of Change.

	<b>Scheme of Examination</b>	<b>Marks</b>
1.	<b>Practical Examinations inclusive of answer papers and viva (output)</b>	<b>75</b>
2.	<b>Internal (Attendance, Assignment, Seminar)</b>	<b>25</b>
		<b>100</b>

## 407 &amp; 408 (DUAL SPECIALIZATION)

<b>1. FINANCE</b>	<b>Management of Financial Services</b>
<b>2. MARKETING</b>	<b>Advertising and Sales Promotion</b>
<b>3. HUMAN RESOURCE</b>	<b>Management of Training and Development</b>
<b>4. PRODUCTION</b>	<b>Business Process and Re-Engineering</b>
<b>5. SYSTEMS</b>	<b>E-Commerce</b>
<b>6. INTERNATIONAL TRADE</b>	<b>International Marketing Management</b>

**MBAD 407/408 (1) MANAGEMENT OF FINANCIAL SERVICES****Objective**

The main objective of this course is to help the students to learn the various financial services and their role in the overall financial system.

**Teaching Methods**

Lectures, Case Study and Seminar Presentation.

**Unit-I : Indian Financial System**

Introduction – Structure of the Indian Financial System – Recent Developments – Financial services – Concept – Objectives – Importance – characteristics – Types of Financial Services – Regulatory Framework – Problems in Financial services sector.

**Unit-II : Merchant Banking and Consumer Finance**

Definition – Need for Merchant Banks – Functions – Role – Recent Developments and Challenges ahead – Categories of Merchant Bankers – Merchant Bankers' Code of Conduct – SEBI Guidelines.

Consumer Finance: Definition – Types – Credit Cards, Debit cards – Mechanics of Consumer Financing – Sources – Modes.

**Unit-III : Mutual Funds Concept and Regulations**

Introduction – Types – Advantages and Disadvantages – Mechanics of Mutual Fund Operations – Asset Management Company (AMC) – Net Asset Value (NAV) – SEBI's New Regulations to Mutual Funds (1999).

**Unit-IV : Capital Market, Money Market and Factoring Services**

Capital Market: Meaning – Functions – Importance – Players in Capital Market – Primary and secondary Capital Market. Money Market: Definition – Features – Money Market Instruments – Capital Market versus Money Market etc., NSE – OTCEI.

Factoring Services: Introduction – Mechanics of Factoring – Types – Advantages and disadvantages – Players in factoring services – Factoring Vs Bills Discounting – RBI Guidelines for factoring – Constraints of Factoring Services in India – Forfeiting.

**Unit-V : Venture Capital and Credit Rating**

Venture Capital: Concept – Features – Forms of Venture Capital – Phases – Functions – Advantages – Venture Capital Institutions.

**Credit Rating: Introduction – Rating Process – Credit Rating Agencies – CRISIL, ICRA, CARE – Credit Rating Symbols.**

#### References

- 1) **Avadhani, V.A., *Marketing of Financial Services of Markets*, 3<sup>rd</sup> Edition, Himalaya Publishing House, Mumbai, 2007.**
- 2) **Bhalla, V.K., *Management of Financial Services*, Anmol, New Delhi 2001.**
- 3) **Cornett and Saunders, *Financial Markets and Institutions*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
- 4) **Gordan, E. and K. Natarajan, *Emerging Scenario of Financial Services*, Himalaya Publishing House, 1997.**
- 5) **Khan, M.Y., *Financial Services*, 4<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2007.**
- 6) **Saha, T.R. and A. Mondal, *Indian Financial System & Financial Market Operation*, New Central Book Agency (P) Ltd., 2004.**
- 7) **Sasidharan and Mathews, *Financial Services and System*, 1st Edition, Tata McGraw Hill, New Delhi, 2008.**
- 8) **Siddhartha Sankar Saha, *Indian Financial Systems and Markets*, McGraw Hill, New Delhi, 2013.**

### **MBAD 407/408 (2) ADVERTISING AND SALES PROMOTION**

#### Objective

The objective of the course is to enlighten the students the importance of advertising and promotion. Advertising has evolved into a vital communication system for both consumers and businesses. The ability of advertising and other promotional methods to deliver carefully prepared messages to target audience has given them a major role in marketing programs. Companies rely on advertising and promotion to help them market products and services. The primary focus of the subject will be on one element of the marketing mix: the promotion variable.

#### Teaching Methods

Lectures, Advertising workshop, Creativity development exercises, Print Ad creation, Cases and Sales Promotion games.

#### Unit-I : Advertising Fundamentals and Classification

Advertising – Concepts, objectives – Role of advertising in modern Business – Advertisement layout – components of layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication mix – High control message – Low control message – Strength and weakness of major IMC tools.

Types and Classification of Ads – Advertising appeals: Humor, slice of life, Testimonials, Demonstrations, Problem solution, Talking heads, Characters, News, emotions – Persuasion matrix – Risks of using celebrity – Advertisement based on demand influence level – Advertisement based on audience – Advertisement based on timing of response – Advertisement based on geographic coverage.

#### Unit-II : Psychological Principles and Ethical aspects of Advertising

Behavioral effects of advertising: Sensory level, Cognitive level, Personal and sociological level – Communication models: AIDA model, Hierarchy effect model – Innovation adoption model, Information processing Model, Operational model – DAGMAR philosophy – Unique selling proposition.

Ethics in advertising – Advertising and Children – Advertising and cultural values – Advertising Standards Council of India.



**Unit–III : Media selection, Creativity and Advertising Agencies**

**Types of media: print, broadcast, outdoor, transit, internet and other media – Media plan – Media mix – Media Scheduling – Advertising budget – Methods of determining advertising appropriation – Computers in media planning.**

**Creative process: Preparation, incubation, elimination, verification – Jingles – Thematic classification – Creative strategy evaluation – Copy writing – Advertisement evaluation: Pre-testing – Concept testing, Theme Testing, Copy Research – Post testing – Advertisement agencies – types – functions – Selecting an agency – Client agency relationship – Agency compensation – Advertisement as a career.**

**Unit–IV : Sales Promotion**

**Sales Promotion – Objectives – Promotional mix – Consumer oriented sales promotion techniques: Sampling, couponing, Premiums, Contests and sweepstakes, Refunds and Rebates, Bonus Packs, Price – off deals, Event marketing, – Trade oriented sales Promotion: Trade allowances – Display aesthetics – Types of Displays – Managing displays – Point of purchase materials – Trade shows – Cooperative advertising – Salesman trade promotion: Sales force contest – Evaluation of Sales Promotion – Coordinating sales promotion and advertisement.**

**Unit–V : Public Relations and Corporate Advertising**

**Public relations – Integrating PR into the promotional mix – Establishing a PR plan – Advantages and disadvantages of PR – Measuring the effectiveness of PR – Publicity – The power of publicity – Control and dissemination of publicity – Objectives, types of corporate advertising.**

**References**

- 1) **Agarwal, P.K., *Advertising, Sales Promotion and CRM*, Pragati Prakashan, Meerut, 2006.**
- 2) **Arens, *Contemporary Advertising*, Tata McGraw Hill, New Delhi, 2007.**
- 3) **Chunawalla, S.A., *Fundamentals of Advertising*, Himalaya Publishing House, Mumbai, 2004.**
- 4) **George E. Belch and Michael A. Belch, *Advertising & Promotion*, Tata McGraw Hill, New Delhi, 2005.**
- 5) **Ogilvy, David, *Ogilvy on Advertising*, Crown Publishers, New York, 1985.**
- 6) **Rajeev Batra, John G. Myers and David A. Aaker, *Advertisement Management*, PHI Learning, New Delhi, 2008.**
- 7) **Sangeetha Sharma and Raguvir Singh, *Advertising Planning and Implementation*, PHI Learning, New Delhi, 2008.**

### MBAD 407/408 (3) MANAGEMENT OF TRAINING AND DEVELOPMENT

#### Objective

The Purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

#### Teaching Methods

Lectures and Case Study.

#### Unit-I : Introduction

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

#### Unit-II : Training Techniques

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

#### Unit-III : Career – Planning

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

#### Unit-IV : MDP and Training Institutions

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

#### Unit-V : MDP Institutions

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

#### References

- 1) Rao, PL., *HRD through In-House Training*, Vikas Publishing House (P) Ltd., New Delhi, 1998.
- 2) Raymond A Noe, and Amitabh Deo Kodwani., *Employee Training and Development*, 5<sup>th</sup> Edition, Mc Graw Hill, New Delhi, 2012.
- 3) Raymond A. Noe, Amitabh Deokodwani, *Employee Training & Development*, Tata McGraw Hill, New Delhi, 2012.
- 4) Reid, M.A., *Training Interventions: Managing Employee Development*, IPM, 3<sup>rd</sup> ed., London, 1992.
- 5) Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.

**MBAD 407/408 (4) BUSINESS PROCESS AND RE-ENGINEERING****Objective**

**Re-engineering is one of the methodologies for providing sustainable competitive advantages. It is a problem solving technique, although the primary class of problems that Re-engineering is structured to solve is operational.**

**Teaching Methods**

**Lectures and Case Study.**

**Unit-I : Introduction**

**Introduction – Definition – Automation – Cost Benefit Analysis – Time Scale – Suitability.**

**Unit-II : Project**

**Phases in Re-engineering – BPR Implementation – Project Characteristics – Project Life Cycle – Network Analysis – PERT/CPM.**

**Unit-III**

**Crashing – 3 R's of Re-engineering – Cross Functional team – Work Process Dimension – Quality and Re-engineering – CPI Versus Process Re-engineering.**

**Unit-IV : TQM**

**TQM & Re-engineering – Simulation – Re-engineering Software – Break through improvements – Job Redesign – Break Point.**

**Unit-V : Network**

**Holonic Concept – Holonic networks – Vertical network – Horizontal Network – Regional Network – Out of Necessity Networks – Self Promoted Networks – BPR Phases – BPR Opportunities Blue Print Business System – Perform the transformation – Pilot Project – Re-engineering in Service Industry.**

**References**

- 1) **Alexis Leon, *ERP*, Tata McGraw Hill Publishing Company Ltd., New Delhi.**
- 2) **Anupindi, *Managing Business Process Flows*, Pearson Education Publications, New Delhi, 2008.**
- 3) **Balasubramanyan, K., S. Usha Priya and K. Hema, *Business Process Re-engineering*, GIGO Publication, Trichy, 2003.**
- 4) **Charles W. Zamzow, *Business Process Outsourcing*, 2010.**
- 5) **Henry J. Johnsson, *BPR Strategies for Market Dominance*, Wiley publishers, 2009.**
- 6) **John Hamptan, *Business Process Re-engineering*, Prentice Hall Publishing Ltd., New Delhi.**
- 7) **Senthil, M. and NM. Venkatesan, *Production Management*, 1<sup>st</sup> Edition, 2003.**
- 8) **Srinivasan, R., *Business Process Resourcing*, Tata McGraw Hill, 2011.**

### Objective

E-Business has fully emerged as a kind of unassailable form of business transactions in recent times. This course is designed to introduce students to acquaint with the past, present and the future development of electronic commerce, and various IT research issues that are related to the development of electronic commerce. objectives towards this course is to.

Understand the basic E-Com business models and the associated technologies behind electronic systems.

Evaluate and synthesis the competitive advantage of internet enabled business models through Porter's framework.

#### Unit-I : Introduction to e-commerce

E-Commerce Frame work, Traditional Vs E-Business applications – Unique features of e-Commerce – e-Commerce: A Brief history- Major Categories of e-Commerce – B2C, B2B, C2B and C2C- e-Commerce Business Models- Firm Value Chains and Firm value Webs- Industry Value Chain-Business Strategy- Porters Model of Internet and Strategy.

#### Unit-II : Internet governance and technology details

Peer Networks -The Internet: Technology Background- The World Wide Web-The Internet and Web features- Web Hosting Services – Web servers, Domain Naming Systems (DNS) – types – POP, IMAP – Accredited Registrars, Country Coded and Top level domains, Internet Regulatory organizations.

#### Unit-III : Deploying e-commerce systems

Building and Managing e-Commerce Web Site-Choosing web server software-Choosing the hardware for an e-Commerce-e-Commerce site tools-Online security and payment systems- e-Payment systems-Online banking systems-electronic fund transfer- Mobile commerce – Web applications- e-Commerce in action.

#### Unit-IV : Consumers on Internet and E-commerce business models

Consumer Online: The Internet Audience Consumer Behavior-Basic Marketing concepts in e-Commerce-Internet Marketing Technologies-B2C and B2B E-Commerce Marketing and Branding Strategies-Understanding Ethical, Social and Political issues in e-Commerce-B2B Marketing.

Online Retailing and Services-Online Financial Service-Online Travel Service-Online Career Service-Online Content and publishing Industry-The Online Entertainment Industry-Search engines-Multimedia applications in Internet-Internet television and Telephony applications.

#### Unit-V : Internet and society

Social Networks and Online communities-Online Auctions-e-Commerce Portals-Trends in SCM and collaborative commerce-Net Marketplaces-Private Industrial Networks-Cyber Crime-Cyber patrols-Online system Vulnerability-Censoring Internet-Ethical and human rights perspectives.

## References

- 1) **Bharath Bhaskar**, *Electronic Commerce*, 3<sup>rd</sup> Edition, Tata McGraw Hill, New Delhi, 2007.
- 2) **Efrain Turbon, Jae Lee, David King and H. Michael Chung**, *Electronic Commerce, A Managerial Perspective*, Pearson Education Asia, 2001.
- 3) **Gray Schneider**, *Electronic Commerce, Thomson Course Technology*, 7<sup>th</sup> Annual Edition, Noida, 2009.
- 4) **Joseph, P.T.**, *Electronic Commerce: A Managerial Perspective*, 3<sup>rd</sup> Edition, Prentice Hall of India Learning, New Delhi, 2008.
- 5) **Kenneth C. Laudon and Carol Traver**, *E-Commerce: Business, Technology, Society*, 6<sup>th</sup> Edition, Pearson Education International, 2011.
- 6) **Napier, Jdd, Rivers and Wagner**, *Creating a Winning E-Business*, Thomson Learning, 2000.
- 7) **Pandey, U.S., Rahul Srivastava and Saurabh Shukla**, *E-Commerce and Its Applications*, 1<sup>st</sup> Edition, S. Chand, New Delhi, 2009.
- 8) **Ward A. Hanson and Karthi Kalyanam**, *Internet Marketing and Commerce*, First Edition, Thomson Southwestern, New Delhi, 2007.
- 9) **Paul Phillips**, *E-Business Strategy*, Sultan Chand & Sons, New Delhi, 2011.

## MBAD 407/408 (6) INTERNATIONAL MARKETING MANAGEMENT

### Objective

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

### Teaching Methods

Lecture and Case Study.

### Unit-I : Challenges and Dynamic Environments of International Marketing and Trade

Global Perspective: Global – International Marketing – The International Marketing – Marketing Decision – Aspects of the Domestic and foreign environments – Developing Global awareness – Stages of International Marketing – Strategic Orientation – Domestic Market Extension – Multidomestic Market Orientation.

Trade Barriers – The Twentieth to the Twenty-first Century – Multinationals – Balance of Payments – Protectionism – Trade Barriers – Easing Trade Restrcitions – Competitiveness Act – General Agreement of Tariffs and Trade (WTO) – The International Monetary Fund and World Bank – Protests against Global Institutions.

### Unit-II : Cultural Dynamics in Assessing Global Markets

Global Perspective: Equities and eBay – Culture gets in the way – Culture's Pervasive Impact – Definition and Origins and Culture – Elements of Culture – Cultural Values – Rituals – Symbols – Beliefs – Thought Processes – Cultural Knowledge – Factual versus Interpretive Knowledge – Cultural Sensitivity and Tolerance – Culture, Management Style, and Business Systems – The Impact of American Culture on Management Style – Management Styles around the World – Authority and Decision Making – Management Objectives and Aspirations – Communication Styles – Formality and Tempo – P-Time versus M-Time – Negotiations Emphasis – Gender Bias in International Business – Business Ethics – Corruption Defined – the Western Focus on Bribery – Ethically and Socially Responsible Decision – Culture's Influence on Strategic Thinking.

**Unit–III : The Political Environment**

**The Sovereignty of Nations - Political Risks of Global Business – Economic risks political and social activity – World of Politics – Global Perspective.**

**Emerging Markets: Marketing and Economic Development – Objectives of developing countries – Marketing a developing country – Developing countries and Emerging Markets – Strategic Implementation of Marketing.**

**Unit–IV : Global Marketing Management**

**Planning for Global Markets – Alternative Market Entry Strategies – Organizing for Global Competition – Products and Services for Consumers – Products and Culture – Analyzing Product Components for Adaptation – Marketing Consumer Services Globally – Brands in International Markets.**

**Geography and Global Markets – Climate and topography – Geography, Nature and Economic Growth – Social responsibility and Environmental Management.**

**Unit–V : Assessing Global Market Opportunities**

**Breadth and Scope of International Marketing Research – Problems of gathering Primary data – Research in the Internet.**

**Multinational Market Regions and Market Groups: Global Markets and Multinational – Market Groups – European Union – North America Free Trade Agreement – Asian – Pacific Rim – Regional Trading Groups and Emerging Markets.**

**International Marketing Channels: Channel of Distribution Structure – Import Oriented Distribution Structures – Channel Control – Modern Channel Structure – Distribution.**

**Implementing Global Marketing Strategies: Negotiation with International Customers, Partners and Regulation – The Pervasive impact an culture on Negotiation Behaviour – Negotiation terms and preliminaries – After Negotiation.**

**References**

- 1) **Aswathappa, K., *International Business*, Tata McGraw Hill Ltd., 2<sup>nd</sup> ed., 2006.**
- 2) **Bhalla, V.K., *International Business Environment and Management*, Anmol Publications Pvt. Ltd., 9<sup>th</sup> ed., New Delhi, 2007.**
- 3) **Cateora and Philip, *International Marketing*, The Tata McGraw Hill Companies, 13<sup>th</sup> ed., New Delhi, 2008.**
- 4) **Francis Cherunilam, *International Business*, Wheeler Publishers, New Delhi, 2000.**
- 5) **Kumar, *International Marketing Research*, Prentice Hall of India (P) Ltd., New Delhi, 2012.**
- 6) **On Krist & Shaw, *International Marketing: Analysis and Strategy*, Prentice Hall of India (P) Ltd., New Delhi, 2002.**
- 7) **Philip and Kotler, *Principles of Marketing*, 12<sup>th</sup> ed., Prentice Hall Gassey Armstrong, New Delhi, 2007.**
- 8) **Srinivasan, R., *International Marketing*, Prentice Hall of India, 3<sup>rd</sup> ed., New Delhi, 2002.**

**MBAC 409 : COMPREHENSIVE VIVA-VOCE (INDUSTRIAL VISITS AND SUBJECTS)**