

**MRSPTU MBA SYLLABUS 2016 BATCH ONWARDS**

**MASTERS IN BUSINESS ADMINISTRATION (1<sup>st</sup> YEAR)**

**Total Contact Hours = 30**

**Total Marks = 800**

**Total Credits = 28**

SEMESTER 1 <sup>st</sup>		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-101	Principles & Practices of Management	4	-	-	40	60	100	4
MBAD1-102	Organization Behaviour	4	-	-	40	60	100	4
MBAD1-103	Accounting for Management	4	-	-	40	60	100	4
MBAD1-104	Quantitative Techniques	4	-	-	40	60	100	4
MBAD1-105	Managerial Economics	4	-	-	40	60	100	4
MHUM0-104	Business Communication	2	-	2	40	60	100	3
MCAP0-191	Computer Applications in Business	2	-	2	40	60	100	3
MBAD1-106	Minor Project-I	2	-	-	100	-	100	2
<b>Total</b>	<b>Theory = 7 Labs = 2</b>	<b>26</b>	<b>0</b>	<b>4</b>	<b>380</b>	<b>420</b>	<b>800</b>	<b>28</b>

**Total Contact Hours = 30**

**Total Marks = 800**

**Total Credits = 30**

SEMESTER 2 <sup>nd</sup>		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-207	Business Environment and Ethics	4	-	-	40	60	100	4
MBAD1-208	Macro Economics	4	-	-	40	60	100	4
MREM0-101	Research Methodology	4	-	-	40	60	100	4
MBAD1-209	Production & Operations Management	4	-	-	40	60	100	4
MBAD1-210	Human Resource Management	4	-	-	40	60	100	4
MBAD1-211	Marketing Management	4	-	-	40	60	100	4
MBAD1-212	Financial Management	4	-	-	40	60	100	4
MBAD1-213	Minor Project- II	2	-	-	100	-	100	2
<b>Total</b>	<b>Theory = 7 Labs = 0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>380</b>	<b>420</b>	<b>800</b>	<b>30</b>

*\*Summer/Industrial Training for 6-8 weeks at the end of 2<sup>nd</sup> semester*

**MRSPTU MBA SYLLABUS 2016 BATCH ONWARDS**

SEMESTER 3 <sup>rd</sup>		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-314	Applied Operation Research	4	-	-	40	60	100	4
MBAD1-315	Corporate Legal Environment	4	-	-	40	60	100	4
MBAD1-316	Training Presentation	2	-	-	-	100	100	2
<b>FINANCE</b>								
MBAD1-356	Security Analysis & Portfolio Management	4	-	-	40	60	100	4
<b>FINANCE (Departmental Electives) - Select Any Two Subjects</b>								
MBAD1-357	Financial Statement Analysis & Valuation	4	-	-	40	60	100	4
MBAD1-358	Strategic Financial Management	4	-	-	40	60	100	4
MBAD1-359	Management Financial Services	4	-	-	40	60	100	4
<b>HR</b>								
MBAD1-360	Social Security & Labour Welfare	4	-	-	40	60	100	4
<b>HR (Departmental Electives) – Select Any Two Subjects</b>								
MBAD1-361	Training & Development	4	-	-	40	60	100	4
MBAD1-362	Industrial Psychology	4	-	-	40	60	100	4
MBAD1-363	Manpower Planning	4	-	-	40	60	100	4
<b>MARKETING</b>								
MBAD1-364	Consumer Behaviour	4	-	-	40	60	100	4
<b>MARKETING (Departmental Electives) – Select Any Two Subjects</b>								
MBAD1-365	Advertising Management	4	-	-	40	60	100	4
MBAD1-366	Product & Brand Management	4	-	-	40	60	100	4
MBAD1-367	Retail & Franchising Management	4	-	-	40	60	100	4
<b>Open Elective (Select any One Subject)</b>		3	-	-	40	60	100	3
<b>Total</b>	<b>Theory = 7 Labs = 2</b>	<b>17</b>	<b>0</b>	<b>-</b>	<b>240</b>	<b>460</b>	<b>700</b>	<b>25</b>

- *Students have to study three subjects from specializations.*
- *Students who opt **Super Specialization** will study one compulsory subject and two elective subjects*
- *Students who opt **Major and Minor** specialization will study one compulsory and one elective subject from Major Stream and one compulsory subject from Minor stream.*
- *It is Student who opt **Super Specialization** or **Major and Minor** they must have to study following compulsory subjects in Third Semester*

Super specialization/Major/Minor	Subject
Finance	Security Analysis & Portfolio Management
HR	Social Security & Labour Law
Marketing	Consumer Behaviour

**MRSPTU MBA SYLLABUS 2016 BATCH ONWARDS**

SEMESTER 4 <sup>th</sup>		Contact Hrs			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-417	Strategic Management	4	-	-	40	60	100	4
MBAD1-418	Entrepreneurship and Managing Small Medium Businesses	4	-	-	40	60	100	4
MBAD1-419	Research Thesis	4	-	-	-	100	100	4
<b>FINANCE</b>								
MBAD1-468	International Finance	4	-	-	40	60	100	4
<b>FINANCE (Departmental Electives) - Select Any Two Subjects</b>								
MBAD1-469	Investment Banking & Corporate Restructuring	4	-	-	40	60	100	4
MBAD1-470	Derivatives	4	-	-	40	60	100	4
MBAD1-471	Banking Operations & Risk Management	4	-	-	40	60	100	4
<b>HR</b>								
MBAD1-472	Organization Development	4	-	-	40	60	100	4
<b>HR (Departmental Electives) – Select Any Two Subjects</b>								
MBAD1-473	International Human Resource Management	4	-	-	40	60	100	4
MBAD1-474	Industrial Relation & Labour Law	4	-	-	40	60	100	4
MBAD1-475	Leadership & People Management	4	-	-	40	60	100	4
<b>MARKETING</b>								
MBAD1-476	Services Marketing	4	-	-	40	60	100	4
<b>MARKETING (Departmental Electives) – Select Any Two Subjects</b>								
MBAD1-477	Customer Relationship Management	4	-	-	40	60	100	4
MBAD1-478	International Marketing	4	-	-	40	60	100	4
MBAD1-479	Sales & Distribution Management	4	-	-	40	60	100	4
<b>Open Elective (Select any One Subject)</b>		3	-	-	40	60	100	3
<b>Total</b>	<b>Theory = 7 Labs = 2</b>	<b>26</b>	<b>0</b>	<b>2</b>	<b>240</b>	<b>460</b>	<b>700</b>	<b>27</b>

- *Students have to study three subjects from specializations.*
- *Students who opt **Super Specialization** will study one compulsory subject and two elective subjects*
- *Students who opt **Major and Minor** specialization will study one compulsory and one elective subject from Major Stream and one compulsory subject from Minor stream.*
- *It is Student who opt Super Specialization or Major and Minor they must have to study following compulsory subjects in Fourth Semester*

Super specialization/Major/Minor	Subject
Finance	International Finance
HR	International Human Resource Management
Marketing	Services Marketing

**Overall**

Semester	Marks	Credits
1 <sup>st</sup>	800	28
2 <sup>nd</sup>	800	30
3 <sup>rd</sup>	700	25
4 <sup>th</sup>	700	27
<b>Total</b>	<b>1600</b>	<b>110</b>

**PRINCIPLES & PRACTICES OF MANAGEMENT**

Subject Code: MBAD1-101

L T P C  
4 0 0 4

Duration: 45 Hrs.

**Learning Objectives:** This course aims to provide a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

**UNIT-I (13 Hrs.)**

**Introduction to Management:** Definition, Nature, Significance and Scope. Functions of Manager, An Overview of Management Functions. Is managing a science or art? Evolution of Management Thought: Classical Approach, Scientific Management, General Administrative Theory, Quantitative Approach, Behavioural Approach, System approach and Contingency approach.

**UNIT-II (15 Hrs.)**

**Planning and Decision Making:** Types of Plans and Process of Planning, Nature of Objectives, Setting Objectives. Importance and Steps in Decision Making, Types of Decision and Decision Making Under Different Conditions. Group Decision Making. Decision Making Styles

**Organizing:** Nature and Significance, Process of Organizing, Bases of Departmentation, Delegation and Decentralization, Line & Staff relationship

**Delegation:** Concept and Elements. Authority, Responsibility, Accountability

**Span of Management:** Factors Determining Effective Span-Situational Approach.

**UNIT-III (10 Hrs.)**

**Coordination:** Concept and Importance, Factors which Make Coordination Difficult, Techniques or Methods to Ensure Effective Coordination.

**Control:** Concept, Planning-Control Relationship, Process of Control, Human Response to Control, Dimensions or Types of Control, Traditional & Modern Techniques of Control

**UNIT-IV (8 Hrs.)**

**Management by Objectives:** Concept, Process, Benefits and Weaknesses, Comparative Study of Indian, Japanese and American Management Culture

**Current Trends in Management Practices:** Workforce Diversity, e-Business, Knowledge Management, Workplace Spirituality

**Learning Outcomes:** After completing the course student will be able to understand and explain the concept of management and its managerial perspective. It will equip students to map complex managerial aspect arise due to ground realities of an organization. They will Gain knowledge of contemporary issues in Management principles and various approaches to resolve those issues.

**Recommended Books**

1. Heinz Wehrich, Cannice & Koontz, 'Management (A Global Perspective)', Tata McGraw Hill.
2. Harold Koontz, and Heinz Wehrich, 'Essentials of Management: An international Perspective', Tata McGraw Hill.
3. Stephen Robbins & Mary Coulter, 'Management', Pearson Education.
4. V.S.P. Rao & V.H. Krishna, 'Management', Excel Books.
5. P. Subba Rao, 'Principles of Management', Himalaya Publishing.

**ORGANIZATION BEHAVIOUR**

**Subject Code: MBAD1-102**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario. The course must be taught using case study method.

**UNIT-I (10 Hrs.)**

**Organizational Behaviour:** Concepts, Theories and organization aspects of OB, Contributing Disciplines to OB, challenges and opportunities for OB. Foundations of Individual Behaviour: Biographical Characteristics, Learning, Theories of Learning, Attitudes, Attitude Change, Values & Beliefs, Prejudices

**Personality:** Determinants of Personality, Perception, Attribution Theory, Person's Perception.

**UNIT-II (12 Hrs.)**

**Motivation:** Definition & Process, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept.

**Job Satisfaction:** Nature & Significance of Job satisfaction.

**Leadership:** Nature Significance & Theories; Leadership Effectiveness Model; Leadership in Indian Culture; Leadership Traits & Skills; Behavioural Styles in Leadership. Transactional Analysis, Life Position, Johari Window Model.

**UNIT-III (13 Hrs.)**

**Foundations of Group Behaviour:** Nature & Concept of Group Formation, Stages of Group Formation, Theories of Group Formation. Teams, Difference between Group & Team.

**Group Decision Making:** Meaning & Nature, Decision Making Process; Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making; Group Size & Decision Making; Consensus Decision Making in Groups.

**Conflict Management:** Definition of Conflict, Transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.

**UNIT-IV (10 Hrs.)**

**Organizational Change & Development:** Meaning & Definition, Change Agents, Change Models, Resistance to Change. Power and Politics in Organization: Nature & Concepts, Sources & Types of Power, Techniques of Politics. Stress Management: Meaning and Concept of Stress, Stress in Organizations, Strategies to Overcome Stress.

**Learning Outcomes:** After studying this course the students will equip with ability to Identify, explore and examine factors impinge on individual and group behaviour in organizations in the new millennium; explain the terminology associated with organizational behaviour. Incorporate and apply the predominant organizational behaviour theories to gain knowledge of contemporary issues in organizational behaviour and frameworks to work with real life organizational issues concerned with Human Behaviour at work place.

**Recommended Books**

1. Robbins, 'Organization Behavior', Pearson Education.
2. Luthans, 'Organization Behavior', Tata McGraw Hill.
3. Hersey, 'Management of Organizational Behaviour', Prentice Hall India.
4. Aswathappa, 'Organization Behaviour', Himalaya Publications.
5. L.M. Prasad, 'Organisation Behaviour', Sultan Chand.
6. Parikh, Gupta, 'Organisational Behaviour', Tata McGraw Hill.

**ACCOUNTING FOR MANAGEMENT**

**Subject code – MBAD1-103**

**L T P C  
4 0 0 4**

**Duration – 45 Hrs.**

**Learning Objectives:** This course aims to acquaint the students regarding various accounting concepts and its application in managerial decision making. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analysing financial statements.

**UNIT–I (12 Hrs.)**

Accounting as an Information System, Concepts, Convention and Principles of Accounting, Role of Accountant in an Organization, Branches of Accounting: Financial, Cost and Management Accounting and Their Inter-Relationships, Introduction of Accounting Standards. Exposure to Format of Schedule VI of Banking, Insurance and Public Limited Companies

**UNIT–II (11 Hrs.)**

Financial Analysis: Concepts and Objectives, Tools of Financial Analysis: Trend Analysis, Common Size Statements and Comparative Statements. Introduction to Ratio Analysis, Fund Flow and Cash Flow Statements (With Additional Information)

**UNIT–III (14 Hrs.)**

Cost Accounting: Meaning, Scope and Classification of Costs, Absorption Costing, Marginal Costing. Introduction to Break Even Analysis, Use of Cost-Data in Managerial Decision-Making with Special Reference to Pricing and Make or Buy Decisions, Introduction to Standard Costing including Variance Analysis: Materials and Labour Variances. Cost Control Techniques-Preparation of Budgets and Their Control, Zero Base Budgeting

**UNIT –IV (8 Hrs.)**

Introduction to Recent Developments in Cost Management: Price Level Accounting, Human Resource Accounting, Transfer Pricing, Target Costing, Kaizen Costing, Activity Based Costing and Life Cycle Costing

**Learning Outcomes:** After completing the subject students will be able to analyse a company's financial statements and come to a reasoned conclusion about the financial situation of the company. Students will also learn how to use the accounting and business terminology.

**Recommended Books**

1. Garrison, 'Managerial Accounting', Tata McGraw.
2. Ramchandran, 'Financial Accounting for Management', Tata McGraw.
3. Maheshwari, 'Financial Accounting', Vikas Publishing.
4. Khan and Jain, 'Management Accounting', Tata McGraw.
5. Jawahar Lal, 'Accounting for Management', Himalaya Publishing.
6. J. Madegowda, 'Accounting for Managers', Himalaya Publishing.

**QUANTITATIVE TECHNIQUES**

**Subject Code – MBAD1-104**

**L T P C  
4 0 0 4**

**Duration – 45 Hrs.**

**Learning Objectives:** Statistical methods are applied in all functional areas of business: accounting, finance, management and marketing. The main objective of the course is to enable students to understand the role and importance of Statistics in improving managerial decisions.

**UNIT-I (12 Hrs.)**

**Statistics:** An Overview- Concept, Significance and Limitations, Importance and Scope of Statistics in Decision Making, Especially in Business Management, Identification of Problem, Review of Literature, Distribution of Data - Normal Distribution

**Measure of Central Tendency:** Objectives of Averaging, Requisites of Measure of Central Tendency, Mathematical Averages – Arithmetic Mean (Simple and Weighted), Geometric Mean, Harmonic Mean, Averages of Position-Median and Mode, Partition Values- Quartiles, Deciles and Percentiles, Relationship Between Mean, Median and Mode, Comparison Between Measures of Central Tendency

**Measure of Dispersion:** Significance of Measuring Dispersion (Variation), Classification of Measure of Dispersion, Dispersion Measures- Range and Inter Quartile Range or Deviation. Average Deviation Measures- Mean Absolute Deviation, Variance and Standard Deviation, Chebyshev's Theorem, Coefficient of Variation, Skewness, Moments and Kurtosis: Measures of Skewness, Moments: about Mean, Arbitrary Point, Zero or Origin. Measures of Kurtosis.

**UNIT-II (11 Hrs.)**

**Correlation:** Significance, Types, Methods of Correlation Analysis: Scatter Diagrams, Graphic Method, Karl Pearson's Correlation Co-efficient, Rank Correlation Coefficient, Properties of Correlation, Karl Pearson's Co-efficient of Correlation and Rank Correlation

**Regression:** Concept of Regression and The Difference between Correlation and Regression, Lines and Equations of Regression. Regression as a Predicting Tool

**Time Series Analysis:** Components of a Time Series, Determination of Secular Trend and Seasonal Variations in Business Data, Least Squares Method as a Tool for Forecasting.

**UNIT-III (12 Hrs.)**

**Index Numbers:** Different Methods of Constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers, Problems of Reversibility in Index Numbers

**Probability:** Definition, Types of Probability, Classical Approach, Relative Frequency and Subjective Approach to Probability, Theorems of Probability, Addition, Multiplication and Bays Theorem and Its Application Probability Distribution Function, Cumulative Probability Distribution Function, Expected Value and Variance of a Random Variable

**Discrete Probability Distribution:** Binomial Distribution and Poisson Distribution

**Continuous Probability Distribution:** Approximation of Binomial and Poisson Distribution of Normal Distribution

**UNIT-IV (10 Hrs.)**

**Sampling:** Concepts of Census and Sampling, Types of Sampling – Probability and Non Probability Sampling Central Limit Theorem, Determination of Sample Size and Sample Error.

**Hypotheses Design:** Formulation of Null and Alternative Hypothesis, Level of Significance. Concept of Standard Error of Mean, Confidence Limits

**Hypotheses Testing:** Type I and Type II Errors, Student's 'T' Test in Small Samples, Z-Test, Chi-Square Test, Analysis of Variance (Numerical Using Statistical Tables).

**Course Outcomes:** Student will be able to understand the measurement systems variability, control processes (as in statistical process control or SPC), for summarizing data, and to make data-driven decisions.

**Recommended Books**

1. Levin & Rubin, 'Statistics for Management', Prentice Hall.
2. Beri, 'Business Statistics', Tata McGraw Hill.
3. Croucher, 'Statistics: Making Business Decisions', Tata McGraw Hill.
4. Gupta & Gupta, 'An Introduction to Statistical Methods', Vikas Publications.
5. S.P. Gupta, 'Statistical Methods', Sultan Chand.
6. C.R. Reddy, 'Quantitative Techniques for Management Decisions', Himalaya Publishing.

**MANAGERIAL ECONOMICS**

**Subject Code: MBAD1-105**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** This course is intended to make students understand various social, political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

**UNIT-I (11 Hrs.)**

**Managerial Economics:** Meaning, Nature, Scope & Relationship with Other Disciplines, Role of Managerial Economics in Decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept

**Marginal Analysis:** Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility.

**Indifference Curve Analysis:** Meaning Assumptions Properties, Consumer Equilibrium and its Application.

**UNIT-II (12 Hrs.)**

**Demand Analysis:** Law of Demand: Meaning, Determinants, Exceptions, Bandwagon and Snob Effects, Demand Function, Application of Demand Analysis in Managerial Decision Making. Elasticity of Demand: Meaning, Types & Degree of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining the Elasticity of Demand, Demand Forecasting: Importance, Scope, Techniques of Forecasting.

**UNIT-III (12 Hrs.)**

**Theory of Production:** Production Function, Short Run and Long Run Production, Analysis, Isoquants, Optimal Combination of Inputs, Application in Managerial Decision Making. Theory of Cost - Cost Analysis: Cost Concepts and Determinants of Cost, Traditional and Modern Theory of Cost: Long Run and Short Run, Economy of Scale, Revenue Curve.

**UNIT-IV (10 Hrs.)**

**Market Structure:** Price Output Decision Under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making. Behaviour of Firms and Game Theory: Nash Equilibrium, Prisoner's Dilemma.

**Learning Outcomes:** After studying the subject the students will be able to understand and explain the concept of economics and its managerial perspective including the real insight of the consumer's economic behaviour leading them to estimate the demand for the new product as well as changes in the existing products.

**Recommended Books**

1. Peterson and Lewis, 'Managerial Economic', Prentice Hall of India.
2. Froeb, 'Managerial Economics', Cengage Learning.
3. Geetika, 'Managerial Economics', Tata McGraw Hills.
4. K.K. Dewett, 'Modern Economic Theory', S. Chand Publication.
5. D.M. Mithani, 'Managerial Economics Theory and Applications', Himalaya Publication
6. D.N. Dwivedi, 'Managerial Economic', Vikas Publications.

**BUSINESS COMMUNICATIONS**

**Subject Code: MHUM0-104**

**L T P C  
2 0 2 3**

**Duration: 28 Hrs.**

**Learning Objectives:** This course is designed to give students a comprehensive view of communication, its scope and importance in business, the role of communication in establishing a favourable image of the organization. The aim is to develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business



operations. This course will make student conversant with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

**UNIT- I (7 Hrs.)**

**Introduction to Communication:** Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication. Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model)

**Written Communication:** Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments

**UNIT –II (7 Hrs.)**

**Developing Reading Skills:** Identify the Purpose of Reading, Factors Effecting Reading, Learning How to Think and Read, Developing Effective Reading Habits, Reading Tactics and Strategies: Training Eye and Training Mind (SQ3R)

**Developing Listening Skills:** Importance, Purpose of Listening, Art of Listening, Factors Affecting Listening, Components of Effective Listening, Process of Listening, Principles and Barriers to Listening, Activities to Improve Listening

**UNIT- III (7 Hrs.)**

**Oral Communication:** Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Group Communication Through Committees, Preparing and Holding Meetings, Overcoming Stage Fright, Ambiguity Avoidance.

**Departmental Communication:** Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release

**Report Writing:** Structure, Types, Formats, Drafting of Various Types of Report. Nonverbal – Features, Understanding of Body Language, Posture, Gestures. Influences on Communication: Social Influences, Culture and Communication, Few Guidelines for Better Multicultural Communication, Business Etiquettes and Communication.

**UNIT- IV (7 Hrs.)**

**Group Discussion:** Nature, Uses and Importance, Guidelines for GD Presentations: How to Make Effective Presentations, Four P" S of Presentation, Structuring, Rehearsing and Delivery Methods.

**Resume Writing:** Planning, Organizing Contents, Layout, Guidelines for Good Resume. Interviews: Preparation Techniques, Frequently Asked Questions about How to Face an Interview Board, Proper Body Posture, projecting a Positive Image, steps to Succeed in Interviews, Practice Mock Interview in Classrooms.

**The Case Method of Learning:** Dimensions of a Case, Case Discussion, Usefulness of The Case Method, Training of Managers, Use The Case Method. Report Writing: Structure, Types, Formats, Preparations and Presentation.

**Learning Outcomes:** After studying this course the students will enable to:

- Know the dynamics of communication in the business world
- Practice the different tools of communication
- Enable them to speak effectively suited to the situation
- Improve their competence in English

**Recommended Books**

1. Lesikar, Petit & Flatley, 'Lesikar's Basic Business Communication', Tata McGraw Hill.
2. Raman Meenakshi 'Prakash Singh, Business Communication', Oxford University Press.
3. Rizvi Ashraf, 'Effective Technical Communication', Tata McGraw Hill.

4. Krizan, Buddy, 'Merrier, Effective Business Communication', Cengage Learning.
5. Diwan & Aggarwal, 'Business Communication', Excel.
6. Baugh, Frayer & Thomas, 'How to Write First Class Business Correspondence, Viva Book'.
7. Taylor, 'English Conversion Practice', Tata McGraw Hill.
8. Devaraj, 'Executive Communication', Tata McGraw Hill.
9. Ober, 'Effective Bossiness Communication', Cengage Learning.

### COMPUTER APPLICATIONS IN BUSINESS

Subject Code: MCAPO-191

L T P C  
2 0 2 1

Duration: 28 Hrs.

**Learning Objectives:** The objective of this course is to provide an insight into basic features of computer systems and their applications in Managerial Decision Making. It also provides technical framework to students for understanding the emerging world of e-Business.

#### UNIT-I (7 Hrs.)

**Introduction to Computers:** Types of Computers, Storage Devices and Memories, Input/Output Devices. Introduction to Software, Types of software – Software, its Nature and Qualities

**Operating System:** Types of Operating System, WINDOWS XP: Basic Operations, Utilities and features.

#### UNIT-II (7 Hrs.)

**MS Applications:** MS Word – Basics, Formatting text and Documents, Mail Merge, Macros  
**MS Excel** – Introduction, creating a List, Graphs and Charts, Sorting, Filtering Data, Pivot Tables, Freezing Panes and Basic Formulae in Excel

**MS PowerPoint** – Basics, Creating Effective Presentation, Animations and Templates

#### UNIT-III (7 Hrs.)

**Internet and E-Business:** Introduction to internet and its applications, Intranet and Extranet, World Wide Web, Internet Applications. E – business - E-Business framework, Infrastructure for E-Business, E - Shopping, Electronic Data Interchange.

#### UNIT-IV (7 Hrs.)

**Computer Networks and Security:** Overview of a Network, Types of Network, Network Topologies, Firewall, Cryptography, Public Key and Private Key Cryptography, Digital Signatures.

**Course Outcomes:** Students will able to understand the concepts of computer and various software related to it. The use of MS Office (Excel, Access & Power point) helps in different type of analysis and projection of reports related to the business management. The software helps in planning & coordinating the supply chain of the company.

#### Recommended Books

1. Rainer and Potter, 'Introduction to Information Technology', John Wiley and Sons.
2. Roger Jennings, 'Microsoft Access 2010', Pearson Education.
3. Forouzan, 'Basics of Computer Science', Cengage Learning.
4. Joseph Brady & Ellen F Monk, 'Problem Solving Cases in Microsoft', Excel Thomson Learning.
5. K. Saini & Pradeep Kumar, 'Computer Applications in Management', Anmol Publications.
6. Deepak Bharihoke, 'Fundamentals of Information Technology', Excel Books.

**MINOR PROJECT - I**

**Subject Code – MBAD1- 106**

**L T P C  
2 0 0 2**

- The students will have to formulate a problem related to any business area and write a review the literature of at least 20 studies related to the problem in a proper format.
- The students will have to submit the report and a presentation on the report of 15-20 minute is mandatory.

**BUSINESS ENVIRONMENT AND ETHICS**

**Subject Code: MBAD1-207**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** Well thought-out decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at exposing the students to the corporate business environment forces that may affect their future decision making.

**UNIT-I (13 Hrs.)**

**Overview of Business Environment:** Definition, Components, Nature and Significance of Business Environment

**Types of Business Environment:** Internal and External, Process of Environmental Scanning. Need to Scan the Business Environment and Techniques of Scanning the Business Environment.

**Political Environment:** Relation between Business and Government of India. Constitutional Provisions Related to Business, Concept of State Intervention in Business, Ideology of Different Political Parties, Bureaucracy and Indian Business.

**Three Political Institutions:** Legislature, Executive and Judiciary.

**UNIT-II (12 Hrs.)**

**Economic Environment:** Planning, Industrial Policy. Legal Environment: Company Regulatory Legislations in India, FEMA, Latest EXIM Policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005.

**Technological Environment:** Impact of Technology on Business, Problem of Transfer of Technology, Social Issues Related with Technology and Their Relevance for Business

**UNIT-III (10 Hrs.)**

**Current Scenario of Business Environment in India:** Impact of Liberalization and Privatization on Indian Economy. Globalization Trend

**Global Trade:** Nature & Operations of Multilateral Economic Institutions - World Bank, WTO & IMF and Their Impact on Indian Business Environment

**UNIT-IV (10 Hrs.)**

**Corporate Governance & Ethical Issues:** Corporate Governance, Corporate Social Responsibility, Meaning, Nature and Scope of Business Ethics, Ethical Principles, Ethics and Market Practices, Ethics and Government, Ethics and Social Environment, Indian Management Thoughts, Freedom of Conscience, Work Life Balance.

**Course Outcomes:** After completion of the subject the students will be familiarized with the nature of business environment and its components. The subject contents facilitate the students to develop conceptual framework of business environment and generate interest in international business.

**Recommended Books**

1. Manuel G. Velasquez, 'Business Ethics', Pearson Education.
2. Sheikh Saleem, 'Business Environment', Pearson Education.

3. Frances Cherunilam, 'Business Environment', Himalaya Publishing House.
4. K. Aswathapa, 'Business Environment', Tata McGraw Hill.
5. Biswanath Ghosh, 'Ethics in Management and Indian Ethos', Vikas Publication.

### MACRO ECONOMICS

Subject Code: MBAD1-208

L T P C  
4 0 0 4

Duration: 45 Hrs.

**Learning Objective:** This course will teach students the basic tools of macroeconomics and apply them to real world economic policy. The goals of the course are for students to understand how to evaluate macroeconomic conditions, understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions.

#### UNIT-I (11 Hrs.)

**Nature of Macro-Economic System;** Role of Macro Economics for Managerial Decision Making Circular Flow of Income; **National Income:** Concepts and Measurement, Keynesian Theory of Income Determination, Consumption Function, Keynes' Psychological Law of Consumption, Income-Consumption Relationship: Relative Income, Life Cycle and Permanent Income Hypothesis.

#### UNIT-II (10 Hrs.)

Saving and Investment Functions; Marginal Efficiency of Capital; Multiplier, Accelerator and Investment Behaviour, Balance of Payment and Exchange Rate Determination Applications: India's Experience with Exchange Rate, Impact of Fluctuations in Exchange Rate on Export, Import and Growth of Domestic Industry

#### UNIT-III (10 Hrs.)

**Introduction to Demand and Supply of Money:** Motive for Holding Money; Liquidity Preference

**Inflation and Unemployment:** Concepts of Inflation-Demand Pull and Cost Push; Introduction to Philips Curve as Relation Between Inflation and Unemployment.

**Business Cycle:** Features and Phases, Effects and Control.

#### UNIT-IV (14 Hrs.)

**Macro-Economic Policy:** Understanding of Macroeconomic Stabilization and Structural Reforms. Central Banking Operations and Aspects of Monetary Management; Growth and Stabilization Effects of Monetary Policy Operations; Nature and Components of Fiscal Policy; Fiscal Policy Operations for Macro-Economic Growth and Stabilization; Fiscal Deficit and Its Management; Public Debt Operations and Their Impact, Co-Ordination of Fiscal and Monetary Policies for Effective Macro-Management; Corporate Adjustments to Monetary and Fiscal Variations.

**Learning Outcomes:** Upon successful completion of the course, the student should be able to demonstrate a basic understanding of news relating to the economy as a whole, the economic implications of changes in government fiscal or monetary policy; how interest rates are determined and the role of interest rates in personal and corporate decision-making; and critically apply economic concepts when participating as a citizen in a democratic society. In particular, the students should be able to calculate equilibrium national income levels, calculate and use various multipliers, convert nominal values to real values.

#### Recommended Books

1. Olivier Blanchard, 'Macroeconomics Updated Englewood Cliffs', 5<sup>th</sup> Edn., Prentice Hall, 2011.
2. Dimand, W. Robert, N. Durlauf, Steven, E. Blume, Lawrence, eds. 'Macroeconomics, Origins and History', **2008**.

3. D.N. Dwivedi, 'Macroeconomics: Theory and Policy', Tata McGraw-Hill, New Delhi, 2001.
4. John Bouman, 'Principles of Macroeconomics – Free Fully Comprehensive Principles of Microeconomics and Macroeconomics Texts'.

**RESEARCH METHODOLOGY**

**Subject Code – MREM0-101**

**L T P C  
4 0 0 4**

**Duration – 45 Hrs.**

**UNIT-I (11 Hrs.)**

**Introduction to Research:** Meaning, Definition, Objective and Process

**Research Design:** Meaning, Types - Historical, Descriptive, Exploratory and Experimental

**Research Problem:** Necessity of Defined Problem, Problem Formulation, Understanding of Problem, Review of Literature

**Design of Experiment:** Basic Principal of Experimental Design, Randomized Block, Completely Randomized Block, Latin Square, Factorial Design.

**Hypothesis:** Types, Formulation of Hypothesis, Feasibility, Preparation and Presentation of Research Proposal

**UNIT-II (10 Hrs.)**

**Sources of Data:** Primary and Secondary, Validation of Data

**Data Collection Methods:** Questionnaire Designing, Construction

**Sampling Design & Techniques –** Probability Sampling and Non Probability Sampling

**Scaling Techniques:** Meaning & Types

**Reliability:** Test – Retest Reliability, Alternative Form Reliability, Internal Comparison Reliability and Scorer Reliability

**Validity:** Content Validity, Criterion Related Validity and Construct Validity

**UNIT-III (13 Hrs.)**

**Data Process Operations:** Editing, Sorting, Coding, Classification and Tabulation

**Analysis of Data:** Statistical Measure and Their Significance, Central Tendency, Dispersion, Correlation: Linear and Partial, Regression: Simple and Multiple Regression, Skewness, Time series Analysis, Index Number

**Testing of Hypothesis:** T-test, Z- test, Chi Square, F-test, ANOVA

**UNIT – IV (11 Hrs.)**

**Multivariate Analysis:** Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi-Dimensional Scaling

**Report Writing:** Essentials of Report Writing, Report Format

**Statistical Software:** Application of Statistical Soft wares like SPSS, MS Excel, Mini Tab or MATLAB Software in Data Analysis

*\*Each Student has to Prepare Mini Research Project on Topic/ Area of their Choice and Make Presentation. The Report Should Consists of Applications of Tests and Techniques Mentioned in The Above UNITs*

**Recommended Books**

1. R.I. Levin and D.S. Rubin, 'Statistics for Management', 7<sup>th</sup> Edn., Pearson Education, New Delhi.
2. N.K. Malhotra, 'Marketing Research–An Applied Orientation', 4<sup>th</sup> Edn., Pearson Education, New Delhi.
3. Donald Cooper, 'Business Research Methods', Tata McGraw Hill, New Delhi.
4. Sadhu Singh, 'Research Methodology in Social Sciences', Himalaya Publishers.
5. Darren George & Paul Mallery, 'SPSS for Windows Step by Step', Pearson Education New Delhi.

6. C.R. Kothari, 'Research Methodology Methods & Techniques', 2<sup>nd</sup> Edn.. New Age International Publishers.

**PRODUCTIONS & OPERATIONS MANAGEMENT**

**Subject Code: MBAD1 - 209**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

**UNIT- I (12 Hrs.)**

**Operations Management:** Concept, Functions. Transformation Process Model: Inputs, Process and Outputs; Classification of Operations; Responsibilities of Operations Manager, Contribution of Henryford, Deming, Crosby, Taguchi. Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques. Product Design and Development – Product Design and Its Characteristics, Product Development Process (Technical), Product Development Techniques. Process Selection- Project, Job, Batch, Mass and Process Types of Production Systems, Operations Management in Corporate Profitability and Competitiveness

**UNIT- II (10 Hrs.)**

**Facility Layout:** Objectives, Advantages, Basic Types of Layouts, Problems in Facility Layout.

**Production Planning & Control (PPC):** Concepts, Objectives and Functions, Work study – Productivity: Method study; Work measurement.

**Capacity Planning:** Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

**UNIT- III (13 Hrs.)**

**Quality Management:** Introduction, Meaning, Quality Characteristics of Goods and Services, Jurans' Quality Trilogy, Deming's 14 Principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application.

**Acceptance Sampling:** Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk,

**Control Charts for Variables:** Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

**UNIT- IV (10 Hrs.)**

**JIT and Lean Production System:** JIT Approach, Implementation requirements, Services, Kanban System. Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis, Logistics and Franchising.

**Purchasing Management:** Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

**Course Outcomes:** After studying this course, the students learn the role of operations on achieving various competitive capabilities. The students also learn how to help an organization in improving productivity and meeting customer's competitive capabilities.

**Recommended Books**

1. Buffa & Sarin, 'Modern Production/Operations Management', 8<sup>th</sup> Edn., John Wiley.
2. Chary, 'Production and Operations Management', Tata McGraw-Hill.
3. Krajewski & Ritzman, 'Operations Management', 5<sup>th</sup> Edn., Pearson Education.

4. Adam and Eben, 'Production & Operations', 5<sup>th</sup> Edn., Prentice Hall.

**HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBAD1- 210**

**L T P C**  
**4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The objective of the paper is to make student aware of the various functions and importance of the HR Department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

**UNIT-I (10 Hrs.)**

**Human Resources Management:** Meaning, Scope, Objective, Functions, Roles and Importance. Interaction with other Functional Areas, HRM & HRD – A Comparative Analysis, Human Resource Management practices in India.

**Human Resource Planning:** Concept, Process, Importance and Methods. Human Resource Information System

**Job Analysis:** Job Description, Job Specification. Job Evaluation – Concepts and Methods

**UNIT-II (10 Hrs.)**

**Recruitment & Selection:** Concept, Process & Methods of Recruitment & Selections. Induction & Placement

**Training & Development:** Concept and Methods, Difference between Training & Development, Aligning Training to Business Needs, Future of Training & development. Career Planning, Coaching & Mentoring

**Internal Mobility:** Promotion, Transfer, Demotion, Separation

**UNIT-III (13 Hrs.)**

**Performance Appraisal:** Concept, Methods and Issues in Performance Appraisal, Potential Appraisal. **Compensation Management- Wage & Salary Administration:** Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits.

**Quality of Work Life (QWL):** Concept, Development, Various Approaches and Techniques for improving QWL. Job Stress, Counselling and Monitoring, Job Satisfaction, Morale and productivity

**UNIT IV (12 Hrs.)**

**Industrial Relations:** Concept, Importance and Difference between HR and IR.

**Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, Negotiations Skills and Strategies, Participative Management

**Employee Grievances and Their Resolution:** Model for Grievance Resolution Procedure.

**Quality Circles:** Concept, Structure and Role of Management, Quality Circle in India, HR Audit, Contemporary Issues in HRM.

**Learning Outcome:** After completing this course the students should be able to understand the concepts, principles and processes of HRM, understand the crucial role that HRM plays in helping organizations all over the world adapt to the endless change today.

**Recommended Books**

1. Edwin B. Flippo, 'Personal Management', Tata McGraw Hill.
2. Bohlander, 'Snell & Vohra, Human Resource Management', Cengage Learning.
3. Gary Dessler, 'Human Resource Management', McMillan.
4. V.S.P. Rao, 'Human Resource Management', Excel Books.
5. C.B. Memoria, 'Personnel Management,' Himalaya Publications.
6. T.N. Chhabra, 'Human Resource Management', Dhanpat Rai & Sons.

7. C.B. Gupta, 'Human Resource Management', Sultan Chand and Sons.
8. R.S. Dwivedi, 'HRD in India Companies', Himalaya Publications.

**MARKETING MANAGEMENT**

**Subject Code: MBAD1-211**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

**UNIT-I (12 Hrs.)**

**Understanding Marketing and Consumers:** Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect of Liberalization and Globalization, Creating Customer Value. **Analysing Marketing Environment:** Micro, Macro **Corporate Strategic Planning:** Defining Role Marketing Strategies, Marketing Planning Process.

**Marketing Information System:** Concept and Components

**Consumer Behaviour:** Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour.

**UNIT-II (12 Hrs.)**

**Creating and Managing Product:** Market Segmentation & Targeting, Differentiation & Positioning, Competitors Analysis

**Product Decisions:** Product Mix, Packaging and Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies

**Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

**UNIT-III (11 Hrs.)**

**Delivering and Promoting Product - Supply Chain Decisions:** Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain.

**Promotion Decisions:** Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing.

**Personal Selling:** Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.

**UNIT-IV (10 Hrs.)**

**Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing,

**E-Commerce:** Marketing in The Digital Age

**Note: Relevant Case Studies should be discussed in class.**

**Learning Outcomes:** This course will equip students to review marketing issues with respect to understand basic concepts of Marketing, understand target segmentation and consumer decision making design of products that meet consumer needs understand pricing, channels of distribution understand marketing communication.

**Recommended Books**

1. Ramaswamy & Namakumari, 'Marketing Management', McMillan.



2. Etzel, Walker, Stanton and Pandit, 'Marketing Management', Tata McGraw-Hill,
3. Kurtz & Boone, 'Principles of Marketing', Cengage Learning
4. Kotler & Koshy, 'Marketing Management', Pearsons Education.
5. Kotler & Armstrong, 'Principles of Marketing', Prentice Hall.
6. Biplab S. Bose, 'Marketing Management', Himalaya Publications.

### FINANCIAL MANAGEMENT

Subject Code: MBAD1-212

L T P C

Duration: 45 Hrs.

4 0 0 4

**Learning Objectives:** To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations. Problem-solving methodology will be used to illustrate the theories and tools in financial decision making.

#### UNIT-I (12 Hrs.)

Nature, Scope and Objectives of Financial Management, Profit Maximization Vs Wealth Maximization, Financial Planning, Forms of Business Organization, Role of Financial Manager

**Financing Decision:** Cost of Capital, Computation of Cost of Equity, Debt and Quasi Capital, Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure, Liquidity Ratios

**Capital Structure Theories:** Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Model (MM), Criticisms of MM Models, Financial Distress & Agency Cost, Asymmetric Information Theory.

**Capital Structure Policy:** Determinants of Capital Structure Decision, Approach to Estimating the Target Capital Structure, Variations in Capital Structures, EBIT / EPS Analysis and ROI / ROE Analysis, Profitability Ratios

#### UNIT-II (12 Hrs.)

**Leverage:** Measuring and Analysing the Implications of Leverage - Operating Leverage, Financial Leverage and Combined Leverage CVP analysis, PV Chart and Break Even Analysis for business decisions, Leverage Ratios

**Investment Decision:** Nature and Significance of Investment Decision, Time Value of Money - Future Value of a Single Cash Flow, Annuity, Present Value of a Single Cash Flow, Annuity, Present Value of an Uneven Cash Flow, Multi -Period Compounding

**Capital Budgeting:** Process and Techniques, Discounted and Non-Discounted Methods (Pay Back, ARR, NPV, IRR, Benefit Cost Ratio)

**Introduction Risk and Return:** Risk and Return Concepts, Risk in a Portfolio Context, Relationship between Risk and Return Model - CAPM, APT, (with numerical problems), Certainty Equivalent Factor, Capital Rationing

#### UNIT-III (11 Hrs.)

**Dividend Decisions:** Meaning and Significance of Dividend, Dividend Models: Traditional Model, Walter Model, Gordon Model, Miller-Modigliani Position, Rational Expectations Mode, Determinants of Dividend, Bonus Shares, Stock Splits. Dividend Ratios, Dividend Capitalization Approach

**Working Capital Decision:** Meaning, Nature and Scope of Working Capital - Component of Working Capital – Factors affecting Working Capital, Working Capital Strategies, Working Capital Ratios, Operating cycle, Cash Management Models – Cash Budgeting– Inventory Management

**UNIT-IV (10 Hrs.)**

**Long Term Sources of Funds:** Equity share, Preference shares, Debentures, Bonds, Warrants, Venture capital and Ploughing back of profits

**Short Term Sources of Funds:** Commercial Paper, Certificate of Deposit, Treasury Bills

**Financial Markets:** Nature and Significance of Primary and Secondary Markets, Objectives and Functions, Stock Market Index Calculation, Venture Capital Financing, EVA

**Course Outcome:** After completing this course the students should be able to make optimum decisions pertaining to raising funds, making investments & managing the assets of a corporation, big or small, with an ultimate goal of creating value.

**Recommended Books**

1. Brigham, 'Financial Management: Text & Cases', Cengage Learning.
2. Brealy & Myres, 'Principles of Corporate Finance', Tata McGraw Hill.
3. J. John, 'Financial Decision Making: Concept, Problem & Cases', Prentice Hall.
4. I.M. Pandey, 'Financial Management', Vikas Publishers.
5. Khan & Jain, 'Financial Management', Tata McGraw Hill.

**MINOR PROJECT - II**

**Subject Code – MBAD1- 213**

**L T P C  
2 0 0 2**

- The students will have to submit a research report on the relevant management topic. The students may continue with minor Project-I or may select any other fresh topic.
- The report must contain an empirical based analysis with the help of statistical software like SPSS/MS Excel.
- The students will have to give presentation of 15-20 minutes on the research report.

**APPLIED OPERATION RESEARCH**

**Subject Code – MBAD1-314**

**L T P C  
4 0 0 4**

**Duration- 45 Hrs.**

**Learning Objectives:** Learning objectives of the syllabus are to acquaint the students with the knowledge of various tools and techniques which helps in optimal utilization the scarce resources of an organization.

**UNIT-I (12 Hrs.)**

**Decision-Making Environments:** Decision-Making Under Certainty, Uncertainty and Risk Situations; Uses of Decision Tree, Uses, Scope and Applications of Operation Research in **Managerial Decision-Making, Project Management:** Rules for Drawing the Network Diagram, Application of CPM and PERT Techniques in Project Planning and Control; Crashing and Resource Levelling of Operations Simulation and its Uses.

**UNIT-II (12 Hrs.)**

**Linear Programming:** Mathematical Formulations of LP Models for Product-Mix Problems; Graphical and Simplex Method of Solving LP Problems; Sensitivity Analysis; Transportation Problem: Various Method of Finding Initial Basic Feasible Solution and Optimal Cost Assignment Model: Algorithm and its Applications

**UNIT-III (10 Hrs.)**

**Game Theory:** Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Game -Sequencing Problem: Johnsons Algorithm for N Jobs and Two Machines, n Jobs and Three Machines, Two Jobs and M Machines Problems.

**UNIT-IV (11 Hrs.)**

**Queuing Theory:** Characteristics of M/M/I Queue Model; Application of Poisson and Exponential Distribution in Estimating Arrival Rate and Service Rate; Replacement Problem: Replacement of Assets that Deteriorate with Time, Replacement of Assets which fail suddenly.

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. Taha Hamdy, 'Operations Research: An Introduction', Prentice-Hall.
2. J.K. Sharma, 'Operations Research', Pearson Learning.
3. Vohra, 'Quantitative Techniques in Management', Tata McGraw-Hill.
4. Peter C. Bell, 'Management Science/ Operations Research', Vikas Publications.
5. Anand Sharma, 'Operations Research', Himalaya Publications.
6. Prasad, 'Operations Research', Cengage Learning.

**CORPORATE LEGAL ENVIRONMENT**

Subject Code – MBAD1- 315

L T P C  
4 0 0 4

Duration: 45 Hrs.

**LEARNING OBJECTIVES:** The Learning Objectives of this paper are to acquaint the students with the corporate legal framework prevalent in the country.

**UNIT-I (12 Hrs.)**

**Law of Contract:** Definition, Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. Introduction to the Concept of Agent and Different Types of Mercantile Agents Bailment and Pledge, Indemnity and Guarantee

**UNIT-II (12 Hrs.)**

**Sale of Goods Act:** Meaning, Formation of Contract, Meaning of Condition and Warranties. Difference between Transfer of Property and Possession, right of an Unpaid Seller, **Negotiable Instrument:** Bills of Exchange, Promissory Note, Cheque and Rules regarding the Crossing of Cheques. Dishonour of Cheques and Liability of Banker and Drawer, Law of Insurance: Fundamentals Elements of Insurance. Basic Features of Law

**UNIT-III (11 Hrs.)**

**Company Law:** Incorporation of Companies, Memorandum of Association and Articles of Association, Membership of a Company Prospectus, Issue of Capital, Loans, Investments, Deposits and Charges, Meetings, Accounts and Auditors, Provision with respect to appointment and removal of Director, Meeting, Winding up by Court.

**UNIT-IV (10 Hrs.)**

**Taxation:** Constitutional Framework of Taxation, Direct and Indirect Taxes, Basic Features of Central Excise, Customs, Central, State Sales Tax and VAT, GST

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. A.K. Majumdar and G.K. Kapoor, 'Company Law', Taxmann Publishers.
2. C.L. Bansal, 'Business Laws', Taxmann Publishers.
3. V.K. Singhania and K. Singhania, 'Direct Tax Laws and Practice', Taxmann Publishers.
4. Chawla, Garg and Sarin, 'Mercantile Law', Kalyani Publishers.
5. K.R. Bulchandani 'Law and Corporate Law' Himalya Publishing

**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Subject Code: MBAD1-356**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** To acquaint the students with the working of security market and principles of security analysis; and to develop the skills required for portfolio management so as to be able to judge the competitive position of firm in capital market to support investment decisions.

**UNIT-I**

**Introduction:** Concepts of Investment, Objectives of Investment, Various alternatives of Investments, Investment vs. Speculation.

**Primary Market:** Introduction, Structure and Functions. Investment Tools in Primary Market, SEBI guidelines for the Issuers in Primary Market.

**Secondary Market:** Introduction, Major players, Functions of Organised Stock Market, Role of SEBI with regards to Secondary Market, Various types of Stock Markets – Stock Exchanges, OTCEI and Depository, Security Trading Mechanism, Settlement Mechanism Roles and Functions of Various Players and Agencies in Secondary Market.

**Risk and Return:** Concept, Types, CAPM, APT and Multi – Factor Models.

**UNIT-II**

**Security Analysis:** Fundamental Analysis: International Environment: Global Economy Overview, Global Markets, Global Market and Indian Market Inter linkages

**Economic Analysis:** GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate, Unemployment, Individual Savings, Domestic Corporate Tax Rate, Balance of Trade.

**Industry Analysis:** Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle.

**Company Analysis:** Analysis of Financial Statements

**Technical Analysis:** Introduction, Basic Tenets of Dow Theory, Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of Charts – Line Chart, Bar Chart, Candle Stick Charts, Point & Figure Charts, Concept of Trend, Trend Lines: Support and Resistance, Breakouts, Stops, Retracement, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving Averages, Envelops and other Market Indicators

**UNIT-III**

**Portfolio Management:** Meaning, Importance and Approaches of Portfolio Management, Markowitz Portfolio Selection Model, Single Index Model, Portfolio Investment Process, Portfolio Analysis, Portfolio Evaluation, Sharpe Ratio, Treynor ratio, Jensen Measure or (Portfolio Alpha). and Revision Techniques. Impact on Inflation on Portfolio Investment, Market Efficiency and Behavioural Finance

**UNIT-IV**

**Derivatives:** Introduction, Meaning of Future contracts, Forward Contracts, Difference between Future & Forwards, Options, Types, Option Pay off Strategies, Black Scholes Models and Option Greeks

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. Reily and Brown, 'Investment Analysis and Portfolio Management', Cengage, New Delhi.
2. Bodie, Kane, Marcus and Mohanty, 'Investments', Tata McGraw Hill, New Delhi.
3. D.E. Fisher and R.J. Jordon, 'Security Analysis and Portfolio Management', PHI, New Delhi.
4. Hirt and Block, 'Fundamentals of Investment Management', Tata McGraw Hill, New Delhi.

5. A. Avdhani, 'Security Analysis and Portfolio Management', Himalaya Publications.

**FINANCIAL STATEMENT ANALYSIS AND VALUATION**

**Subject Code: MBAD1-357**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

**Learning Objectives:** To analyse, appraise and compare financial statements of various industries;

1. To estimate and evaluate the financial health of a firm;
2. To interpret the results of the company for managerial decision making.
3. To compute ratios and apply the concepts learned on actual results published by companies

**UNIT-I**

**Introduction:** Need of Financial Statement Analysis, Nature, Objectives and Types of Different types of Financial Statements: Income Statement, Balance Sheet, Statement of Retained Earnings, Fund Flow Statement, Cash Flow Statement, Comparative analysis of Balance Sheet and Income Statement (Common Size Analysis and Trend Analysis) Financial Reporting System - Indian Financial Reporting System, US Financial Reporting System, Issues related to quality of disclosures in Reported Earnings, Window Dressing and Limitations of Financial Statements.

**UNIT-II**

**Ratio Analysis:** Objectives, Classification of Ratios – on basis of Financial Statements (Balance Sheet Ratios, Income Statement Ratios, Cash Flow Statement Ratios), On basis of Functions (Liquidity, Leverage, Solvency, Turnover Ratio, Market Ratio and Profitability Ratio), Du Pont Analysis.

**Analysis of Firm Performance:** Time Series (intra firm) Analysis, Cross Sectional (inter firm) Analysis, Quality of Earnings, Analysis of P/B ratio and P/E ratio.

**Cash Flow Analysis:** Meaning, Applications, limitations of Cash Flow statement, Free Cash Flow Analysis, Cash flow Statement as per Accounting Standard 3.

**UNIT-III**

**Valuation:** Introduction, Basis of Business Valuation, Approaches of Valuation- Asset Based Approach, Income Based Approach, Market Based Approach. Factors Affecting Valuation

**Methods of Valuation:** Discounted Cash Flow (DCF) Valuation, Advantages & Disadvantages of DCF

**Firm Valuation Models:** Cost of capital approach, Adjusted present value approach, Excess return models, Relative valuation: Equity valuation, Firm valuation and enterprise valuation.

**UNIT-IV**

**Valuation Multiples:** PEG Ratio, Sales Multiple, EV/EBITDA Ratio, Relative PE Ratio, Equity Valuation vs Enterprise Value, Fundamental Value vs. Relative Valuation.

**Project Valuation:** Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hillier Model.

Valuation of Real Options – Introduction, Types of Real Options, Binomial Model and its application, Black Scholes Model and its application, Mistakes made in valuation of Real options.

*Note: Ask Students to review of any company's financial statements and calculate the financial ratios and state their interpretations*

**Recommended Books**

1. Gerald White, Ashwinderpaul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India, 2010.
2. Aswath Damodaran, 'Damodaran on Valuation', Wiley India Ltd. 2011.

3. Prasanna Chandra, 'Projects', 8<sup>th</sup> Edn., Tata McGraw Hill Education, 2015.
4. Prasanna Chandra, 'Corporate Valuation & Value Creation', Tata McGraw Hill Education, 2015.
5. C. Rajendran, 'Management Accounting', 1<sup>st</sup> Edn., Regal Publications, New Delhi, 2009.
6. ICAI notes on 'Financial Analysis & Business Valuation'.

### STRATEGIC FINANCIAL MANAGEMENT

Subject Code – MBAD1-358

L T P C  
4 0 0 4

Duration: 45 Hrs.

#### UNIT-I

**Value Based Management System** – Marakon Approach, Alcar Approach, Mckinsey Approach.

**Shareholder's Value Creation** - MVA Approach - EVA Approach- EVA Analysis of an Indian Corporate. BCG Approach

#### UNIT-II

**Strategic Cost Management:** Importance of Cost System, Life Cycle costing, Target costing Kaizen Costing, Socio Economic Costing, standard Costing, Absorption Costing, Value Chain Analysis.

**Marginal Costing:** Differential Costing-CVP Analysis – Profit Volume Graphs – Contribution Approach.

**Transfer Pricing:** Objectives, Methods (Cost Based, Market Price Based, Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Transfer Price in different situations, Situations causing Conflicts and resolving the Conflicts;

**Variance Analysis:** Investigation of Variances, Planning and Operating Variances, Controllable / Non-controllable Variances, Variance analysis under Marginal Costing and Absorption Costing; Standard Costing Vs. Budgetary Control,

#### UNIT-III

**Advanced Investment Appraisal:** Discounted Cash Flow Techniques: NPV and IRR, Inflation and specific price variation, Taxation including tax allowable depreciation and tax exhaustion, Capital Rationing - Single period and Multi-period Capital Rationing, Scenario Analysis, Sensitivity analysis, Certainty Equivalent factor, Risk adjusted Discount Rates.

**Foreign Investment Analysis:** International Portfolio Investment – International Capital Budgeting.

#### UNIT- IV

**Venture Capital:** Definition - origin - Differentiate PE funds, VC funds, and Angel investors – Features of Venture Capital - stages of Venture Capital - process of selection of investment – growth of venture industry in India.

**Financial Risks:** Credit Risk, Liquidity Risk, Asset Based Risk, Operational Risk, Foreign Investment Risk, Market Risk

#### Recommended Books

1. Aswath Damodaran, 'Corporate Finance: Theory and Practice', John Wiley & Sons.
2. Frank J. Fabozzi, 'Financial Management and Analysis', John Wiley & Sons.
3. Prasana Chandra, 'Financial Management Theory and Practice', Tata McGraw Hills.

**MANAGEMENT OF FINANCIAL SERVICES**

**Subject Code – MBAD1 - 359**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The objectives of this paper are to acquaint the students with emerging trends in financial services.

**UNIT-I**

**Financial Services:** Meaning, types and their importance. Depository - Introduction, Concept, Depository Participants, Functioning of Depository Systems, Process of switching over to depository systems, Benefits, Depository systems in India, Dematerialization and Rematerialisation, Role, Objectives and functions of SEBI and its guidelines relating to depository system.

**UNIT-II**

**Mutual Funds and AMCs** - Concept, Origin and Growth of Mutual Funds, Constitution & Management of MFS - Sponsors, Trustees, AMCs, and Custodians. Classification of Mutual Fund Schemes, Advantages and disadvantages in Mutual Fund Schemes, NAV and Pricing of Mutual Fund units. Recent trends in Mutual Funds in India.

**Credit Rating:** The Concept and objective of Credit Rating, Various credit rating agencies in India and International Credit Rating Agencies, Factors Affecting Credit Rating & Procedural Aspects.

**UNIT-III**

**Leasing:** Concept and development of leasing, Business, Difference between leasing & hire purchase, Types of leasing business, Advantages to lessor and lessee. Tax aspect of leasing.

**Merchant Banking:** Origin and development of merchant banking in India Scope, Organizational aspects and importance of merchant bankers, Latest guidelines of SEBI w.r.t. merchant bankers.

**Venture Capital:** Concepts and Characteristics of Venture Capital, Venture Capital in India, Guidelines for venture capital.

**UNIT-IV**

**Factoring:** Development of factoring, Types & importance, Procedural aspects in factoring, Financial aspects, Prospects of factoring in India.

**Plastic Money:** Concept and different forms of plastic money - Credit and Debit Cards, Pros and Cons. Credit process followed by Credit Card Organisations, Factors affecting utilisation of Plastic Money in India

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. S. Gurusamy, 'Financial Services & System', Thomson Publications.
2. M.Y. Khan, 'Financial Services', Tata McGraw-Hill.
3. L.M. Bhole, 'Financial Institutions & Markets', Tata McGraw-Hill.
4. Gordon & Natarajan, 'Financial Markets & Services', Himalaya Publications.
5. V.A. Avdhani, 'Financial Services in India', Himalaya Publications.
6. Vasant Desai, 'Financial Markets and Financial Services', Himalaya Publications.

**SOCIAL SECURITY & LABOUR WELFARE**

**Subject Code: MBAD1-360**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** To acquaint the students with basic acts pertaining to social security and labour welfare as applicable in India.

**UNIT-I**

**Concept and Scope of Social Security, Evolution of Social Security:** Pre-Independence & Post- Independence, Social assistance and Social insurance; Industrial Disputes Act, 1947, Payment of Wages Act, 1936.

**UNIT-II**

**Scope, Importance, Features and Implications of the following Acts as applicable in India:**

- Minimum Wages Act, 1948
- Payment of Bonus Act, 1965
- Workman's Compensation act, 1923
- Maternity Benefit Act, 1961.

**UNIT-III**

**Scope, Importance, Features and Implications of the following acts as applicable in India:**

- Employment State Insurance Act, 1948
- PF and misc, Provision Act, 1951
- Gratuity Act, 1972

**ILO:** Principles and functions, core conventions of ILO. Labour Welfare: Concept, nature, objectives and evolution of labour welfare at global level

**UNIT-IV**

**Labour Welfare:** Classification of labour welfare activities, Agencies for Welfare in India, Welfare Activities by Trade Unions, Labour Welfare, Housing, Recreational Facilities, Education and Training for workers.

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. A. M. Sharma 'Social, Security Labour Welfare', Himalayas Publishing House.
2. I.L.O. 'Social Security', International labour Office.

**TRAINING & DEVELOPMENT**

**Subject Code: MBAD1-361**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** To create understanding among students for need, importance and implementation of training so as to achieve employee development.

**UNIT- I**

**Training and Development:** Meaning & concepts, Importance & objectives of training & development, Process and significant of T & D, Identification of training needs, Methods of training needs, Principles and theories of learning.

**UNIT-II**

Types of training & development methods, Training and development system, Training & development centers, Role of external agency in training and development, Training for change, Resistance in training.

**UNIT-III**

Developing effective trainers, Designing & implementing, Training programs. Approaches to management development, Designing & implementing development programmers, Team, Building exercises, Management games, Simulations.



#### UNIT-IV

Evaluation of training and development programs, Criteria, Problem and steps involved in evaluation. Kirkpatrick model of evaluation, CIRO Model, Cost-Benefit analysis of training, Emerging issues in training and development in India, Evolving training policy.

Note: Relevant Case Studies should be discussed in class.

#### Recommended Books

1. Dayal, 'Manpower Training in Organizations', Prentice Hall of India, New Delhi.
2. Craig, Robert, 'Training and Development', McGraw Hill, New York.
3. R.P. Lynton and U. Pareek, 'Training and Development', Irwin Doresy, Hopwood.
4. Reddy, 'Effective Human Resource Training and Development Strategy', Himalaya Publications.
5. Goldstein, 'Training in Organisations', Cengage Learnings.
6. Radha Sharma, '360 Degree Feedback', Competency Mapping and Assessment Centres'.
7. Biswajeet Pattanayak, 'Human Resources Management'.
8. M.A. Armstrong, 'Handbook of Human Resource Management Practice', Cogan Page, London.

### INDUSTRIAL PSYCHOLOGY

Subject Code: MBAD1-362

L T P C  
4 0 0 4

Duration: 45 Hrs.

**Learning Objectives:** The objectives of the course are to acquaint the students with the psychology of the executives in the organization and then to use it to enhance the productivity.

#### UNIT-I

**Introduction:** Nature, Scope and Problems of Industrial Psychology, Historical Development. Psychology in Organizations, Scientific Management, Principles, Experiments Conducted for the Application of Principles, Critical Analysis of the Principles, Individual Differences and their Evaluation. Hawthorne studies and Implications

#### UNIT-II

**Psychological Testing:** Approaches, Validity, Advantages and Limitations in Industry.

**Attitude:** Need, Importance, Measurement, Techniques used to improve Attitude in industry.

**Morale:** Determinants, Measurement, Methods of improving morale.

**Job satisfaction:** Meaning, Definition, Theories of job Satisfaction: Maslow's Hierarchy, Vroom's Theory, Herzberg's Theory, Stogdill's Theory, Methods to improve Job Satisfaction.

#### UNIT-III

**Industrial Conflicts:** Industrial Absenteeism; its Causes and Control.

**Labour Turnover:** Relationship between Turnover and Job Complexity.

**Industrial Fatigue:** Definition, Nature, Measurements, Production Curve, Mitigation Measures.

**Industrial Accident:** Causes, Accident Proneness: Approaches, Critical Evaluation: Reduction and Prevention.

#### UNIT-IV

**Human Engineering:** Importance, Development, Problems.

**Stress and Mental Health of Employees:** Causes, Reduction and Measures.

**Consumer Psychology:** Consumer Psychology Factors, Self-Image, Culture.

**Consumer Decision Making Process:** Cognitive, Economic, Passive, Emotional Model.

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. M.L. Blum & J.C. Naylor, 'Industrial Psychology' (Its Theoretical & Social Foundations) CBS.
2. P.K. Ghosh & M.B. Ghorpade, 'Industrial Psychology', Himalaya Publications.
3. J.B. Miner, 'Industrial-Organization Psychology', Tata McGraw Hill.
4. Riggio, 'Industrial/Organizational Psychology', 4<sup>th</sup> Edn., Prentice Hall India.
5. Dubrin, 'Applying Psychology: Industrial & Organisation Effectiveness', 5<sup>th</sup> Edn., Prentice Hall India.

**MANPOWER PLANNING**

**Subject Code: MBAD1-363**

**L T P C**  
**4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** To appraise the students about the importance of manpower planning especially in today's dynamic environment with emphasis on effective recruitment and selection.

**UNIT - I**

**Human Resource Planning:** Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and supply Forecasting; analysing Jobs and Work; Types of employment

**UNIT - II**

**The Recruitment Process:** Advertising for recruitment; Issues in recruitment; Screening applications; Measuring and interpreting individual differences; Creating psychometric tests, Validation of measurement; Using psychometric tests.

**UNIT - III**

Conducting interviews, Types of interviews, Group discussions; Decision making for selection; Managerial selection; New tools for recruitment.

**UNIT - IV**

**Recruitment and Selection:** Linking with other HRM systems; Selecting expatriates; Use of technology in recruitment and selection; Communicating the decision; Induction and socialization; Internal selection; Designing systems, Administering and evaluating the system; Ethical Issues; Present trends in recruitment and selection.

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. Dessler Gary & V. Biju, 'Human Resource Management', Pearson Education.
2. Roberts Gareth, 'Recruitment & Selection- A Competency Approach', Chartered Institute of Personnel & Development, London.
3. Jon Billsberry, 'Experiencing Recruitment & Selection', Wiley Publications.
4. Dominic Cooper, Robertson T. Ivan & Tinline Gordon, 'Recruitment & Selection –A Framework for Success', Thomson Publications, London.

**CONSUMER BEHAVIOUR**

**Subject Code: MBAD1-364**

**L T P C**  
**4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The objectives of this course are to help students understanding the various factors effecting consumer behaviour and to understand the process of consumer buying. Based on the understanding of Consumer behaviour, the students are expected to design the strategy.

### UNIT-I

**Introduction to Consumer Behaviour:** Consumer Behaviour: Scope, Importance and Interdisciplinary Nature, Strategic Applications, Research in Consumer Behaviour: Need, Scope, Types, Research Process, Application of research in consumer behaviour, Market Segmentation: Meaning and Bases of Segmentation, Criteria for Effective Targeting, Implementing Segmentation Strategies.

### UNIT-II

Individual determinants of consumer behaviour: Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self-image, Vanity, Consumer perception: Concept and elements of perception, Dynamics of perception, Consumer imagery, Perceived risk, Consumer learning: Elements of learning, Behavioural and cognitive learning theories, Consumer attitude: Functions of attitude, Attitude theories: Tri component, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude change strategies, Designing persuasive communications.

### UNIT-III

**External Influences on Consumer Behaviour:** Group behaviour: Meaning and Types of group, Influence of reference groups, group appeals, Family: Functions of family, Family Decision Making, Family Life Cycle, Culture: Values and Norms, Characteristics and effect on consumer behaviour, Types of sub culture, Cross cultural consumer, Social class: Categories, Measurement and applications of Social Class.

### UNIT-IV

**Consumer Decision Making Process:** Personal influence and opinion leadership: Process of opinion leadership, Profile of opinion leader, Opinion leadership and firm's promotional strategy, Diffusion of innovations: Diffusion process, Adoption process, Profile of consumer innovator, Introduction to consumer decision making: Levels, Decision making process- Pre Purchase, Purchase And Post Purchase Process, Models of Consumer Decision-Making  
Note: Relevant Case Studies should be discussed in class.

#### Recommended Books

1. L.G. Schiffman and L.L. Kanuk, 'Consumer Behaviour', Pearson Education.
2. D. Loudon and D. Bitta, 'Consumer Behaviour', Tata McGraw Hill.
3. H. Assael, 'Consumer Behaviour in Action', Cengage Learning.
4. R.D. Blackwell, P.W. Miniard and J.F. Engel, 'Consumer Behaviour', Cengage Learning.
5. S. Batra and S. Kazmi, 'Consumer Behaviour', Excel Books.
6. Nair, 'Consumer Behaviour in Indian Perspective', Himalaya Publications.

## ADVERTISING MANAGEMENT

Subject Code: MBAD1-365

L T P C  
4 0 0 4

Duration: 45 Hrs.

**Learning Objectives:** The objectives of this course are to develop the understanding about the marketing communication tools and implement them in designing advertisement strategies.

### UNIT-I

Meaning, Nature, Scope and Classification, Key Players in Advertising, Role of Advertising and its importance, Surrogate Advertising, Puffery in Advertising, Advertising's Role in Marketing Mix, Integrated Marketing Communication, AIDA Model, Laivdge – Stenier Model of Communication, Setting goals and advertising objectives, Concept of DAGMAR in Setting Objectives, Role of Advertising in India's Economic Development, Ethics in Advertising, Social, Economic and Legal Aspects of Advertising.

### UNIT-II

**How Advertising Works:** Perception, Cognition, Affect, Association, Persuasion, behaviour, Associating feeling with brands, Use of research in advertising Planning, Advertising Media; Industry structure, Functions, Advantages, Disadvantages of print, Television, Radio, Internet, Outdoor, Basic Concept of Media Planning, Media Selection, Media Scheduling Strategy, Setting Media Budgets.

### UNIT- III

Planning and Managing Creative Strategies, Creative Approaches, Building Advertising Program: Message, Theme, Advertising appeals, Art of copywriting, Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media, Advertising layout: How to design and produce advertisements, Advertising budget: Nature and methods of advertising appropriation.

### UNIT-IV

**Measuring Advertising Effectiveness:** Stages of Evaluations and Various Types of Testing- Pre and Post Testing, Advertising, Advertising Agencies: History, Role, Importance, Organizational structure, Functions, Selection of Agency, Client Agency Relationship, Compensation Strategies.

Note: Relevant Case Studies should be discussed in class.

#### Recommended Books

1. G.E. Belch & Belch, 'Advertising and Promotion', Tata McGraw Hill.
2. W. Well, J. Burnet and S. Moriarty, 'Advertising: Principles & Practice', Pearson Education.
3. T. O' Guinn, and C. Allen, 'Advertising Management with Integrated Brand Promotion', Cengage Learning.
4. D.A. Aaker, Myers and Batra, 'Advertising Management', Pearson Education.
5. S.A. Chunawalla, 'Foundation of Advertisement Theory and Practices', Himalaya Publications.

## PRODUCT AND BRAND MANAGEMENT

Subject Code: MBAD1-366 -

L T P C  
4 0 0 4

Duration: 45 Hrs.

**Learning Objectives:** To create understanding among students for concepts, process, techniques of product and brand management.

### UNIT-I

**Product Management:** Meaning, Importance, Product manager's job, planning and control systems for product management, product portfolio planning and analysis, Mapping, understanding company product/brands and competitive brand market position, Impact of global forces on products.

### UNIT-II

**Product Planning and Development:** Meaning, Objectives, Strategic reasons, processes challenges and issues, Forecasting demand, estimating market opportunity, test marketing, types, design issues, Evaluation of test marketing results, Market entry decisions - Launching new product programs, National launching of new products, Tracking the launch, absorbing the new product in the mix.

### UNIT-III

**Brand Concept:** meaning, nature and importance of Brand; Type of brands, Strategic Brand Management Process; Brand Identity perspectives, Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker's Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand

equity, Brand Loyalty, Measures of Loyalty, Branding strategies – product, line, range and umbrella branding, Brand Personality: Definition, Measures and Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

#### UNIT-IV

**Brand Positioning:** Concepts and definitions, 3 Cs of positioning, Brand positioning and differentiation strategies, Repositioning, Celebrity endorsements, Brand extension: Need, Various types, Implication of extension, Managing Brands Over Time, Brand reinforcement, Brand revitalization, measuring brand value, Managing global brands, Branding in different sectors.

Note: Relevant Case Studies should be discussed in class

#### Recommended Books

1. Y.R.L. Murthi, 'Brand Management', Vikas Publications.
2. K.L. Keller, 'Strategic Brand Management', Pearson Education.
3. David Aaker, 'Managing Brand Equity', Prentice Hall of India.
4. H. Verma, 'Brand Management', Excel Books.
5. Venugopal, 'Product and Brand Management', Himalaya Publications.
6. Sasikumar and Chandrasekar, 'Brand Management Practices', Himalaya Publications.

### RETAIL AND FRANCHISING MANAGEMENT

Subject Code: MBAD1-367

L T P C

Duration: 45 Hrs.

4 0 0 4

**Learning Objectives:** The course will enable learner to comprehend retail and franchising concepts, its process and application in today's scenario.

#### UNIT-I

**Retailing:** Definition, Scope, Economic significance, Opportunities in retailing, Various retail formats, Multichannel retailing including online retailing (E-Tailing), Changing scenario of retail.

**Customer buying behaviour in retailing:** Types of buying decisions, buying process, social factors influencing buying decisions in retailing.

#### UNIT-II

**Retailing Strategy:** Retail Strategy, Target Market and Retail Planning Process, Financial Strategy, Retail locations and site selection, Location opportunities, Factors affecting the site selection, Estimating demand for a new location.

**Human Resource Management in retailing:** Gaining competitive advantage through HRM, Designing retail organization structure, Motivating retail employees.

#### UNIT-III

**Merchandise Management:** Planning merchandise, Buying merchandise, Pricing decision for merchandise.

**Retail Communication Mix:** Developing brands and building customer loyalty, Promotion strategy, Planning a retail promotion strategy.

**Store Management:** Managing the Store, Store Layout, Design and Visual Merchandising.

#### UNIT-IV

**Franchising:** Meaning, Scope, Types, History and Overview, Advantages and disadvantages to franchisee and franchisor, recognizing franchising opportunities, assessing franchise feasibility, the franchising market process, Selling and marketing research, Franchisor's operations process, Location and site selection, Information systems, Franchise legal documents, Trademarks, Copyrights, Patents & Trade Secrets, Investigating Franchise opportunities, Developing franchisee business plans.

Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. Levy, Weitz, & Pandit, 'Retail Management', Tata McGraw Hill, New Delhi.
2. Cullen, 'Retailing: Environment and Cases', Cengage India.
3. Barry Berman & Joel R. Evans, 'Retail Management', PHI, New Delhi.
4. Kati, 'Franchising', Himalaya Publications.
5. Sheikh and Fatima, 'Retail Management', Himalaya Publications.
6. Dunne, 'Introduction to Retail', Cengage Learning.

**STRATEGIC MANAGEMENT**

**Subject Code: MBAD1- 417**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

Objective: This course helps students to combine strategic and managerial approach towards various decisions of management.

**UNIT-I**

Definition, Nature, Scope and Importance of Strategy and Strategic Management (Business Policy). Strategic Decision Making, Process of Strategic Management and Levels at Which Strategy Operates, Role of strategists, Defining strategic intent: Vision, Mission, Business definition, Goals and objectives, Environmental appraisal—Concept of environment, Components of environment (Economic, Legal, Social, Political and technological), Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).

**UNIT-II**

Internal Appraisal – The internal environment, Organisational capabilities in various functional areas and strategic advantage profile. methods and techniques used for organisational appraisal (Value chain analysis, Financial and non-financial analysis, Historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of critical success factors (CSF).

**UNIT- III**

**Corporate Level Strategies:** Stability, Expansion, Retrenchment and Combination Strategies, Corporate Restructuring, Concept of Synergy. Mergers & Acquisitions, Corporate Restructuring, Business level strategies: Porter's framework of competitive strategies; Conditions, Risks and benefits of cost leadership, Differentiation and Focus Strategies. Location and Timing Tactics, Concept, Importance, Building and use of core Competence. Strategic Analysis and Choice: Corporate Level Analysis (BCG, GE Nine Cell, Hofer's Product Market Evolution and Shell Directional Policy Matrix).

**UNIT-IV**

**Industry level analysis:** Porters's five forces model, Qualitative factors in strategic choice, Strategy implementation: Resource allocation, Projects and procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social Responsibility. Operational and derived functional plans to implement strategy, Integration of functional plans, Strategic control and operational control, Organisational systems and techniques of strategic evaluation.

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. A. Kazmi, 'Business policy & strategic management', Tata McGraw Hill.
2. Thomson & Strickland, 'Strategic Management: Concept & Cases', Tata McGraw Hill.
3. S. Reddy, 'Strategic Management', Himalaya Publication.
4. Wheelen & Hungee, 'Strategic Management & Business Policy', Addison- Wesley.
5. Johnson & Scholes, 'Exploring Corporate Strategy', Prentice Hall India.

6. Jauch & Glueck, 'Business Policy & Strategic Management', Tata McGraw Hill.

**ENTREPRENEURSHIP AND MANAGING SMALL MEDIUM BUSINESS**

**Subject Code: MBAD1- 418**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The purpose of this paper is to prepare a ground where the students view Entrepreneurship as a desirable and feasible career option. In particular, the paper seeks to build the necessary competencies and motivation for a career in Entrepreneurship.

**UNIT-I**

**Foundations of Entrepreneurship:** Concept, Need, Definition & Role of Entrepreneurship, Definition, Characteristics & Scope of Entrepreneur, Innovation, Invention, Creativity, Opportunities. Concepts of Entrepreneur, Manager, Intrapreneur / Corporate Entrepreneur–Comparative Study, Roles & Responsibilities, Role of entrepreneur in Indian economy, Entrepreneurship as a career, Sustaining Competitiveness - Maintaining competitive advantage, Entrepreneurial Culture, Reasons for The Failure of Entrepreneurial Ventures, Various Case Studies, Successful, Failed and Turnaround Ventures.

**UNIT-II**

**Women Entrepreneurs & Entrepreneurship Development:** Meaning, Role, Problems & Reasons for Less Women Entrepreneurs. Various Institutes & Govt. Schemes to Help & Uplift Women Entrepreneurs. Case Studies for Successful Women Entrepreneurs, Concept, Need & Role of Entrepreneurship Development, Role of the Following Agencies in the Entrepreneurship Development DIC, SISI, EDII & NIESBUD.

**UNIT-III**

**Small & Medium Enterprises - Small & Medium Industry:** Meaning and Importance - Definition of SME – Role & importance in India Economy, steps for Starting Small Industry: Decisions to Become Entrepreneur - Steps to be Taken - Search for a Business Idea, Source of Ideas, Idea Processing, Selection Idea, Input Requirements, Nature and Components of SME Environment, SME Funding, Sources of Finance for SME's.

**UNIT-IV**

Project Management Technical, Financial, Marketing Personnel and Management Feasibility Reports Financial Schemes Offered by Various Financial Institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist. Role of Central Government and State Government in Promoting Entrepreneurship with Various Incentives, Subsidies, Grants

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Vasant Desai, 'Management of Small Scale Industries', Himalaya Publishing.
2. Angadi, Cheema, Das, 'Entrepreneurship, Growth, and Economic Integration', Himalaya Publication.
3. Rizwana and Janakiran, 'Entrepreneurship Development', Excel Books.
4. Murthy, 'Small Scale Industry and Entrepreneurial Development', Himalaya Publishing.

**INTERNATIONAL FINANCE**

**Subject Code: MBAD1- 468**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**UNIT –I**

**International Finance:** Introduction: Growing Importance of International Finance, Factors affecting International Trade flows

**Balance of Payments:** Introduction, Basics of BOP, Current Account Surplus and Deficit, Capital Account Convertibility, Official Reserve Account, J - Curve, Forex Reserves - Costs and Benefits.

**International Monetary System:** Evolution, Classical Gold Standard, Bretton Woods System, Failure of Bretton Wood System, Flexible Exchange Rate Regime, the current exchange rate arrangements, The European Monetary Union (EMU) – Origin and Functions of EMU

#### UNIT –II

**Foreign Exchange Market:** Function and Structure of the Forex markets, Major Participants, Types of transactions and settlements dates,

**Parity Conditions in International Finance:** Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity – Absolute and relative, Covered Interest Rate Parity, Real Interest Parity Conditions and Managerial Implications. The Fisher effect, The International Fisher Effect

**Foreign Exchange Rate:** Types – Spot Rate, Forward Rate and Cross rate, Determination of Exchange Rate, Foreign Exchange Quotations, Types and Settlements, Factors Influencing Foreign Exchange Rates. The Relationship between Forward and Future Spot Rate, Measuring Exchange Rate Movements and Volatility, Factors Influencing Exchange Rates.

#### UNIT –III

**Foreign Exchange Risk Management:** Measuring and Managing Transaction Exposure, Economic Exposure and Translation Exposure, Country Risk Analysis.

Currency Derivatives – Currency Futures, Currency Options, Currency Swaps and Functions of Currency Derivative Market, Interest Rate Derivatives.

**Foreign Trade Finance:** Concept of Foreign Trade Finance. Concepts of Financing Exports and Financing Imports, Documentary Collections, Factoring, Forfeiting and Countertrade, Export- Import Bank of India, EXIM Policy.

#### UNIT – IV

**Multilateral Financial Institutions:** World Bank – Origin and Functions; International Monetary Fund (IMF) – Origin, Functions and Lending Process to Countries; Regional Development Banks, Different International Development Association (IDA) - International Finance Corporation (IFC), Settlement Process of International Dispute, OPEC, ADB.

**International Market:** International Bond Markets, Floating Rate Bonds, Dual Currency Bonds, Equity Related Bonds, ADR, GDR and Special Drawing Rights (SDRs), Securitisation, The Eurocurrency Market: Origin and History the Market, Current Development in Eurocurrency Market.

**International Finance Crisis** - Great Depression (1929), Sub Prime Crisis (US), Euro Zone Crisis, BREXIT and its effect on International Market

#### Recommended Books

1. P.G. Apte, 'International Financial Management', Tata McGraw-Hill, New Delhi, 2004.
2. Jeff Madura, 'International Financial Management', 6<sup>th</sup> Edn., Thomson Publications.
3. Maurice D. Levi, 'International Finance', 3<sup>rd</sup> Edn., Tata McGraw-Hill, New Delhi, 2003.
4. P.K. Jain, Josette Peyrard and Surendra S. Yadav, 'International Financial Management', Macmillan Publishers, 2001.
5. S. Eun Choel and Risnick Bruce, 'International Financial Management', Tata McGraw Hill, 2001.
6. Krugman, R. Paul, Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.



**INVESTMENT BANKING & CORPORATE RESTRUCTURING**

Subject Code: MBAD1- 469

L T P C  
4 0 0 4

Duration: 45 Hrs.

**UNIT I**

**Investment Banking:** Definition, key players, background, Functions & Services of Investment Banking: Fund Raising & Fee Based Advisory Services Issue Management: Underwriters & Lead Managers, Book building Process, IPO, IPO Process. QIBs, ESOP, Private Placement, Public Issue, Bidding & Green Shoe Option, Valuation of IPOs

**UNIT II**

**Private Equity & Venture Capital:** Role of PE & VC in Developing Economy, Trends, Deal Cycle Models, Risk Management in Investment Banking (Asset Liability Management, Functions of ALCO Management, Liquidity Management, Funding & Capital Requirement, Managing Operational Risk & Market Risk)

**UNIT III**

**Corporate Restructuring:** Meaning of Merger & Acquisitions, Types of Mergers, Process of Merger & Acquisition, Motives Behind Merger & Acquisition, Legal & Regulatory Requirements, Reverse Merger, Joint Ventures, Strategic Alliances  
Difference between Merger & Acquisition, Evaluation of Merger Proposal, Swap Ratios  
Valuation of Merger & Acquisition: Shareholder Value Analysis, Determination of Swap Ratio, Determination of Financial Benefits of Merger & Acquisitions

**UNIT -IV**

**Corporate Takeovers:** Motivations, Cross Border Take Overs, Takeover Strategies, Anti-Takeover Strategies, Change in Ownership: Buy Back of Shares, Leverage Buyouts (LBO), LBO Process, Management Buyouts (MBO), Going Private, Exchange Offer, Reverse Merger, Financial Restructuring.  
Exit Strategies: Demerger: Introduction, Types of demerger – Sell off, Equity Carve out, Divestiture, Tracking Stocks, Stock Split.

**Recommended Books**

1. J.F. Weston & S.C. Weaver, 'Mergers & Acquisition', Tata McGraw Hill.
2. Stowell David, 'Investment Banking, Hedge Funds & Private Equity', Elsevier, 2013.
3. Subramanian Pratap, 'Investment Banking (concepts, analyses and cases)'.

**DERIVATIVES**

Subject Code: MBAD1- 470

L T P C  
4 0 0 4

Duration: 45 Hrs.

**UNIT-I**

**Derivatives** – Basics of Derivatives, Types, Role of Derivatives in Risk Management  
Derivative Market in India, Factors Influencing Growth of Indian Derivative Market, Trading of Derivatives, Rules and Regulations of SEBI in Derivative Market  
Participants in Derivative Market - Speculators, Hedgers, Arbitrageurs

**UNIT-II**

**Forwards** – Definition, Functioning

**Futures** - Definitions, Types, Terminology used in Futures, Futures Vs. Forwards

**Options** - Definition, Types, Terminology used in Options, Option Trading Strategies,  
**Valuation of Options:** Option Pricing Model – Binomial Model, Black Scholes Model, Application of Option Pricing Models. Option Greeks, Swaptions, Exotic Options, Options Vs Futures

**UNIT –III**

**Interest Rate Derivatives** - OTC Derivatives, Forwards, Interest Rate Swap, Exchange Trades Contracts, Futures, Options, Key Terminologies; Interest Rate Futures in India – Contract Specifications, Product Features, Trading, Settlement and Risk Management Strategies, Conversion Factor, Invoice Price, Cheapest to Deliver Bond, Bond Basis. SEBI Guidelines

**Currency Derivatives** - Introduction to Currency Derivative Markets, Exchange Rates, Factors affecting Currency Market, Currency Futures, Currency Swaps, Risk Management Strategies using Currency Derivatives, NSE's Currency Derivatives Segment, SEBI Guidelines

**UNIT – IV**

**Commodity Derivatives:** Introduction and Functions, Participants, Commodity Derivative Vs. Financial Derivative, Evolution of commodity exchanges, global commodity derivatives exchanges, The NCDEX platform – Structure, exchange membership, risk management, clearing and settlement system and commodities traded on the NCDEX platform, Tools of Commodity Derivative (Futures, Options, Cost of Carry Model), Applications of Commodity derivatives in Risk Management, SEBI Guidelines

**Credit Derivatives:** Introduction, Credit Default Swaps (CDS), Functioning of Credit Default Swaps, CDS Spread, Collateralized Debt Obligation (CDO), CDO Strategies, Credit Options, Applications of Credit Derivatives in Risk Management

**Recommended Books**

1. John C. Hull, 'Options, Futures and other Derivatives', Prentice Hall of India.
2. Julian Walmsley, 'New Financial Instruments', Prentice Hall of India.
3. John F. Marshall, and Vipul K. Bansal, 'Financial Engineering', Prentice Hall of India.
4. Mark Grinblatt and Sheridan Titman, 'Financial Market and Corporate Strategy', Tata McGraw Hill.
5. Robert A. Strong, 'Derivatives – An Introduction', Thomson South-Western.
6. S.S.S. Kumar, 'Financial Derivatives', Prentice Hall of India.

**BANKING & INSURANCE OPERATIONS**

**Subject Code: MBAD1- 471**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

**Learning Objectives:** The purpose of this paper is to make students understand the applications of banking and insurance operations in the business.

**UNIT-I**

Banking System and Structure in India, Types of Banks, Role of Reserve Bank as Regulator of Banking System, Provisions of Banking Regulation Act & Reserve Bank of India Act. The Terms Banker and Customer, Types of Relationship Between Banker and Customer, Bankers Obligations to Customers, Right of Lien, Set off, Appropriation, Provisions of Negotiable Instrument Act, 1881, Bankers Legal Duty of Disclosure and Related Matters.

**UNIT-II**

Customers' Accounts with Banks, Opening - Operation, KYC Norms and Operation, Types of Accounts and Customers, Nomination, Settlement of Death Claims, Banking Technology, Home Banking, ATMs, Internet Banking, Mobile Banking, Core Banking Solutions, Debit, Credit and Smart Cards,

Inter Bank Transfer - EFD, RTGS, International Banking, Exchange Rates, Documentary Letter of Credit, Financing Exporters and Importers, ECGC Policies and Guarantees.

**UNIT-III**

Banker as Lender, Types of Loans, Overdraft Facilities, Discounting of Bills, Financing Book Dates and Supply Bills, Charging of Security Bills, Pledge, Mortgage, Assignment, Prudential Norms for Asset Classification and Capital Adequacy. Management of NPAs, Asset Liability Management and Risk Management in Banks, Basel Norms. Money Laundering

**UNIT-IV**

Introduction to Insurance, Elements of Insurance Risk, Players in Life and Non-Life Insurance Sector, Insurance Documents, Role and Responsibilities IRDA, Provisions of Insurance Act 1938. Insurance Ombudsman, Types of Insurance, Life Insurance and General Insurance Products including Unit Linked Plans, Alternative Risk Transfer Mechanism and Re-Insurance, Nature of Re-Insurance Risk, Legal Framework of Life and General Insurance, Bancassurance- Concepts, Critical Issues, Functional Aspects, Indian Scenario, Future Prospects, Insurance Accounting, Financial Analysis and Valuations, Solvency and Performance Measures.

Relevant case studies related to the topics should be discussed.

**Recommended Books:**

1. L.M. Bhole, 'Financial Institutions & Markets', Tata McGraw- Hill.
2. Sunderaram and Varshney, 'Banking Theory, Law and Practice', Sultan Chand & Sons, New Delhi.
3. Koch W., Timothy & S. Scott, 'Bank Management', Thomson, New Delhi.
4. Gordon & Natrajan, 'Banking (Theory, Law and Parctice)', Himalaya Publishing.
5. O.P. Agarwal, Banking and Insurance, Himalaya Publishing
6. P.K. Gupta, 'Fundamentals of Insurance', Himalaya Publishing.

**ORGANIZATIONAL DEVELOPMENT**

**Subject Code: MBAD1- 472**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The objectives of this course are to make students understand interventions processes in the organization

**UNIT-I**

**Introduction to OD:** Definitions & its distinguishing characteristics Historical background: various stages, second-generation OD and extent of application, values, assumptions and beliefs in OD., Foundations of OD: Models and theories of planned change, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

**UNIT-II**

**Action Research and OD, Action Research:** A Process and an Approach. Managing OD Process: Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.

**UNIT-III**

**OD Interventions:** AN overview, Team Interventions, Intergroup and Third Party Peace Making Interventions, Comprehensive Interventions, Structural Interventions, Training Experience: T. Groups, Behavioural Modelling and Career Anchors. Power, politics and OD: Power Defined and Explored, Theories about the Sources of Power, Organizational Politics in the practice of OD.

**UNIT-IV**

**Issue in Consultant-Client Relations:** Entry and Contracting, Defining The Client System, Trust, The Nature of the Consultant's Expertise, Diagnosis and Appropriate, Interventions, Depth of Intervention, On Being Absorbed by The Cultural, The Consultant as a Model, The Consultant Team as a Microcosm, The Dependency Issue and Terminating the Relationship, Ethical Standards in OD, Implications of OD for The Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Wendeel L. French, Cecil H. Bell, 'Organization Development' Prentice Hall of India
2. Richard Beckhard, 'Organization Development: Strategies & Models', Tata McGraw Hill
3. Blake, Robert & Mouton, 'Building a Dynamic Corporate through Grid OD', Homewood
4. H Thomas, 'Patten Organization Development through Team Building', Thomas Publication
5. Edgar F. Huse, 'Organization Development & Change', Thomas Publication.
6. W.W. Burke, 'Organization Development: Principles & Practice', Sage Publication.
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao, 'OD: Interventions & Strategies', Response Books, New Delhi.
8. S. Ramnarayan, and T.V. Rao, 'OD – Accelerating Learning & Transformation', Sage, New Delhi.

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBAD1- 473**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The aim is to make student understand HR Policies in Global settings

**UNIT- I**

**Introduction to Cross Cultural Management:** Significance of Culture for International Management, Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making. Influence of National Culture on Organizational Culture. Comparing Culture: Cultural and Behavioural Differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm & Stood beck.

**UNIT-II**

**Shift in Culture:** Culture as a Factor in a People's Response to Change, Significance of Shift in Culture, Economic Factors and Shifts in National Culture, Foreign Intervention and influence on shifts in Local Cultures.

**Cross- Cultural Communication:** Role of Effective Communication for International and Cross Cultural Management and in The Field of International Marketing, Cross, Cultural Verbal, Non-Verbal Communication Across Cultures, Managing Culture, Specific Perception, Responding the Demographic Change.

**UNIT- III**

**Cross Cultural Human Resources Management – Staffing and Training for Global Operations** Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural Leadership, Managing and Motivating Multi Culture Teams.

**Cross - Cultural Negotiation & Decision Making:** Culture and Dispute, Resolution of Conflicts and Disputes in Cross Culture Context, Negotiations Across Culture, Cross, Culture Negotiation Process with Two Illustrations from Multi Cultural Context {India-Europe / India –US setting, for instance }

**UNIT- IV**

**Cross-culture Ethics:** Ethics Values Across Cultures and Ethics dilemma, Overview of Culture and Management in Asia (India, China and Japan), US and Europe.

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Deresky Helen 'International Management: Managing Across Borders and Cultural', 4<sup>th</sup> Edn., Prentice Hall India.
2. Esen Drlarry, Rchildress John, 'The Secret of a Winning Culture: Building High-Performance Teams', Prentice Hall India.
3. Cashby Franklin, 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a Hiongh- Performance Organization, Prentice Hall India.
4. P.L. Rao, 'International Human Resource Management', Excel Books.

**INDUSTRIAL RELATIONS AND LABOUR LAWS**

**Subject Code: MBAD1- 474**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The aim of this course are to help students to understand basics of labour laws and industrial relations applicable in various business houses.

**UNIT-I**

Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages, The Trade Unions Act, 1926 {with amendments}.

**UNIT-II**

Grievance Handling, Tripartite and Bipartite Bodies, Anatomy of Industrial Disputes, Conciliation, Arbitration and Adjudication, Sexual Harassment.

**UNIT-III**

**Collective Bargaining:** Concept, Meaning and Objectives, Approaches, Technique & Strategies to Collective Bargaining, Process of Collective Bargaining, Impact of CB and Workers Participation in Management on IR

**UNIT-IV**

Industrial Relations in UK & USA, Japan & Russia, The industrial Disputes Act, 1947{with amendments}, Factories Act {with amendments}.

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Arun Monappa & J.T., 'Dunlop Industrial System', TATA McGraw Hill.
2. C.N. Patil, 'Collective Bargaining', University Press.
3. Pramod Verma, 'Industrial Relations', Tata McGraw Hill.
4. S.C. Srivastava, 'Industrial Relation & Labor Laws', Vikas Publications.
5. Singh and Sinha, 'Labour Laws in Brief', Excel Books.

**LEADERSHIP AND PEOPLE MANAGEMENT**

**Subject Code: MBAD1- 475**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The aim of this course are to make students understand how to manage people, leadership strategies at work.

**UNIT - I**

People Management: Meaning and Concepts, Importance of People Management, Interactive Approach to Managing People; The Role of Human Resources, Individual and Interpersonal Behaviour.

**UNIT - II**

Deciding How to Decide; Performance at Work; Work Planning and Organization. Interactive Communication Skills; Responsible Management of People at Work.

**UNIT - III**

**Leadership;** Types and Importance of Leadership, Role of Leadership in Creating a High Performance Work Culture. Empowerment and Delegation; Interactive Problem-Solving and Leadership.

**UNIT - IV**

Creativity and Innovation; Knowledge Management, Meaning and Concept, Leadership and Knowledge Management, The Human factor of Knowledge Management. Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Andrew J. DuBrin, 'Leadership Principles', Cengage Learning, India, 2009.
2. Haldar U. Kumar, 'Leadership and Team Building', Oxford University Press, 2011.
3. Lussier Achua, 'Effective Leadership', 5<sup>th</sup> Edn., Cengage Learning.
4. Richard. L. Draft, 'Leadership', 5<sup>th</sup> Edn., Cengage Learning.

**SERVICES MARKETING**

**Subject Code: MBAD1- 476**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

Learning Objectives: This Course aims at Creating Understanding Among the Students to apply Service Marketing Concepts and Strategies to the Create Customer Value in Today's Highly Competitive Environment.

**UNIT-I**

Introduction to Services, Growth of Service Sector Economy, Service Characteristics, Service Classification, Service Marketing Mix, Consumer Behaviour in Services: Customer Expectation of Service, Customer Perceptions of Service.

**UNIT-II**

Managing Relationship and Building Loyalty, Complaint Handling and Service Recovery Strategies, Service Development and Design: Challenges of Service Design, Types of New Services, Core and Supplementary Elements, New Service Development Process, Service Blueprint, Physical Evidence and The Servicescapes: Types, Role and its Effect on Behaviour

**UNIT-III**

**Delivering and Performing Service Through Employees and Customers:** Service Culture, Employee's Role, Strategies to Deliver Quality, Cycle of Failure, Mediocrity and Success, Self Service Technologies and Customer Participation, Introduction to Customer Citizenship Behaviour Delivering Services through Intermediaries and Electronic Channels, Managing Demand and Capacity, Waiting Line Strategies Integrated.

**UNIT-IV**

Services Marketing Communications and Services Marketing Triangle, Pricing of Services: Pricing Approaches, Pricing Strategies, Improving Service Quality and Productivity: Integrated Gaps Model of Service Quality, Prescriptions for Closing Quality Gaps, Relevant Case Studies Related to the topics should be discussed.

**Recommended Books**

1. Zeithmal A. Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill.

2. Christopher H. Lovelock, 'Services Marketing', Pearson Education.
3. Hoffman, 'Marketing of Services', Thomson South Westen.
4. Govind Apte, 'Service Marketing', Oxford Press.
5. Shajahan, 'Service Marketing', Himalaya Publishing.

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Subject Code: MBAD1- 477**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The purpose of this paper are to make students understand strategies and models of customer relationship.

**UNIT-I**

Introduction to CRM: Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM, Key Elements of Customer Management, Conceptual Framework of CRM, Components of CRM, Uses and Benefits of CRM, Challenges and Barriers in CRM; Understanding People component of CRM, Organization Environment and CRM, Value Chain Considerations for CRM, Difference between CRM and e-CRM.

**UNIT-II**

**CRM Strategy:** Sales Strategy – Sales challenges for FMCGs, Sales Processes and Participation in CRM, CRM and Sales Organization, Sales Customer Relationship Cycle, Sales Force Communications, Sales Force Automation Technology, Data Mining for CRM, Framework for Deploying Customer Relationships in Organizations; Marketing Strategy – Service Quality and Customer Satisfaction, Customer Loyalty, Customer Retention, Relationship between Customer Satisfaction and Loyalty, Relationship between Customer Loyalty and Profitability, CRM Strategy Cycle.

**UNIT-III**

CRM Models: Brief Introduction to Classic Marketing Models; Models of Customer Management – One-to-one, Transparent Marketing, Top Vanilla, Spot Sell, Pure Spot Sell, Channel Partnership; Impact of Web-based Marketing on these Models, Paradox of Technological Progress; Customer Requirements of CRM, Company's perspective of CRM, Concept of Share of Wallet.

**UNIT-IV**

**Accountability for CRM:** Tactical versus Strategic Application of CRM, Target Opportunities, Incremental Revenue, Cost Changes, Contact Strategies, Revenue and Cost Review, Feasibility Analysis, New Opportunities for improving CRM, Creating Long-term Customer Value (LTCV), Measuring Customer Relationships, Payback for Customer Relationships.

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Roger J. Baran, Robert J. Galka and Daniel P. Strunk, 'Customer Relationship Management', 1<sup>st</sup> Edn., Cengage Learning, **2008**.
2. Barnes, James G., 'Secrets of Customer Relationship Management', 1<sup>st</sup> Edn., McGraw Hill, **2001**.
3. Kincaid, Judith, 'Customer Relationship Management: Getting it Right!', 1<sup>st</sup> Edn., Pearson Education, **2003**.
4. Peelen, 'Customer Relationship Management', 1<sup>st</sup> Edn., Pearson Education, **2008**.
5. Anderson, Kristin and Carol Kerr, 'Customer Relationship Management', 1<sup>st</sup> Edn., McGraw Hill Education, **2002**.
6. Sheth, Jagdish N. Customer Relationship Management: Emerging concepts, tools and applications, 1<sup>st</sup> Edn., McGraw Hill Education, **2001**.

7. Sheth, Jagdish N., Atul Parvatiyar and G. Shainesh, 'Customer Relationship Management: Emerging concepts, tools and applications', 2<sup>nd</sup> Reprint, McGraw Hill Education, 2002.

**INTERNATIONAL MARKETING**

**Subject Code: MBAD1- 478**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Learning Objectives:** The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.

**UNIT-I**

Definition, Scope, Importance and Challenges of International Marketing, International Trade Theories, Reasons for Going International, Economic Analysis of Multinational Trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, Licensing, Contract Manufacturing, Joint Venture M & A, Setting-Up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

**UNIT-II**

**International Marketing Environment:** Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System, International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR, International Marketing Research, Selection of Export Markets.

**UNIT-III**

Direction & Composition of Indian Exports, Indian Export and Import Policy Export Promotion Organizations, Export, Incentives, Producing for Exports, Export Quality Control; Export Finance, Shipment and Procedures Thereof, Export Documents.

**UNIT-IV**

Processing of an Export Order, Organisation and Structure of Export and Import Houses, International Product Policy: Product Standardization & Adaptation, International Product Mix, International Product Life Cycle, New Product Development, Exports Packaging, International Pricing Policy: Factors Influencing Selection of Pricing Policies, International Pricing Strategies, International Distribution Policy: Factors Influencing Selection of International Distribution Channels, Types of International Distribution Channels, Role of Internet in International Distribution, International Communication Policy: Communication Strategies in International Marketing, International Promotion Mix.

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. S. Onkvisit & J. Shaw, J., 'International Marketing: Analysis & Strategy', Pearson Education.
2. M. Czinkota, I. Ronkaine, Sutton Brady, C. and Beal, T., 'International Marketing', Cengage Learning.
3. F. Cherunilam, 'International Trade & Export Management', Himalaya Publishing.
4. Cateora & Graham, 'International Marketing', McGraw Hill.
5. Keegan, 'Global Marketing Management', Pearson Education Asia.
6. J. Daniels, J., 'International Business', Pearson Education.
7. Cherunilam, 'International Marketing', Himalaya Publishing.



**SALES AND DISTRIBUTION MANAGEMENT**

**Subject Code: MBAD1- 479**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

**Learning Objectives:** The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

**UNIT-I**

**Sales Management:** Scope, Importance, Objectives, Selling Process, Personal Selling Objectives, Determining Sales Related Marketing Policies, Sales Organization Structures: Types of Sales Organization Structure, Relationship of Sales Department with other Departments, Distributive Network Relations.

**UNIT-II**

**Sales Force Management:** Recruiting and Selecting Sales Personnel, Training Sales Force Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Staff Meeting and Sales Contests, Controlling The Sales Force: Sales Budget, Sales Quotas, Sales Territories, Sales Control and Cost Analysis.

**UNIT-III**

**Distribution Planning and Control:** Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection of Channel Partner, Motivation, Control And Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian Context.

**UNIT-IV**

**Distribution System and Logistics:** Physical Distribution System – Objectives Present Need, Concept, Significance and Decision Areas; Customer Service Goals; Logistics Planning; An Overview of Transportation, Warehousing, Inventory Decisions, Reverse Logistics, Vendor Evaluation, Supplier Service Policy (SSP), Purchase Order Processing; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Role of IT in Distribution, Performance Measurement and Controls in Supply Chain Management

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Cundiff, Govoni & Still, 'Sales Management', Prentice Hall India.
2. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw-Hill
3. Ingram, 'Sales management', Cengage Learning.
4. Gupta, S L, 'Sales and Distribution Management', Excel Books.
5. T.K. Panda and S. Sahadev, 'Sales and Distribution Management', Oxford University.
6. Rosenbloom, Bert, 'Marketing Channels: A Management View', Cengage Learning,
7. K.K. Havaldar and V.M. Cavale, 'Sales and Distribution Management', Tata McGraw Hill.
8. S.A. Chunawalla, 'Sales and Distribution Management', Himalaya Publishing House.