

YMCA UNIVERSITY OF SCIENCE AND TECHNOLOGY  
DEPARTMENT OF MANAGEMENT STUDIES  
Minutes for BOS Meeting held on 27.05.2016

**Item No. 1:** To discuss and finalize the scheme and syllabus as per CBCS system.

The scheme and syllabus of MBA program as per CBCS was discussed and finalised.

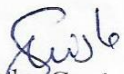
**Item No. 2:** To approve list of external examiners for Ph. D. evaluation.

The BOS approved the recommendations of pre PhD evaluation committee and DRC committee for PhD scholar Mr. Rajiv Sindwani (Roll No. YMCAUST/Ph47/2011) and Ms. Ashima Tondon (Roll No. YMCAUST/Ph47/2011). The BOS also approved the list of external examiners for PhD evaluation of Mr. Rajiv Sindwani (Roll No. YMCAUST/Ph47/2011) and Ms. Ashima Tondon (Roll No. YMCAUST/Ph47/2011).

**Item No. 3:** Any other item with the permission of the chair.


The mission and vision statement of the department were approved.


Minutes of BOS held on 18<sup>th</sup> November, 2015 were approved.

  
Dr. Manisha Goel

  
Ms. Rupali Madan


  
Prof. Madhu Vij

  
Ms. Neha Goyal

  
Dr. Rachna Agrawal

**Annexure – 1 of BOS dated 27.05.2016**

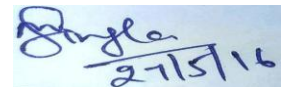
1. The list of new courses introduced in the approved syllabus of MBA scheme has been attached.
2. The new courses are also categorized into Employability/ Entrepreneurship and Skill development (List attached).

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**Chairman**

## **New Courses Introduced in MBA Program**

Managerial Communication	MBA/106
IT Lab	MBA/107
Personality development lab	MBA/108
Research lab	MBA/117
Interview skills lab	MBA/118
Strategic Management	MBA/119
Supply chain management	MBA/120
MSME Management	MBA/121
Event management	MBA/122
Total quality management	MBA/123
Tourism management	MBA/124
Presentation skills lab	MBA/202
Entrepreneurship case study analysis	MBA/203
Management Training	MBA/204
Moral values	MBA/217
introduction to psychology	MBA/218
introduction to health psychology	MBA/219
introduction to indian culture	MBA/220
Business case study lab	MBA/206
Business Ethics and corporate governance	MBA/205
Leadership lab	MBA/207

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**Chairman**

**YMCA UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
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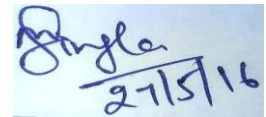
**ANNEXURE-1A**

Program Masters of Business Administration (program Code: 701)  
 Revised Scheme Course Index of the year 2016-17 (BOS Dated 27/05/2016)

**Mapping of the course with the employability/Entrepreneurship/Skill Development**

S. N.	Course	Code	Skill development	Entrepreneurship	Employability
1	Managerial Communication	MBA/106	√		√
2	IT Lab	MBA/107	√		√
3	Personality development lab	MBA/108	√		√
4	Research lab	MBA/117	√		√
5	Interview skills lab	MBA/118	√		√
6	Strategic Management	MBA/119	√		
7	Supply chain management	MBA/120	√		
8	MSME Management	MBA/121	√	√	
9	Event management	MBA/122	√		√
10	Total quality management	MBA/123	√		
11	Tourism management	MBA/124	√		√
12	Presentation skills lab	MBA/202	√		√
13	Entrepreneurship case study analysis	MBA/203	√	√	√
14	Management Training	MBA/204	√		√
15	Moral values	MBA/217	√		

16	introduction to psychology	MBA/218	√		
17	introduction to health psychology	MBA/219	√		
18	introduction to indian culture	MBA/220	√		
19	Business case study lab	MBA/206	√		√
20	Business Ethics and corporate governance	MBA/205	√		
21	Leadership lab	MBA/207	√		√



Single  
27/5/16

**Chairman**

**Scheme and Syllabi**

**OF**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**w.e.f. 2016**



**YMCA UNIVERSITY OF SCIENCE AND TECHNOLOGY  
FARIDABAD**

[www.ymcaust.ac.in](http://www.ymcaust.ac.in)

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## **Vision and Mission of the University**

### **Vision**

“YMCA University of Science and Technology aspires to be a nationally and internationally acclaimed leader in technical and higher education in all spheres which transforms the life of students through integration of teaching, research and character building”

### **Mission**

- To contribute to the development of science and technology by synthesizing teaching, research and creative activities.
- To provide an enviable research environment and state-of-the art technological exposure to its scholars.
- To develop human potential to its fullest extent and make them emerge as world class leaders in their professions and enthuse them towards social responsibility.



## **Vision and Mission of the Department**

### **Vision**

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation.

### **Mission**

- To provide learning environment to young aspirants by introducing innovative industry based curriculum.
- To facilitate updated research facilities for inculcating analytical capabilities.
- To educate effective managerial skills for transformation of raw minds into effective managers and entrepreneurs.

## **About the Program**

With a view to augment the growth of a mixed blend of entrepreneurial capabilities and managerial manpower as per the current need of the industry and to provide the opportunity to graduates for acquiring specialized knowledge, the University started the course of MASTER OF BUSINESS ADMINISTRATION (MBA). The MBA program started in 2008.

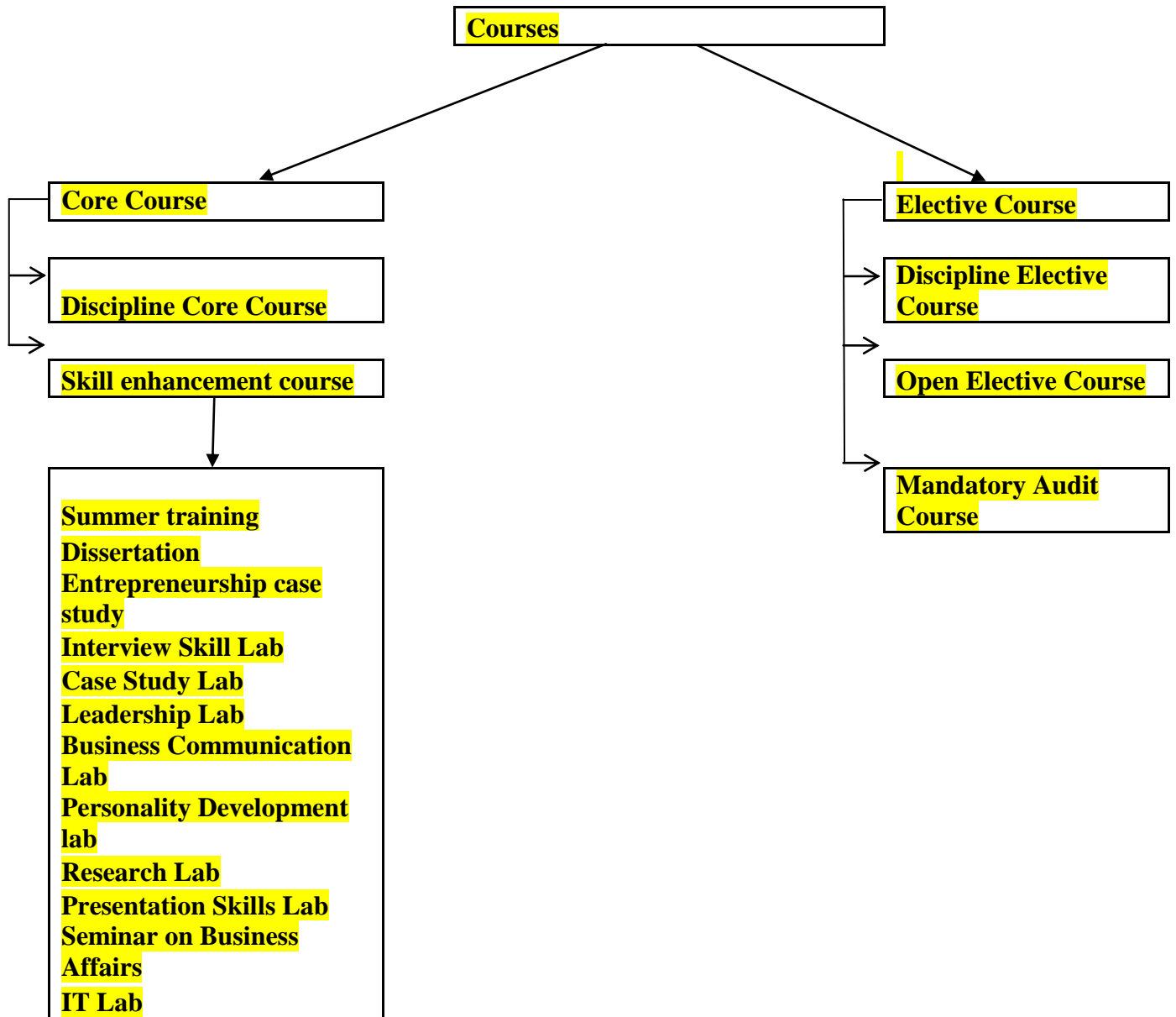
Our MBA program offers specialisation in following areas: Financial Management, HR Management, and Marketing Management

Apart from class room teaching, seminars, presentations, case studies etc. are regular features to strengthen the ability of the students.

## **Program Objectives**

- To prepare students for a managerial profession.
- The students will learn various traits of an entrepreneur which can be transformed to become a successful entrepreneur.
- To develop professional attitude among students.
- To inculcate managerial skills in students so that they can contribute towards enhancing the productivity of the organization.
- To enhance communication skills of students through various activities.
- To motivate students to participate in various activities to become an effective leader.

# MBA CBCS Structure



<b>MBA 2016 CBCS Scheme</b>																
	<b>Sem I</b>				<b>Sem II</b>				<b>Sem III</b>				<b>Sem IV</b>			
<b>Core Course</b>	<b>S</b>	<b>H</b>	<b>C</b>	<b>TC</b>	<b>S</b>	<b>H</b>	<b>C</b>	<b>TC</b>	<b>S</b>	<b>H</b>	<b>C</b>	<b>TC</b>	<b>S</b>	<b>H</b>	<b>C</b>	<b>TC</b>
<b>(i) Discipline Core Course</b>	3	3+2	4	12	1	3+2	4	4								
	3	4	4	12	5	4	4	20	1	4	4	4	1	4	4	4
<b>DCC Total</b>	<b>6</b>	<b>27</b>		<b>24</b>	<b>6</b>	<b>25</b>		<b>24</b>	<b>1</b>	<b>4</b>		<b>4</b>	<b>1</b>	<b>4</b>		<b>4</b>
<b>(ii) Skill enhancement course</b>																
<b>(a) Management Training</b>									1	0	4	4				
<b>(b) Research (field work hours)</b>													1	8	4	4
<b>©IT Lab</b>	1	4	2	2												
<b>(d) Personality Development Lab</b>	1	4	2	2												
<b>(e) Seminar on Business affairs</b>	1	4	2	2												
<b>(f) Research lab</b>					1	4	2	2								
<b>(g) Business Communication Lab</b>					1	4	2	2								
<b>(h) Interview Skills Lab</b>					1	4	2	2								
<b>(i) Presentation Skill lab</b>									1	4	2	2				
<b>(j) Entrepreneurship Case Study analysis</b>									1	4	2	2				
<b>(k) Leadership Lab</b>													1	4	2	2
<b>(l) Business Case Study Lab</b>													1	4	2	2
<b>SEC total</b>	<b>3</b>	<b>12</b>		<b>6</b>	<b>3</b>	<b>12</b>		<b>6</b>	<b>3</b>	<b>8</b>		<b>8</b>	<b>3</b>	<b>16</b>		<b>8</b>
<b>Elective Course</b>																
<b>Discipline support electives</b>									5	4	4	20	5	4	4	20
<b>Open elective Course</b>					1	3	3	3								
<b>Mandatory audit course</b>									1	2	0	0				
<b>Total EC</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>1</b>	<b>3</b>		<b>3</b>	<b>6</b>	<b>22</b>		<b>20</b>	<b>5</b>	<b>20</b>		<b>20</b>
<b>Total overall</b>	<b>9</b>	<b>39</b>		<b>30</b>	<b>10</b>	<b>40</b>		<b>33</b>	<b>10</b>	<b>34</b>		<b>32</b>	<b>9</b>	<b>40</b>		<b>32</b>

Max Marks : 3200

Discipline Core Courses (DCC) Credit : 56  
 Discipline Supportive Electives(DSE) Credit: 40  
 Skill Enhancement Courses(SEC) Credit : 28  
 Open Electives Courses(OEC) Credit : 03  
 Mandatory Audit Courses(MAC) Credit :00  
 Total Credit : 127

**L= Lecture, T= Tutorial, P= Practical, S= Self Study/ field Work**

**Semester I**

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MBA/101	Management Process and Organisational Behaviour	4	0	0	0	4	4	40	60	DCC
MBA/102	Accounting for Managers	3	2	0	0	5	4	40	60	DCC
MBA/103	Managerial Economics	4	0	0	0	4	4	40	60	DCC
MBA/104	Business Research and Quantitative Techniques	3	0	2	0	5	4	40	60	DCC
MBA/105	Indian Financial System	4	0	0	0	4	4	40	60	DCC
MBA/106	Managerial Communication	3	0	2	0	5	4	40	60	DCC
MBA/107	IT Lab	0	0	4	0	4	2	50		SEC
MBA/108	Personality Development Lab	0	0	4	0	4	2	50		SEC
MBA/109	Seminar of Business Affairs	0	0	4	0	4	2	50		SEC
		21	2	16	0	39	Total Credits : 30	Total Marks : 750		

**Semester II**

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MBA/110	Human Resource Management	4	0	0	0	4	4	40	60	DCC
MBA/111	Marketing Management	4	0	0	0	4	4	40	60	DCC
MBA/112	Financial Management	3	2	0	0	5	4	40	60	DCC
MBA/113	International Business Environment	4	0	0	0	4	4	40	60	DCC
MBA/114	Operations Management	4	0	0	0	4	4	40	60	DCC
MBA/115	Legal Aspects of Business	4	0	0	0	4	4	40	60	DCC
MBA/116	Business Communication Lab	0	0	4	0	4	2	50		SEC
MBA/117	Research Lab	0	0	4	0	4	2	50		SEC
MBA/118	Interview Skills Lab	0	0	4	0	4	2	50		SEC
MBA/119-124	Open Elective	3	0	0	0	3	3	40	60	OEC
		26	2	12	0	40	Total Credits :33	Total Marks : 850		

### Semester III

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MBA/201	Entrepreneurship Development	4	0	0	0	4	4	40	60	DCC
MBA/209-216	Specialization Course I (MM/FM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course II(MM/FM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course III(MM/FM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course IV(MM/FM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course V(MM/FM)	4	0	0	0	4	4	40	60	DSE
MBA/202	Presentation Skills Lab	0	0	4	0	4	2	50		SEC
MBA/203	Entrepreneurship Case Study Analysis	0	0	4	0	4	2	50		SEC
MBA/204	Management Training	0	0	0	0	0	4		100	SEC
MBA/217-220	Mandatory Audit Course	2	0	0	0	2	0			MAC
		26	0	8	0	34	Total Credits : 32	Total Marks : 800		

## Semester IV

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MBA/205	Business Ethics and Corporate Governance	4	0	0	0	4	4	40	60	DCC
MBA/209-216	Specialization Course I (FM/HRM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course II(FM/HRM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course III(FM/HRM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course IV(FM/HRM)	4	0	0	0	4	4	40	60	DSE
MBA/209-216	Specialization Course V(FM/HRM)	4	0	0	0	4	4	40	60	DSE
MBA/206	Business Case Study Lab	0	0	4	0	4	2	50		SEC
MBA/207	Leadership Lab	0	0	4	0	4	2	50		SEC
MBA/208	Research Project	0	0	0	8	8	4	40	60	SEC
		24	0	8	8	40	Total Credits : 32	Total Marks : 800		



**List of Specialized Courses to be offered in 3<sup>rd</sup> and 4<sup>th</sup> semester**

<b>Specialization Course</b>	<b>Financial Management</b>	<b>Marketing Management</b>	<b>Human Resource Management</b>	<b>CBCS Code</b>
<b>I</b>	Direct Tax Management (MBA/F209)	International Marketing (MBA/M209)	Training and Development (MBA/H209)	DSE
<b>II</b>	Security Analysis and Investment Management (MBA/F210)	Services Marketing (MBA/M210)	Organisation Change and Development (MBA/H210)	DSE
<b>III</b>	Project Planning and Analysis (MBA/F211)	Consumer Behaviour (MBA/M211)	Industrial Relations and its Legal aspects (MBA/H211)	DSE
<b>IV</b>	Foreign Exchange Management (MBA/F212)	Sales and Distribution Management (MBA/M212)	Cross Cultural Human resource Management (MBA/H212)	DSE
<b>V</b>	Working Capital Management (MBA/F213)	Brand Management (MBA/M213)	Human Resource Planning and Development (MBA/H213)	DSE
<b>VI</b>	Risk Management And Insurance (MBA/F214)	Customer Relationship Management (MBA/M214)	Compensation Management (MBA/H214)	DSE
<b>VII</b>	Export Import Procedure and Documentation (MBA/F215)	Integrated Marketing Communication (MBA/M215)	Performance Management (MBA/H215)	DSE
<b>VIII</b>	Mergers, Acquisition and Corporate Restructuring (MBA/F216)	Retail Management (MBA/M216)	Strategic Human Resource Management (MBA/H216)	DSE

**List of Open Electives (OEC)**

<b>No.</b>	<b>Subject code</b>	<b>Subject</b>	<b>CBCS code</b>
<b>I</b>	MBA/119	Strategic Management	OEC
<b>II</b>	MBA/120	Supply Chain Management	OEC
<b>III</b>	MBA/121	MSME Management	OEC
<b>IV</b>	MBA/122	Event Management	OEC
<b>V</b>	MBA/123	Total Quality Management	OEC
<b>VI</b>	MBA/124	Tourism Management	OEC

### List of Mandatory Audit Courses (MAC)\*

No.	Subject code	Subject	CBCS code
I	MBA/217	Moral Values	MAC
II	MBA/218	Introduction to Psychology	MAC
III	MBA/219	Introduction to health Psychology	MAC
IV	MBA/220	Introduction to Indian Culture	MAC

\*One course with no credit having two contact hours per week to embed life skills/ value education. Passing the course shall be mandatory. Other audit courses may be offered from the list of audit courses at university level.

- Department can decide about the minimum number of students required to offer any elective course.
- The subject syllabus can be upgraded as per the requirement.

# **DETAILED SYLLABUS**

# **FIRST YEAR SUBJECTS**

## MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

MBA/101

L	T	P	S
4	0	0	0

### Objective:

The objective of this course is to expose the students to basic concepts of management and provide insights necessary to understand behavioural processes at individual, team and organizational level.

### Unit-I

Introduction to management: concept, nature; evolution of management thoughts –traditional, behavioural, system, contingency and quality viewpoints; Managerial levels, skills and roles in an organization; Functions of Management: Planning, Organizing, Directing, Controlling, Problem solving and Decision making; Management control; managerial ethics and social responsibility; Management Information System (MIS).

### Unit-II

Fundamentals of Organizational Behavior: Concept, evolution, importance and relationship with other Fields; Contemporary challenges of OB; Individual Processes and Behavior – differences, Personality-concept, determinant, theories and applications; Values, Attitudes and Emotions, Perception- concept, process and applications, Learning and Reinforcement; Motivation: concept, theories and applications; Stress management.

### Unit-III

Interpersonal Processes- Work teams and groups- Definition of Group, Stages of group development, Group cohesiveness, Types of groups, Group processes and Decision Making; Team Building; Conflict – concept, sources, types, management of conflict; Power and Political Behavior; Leadership: concept, function and styles.

### Unit-IV

Organizational Processes and structure: organizational design: various organizational structures and their effect on human behavior; Organizational climate; Organizational culture; Organizational change: Concept, Nature, Resistance to Change, Change Management, Implementing Change and Organizational Development

### Outcome:

- The students learn how to influence the human behaviour.
- Students will be able to understand behavioural dynamics in organizations.
- Students will be able to apply managerial concepts in practical life.
- Students will be able to understand organizational culture and change.

### Reference Books:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi.
2. Stoner, J et. al, Management, New Delhi, PHI, New Delhi
3. SatyaRaju, Management – Text & Cases, PHI, New Delhi
4. Kavita Singh, (2009) Organisational Behaviour: Text and cases. New Delhi: Pearson Education
5. Pareek, Udai, (2012) Understanding Organisational Behaviour, Oxford University Press, New Delhi
6. Robbins, S.P. & Judge, T.A. (2009), Organisational Behaviour (13<sup>th</sup> edition), Prentice Hall of India, New Delhi

## ACCOUNTING FOR MANAGERS

MBA/102

L	T	P	S
3	2	0	0

### Objective:

The purpose of the course is to understand nature of accounting and its interaction with other accounting and their comparison. It also focuses what kind of information the manager need, from where these can be obtained and how this information can be used to carry out important managerial decision.

### Unit-I

Meaning nature and scope of different types of accounting and their comparison. Accounting principles and Indian accounting standards, IFRS, Preparation of final accounts of company with basic adjustments. Reading and understanding of Annual report.

### Unit-II

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis (AS-3)

### Unit-III

Classification of costs, preparation of cost sheet, inventory valuation, overview of standard costing and variance analysis; material variance and labour variance.

### Unit-IV

Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets cash budget, flexible budget zero base budget; marginal costing, BEP analysis, decision making for optimum sales mix, exploring new markets, make/Buy decisions, expand/ contract, accepting and rejecting decisions

### Outcome:

- This course will impart knowledge to the students regarding preparation of financial statements their analysis
- The students will be able to understand applications of cost accounting and cost control techniques like standard costing etc.
- The course will help them to take better managerial decisions.
- Students will be able to know about budget control techniques.

### Reference Books:

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, NewDelhi
2. Pandey, I.M., Management Accounting, Vikas Publishing House, NewDelhi
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New.Delhi.
4. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
5. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, NewDelhi

## MANAGERIAL ECONOMICS

MBA/103

L T P S

4 0 0 0

### Objective:

To spread awareness about application of managerial, economics and mathematical concepts in business. The course focus on analyzing the cost and revenue concepts associated with the product, price determination on basis of market forces and studying effect of macroeconomic factors which takes in account country as a whole.

### Unit-I

Nature and scope of managerial economics, objectives of business firms, cardinal utility theory, indifference curve technique and the theory of consumer choice, consumer surplus, price effect combination of income effect and substitution effects.

### Unit-II

Law of demand, demand elasticises, demand estimation and forecasting, Production Analysis, Law of variable proportions; laws of return to scale, Isoquants, Optimal Combination of Inputs

### Unit-III

Theory of Cost: Traditional and Modern Theory of Cost in Short and Long runs, Economies and diseconomies of Scale, Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly;. Shut down Point.

### Unit-IV

Determinants of Economic Development, Recent Developments in Indian Economy. Business cycles; inflation; types and control methods. Monetary policy, Fiscal policy, Balance of payment of India; Trade deficit and remedies. LPG and PPP in India, EXIM Policy and FDI in India.

### Outcome:

- To build an analytical ability in mind of a student.
- This will help the students in taking decision regarding demand and supply forecasting, product determination on basis of market environment.
- This helps to build an ability to be a good entrepreneur by utilizing limited resources to satisfy unlimited wants.
- This will help the students in taking decision regarding price determination on basis of market environment.

### Reference Books:

1. Hirschey , Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad
5. T.R. Jain, Managerial Economics, V.K. Publication

## **BUSINESS RESEARCH AND QUANTITATIVE TECHNIQUES**

**MBA/104**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>

### **Objective:**

To make the student aware about business research process and quantitative techniques used for the purpose of research. To make them aware about various scaling techniques, hypothesis formulation and its testing.

### **Unit I**

Meaning of Business Research, Research Process and Scope of Research in business, Scientific methods of research, deciding a research problem, Ethics in Business Research, Different research designs and their role

### **Unit II**

Measurement and attitude measurement scaling techniques, sampling methods, questionnaire construction; interview and observational Methods, Primary and Secondary sources of data collection, Data Preparation, Editing, coding, tabulation, graphic and diagrammatic presentation of data

### **Unit III**

Measures of central tendency and variations; types of measures, their relative merits & demerits; Measure of Dispersion, Skewness. Overview of Correlation and Regression Analysis and their relationship

### **Unit IV**

Formulation of Hypothesis; Test of Hypothesis: Assumptions, types of Errors, Procedure; Parametric tests and non-parametric test; chi-square test, Analysis of variance (one way classification)

### **Outcome:**

- Research is mandatory for everybody. Students will be able to do the research in an effective manner.
- Student will be able to understand the research process in detail.
- Student will be able to use the analytical tools for the research.
- Students will be able to make the hypothesis regarding research.

### **Reference Books:**

1. Gupta S.P. & Gupta M.P. Business Statistics , Sultan Chand & Sons, Delhi.
2. Cooper, Donald R and Schindler Pamela S: Business Research Methods, Tata McGraw Hill Publishing Company Ltd., New Delhi
3. Rummel and Ballaine: Research Methodology in Business.
4. Clover, V.T: Business Research; Basic Principles and Techniques.
5. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay
6. Geode, Millian J. & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
7. Sekran, Uma, Business Research Method, Miley Education, Singapore
8. Gupta C.B. & Gupta, Vijay-Business Statistics ,S.Chand& Co. Delhi.
9. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
10. Hooda.R.P.,Statistics for Business & Economics, McMillan India Ltd.



## INDIAN FINANCIAL SYSTEM

MBA/105

L	T	P	S
4	0	0	0

### Objective:

The course aims at providing the insight to the students about the financial system in India. The students will be made aware of the basic concepts related to financial system. The course will provide insight about capital market and money market inputs.

### Unit I:

Indian Financial System: Nature, structure, role and functions. Money Market: Structure of Indian banking system, RBI- functions and working, commercial banks, Banking and non-banking intermediaries, Financial Institutions: Functions of NABARD, Regional Rural Banks and Cooperative Banks, ICICI, IDBI, IFCI, IIBI, SFCs, SIDBI.

### Unit II:

Banking Concepts and Norms –credit creation, E-Banking, Universal Banking, Non-Performing Assets, A Brief introduction to Capital Adequacy Norms. Money Market instruments; Call money, Treasury Bills, Commercial Bills, Certificate of deposit, Commercial Papers, Reforms and recent developments in money market

### Unit III:

Capital Market : Capital Market instruments, Role of SEBI, New Issue Market, Public Issue, Right Issue and Private Placement, Underwriters, Book Building Process, Secondary market;; trading and settlement; Primary market v/s Secondary Market. Mutual Funds: meaning and types. Depository System. Reforms and recent developments in capital market. Overview of Securitisation.

### Unit IV:

Non-banking finance companies, Housing finance companies. Financial Services: Merchant Banking, Leasing and Hire purchase, Factoring, Housing Finance, Venture Capital, Credit Rating.

### Outcome:

- The course will help the students to have a clear view about the workings of various components of financial system in India.
- The students will be capable to understand the importance of a sound financial system for economic development of a country.
- The students will have a clear understanding of various financial services.
- The students will be able to know about money market instruments and capital market instruments.

### Reference Books:

1. Bhole L. M 'Financial institutions and Markets' Tata McGraw Hills, 2008.
2. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.
3. Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education, 2008.
4. John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills. 2009.
5. S. Gurusamy, 'Financial Markets and Institutions' 3rd edition, Tata McGraw Hills.
6. Khan M. Y. ' Indian Financial System' Tata McGraw Hills
7. Gurusamy, "Financial Services and System", McGraw Hill Education, March 2015.

## MANAGERIAL COMMUNICATION

**Objective:**

This course will help students in understanding the principles and techniques of business communication. It will help students to help students to gain an insight to process of communication.

**Unit I**

Theory of Communication: Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication.

**Unit II**

Forms of Communication: Written Communication: ( Principles of Effective Written Communication; Commercial Letters, sale letter, routine letter, enquiries, inter office memos, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing Positive, Negative Persuasive, Electronic Messages), Non-Verbal Communication , Oral Communication: Art of Public Speaking, Effective Listening, Communicating in Teams.

**Unit III**

Important Parameters in Communication, The Cross Cultural Dimensions of Business Communication, Technology and Communication, video conferencing , Net etiquettes Ethical & Legal Issues in Business Communication, Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

**Unit IV**

Other Communication Parameters: Negotiation Process & its Management, Designing Visual Communication, Creating and Delivering Online Presentations. Applications of Communication:- Writing a Summer Project Report, Writing CVs & Application Letters, Group Discussions & Interviews, The Employment Interview

**Outcome:**

- The students will be able differentiate between written and oral Communication.
- The students will be able to improve upon oral communication skills.
- The beneficiaries will learn the formats of written communication.
- The course will help to understand the process of communication in a well defined manner.

**Reference Books:**

1. Lesikar et al (2009). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
  2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Business Communication Today, Pearson.
  3. Krizan et al (2010). Effective Business Communication, Cengage Learning.
  4. Scot, O. (2009). Contemporary Business Communication, Biztantra, New Delhi.
  5. Chaney & Martin (2009). Intercultural Business Communication, Pearson Education
  6. Penrose et al (2009). Business Communication for Managers, Cengage Learning.
- w.e.f Academic Session 2010-2011.

## IT LAB

### MBA/107

L	T	P	S
0	0	4	0

**Objective:** To make the students aware about the basics of computer to be used in business. To help students to learn applications of computer in managing a business firm.

Creating new folder on desktop, creating new folder in existing folder, moving a file or folder to another, copy file or folder to another folder, delete a file, searching file or folder, rename file or folder

**MS Word:** Creating a document, saving document, deleting text, page set up and layout, printing document, Spelling check, autocorrect, to find something in document, replace option, keyboard short cuts, Creating bulleted and numbered lists, working with fonts, changing styles of fonts, Inserting pictures, Formatting paragraphs, Working with header and footer, tables, creating table of content

**Power Point:** Basics, add and edit text in slides, add new slides to presentation, insert tables and charts, add sound to presentation, insert animations and slide transitions, delivering presentations

**MS- Excel:** Starting Excel, working with workbooks, understanding ribbons, entering data, edit data, copy, paste, special paste, working with rows and columns, sorting of data, applying filters, excel formulas, charts, printing worksheets

Uploading and downloading document

#### Outcome:

- The students will be able to make the use of computer in documentation.
- The students will be able to understand the usage of MS-word.
- They will be able to deliver presentations.
- The beneficiaries will be able to make analysis using MS-Excel.

#### Reference Books:

1. P.Ramasubramanian-M Ramakrishnan; Fundamentals of computing and computer programming; Scitech Publication
2. John Walkenbach, Excel 2010 bible, 2010 edition

**PERSONALITY DEVELOPMENT LAB**  
**MBA/108**

L	T	P	S
0	0	4	0

**Objective:**

The primary concern of this course is to sensitize students to the importance of personality for a manager. This course enables the students to develop etiquette requirements for different meetings and telephonic conversation. This course aims to remove the inhibitions or nervousness in different professional situations.

**Content:**

Various activities will be conducted for overall personality development of students emphasizing on managerial skills. Through these activities the following concepts will be introduced:

- (i) Personality Types and elements.
- (ii) Different methods of Personality testing.
- (iii) Dress code and Business attire guidelines.
- (iv) Self presentation and impression formation.
- (v) Business Etiquettes.
- (vi) Mannerism.
- (vii) Time management.
- (x) Managing Stress.

**Outcome:**

- The students develop etiquettes.
- The students develop the grooming skills for professional life.
- Etiquettes and manners are learned by the students.
- The students develop their personality as a manager

**References:**

1. Kavita Singh, (2009) Organisational Behaviour: Text and cases. New Delhi: Pearson Education
2. Pareek, Udai, (2012) Understanding Organisational Behaviour, Oxford University Press, New Delhi
3. Robbins, S.P. & Judge, T.A. (2009), Organisational Behaviour (13<sup>th</sup> edition), Prentice Hall of India, New Delhi

**SEMINAR ON BUSINESS AFFAIRS**  
**MBA/109**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>

**Objective:**

To make students aware about the current business world. Students have to analyze and present the current scenario of corporate world individually or in a group of 3-5 students.

The Students will refer the business magazines and Newspapers daily for discussions and presentations in a class.

**Outcome:**

- The students will be able to analyze the business environment.
- The students will be able to learn how to present important points related to current corporate scenario.
- The students will learn to present the important points from newspaper.
- The beneficiaries will be updated with current scenario of business world.

**References:**

1. Business Week Magazine
2. Business Today Magazine
3. Business Line Magazine
4. Economic Times (Newspaper)
5. Money (Newspaper)
6. Mint.

# Semester -II

# HUMAN RESOURCE MANAGEMENT

MBA/110

L	T	P	S
4	0	0	0

## Objective:

The primary concern of this course is to sensitize students to the various facts of managing people and to create an understanding of the various policies and practices of human resource management.

## Unit I

Human Resource Management: concept, evolution and scope; Strategic objectives of HR management; Roles, responsibilities and competencies of HR manager; Challenges to HR professionals; Human Resource Planning & Forecasting: significance and process; Human Resource Information System.

## Unit II

HR Sourcing and Recruitment; Selection: process, Placement; Induction and Socialization.

Job Analysis: job Description and job Specification; Job Design: approaches and methods; Job Evaluation-concept & methods; Performance Management System: appraisal and counselling.

## Unit III

Training: training process, training need analysis (TNA); training methods and techniques; Designing Training programs; Training evaluation; Career planning and Development; Potential Appraisal and Succession planning; Employee Compensation: basic concepts & determinants; New trends in compensation management.

## Unit IV

Industrial Relations and Grievance Handling; Employee welfare; Dispute Resolution; International Human Resource Management; Contemporary Issues in HRM: knowledge Management, HR Audit & Accounting, HR in virtual organizations, ethics & corporate social responsibility.

## Outcome:

- The course will help to understand the basics of HRM with roles and responsibilities of a HR manager.
- This course enables the students to meet HR challenges in present scenario
- It will facilitate them in employing, maintaining and promoting a motivated force in an organization.
- Students will be aware about contemporary issues of human resource management.

## Reference Books:

1. K. Aswathapa Human resource Management: Text and cases, 6<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2012
2. Uday Kumar Haldar & Juthika Sarkar (2012) Human resource Management New Delhi, Oxford University Press.
3. De Cenzo, Da & Robbins S.P. (2010) Fundamentals of Human Resource Management, 9<sup>th</sup> edition, New York, John Wiley & Sons.
4. Gary Dessler (2008) Human Resource Management, 11<sup>th</sup> edition New Delhi: Pearson Prentice Hall.
5. Tanuja Agarwala, Strategic Human resource Management, Oxford University Press

## MARKETING MANAGEMENT

MBA/111

L	T	P	S
4	0	0	0

### Objective:

To make the students aware about the basic concepts of marketing and to understand the importance of marketing strategies in the dynamic environment.

### Unit-I

Nature and scope of marketing; Philosophies of marketing management; attracting, retaining and developing relationship with customers; marketing environment; marketing research and marketing information system; Ethical issues in marketing

### Unit-II

Understanding consumer behaviour; factors influencing consumer buying behaviour and organizational buying behaviour; market segmentation, targeting and positioning; marketing strategies in the different stage of the product life cycle; new product development process

### Unit-III

Product mix and product line decisions; branding and packaging decisions; Pricing strategies and practices; factors affecting selection of marketing channels; Introduction to wholesaling and retailing; Promotion Mix: Advertising, sales promotion, public relations, personal selling

### Unit-IV

Marketing organization structures; Implementation and Control of the marketing programme; Sales Forecasting Methods; Green Marketing, Event Marketing, Direct marketing, Network Marketing, Holistic Marketing, Permission Marketing, Social Marketing

### Outcome:

- The students will be able to face the challenges in the market and would be able to tackle the in an effective manner.
- The students will be able to make the strategies regarding 4 P's and will be able to understand consumer behaviour.
- The students will be able to know the contemporary issues of marketing.
- The students will be aware about the changes in philosophies of marketing.

### Reference Books:

1. Kotler and Armstrong, Principles of Marketing; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Kumar, Arun and Meenakshi, N. , Marketing Management, Vikas Publication

## FINANCIAL MANAGEMENT



**Objective**

To develop understanding among the students regarding nature of finance and its interaction with other Management functions and the objectives of Financial Management.

**Unit-I**

Financial management-scope finance functions and its organisation, objectives of financial management; time value of money; sources of long term finance.

**Unit-II**

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting with excel; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

**Unit-III**

Capital structure decisions-financial and operating leverage; EBIT/EPS Analysis, capital structure theories- NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models - Walter, Gordon & M.M. models.

**Unit-IV**

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

**Outcome:**

- It creates understanding among the students regarding the key decisions like Investment, Financing and dividend Decisions of financial Management.
- They are able to understand the usage and applications of leverages in financial decisions.
- The students are able to use their best knowledge in finance towards the value creation for the organization.
- The students will be made aware of working capital management concept.

**Reference Books:**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

L	T	P	S
4	0	0	0

### **Objective:**

To provide knowledge about International Business Environment. To provide the framework on basis of which business can be run smoothly.

### **Unit-I**

International business environment; Concept of international business; domestic vs international business, stages of internationalization, tariff and non-tariff barriers, Risks involved in international business

### **Unit-II**

Theories of international trade: Adam Smith, Ricardo and Ohlin & Heckler theory, Leontif paradox, PLC

### **Unit-III**

International Monetary Systems: Historical background and structure. International Financial institutions; IMF, World Bank, Euro Currency. International financial markets and instruments.

### **Unit-IV**

Free trade zones. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS. Regional Economic Integrations: NAFTA, EU. Trade Blocks; ASEAN, SAAARC, BRICS

### **Outcome:**

- The student will be aware of the international organizations in which India is a member or otherwise.
- The students may take opportunity to take their business from domestic to international.
- International organizations and their links to India will be understood by students in an easy manner.
- The students will be aware business environment at international level

### **Reference Books:**

1. Lasserre, Philippe (2007). Global Strategic Management, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan ,PrashantSalwan (2010). International Business Environments and Operations, Pearson Education
3. Tamer Cavusgil, Gary Knight (2010). International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
4. K Aswathappa(2008). International Business, Tata Mcgraw Hill.
- 5 Richard Hodgetts, Fred Luthans, Jonathan Doh (2008). International Management: Culture, Strategy And Behaviour, Pearson Education.
6. Deresky (2010). International Management: Managing across borders and culture. Pearson Education.
7. Nandi : “International Business Environment” McGraw Hill Education, March 2015.

L	T	P	S
4	0	0	0

### Objective:

The course is designed to introduce various principles, concepts and techniques developed in the area of operations management over the years

### Unit I

Concept and Scope of Operations Management, Systems Perspectives of Operations Management, Operations as a competitive strategy, emerging trends and implications for operations, Facility Location, Types of Manufacturing System, Plant Layouts, Line Balancing, Material Handling: Principles and Equipments

### Unit II

Capacity Planning, Aggregate Planning and Master Production Scheduling, Maintenance Management, Work Study: Method Study and Work Measurement, Material Management: Material Requirement Planning, Inventory Control, Purchase Management, Stores Management

### Unit III

Just-In-Time Manufacturing, Business Process Reengineering, Enterprise Resource Planning, Supply Chain Management, Lean Manufacturing, Poka Yoke

### Unit IV

Definition of Quality, Quality Management, Cost of Quality, Continuous Improvement (Kaizen), 5 s, ISO (9000&14000 Series), Six Sigma, Statistical Quality Control: Variable & Attribute Process Control, Total Quality Management (TQM)

### Outcome:

- Students will gain a conceptual understanding of the manufacturing and services Operations.
- They will be able to relate the concepts of operations management to practical applications.
- The students will be able to understand various concepts associated with quality management.
- Students will learn about optimum utilization of resources by using various techniques.

### Reference Books:

1. Panneerselvan R, Production and Operations Management, PHI
2. Mahadevan, Operations Management, Pearson
3. Chary, S N, Production and Operations Management. New Delhi, Tata McGraw Hill
4. Buffa, E S &Sareen, Modern Production Management. New York, John Wiley
5. Nair, Production and Operations Management, TMH.
6. Chase, Jacobs, Aquilano, Agarwal, Operations Management for Competitive Advantage.

## LEGAL ASPECTS OF BUSINESS

MBA/115

L	T	P	S

**Objective:**

This course is designed to enhance the legal literacy of MBA students. It will refine students' understanding of how law affects all aspects of business. It will make students aware about various acts and their applications.

**Unit-I**

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts. The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller. Consumer Protection Act: Rights of consumers and 3Tier-Redressal Mechanism.

**Unit-II**

Negotiable instruments act: nature and types; negotiation and assignment; holder-in due course, dishonour and discharge of a negotiable instrument, arbitration. Competition Act 2002: Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions,

**Unit-III**

Regulatory structure and compliances of companies - Nature and types of companies; Incorporation of a Company, memorandum and articles of association; Prospectus, Winding up. Indian Partnership Act, 1932 – Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners.

**Unit-IV**

Securities Contract Act, 1956 –Listing of Securities, Penalties and Procedures; Depositories Act, 1996 – Rights and Obligations of Depositories, Depository Participants, Issuers and Beneficial owners. Foreign Exchange Management Act, Cyber Law, RTI act

**Outcome:**

- Students will be able to develop an approach to manage and maximize the value of the corporate legal functions.
- The students will be able to analyze the dynamic nature of law.
- The students will have an understanding of business and other related legal framework.
- The students will be able to work regarding the the guidelines.

**Reference Books:**

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur, 1992
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi, 1998
5. Tulsian P.C., Business Law, TMH, New Delhi
6. Legal Aspects of Business, pathak, McGraw Hill Education, 2015-07-29

**BUSINESS COMMUNICATION LAB**

**MBA/116**

**Objective:**

The objective of this course is to make the students understand the importance of communication skills for the managers to be successful in their professional career. It aims to make the students aware about how the ideas, decisions and plans need to be transferred properly to others through communication skills. The students enhance their skills in written as well as oral Communication through practical conduct of this course.

**Content**

Oral communication: Nonverbal communication, video conferencing, listening skill, public speaking, Body Language, postures and gestures, handshakes, gaze, smiles, hand movements, voice modulation, eye contact, use of expression.

Written communication: circulars, notices, memos, agenda and minutes of meeting, report writing, creative writing, framing advertisement, slogans, captions, preparing press notes, resume writing, using Facsimiles (Fax), Handling Mail, writing essays, paragraph, summaries.

Writing Business Letters – Formats and Styles of business letters, Types of business letters– Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement.

Various activities will be conducted for overall personality development of students emphasizing on business communication.

**Outcome:**

- The students develop confidence to communicate.
- The students understand the importance of communication.
- The students are able to write different kinds of business letters.
- Overall personality of the student develops.

**References:**

1. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Business Communication Today, Pearson.
2. Lesikar et al (2009). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Krizan et al (2010). Effective Business Communication, Cengage Learning.
4. Scot, O. (2009). Contemporary Business Communication, Biztantra, New Delhi.
5. Chaney & Martin (2009). Intercultural Business Communication, Pearson Education

### **Objective:**

This LAB will provide a hands-on experience of a wide range of practical research methods used in decision making using SPSS.

Introduction to SPSS, Introduction to various menus, Data file, Output file, How to examine the basic statistics such as mean, median, frequency, percentage, variance etc using SPSS, How to Create Tables and Graphs.

Testing Research Hypotheses, Bivariate and Partial Correlations, Simple Linear Regression, Multiple regression analysis

Parametric Tests: The t-test Procedure: Independent –samples, paired samples, and one sample tests, One-way ANOVA, Comparing related Samples with ANOVA.

Overview of Factor analysis.

### **Outcome:**

1. Student will learn data management using SPSS
2. Student will learn how to perform various test using SPSS
3. Student will learn data analysis.
4. Students will know how to conduct research work with the help of SPSS

### **References:**

1. Multivariate Data Analysis, Hair et al.2010, Pearson Publication
2. Data Analysis, Ajay Chauhan

## INTERVIEW SKILL LAB

MBA/118

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### Objective:

The objective of this course is to make the students aware about the different kinds of interviews and interviewing techniques. The course aims to develop confidence in students for mastering the art of giving interview and taking interview.

Various activities will be organized to familiarize with selection interview, placement interview, exit interview, appraisal interview and different kinds of interview modes: Personal, telephonic. Students will be divided into group of five to six students and mock interview will be conducted.

### Outcome:

- The students learn the importance of interviewing skills.
- Through practical knowledge, students develop confidence for interviewing.
- The students get experience of different kinds of interviews.
- The students understand the assessment methods in different interviews.

### References:

1. K. Aswathapa Human resource Management: Text and cases, 6<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2012
2. Uday Kumar Haldar & Juthika Sarkar (2012) Human resource Management New Delhi, Oxford University Press.
3. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Business Communication Today, Pearson.

### **List of Open Electives (OEC)**

I Strategic Management (MBA/119)

II Supply Chain Management (MBA/120)

III MSME Management (MBA/121)

IV Event Management (MBA/122)

V Total Quality Management (MBA/123)

VI Tourism Management (MBA/124)



**DETAILED SYLLABUS  
OF  
OPEN ELECTIVES**

## **STRATEGIC MANAGEMENT**

### **MBA/119**

L	T	P	S
3	0	0	0

#### **Objective:**

To develop an understanding of the Strategic Management process in a dynamic and competitive global environment. To make them aware about various strategies to achieve a competitive edge over competitors.

#### **Unit I**

An introduction to strategy - Nature, Objective and importance; An overview of strategic management; Strategic Management Process, company's vision, mission and objectives

#### **Unit II**

Strategic Formulation: Overview of Environmental and organisational Appraisal, Concentration, Integration, Diversification, Internationalisation, stability, retrenchment, Strategic Analysis and choice using BCG Matrix, General Electric matrix and balance score card approach, Types of strategies.

#### **Unit III**

Strategy implementation: Designing organizational structure; Structural, Behavioural, Functional and operational implementation.

#### **Unit IV**

Strategy Evaluation and control: Nature and Importance, Strategic and Operational Control; Techniques of evaluation and control.

#### **Outcome:**

- The course will enable students to have a clear understanding of formulation, implementation and evaluation of strategies.
- It will help the students to gain knowledge about strategies and their relation with dynamic environment.
- The students will have a clear understanding about the strategy to be followed by the organization to go ahead in the market.
- The beneficiaries will be able to implement strategies in an effective manner.

#### **Reference Books:**

1. AzharKazmi, Business Policy and Strategic Management, TMH publication
2. Jauch&Glueck, Business Policy and Strategic Management
3. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
4. David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi
5. Kenneth, A. Andrews, Concepts of corporate Strategy
6. Melvin J. Stanford, Management Policy
7. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

**SUPPLY CHAIN MANAGEMENT**  
**MBA/120**

L	T	P	S
3	0	0	0

**Objective:**

The course seeks to provide the key concepts and solutions in the design, operation, control and management of supply chains as integrated systems.

**Unit I:**

Introduction to supply chain management: Evolution of SCM, objectives of SCM, Supply chain planning framework, strategic fit model of supply chain, supply chain decision making framework, managing uncertainty in supply chain.

**Unit II:**

Dynamics of SCM: Supply chain process cycles, order management process, supply chain integration through push-pull mechanism, Bullwhip/Whiplash/Whipsaw effect; Information and communication technology in SCM; World class best practices in SCM.

**Unit III:**

Procurement and outsourcing strategies: Make or buy decision, strategic outsourcing, strategic partnership, supplier selection process, supplier development, supplier quality assurance programme; supply chain and customer relationship management.

**Unit IV:**

SCM implementation and performance benchmarking: Implementing SCM, Supply Chain operations reference model, supply chain performance benchmarking; Issues, challenges and opportunities in Implementation of SCM.

**Outcome:**

- The students will understand different aspects related to managing supply chains.
- The students will be available aware about the supply chain process and cycle.
- The students will be able to know about the opportunities and challenges of SCM.
- The students will be able to implement the procurement and outsourcing strategies.

**Reference Books:**

1. Chopra Sunil and Peter Meindl - Supply chain management, Pearson
2. Supply Chain Management-Concepts, Practices, and Implementation by Sunil Sharma, Oxford University Press
3. Sahay B.S. - Supply Chain Management, Macmillan

**MICRO, SMALL AND MEDIUM ENTERPRISES**  
**MBA/121**

L	T	P	S
3	0	0	0

**Objective:**

The objective of this subject is to make aware about the concept of MSMEs. MSMEs play an important role in economic development. By studying this subject, students will be aware about the policy requirements for opening a micro, small or medium enterprises. This will help in increase entrepreneurship development.

**Unit I:**

Concept of MSMEs, Evolution of MSMEs, Characteristics of MSMEs, Advantages of MSMEs and their role and significance in economic development, Policies for MSMEs and Scope of MSMEs in India.

**Unit II:**

Challenges and opportunities of MSMEs in the current scenario, Problem of and prospects of SSI/ MSMEs, Performance of MSME/ SSI Sector, Impact of WTO on MSMEs, WTO and some vital issues for MSMEs

**Unit III:**

Concept of Globalization and Liberalization, Impact of Liberalization and globalization on MSME, Some issues in the context of Vitalization of MSMEs for growth and development, Role of SSI/ MSMEs in a global economy, Future Growth of Global SMEs

**Unit IV:**

Basic concepts of Growth, Pattern of Growth of MSMEs, Types of SMEs and the growth structure, MSME s as a driving force in economic development, Demand aspect for MSMEs, Promotion and Development of MSMEs, Sustaining the growth and development in the MSMEs, MSMEs in the Service Sector

**Outcomes:**

- Students will be aware about policy requirement for opening a MSME unit.
- The subject will helps in development of MSMEs in India
- The subject will helps in economic development
- This will help government to utilize resources of country.

**Reference Books:**

1. Management of a small scale- industry, Vasant Desai, Himalaya Publishing
2. Small scale industries and entrepreneurship, Vasant Desai, Himalaya Publishing
3. Entrepreneurship Development , Small Business Enterprises', Poornima M Charantimath Pearson Education
4. Business Environment and Policy, Francis Cherulinium , Himalaya Publishing House.
5. Small Industries in India :, Policies and Perspectives in the Indian Context, B, YerramRaju , Excel Books
6. Small and Medium Enterprises: Challenges and opportunities , J.S Juneja AIMA Excel Books West Bengal University of Technology

**EVENT MANAGEMENT**  
**MBA/122**

L	T	P	S
3	0	0	0

**Objective:** To provide knowledge to students about management of different types of events. To help students to understand different aspects of events which are to be considered for successful event management.

**Unit-1**

Introduction: Meaning, Types of events, size of events; Use of event as a marketing tool –brand building, focusing the target market, Event planning. Event Infrastructure: Staging an event – Choosing the event site, developing the theme, conducting rehearsals, providing services, arranging catering. Equipment hiring (furniture, audio systems and other related items).

**Unit-2**

Organizing Events: Purpose of entertainment and speakers; entertainment choices; Entertainment planning Anchoring the event; Planning decoration according to the event themes. Fund raising. Job outsourcing. Security arrangements. Telecast / promotional rights.

**Unit-3**

Managing Events: Corporate Events; Trade Shows & Exhibitions; Planning and Scheduling the events. Celebrity events; Sports events; Concerts; Wedding Management: Guest lists; Photos and videos; Music arrangement; Party Management; Rural Events; Managing Events in Educational Institutions - Convocation, Farewell parties, Students Fests.

**Unit-4**

Strategies for Effective Event Management: Marketing; Control; Co-ordination; Execution; Crisis Management; Effectiveness Evaluation.

**Outcome:**

- The students will have a clear understanding of using event as a marketing tool.
- The beneficiaries will learn to stage an event.
- The course will help to manage events effectively.
- The students will be able to make plans according to event themes.

**Reference Books**

1. Getz Donald (2005). Event Management & Event Tourism. 2/e. Cognizant Communication Corporation.
2. Sanjaya Singh Gaur and Sanjav V. Saggere (2003). Event Marketing & Management, Vikas Publishing.
3. Mathews J.M (2006). Hospitality Marketing & Management. Avishkar Publisher
4. Goldblatt, (2007). Best Practices in Modern Event Management. John Wiley & Sons

## **TOTAL QUALITY MANAGEMENT**

### **MBA/123**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### **Objective:**

The objective of this course is to facilitate students understand the quality concepts and develop an knowledge of tools and techniques relating to total quality management.

#### **Unit-I**

Introduction: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs – Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

#### **Unit II**

Principles of TQM: Customer satisfaction – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement – Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy, Performance Measure.

#### **Unit III**

TQM tools: Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA, statistical process control.

#### **Unit IV**

Quality Systems: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

#### **Outcomes:**

- Students will understand the Total Quality Management concept and principles.
- Students will get knowledge about various tools available to achieve Total Quality Management.
- Students will understand the statistical approach for quality control.
- Students will develop an awareness about the ISO and QS certification process and its need for the industries.

#### **References:**

1. Dale H.Besterfeild, carlonBesterfeild: Total Quality Management, Pearson Education, 2015
2. Sridharabhat: Total Quality Management Texts and Cases, Himalaya, 2015.
3. Poornima M charantimath Total Quality Management, Pearson Education, 2015
4. KanishkaBedi: Quality Management, Oxford, 2015.
5. Dr.S.Kumar , Total Quality Management, University Science Press ,2015

## **TOURISM MANAGEMENT**

**MBA/124**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **Objective:**

The students shall be able to gain an overview about the hospitality and tourism industry and identify the major areas of coverage of hospitality industry, different types of hotels and restaurants. They will also grasp the position of Entertainment and Recreation industries in Hospitality.

### **Unit I**

The Hospitality Industry – Origin and Growth – Tourism Industry – Importance of Tourism – Industries related to Tourism – Evolution and Growth of the Hotel – Evolution of Tourism – Factors Affecting Hospitality and Tourism Industry – Employment Opportunities in Hospitality.

### **Unit II**

Clarification of Hotels – Major Departments of a Hotel – Star Ratings of Hotels – Global Standards for Hotels – Managing Other Services – Speciality Resorts – Book Sellers – SPA – Beauty Clinics – Gymnasium.

**Unit III** Definition of Tourism – Features – Types of Tourists – Tourism Activities – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism – Relation of hospitality industry with Tourism

### **Unit IV**

History growth and present status of travel agency – Travel formalities – Linkages and arrangements with hotels, airlines and transport agencies – Transport system – Different types of transport – Impact of Science and Technology.

### **Outcomes:**

- The students should be able to explain the fundamentals of hospitality and tourism industry.
- The students should be able to describe the hospitality industry from various perspectives of hotel, tourism, travel and transport.
- The students should be able to explain issues, challenges, recent trends and future of hospitality industry.
- The students should be able to realize the interrelationship between travel and tourism.

### **References:**

1. Clayton W. Barrows, Tom Powers and Dennis Reynolds.(2012) Introduction to Management in the Hospitality industry.TenthEdition.John Wiley and Sons, Inc.
2. Lockwood.A&Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
3. Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, e-Book – Open University Malasia, 2009.
4. Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001.

## **Semester-III**



## ENTREPRENEURSHIP DEVELOPMENT

MBA/201

L	T	P	S
4	0	0	0

### Objective:

The aim is to make students aware about concept of entrepreneurship, qualities to be entrepreneur, significance in economic development. The objective is to make the students capable of creating a business plan and feasibility report. The student should be aware about the support system available.

### Unit I

Concept of Entrepreneur, Characteristics, qualities and pre-requisites of entrepreneur, entrepreneurship and intrapreneur, Entrepreneur vs. Manager; Significance of Entrepreneurial Economic Development; Economic, social and psychological need for entrepreneurship;

### Unit II

Women Entrepreneurship, Environmental Factors affecting success of a new business, Opportunity identification and selection, Formulation of business plan, Contents and significance of business plan

### Unit III

Feasibility Study -Preparation of Feasibility Reports: Economic, Technical, Financial and Managerial Feasibility of Project, Methods and procedures to start and expand one's own business

### Unit IV

Govt support to new enterprise; Role of Government and Promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes; Role of various institutions in developing entrepreneurship in India (A brief description only).

### Outcome:

- It will help students to prepare business plan.
- Students will be able to check the feasibility of starting new projects.
- They will be able to know the support available from Govt. to start a new venture.
- Students will be aware about the concepts of entrepreneurship development and significance in of entrepreneurship in economic development.

### Reference Books:

1. Khanka S.S., "Entrepreneurship Development". S.Chand.
2. Desai, A N. "Entrepreneur & Environment". 1990. Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". 1985. Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". 1984. S.S. Books, Delhi.
5. Kumar, S A. "Entrepreneurship in Small Industry". 1990, Discovery, New Delhi.
6. McClelland, D C and Winter, W G. "Motivating Economic Achievement". 1969. Free Press, New York.
7. Pareek, Udai and VenkateswaraRao, T. "Developing Entrepreneurship -A Handbook on Learning Systems". 1978, Learning Systems, Delhi.

## PRESENTATION SKILLS LAB

MBA/ 202

L	T	P	S
0	0	4	0

**Objective:** To make students competent and competitive about presentation skills. Students have to present about the current topics for discussion in a group.

The Students will refer the business magazines and Newspapers daily for presentations in a class and they will be keenly observed for enhancing their presentation skills.

### Outcome:

- The students will be able to present their views in the best possible manner.
- The presentation skills will help them to improve their level of confidence.
- It will enhance their ability to work in team.
- It will inculcate leadership qualities.

### References:

7. Business Week Magazine
8. Business Today Magazine
9. Business Line Magazine
10. Economic Times (Newspaper)
11. Money (Newspaper)
12. Mint

**ENTREPRENEURSHIP CASE STUDY ANALYSIS**  
**MBA/203**

L	T	P	S
0	0	4	0

**Objective:**

The course is to provide an overview and competences needed to be an entrepreneur as well as to sensitize the potential entrepreneurs towards the environment so that they can understand practically the complexities faced by successful entrepreneur.

The students will visit two entrepreneurs of their own choice and gather information about the following

- Background of the entrepreneur
- History of enterprise
- Motivations for selecting entrepreneur career
- Process of starting the enterprise
- Type of enterprise
- Production process
- Marketing policies
- Investment
- Institutional finance
- Financial monitoring and control
- People management profit and loss
- Growth and development
- Problems faced
- Family support and opposition
- Future plans

The students will prepare the life cycle of the enterprise and carry out a SWOT analysis of the enterprise and entrepreneur both. They will give a presentation and will submit a spiral bound report and a soft copy of all the information.

**Outcome**

- It will create understanding for entrepreneur skills, possible risks and their avoidance among the students
- Students will learn through interaction and analysis of a real life entrepreneur venture.
- It will lead the students for becoming a successful entrepreneur
- Students will be confident and motivated towards entrepreneurship

## MANAGEMENT TRAINING

MBA/204

L	T	P	S
0	0	0	0

### Objective:

To help students understand applications of various theoretical concepts in practical way through training.

At the end of second semester, every student of MBA will undergo 6-8 weeks training. During the course of training, the organisation (where the student is undergoing training) will assign a problem/project to the student. After completion of training, the student will submit a report to the university, which will form the part of third semester examination. The tentative content of the report is given below:

- ❖ Cover Page
- ❖ Acknowledgement
- ❖ Certificate from organization/company
- ❖ Introduction
- ❖ Company profile
- ❖ Literature Review if any
- ❖ Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools, Limitations of Study)
- ❖ Data Analysis
- ❖ Findings
- ❖ Conclusions
- ❖ Recommendations
- ❖ References
- ❖ Appendices – to include questionnaire, if any

However, the report must be submitted within one month from commencement of third semester. One chapter must be included about history of the organisation, its structure, products and services offered. The average size of report will be 60 to 80 typed pages in standard font size 12 and one half spacing on A4 size papers. It is mandatory that student will make presentation in presence of teachers and students.

### Outcome:

- The Students will be able to understand the implications of training.
- It will give them an opportunity to work in corporate world.
- The students will be able to have practical knowledge about managerial aspects.
- The beneficiaries will be able to have an insight about training method adopted by their respective organization.

# **Mandatory Audit Courses**

**Detailed Syllabus**  
**of**  
**Audit Courses**  
**at**  
**Departmental Level**

## MORAL VALUES

MBA/217

L T P S  
2 0 0 0

**Objective :** To create an awareness on Human Values among the students, to imbibe the sense of responsibility towards the various stakeholders in the society.

### Contents:

Human Values, Morals Values, Values and Ethics, Basic Etiquettes, Integrity – Work Ethics – Honesty – Courage –Empathy – Self-Confidence – Character, Positive Attitude and beliefs, Balanced approach professional and personal Life, Social Responsibilities And Rights

### Outcome

- It will create awareness on moral Values.
- Students will be able to understand the rationale of social responsibility.
- Recognize and appreciate ethical considerations and values relevant to business activity
- It will imbibe a sense of applying balance in their personal and professional life.

### References:

1. John R Boatright, “Ethics and the Conduct of Business”, Pearson Education, New Delhi, 2003.
2. Edmund G Seebauer and Robert L Barry, “Fundamentals of Ethics for Scientists and Engineers”, Oxford University Press, Oxford, 2001.
3. Hartman , Laura P. and Joe DesJardins, *Business Ethics: Decision-Making for Personal Integrity & Social Responsibility*. McGraw-Hill/Irwin, 2008. ISBN: 978-0-07-313686-B
4. Arthur, John. *Studying Philosophy: A Guide for the Perplexed*. Pearson/Prentice Hall, 2004. ISBN: 0-13-183942-X

## **PSYCHOLOGY**

**MBA/218**

**L T P S**  
**2 0 0 0**

### **Objective:**

To introduce students to the basic applications of psychology in everyday life. The course will facilitate self-discovery in the students and ensure their effective participation in responding to the needs and challenges of society so that they become more adaptive to the changing nature of society, educational institutions and organisations.

### **Contents:**

Psychology: Concept and its applications. Stages of Life Span Development: Prenatal Development, Birth and Infancy, Childhood, Adolescence, Adulthood. The Perceptual Processing, and determinants of Perception. Stages of memory, Types of memory: (sensory, short term and long term).Concept of Forgetting. Thinking and Reasoning: Concepts, Categories. Problem solving: solution strategies.

### **Outcome:**

- The students understand the basic concept of psychology.
- Awareness about the applications of psychology is generated in students.
- Understanding of concept of psychology help them to manage in different situations.
- Overall personality of the student develops.

### **References:**

1. Baron, R. & Misra, G. (2013). Psychology. New Delhi: Pearson.
2. Chadha, N.K. & Seth, S. (2014). The Psychological Realm: An Introduction. New Delhi: Pinnacle Learning.
3. Kavita Singh, (2009) Organisational Behaviour: Text and cases. New Delhi: Pearson Education



**HEALTH PSYCHOLOGY**  
**MBA/219**

**L T P S**  
**2 0 0 0**

**Objective:**

To make the student understand the importance of the relationship between psychological factors and physical health. It aims to impart knowledge about how to enhance well-being.

**Content:**

Introduction to Health Psychology: components of health: social, emotional, cognitive and physical aspects, mind-body relationship, goals of health psychology. Behaviour and health: Characteristics of health behaviour; Barriers to health behaviour; Theories of health behaviour and their implications. Health Enhancing Behaviours: Exercise, nutrition, safety, pain, stress management. Health and Well-being: Happiness; Life satisfaction; Optimism and Hope.

**Outcome:**

- The students become aware of the relationship between health and behavior
- Awareness is generated among the students about the health enhancing behaviors.
- The students understand the influence of different behaviors on health.
- The students understand the importance of different psychological factors.

**References:**

1. Allen, F. (2011). Health psychology and behaviour. Tata McGraw Hill Edition.
2. Kindersley. Misra, G. (1999). Stress and Health. New Delhi: Concept.
3. Routledge. Dimatteo, M. R., & Martin L. R. (2011). Health psychology. India: Dorling.
4. Sarafino, E.P. (2002). *Health psychology: Bio psychosocial interactions* (4th Ed.). NY: Wiley.
5. Snyder, C.R., Lopez S. J., & Pedrotti, J. T. (2011). *Positive psychology: The scientific and practical explorations of human strengths*. New Delhi: Sage.

**INDIAN CULTURE**  
**MBA/220**

**L T P S**  
**2 0 0 0**

**Objective:**

The objective of the course is to give exposure of the various facets, stages and importance through various ages of Indian culture to the students.

**Content**

Concept and Characteristics of Culture, Importance of Culture in Human life, Indian Culture and Characteristics of Indian culture, Indian Culture during the Modern and Contemporary Period, Unity and Diversity in Indian culture, The Four Stages of Life: Purushartha, Sanskaras, Family in India, Characteristics and Advantages of a joint family, Changes in family system in India, Position of Women in Indian Society, Religious values and ideology in India, Emerging trends in Indian culture

**Outcome**

- To understand the concept and meaning of culture to establish the relationship between culture and civilization
- To imbibe the distinctive features and uniqueness of Indian culture
- To examine the different issues of Indian society in contemporary period to take an idea of Indian philosophy and composite Indian culture as well.

**References:**

1. Romila Thapar, Cultural Pasts: Essays in Early Indian History.
2. Shirin Ratnagar, Understanding Harappa: Civilization in the Greater Indus Valley.
3. Bridget and Raymond Allchin, The Rise of Civilization in India and Pakistan.
4. Cultural Heritage of India, Vol.1, The Ramkrishna Mission Institute of Culture, Golpark, Kolkata.
5. S. Radhakrishnan, Indian Philosophy, Vol.1.
6. A.K. Warder, Indian Buddhism. J.E. Cort, Jains in the World: Religious Values and Ideology in India.
7. A.L. Basharn (ed.), A Cultural History of India. P.D. Mehta, Early Indian Religious thoughts

# **Semester-IV**

## **BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**MBA/205**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **Objective:**

The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems.

### **Unit-I**

Ethics and Behaviour, Ethical conduct in Business: Ethical Audits, Cost of being Unethical, Ethics and social responsibility, Ethics in marketing, Ethics in finance, Ethics in human resource, Ethics in Information Technology. Intellectual property rights like designs, patents, trademarks, copy rights

### **Unit-II**

Values–Concepts, values in Business, Types and Formation of Values, importance of value system, Values of Indian Managers; applications of moral values to the challenges of the organizations. Relationship between ethics and values.

### **Unit-III**

Corporate Governance: Concept, corporate governance code, Profit maximization versus Corporate Social Responsibility, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD),

### **Unit-IV**

Legal aspects : Corporate Disclosure and Investor Protection in India, B/S /ISO Guidelines on CSR Management(ISO 26000), Corporate disclosure practices, SEC & SEBI codes, ICRA ratings.

### **Outcome:**

- The students will be able to apply the moral values
- It helps students to apply ethics to the real challenges of the organizations.
- Students will be aware about the concept of corporate governance.
- The students will be able to know about the legal aspects of corporate social responsibility.

### **Reference Books:**

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman AbhaChatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Velasquez - Business Ethics - Concepts and Cases (Prentice Hall, 6th Ed.)
5. Reed Darryl - Corporate Governance, Economic Reforms & Development (Oxford).35
6. Mathur UC - Corporate Governance & Business Ethics (McMillan)

## **BUSINESS CASE STUDY LAB**

**MBA/206**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>

### **Objective:**

The objective of case studies is to give exposure of real world situations to the students to improve their analytical thinking and decision making skill for future business decisions.

In this course students are required to solve the assigned cases in the class. Total 10-12 case studies in a semester they have to solve in a group of 5-6 students. They are also required to present their assigned case studies in the class and to submit a report on the cases discussed in the class during the semester.

### **Outcomes:**

- The students will be able to apply theoretical concepts of Management in real world situations
- It will improve the analytical thinking and decision making skills of the students.
- It will give new insights to the students to handle the difficult situation more rationally.
- It will encourage students to discuss live cases in the class.

### **References:**

1. Icmrindia.org (IBS Centre for Management Research)
2. European case clear house (ECCH)
3. Various Management Journals/ Magazines/newspaper like Vikalp, Business Today , Mint etc.

## LEADERSHIP LAB

MBA/207

L	T	P	S
0	0	4	0

### Objective

To provide a clear understanding to students about the various leadership traits. To indulge them in the various activities to have hands on experience about leadership traits.

During the session various activities will be conducted for students for enhancing their leadership qualities. The students will be divided in groups of 5 members. Each group is required to select a leader in his own field and then they have to collect information regarding leadership traits of the leader selected. The leaders are required to be contacted in personal to collect information from them with the help of interviews. The collected information about leaders will be presented in the class.

Various activities like role play, influencing people, motivating games will be conducted in the class that will focus upon: developing leadership traits, managing conflict, fairness, warmth, integrity, risking , innovation etc. Articles written by various leaders like APJ Abdul Kalam, Mahatma Gandhi , Pt. JawaharLal Nehru, Steve jobs, Rata Tata, DhirubhaiAmbani, Mr.NarendraModietc.will be discussed in class.

### Outcomes

- To give students a clear understanding about various leadership traits.
- To help them to gain insight into various patterns, beliefs and attitude of leadership.
- To provide hands on experience to students for motivating and inspiring others as a leader.
- To indulge them in various activities to tackle real situations as a leader.

## **RESEARCH PROJECT**

**MBA/208**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>0</b>	<b>0</b>	<b>0</b>	<b>8</b>

Every student will be assigned a project topic at the end of the third semester from their area of specialization and it will be pursued by him/her under the supervision of an internal supervisor. The dissertation along with soft copy will be submitted by the students in the department. The tentative content of the report is given below:

- ❖ Cover Page
- ❖ Acknowledgement
- ❖ Certificate
- ❖ Introduction
- ❖ Literature Review
- ❖ Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools, Limitations of Study)
- ❖ Data Analysis
- ❖ Findings
- ❖ Conclusions
- ❖ Recommendations
- ❖ References
- ❖ Appendices – to include questionnaire, if any

The student shall be required to submit progress report as per the schedule to be announced by the department for assessment by the project guide. The student will submit two copies of the report in the department. The dissertation shall be evaluated both by External and Internal Examiners.

Research Project will initiate from third semester. Research project will be accepted for submission and evaluation when at least one research paper out of the project work has been published or accepted for publication in a research journal, or presented in any national or international conference/seminar. If a student fails to do so, then he/she has to give the presentation of the research project before a board constituted by the Dean of the faculty of management studies.

# **FINANCE SPECIALIZATION**



## **DIRECT TAX MANAGEMENT**

**MBA/F209**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>

### **Objective:**

To provide working knowledge of direct taxes and computations.

### **Unit I**

Accessibility Criteria: Definitions, Basic concept, person, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax

### **Unit-II**

Computation of Income under Various Heads: (a) Income under head salary: Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, and deduction under section-80 C.(b) Income from house property: Basis of charge, property income not charge to tax, basis of computing income from let out house property, computing income from self-occupied property

### **UNIT-III**

Profits and gains of business or profession: chargeable incomes; expenses expressly allowed as deduction; general deductions; expenses specifically disallowed; Computation of taxable income as profit and gain from business or profession. Capital gains: Meaning of capital asset, valuation of capital asset; transfer, considered to be transfer, chargeability; computation of capital gain: short term and long term; computation of tax on capital gains. Exemption from capital gains, Income from other sources: basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.

### **UNIT-IV**

Carry forward and set-off of losses, deductions under sec 80, Assessment of Individual

### **Outcome:**

- The students will be able to have knowledge about computation of income from sources.
- The students will be able to calculate tax as per law.
- The beneficiaries will have a clear understanding about capital gains.
- The students will be able to understand the effect of capital gains on income calculation.

### **Reference Books:**

1. Direct Taxes – Law and Practice – VinodSinghania
2. Direct Taxes – Ravi Kishore
3. Income & Practice-B.K. Agarwal
4. Direct Taxes- Ahuja
5. Bare Acts and rules of the relevant taxes

## SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

MBA/F210

L	T	P	S
4	0	0	0

### Objective:

To make the reader aware about the investment process so that they can get the best results of their investment.

### Unit-I

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks— Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Notion of Dominance.

### Unit II

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory; Charts; Supports and resistance levels; Relative Strength analysis; Moving Averages, Breadth of market; , Efficient Market Hypothesis.

### UNIT III

Portfolio –Meaning, advantages and selection; Approaches in Portfolio Construction; Objectives of portfolio; overview of Markowitz Portfolio Theory: Risk and Return with different correlation: Markowitz efficient frontier

### Unit IV

Overview of Sharpe single -index model: Corner Portfolio; Sharpe Optimal Portfolio; Construction of the Optimal Portfolio; Securities Market Line, Overview of Capital Asset Pricing Model; overview of Arbitrage Pricing Theory. Portfolio evaluation and strategies; portfolio revision

### Outcome:

- The course will aware students about different alternatives of investment.
- It will help students to choose best among various alternatives according to objectives.
- The students will be able to use minimum resources in such a way so that you can get maximum return with minimum risk.
- The students will be able to have understanding about concept of portfolio.

### Reference Books:

1. Chandra. Prasanna.(2009). Investment Analysis and Portfolio Management, 3rd Edition, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon (2009). Security Analysis and Investment Management, 6th Edition, Pearson Education.
3. Rustagi. R. P. (2008). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
4. Bhalla, V.K. (2010). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S.Chand & Sons.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House

## PROJECT PLANNING AND ANALYSIS

**Objective:**

The course is aimed at developing understanding of project activities and relevant skills. The course will provide a clear understanding to students about project analysis, project appraisal while exploring opportunities for undertaking a project.

**Unit I**

Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation, Meaning of project management: project management cycle.

**Unit II**

Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment. Financial analysis- Cost of project; Projected cash flow, Means of Financing Project in India, Role of Financial Institution in Project Finance., Break Even Analysis.

**Unit III**

Project Appraisal: Meaning, Methods-economic analysis, financial analysis, Technical feasibility, Management competence, Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis, Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

**Unit IV**

Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Multiple Projects: Constraints in selection of projects: Project Dependence; Capital Rationing; Project indivisibility. Project completion report.

**Outcome:**

- The students will have a clear understanding about the various aspects related to planning and analysis of the projects.
- The course will make students aware about the various ways to generate project ideas.
- The beneficiaries will be able to learn about the various aspects of project appraisal.
- The students will be able to understand the role of financial institutions for financing the projects.

**Reference Book**

1. Chandra. P.(2009). Projects, (7th Edition). Tata McGraw Hill.
2. Pinto, (2009). Project Management, 1st edition, Pearson Education.
3. Panneerselvam. R. and Senthilkumar. P. “Project Management”. PHI Learning Pvt. Ltd.
4. Choudhury, S, (2007). Project Management, 1st Edition, Tata McGraw Hill Publishing Company.
5. Bhavesh, M. Patel (2009). Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.
6. Parasarthy C.S. (2014), I K international pub

## FOREIGN EXCHANGE MANAGEMENT

MBA/F212

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### Objectives:

To acquaint the students with the mechanism of the foreign exchange market measurement of the foreign exchange exposure and hedging against exposure risk.

### Unit I

Foreign Exchange Market: Nature, participants and structure. Exchange rate: meaning, quotations: Direct and indirect, cross currency rates, spot rate, forward rates, bid ask spread, official and free market rates, Nominal, real and effective exchange rates, Exchange rate regimes.

### Unit II

Exchange rates determination theories, factors affecting exchange rate, four way equivalence model of exchange rate determination, sticky price theory of exchange rate volatility, exchange rate overshooting and J curve effect.

### Unit III

Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic and their measurement. Regulatory framework in India.

### Unit IV

Techniques of management of foreign exchange exposure: internal and external hedging techniques, Derivatives: Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts.

### Outcome:

- The course will help students to understand the concepts of Foreign exchange management.
- The students will be able to understand various types of foreign exchange exposures.
- The students will be able to understand various techniques to hedge those exposures.
- The beneficiaries will understand the factors effecting exchange rate determination.

### Reference Books:

1. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
2. Chaudhary, B.K.: Financing of Foreign Trade and Foreign Exchange.
3. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
4. Henning, Pigott & Scott: International Financial Management.
5. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
6. Apte P.G.: International Financial Management, TMH, New Delhi.
7. Chatterjee, A.K.: Principle of Foreign Exchange.

## WORKING CAPITAL MANAGEMENT

**Objective:**

To have knowledge about the working capital and its management for better utilization of financial resources in an organization.

**Unit I**

Working Capital Management: introduction, concept of working capital ;importance of working capital, factors influencing Planning of working capital; working capital investment: introduction, need, determinants, computation of working capital.

**Unit II**

Financing and control of working capital-introduction, sources of finance including accruals, trade credit, W.C. advance by commercial banks, regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for W.C., commercial papers and factoring. W.C. & banking policy (Tandon, Chore, Marathe committee reports.)

**Unit III**

Cash management system: introduction, motives for holding cash and marketable securities; factors determining the cash balance, the cash system; managing the cash flow; types of collection systems, mailed payment collection system, other collection systems. Cash concentration strategies; disbursement tools, investment in marketable securities; types of marketable securities. Forecasting cash flows: introduction, methods of financial forecasting, forecasting daily cash flows, sources of uncertainty in cash forecasting, hedging cash balance uncertainties, hedging via interest rate. Determining the Optimum Level of Cash Balances – Baumol Model, Beranek Model, Miller—Orr Model, Stone Model.

**Unit IV**

Receivable management: introduction, objectives, costs, benefits, credit policies, evaluation of the credit applicant, credit terms, collections from accounts receivable.

Inventory management: introduction, type of control required, cost of holding inventories, inventory control models, inventory control responsibility, other control devices, inventory management & evaluation.

**Outcome:**

- The students will be able to understand the concept of working capital management.
- The students will be able to manage the working capital in an organization in an effective manner.
- The students will have an understanding of various models applicable in working capital management.
- Receivables, inventories and cash management will be understandable by the students.

**Reference Books:**

1. Hampton John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc, 1997.
2. Khan, M. Y and Jain, P. K. Financial Management, McGraw Hill, 2004.
3. Prasanna Chandra, Financial Management, McGraw Hill, 2004.
4. Pandey, I. M. Financial Management, Vikas Publication House, 2004.
5. Van Home. James C. Financial Management and Policy. 10<sup>th</sup> ed., New Delhi, Prentice Hall of India, 1997.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York, Macmillan.

**RISK MANAGEMENT AND INSURANCE**

**Objective:**

To impart the knowledge about the Risk Management and Insurance. The course will provide an overview of introductory and advanced topics in insurance, its origin and development role of IRDA, principles, legal aspect and Management of insurance companies.

**Unit I**

Concept of Risk, Types of Risk, measurement of Risk, Risk Evaluation and Prediction. Risk management and control by individuals and corporate; Risk Avoidance. Risk Retention and Transfer, Pooling, Loss Exposure, mathematical basis of insurance.

**Unit II**

Concept of Insurance, Need for Insurance, Principles of insurance, types of insurance, Legal Aspects of Insurance Contract, Reinsurance, Co-insurance.

**Unit-III**

Origin and development of insurance sector; types of insurance plans; policies of insurance companies; distribution channels in Insurance, bancassurance, challenges of insurance marketing; role of IRDA;

**Unit-IV**

Management of life and non life insurance companies, product design, insurance pricing, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; claim settlement in Life and non life insurance., financial management of life insurance companies.

**Outcome:**

- The course creates understanding among the students regarding the concept of risk, its different types and their comparison.
- The students will be able to know about the concept of risk management.
- The students will understand the risk management process and risk handling strategies and risk control techniques.
- The students will be able to have a clear view of current scenario of Indian Insurance Industry.

**Reference Books:**

1. Black, Kenneth jr. & Skipper, Harold D. jr., Life and Health Insurance, Pearson Education, Delhi
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy, Banking Theories and practices, Vikas Publication
4. Besis Joel Risk Management in Banking, John Mily & Sons
5. Risk Management, Indian Institute of Banking and Finance, McMillan Publisher
6. The New Basel Record, ICFAI Publication
7. Financial Intermediation, Indian Institute of Banking and Finance
8. Trieschmann, Risk Management & Insurance, Thomson Learning
9. Insurance and Banking, Gupta P.K. Himalaya Publications

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**Objective:**

To make the student aware about the procedure and documents required for export and import.

**Unit I**

Significance of Procedures and Documentation in International Trade, procedure and Documentation as Trade Barriers.WTO Provisions. Aligned Document System (ADS), Official machinery for Trade Procedure and Documentation; ITC (HS) classification System; Role of ICC, INCOTERMS; Nature of Export / Trading Houses, EDI and Documentation.

**Unit II**

Main Export and Import Documents; Export Order Processing; export contract; Export Price Quotations; Shipping and Custom Clearance of Export and Import Cargo; Central Excise clearance; Role of Forwarding agents; Cargo Insurance and Claim Procedure.

**Unit III**

Methods of Payments in International Trade; Documentary Collection of Export Bills; UCPDC Guidelines; Realisation of Export Proceeds; FEMA- Origin and Objectives, Main Provision of FEMA. Pre Shipment and Post Shipment Finance.Role of EXIM Bank and ECGC in India.

**Unit IV**

Major Export Promotion Schemes in India- EPCG, Duty Exemption Scheme; DEPB Scheme SIL; Facility for Deemed Exports; Export Promoting Institutions (EOU's/ EPZs/ SEZ's) – Role of Export Promotion Councils, Commodity Boards and ITPO.

**Outcome:**

- This course makes simple explanation of export procedure.
- It will help students to get an opportunity in export business.
- This will help them to get self dependent as an entrepreneur.
- The students will be able to have a knowledge about various documents required for export.

**Reference Books:**

- 1) Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
- 2) Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
- 3) Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
- 4) Custom and Excise Law, Various Issues.
- 5) Nabhi's Exporters Manual and Documentation.
- 6) Nabhi's New Import Export policy procedures.
- 7) PervinWadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi.
- 8) M.D.Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi

## MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

MBA/F216

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### Objective:

The course aims at providing the students an understanding of mergers, acquisitions and corporate restructuring.

### UNIT I

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances

### UNIT II

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

### UNIT III

Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger

### UNIT IV

Defence Against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues

### Outcome:

- The students will be able to have a clear view of reasons behind mergers, acquisitions and corporate restructuring.
- The learners will be able to know the value of business.
- The legal aspects to be considered at the time of Mergers/ Amalgamation and Acquisition will be understandable.
- The beneficiaries will be able to learn about valuation of mergers.

### Reference Books

1. Gaughan, Patrick A.(2008). Mergers Acquisitions and Corporate Restructurings, 4th edition, Wiley India.
2. J. Fred Westan, Kwang and Susan (2006). Mergers and Acquisitions, 1st Indian Reprint , Prentice Hall, India.
3. Ramanujan. S.(1999). Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.
4. Gupta, Manju (2010). Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing.



# **HUMAN RESOURCE MANAGEMENT**

**TRAINING AND DEVELOPMENT  
MBA/H209**

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### Objective:

To develop understanding regarding training and development, its concept, importance, objectives, need process and role in organizational development. It also impart knowledge among the students for training need assessment, designing of training and various methods of training implementation and evaluation.

### Unit I

Training: concept, importance, objectives, need, process; Stakeholders in Training: Roles and expectations; The Training Context: Nature and Scope of Training, training challenges; Role of Training in HRD and Organizational Development; Learning, e-learning, Human memory, Learning cycle; Emerging trends in Training and Development.

### Unit II

Training need analysis(TNA) at Individual, Group and Organization levels: Process and approaches; Designing effective training program: Developing Objectives and Contents, Developing Lesson Plans and Course Materials, Considerations in selecting Trainers and the Venue for the Training Programs, Trainee centered Learning process and Pedagogies for contents delivery.

### Unit III

Types of Training: On-the-Job and Off-the-Job Training; Different Training methods and Techniques: Lecture Method, Case Method, Syndicate Method (Group Discussion), Role play, Simulation, Business games, In-basket exercise, Behavioral labs & Workshops, Computer Based Training, Out-Bound Exercise, Seminars and Conferences; Training Aids: Types and importance.

### Unit IV

Evaluation of Training Programs: Pre and Post Training Evaluation, Models used in Training Evaluation: Kirkpatrick, CIRO, Philip Five Level, ROI framework; Design and Conduct of Management Development Programs: Need and Importance, Setting Objectives, Design and Delivery of MDPs, Evaluation and Follow-up process.

### Outcome:

- The course will help the students to understand the role of training and development in the Human resource development.
- They will be able to learn various techniques of training that can be helpful for human resources development in real world
- Students will be able to analyze the cost and benefit analysis of training programmes.
- The beneficiaries will understand the concept of TNA.

### Reference Books:

1. Sahu, R.K. Training for Development, Excel Books, New Delhi
2. Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications.
3. Goldstein, Training in Organization, Thomson Learning, Bombay
4. G PanduNaik, Training and Development, Excel Books, New Delhi.
5. Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi.
6. McGrath, Training for Life and Leadership in Industry, Prentice hall of India, New Delhi
7. Lynton, R. Pareek, Training for Development Sage publications, New Delhi

8. Jankiraman B, Training & Development, Biztantra

## **ORGANISATIONAL CHANGE AND DEVELOPMENT**

### **MBA/H210**

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#### **Objective:**

To make students aware about Organizational Change and methods of adoption. Organizational development is the only way for long run survival.

#### **Unit I**

Concept of Organization Change; Types of Change – Planned and Unplanned Change, Transformational and Realignment Change; Reactions to change: Resistance to change, Acceptance to change; concept of Force-Field Analysis; Models of Organizational Change: Kotter's Model, Lewin's Model and Systems Model; Strategic Leadership for management of change; conflict management and building support for change.

#### **Unit II**

Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development; Managing the Organization Development Process; Values and Assumptions of OD; Role and Competencies of the OD practitioner; Action research Model of OD; OD in Global Context; Future Trends in OD; Case Studies related to the concept of OD.

#### **Unit III**

The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis; Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback; Characteristics of Effective Interventions; Designing Interventions; The Intervention Process.

#### **Unit IV**

Major families of OD interventions- T-group, Process Consultation, Interpersonal, Intra-group and Inter-group process, Third Party Intervention, Team, Coaching, Mentoring, Role Focused and Systems Interventions; Contemporary OD interventions- Learning Organizations, Organization Restructuring, Employee Involvement, Work Design and Organizational Transformation; Contemporary issues and applications.

#### **Outcome:**

- Students will receive knowledge about Organizational Change and development as a manager
- They are able to know the traditional and modern techniques for getting work done in an organization.
- The intervention process and effective application will be understandable by the students.
- The diagnostic process of OD interventions will be understood by the students.

#### **Reference Books:**

1. French, W. L. and Bell, C. H. (1999), 'Organization Development', sixth edition, Prentice Hall of India.
2. French, W L. etc Organization Development theory, Practice and research 3rd ed. Universal Book Stall, New Delhi, 1990.
3. Singh, Kavita Organizational Change & Development, Excel Books. 2010
4. Robbins, Judge and Vohra Organisational Behaviour, Pearson Education India 2011
5. Kinicki and Krietner Organisational Behaviour, Tata McGraw Hill Publications, 2011
6. Newstrom Organisational Behaviour at Work, Tata McGraw Hill Publications, 2011

## **INDUSTRIAL RELATIONS AND ITS LEGAL ASPECTS**

**Objective:**

The objective of this course is to expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

**Unit I**

Industrial Relations(IR)- Concept, evolution, scope and determinants;Major stakeholders in IR: Management, Union and State;Technological changes, Globalization & the Emerging socio-economic scenario and their impact on IR; International Dimensions of IR; International Labour Organization.

**Unit II**

Trade Unions - Purpose, functions, structure, types and forms; Trade union legislation(Trade Union Act 1926); Impact of Globalization, Technology and Economic reforms on Trade Union;Emerging trends in Trade Unions.

**Unit III**Introduction to settlement machinery for industrial Dispute: conciliation, arbitration, adjudication; Collective Bargaining: Forms and process; Industrial Dispute Act 1947; Discipline Action-purpose and procedure; Grievance Redressal Machinery; Standing Order Act 1946.

**Unit IV**

Employee welfare and its legal aspects;Laws related to working conditions: Factories Act 1948, Maternity Benefit act, VRS Schemes and other laws governing welfare of employees; Industrial Democracy and workers participation in management.

**Outcome:**

- The students will understand the application and interpretation of the various labour laws.
- The students will be able to know the implications of labor laws for industrial relations and labour issues.
- The students will be able to manage employees efficiently.
- The beneficiaries will able to understand various legal aspects of employee welfare.

**Reference Books:**

1. Venkataratnam, Industrial relations; Oxford University Press.
2. Sinha, P.R.N. et.al. Industrial Relations, trade Unions, and Labour Legislation. Pearson Education.
- 3.Singh, B.D , Industrial relations: Emerging Paradigms. Excel Books.
- 4.Sen, R. Industrial relations: Text and cases. Macmillan India.
5. Padhi, P.K. Labor and Industrial Laws, Prentice hall of India.

**CROSS CULTURAL HUMAN RESOURCE MANAGEMENT**  
**MBA/H212**

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**Objective:**

This course is designed to understand about the diverse nature of behavior patterns and issues involved in multivariate values and culture systems to maintain efficiency in managing organisations in different countries.

**Unit I**

Defining and Understanding Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Major Models of National Culture, Cultural Convergence and Divergence, Cross Cultural Theories, Importance of Cultural Sensitivity, Potential Cross-Cultural. Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others]

**Unit II**

Culture and Global Management: Global Business Scenario and Role of Culture, Human and Cultural Differences and Managerial Implications; Elements & Processes of Communication across Cultures; Culture Implications for Team Building

**Unit III**

Cross Cultural Leadership and Decision making; Cross Cultural Communication and Negotiation, Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context. Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included], Corporate Culture.

**Unit IV**

Global Human Resource Management Process- Global Human Resource Planning, International Staffing, Compensation and Benefits, Global Workforce Training and Development, Performance Management in International Organization, International Reward systems, Integrating two cultures. Models of people management in different cultures, Expatriation and Repatriation, Problems, IHRM trends and Future Challenges.

**Outcome:**

- This course will help to define and understand culture for a business context.
- The students will gain insight into cross cultural leadership
- The students will be able to have a clear understanding about decision making at the global level.
- Students will be able to work efficiently in MNCs.

**Reference Books:**

1. International Management: Managing Across Borders And Cultures, 4th Ed, "Deresky Helen," Prentice Hall India
2. Revitalize Your Corporate Culture: Powerful Ways To Transform Your Company Into A High-Performance Organization, "Cash by Franklin", Prentice Hall India
3. Dowling, P.J. & Welch, D.E. (2010). International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
4. Vance, C.M. & Paik Y. (2009). Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI
5. Edwards, T. & Rees, C. (2007). International Human Resource Management. Pearson Education

**HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**Objective:**

The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD.

**Unit I**

HR Planning: Concepts & Process of HRP, perspectives of HRP: Micro and Macro HRP; challenges of HRP; Relationship of HRP with Business Strategy; Human Resource Planning and business environment.

**Unit II**

Assessing the Demand and Supply of people in organizations; Methods & Techniques of HR Demand and Supply Forecasting: Managerial Estimates, Trend Analysis; Supply Forecasting; Issues of Shortage & Surplus; Preparation of Manpower Budgets.

**Unit III.**

Measurement of HR Planning: HR Audit, HR Accounting; Human Resource Information System (HRIS). HR Plan -: Components of HR plan, Quantitative HR plan, resourcing Plan, Learning, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans.

**Unit IV**

Action Plans/Human Resource Plans - Implementation Strategies: Recruitment, Redeployment, Job enlargement, Job enrichment, Redundancy, Career Plan, Succession Plan and Compensation Plan; Competency Development: concept of Competence and Competency; Competency Development Process; Methods/ approaches of Competency Development; Talent Management: Concepts and Practices.

**Outcome:**

- The students will learn to understand the aspects of human resource planning.
- The knowledge of development procedure for human resource will help in managing human resource affairs of an organisation.
- Good knowledge about HRP, will help students work efficiently in competitive environment.
- The students will get a clear understanding about various HR plans and implementation strategies.

**Suggested Reading:**

- 1 Turner, Paul HR Forecasting and Planning, Jaico Publication Houses;
2. J W Walker : Human Resource Planning, TMH
3. B.O. Pettman& G Tavemeir : Manpower Planning Workbook, Gower
4. M.Bennison& J. Casson : The Manpower Planning Handbook, TMH
5. Rothwell, William J. and Kansas, H. C Planning and Managing Human Resources, Jaico Publication House.
6. Armstrong, Michael Handbook of Human Resource Management Practice, 12th Ed. Jaico Publication House.2012

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**Objective:**

The aim of this course is to understand issues related to compensation in an organization.

**Unit I**

Introduction to Compensation: Concept, Goals, Theories of Compensation Management; Compensation Strategy: Monetary & Non-Monetary Rewards; Internal, External and Individual equity in Compensation System; Inter and Intra industry Wage Differentials; Fringe Benefits and Supplementary Compensation.

**Unit II**

Modern techniques of compensation: Incentive Schemes/ Payment- By-results (PBR), Performance Linked Compensation for Employees; Compensation of Chief Executives, Board of Director, Sales Executives: Compensation structures in India

**Unit III**

Job Evaluation: Methods of Job Evaluation; Institutions related to Compensation System: Wage Boards, Pay commissions; Recommendations of 2<sup>nd</sup> National Commission on Labour relating to Compensation; Tax Implication of Employee Compensation Package to the Employees.

**Unit IV**

Statutory provisions governing compensation: The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, Payment of Bonus Act 1965; International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package.

**Outcome:**

- The students develop skills for designing compensation, policies and strategies.
- The students will be able to know about the legal aspects of compensation.
- The students will be aware about the institutions related to compensation.
- The beneficiaries will understand about the various techniques of compensation.

**Reference Books:**

1. Henderson, Richard I. Compensation management: Rewarding Performance Prentice Hall of India Pvt. Ltd. 2004
2. Henderson, R.I. (2009). Compensation Management in a Knowledge-based world 10/e. Pearson Education
3. Deb, T. (2009). Compensation Management: Text and Cases Excel Books
4. Singh, B.D. (2007). Compensation and Reward Management. Excel Books
5. Gerhart, B. & Rynes, S.L. (2008). Compensation, Evidence, and Strategic Implications. Sage Publication
6. Berger & Berger. (2008). The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill.



**Objective:**

The objective of the course is to apprise the students about the importance of Performance Management in organizations

**Unit I**

Performance Management – Concept, scope, need and importance of effective performance management system; Linking Performance management and Reward Systems with Strategic Business Goals; Difference between performance and potential management.

**Unit II**

Performance Management Process – Performance Planning, Linking Strategic Business Goals with Performance Goals, Identifying KRAs (Key Result Areas) and KPIs (Key Performance Indicators), Interactive goal setting process, SMART Goals for employee performance.

**Unit III**

Performance appraisal: concept, process; Gathering Performance Information for appraisals and Measuring Results and Behaviors: Self appraisal, Simple Ranking, Graphic Rating, BARS, Paired comparison, Forced Choice Method, Critical Incidents, Field Review Method; Appraisal Interviews, 360 Degree feedback and balanced score card for Performance rating; Linking performance with Rewards and punishment.

**Unit IV**

Performance feedback and counseling: identifying and communicating Gaps in Knowledge, Skills, and Attitudinal areas for improvements; Competency mapping and potential assessment.

**Outcome:**

- The students will understand the process of Performance Management.
- The course will help to understand various methods used for measuring results and behavior.
- Role of feedback will be understood.
- The beneficiaries will understand the role of counseling in Performance Management.

**Reference Books:**

1. Kandula, Srinivas, Performance Management: Strategies, Interventions and Drivers, PHI, 2009.
2. Aguinis, Herman, Performance Management, Pearson Education Inc.2009
3. Cokins, Gary, Performance Management: integrating strategy execution, methodologies, risk and analytics, New Jersey: John Wiley.
4. Sanghi, S. (2008). The Handbook of competency mapping (2<sup>nd</sup>ed.) New Delhi: Response-Sage
5. Armstrong, M. (2007). Performance management: Key strategies and practical guidelines(3<sup>rd</sup> ed.) London: Kogan page.

**STRATEGIC HUMAN RESOURCE MANAGEMENT****MBA/H216**

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**Objective:**

The primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organizations.

**Unit I**

Conceptual Framework and Overview of SHRM: theoretical perspectives of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barriers to strategic HR, Human resources as assets.

**Unit-II**

Linking business strategy and HR strategy; Best Fit Approach; HR bundles approach; best practice approach; sustained competitive advantages through inimitable HR practices; Business strategy and Human resource planning; Strategic linkage of Job analysis.

**Unit-III**

Linkage of recruitment and selection to business strategy; business strategy and training; Strategic linkage of performance management system; Business strategy and compensation systems; strategic approach to career management systems.

**Unit-IV**

Influence of External environment both Domestic and International on human resource management: business strategy linked human resource management; Strategic options in HRM - Downsizing and Restructuring; Pulls and pressures in domestic and international labour market; Mergers and acquisitions; Outsourcing and off shoring.

**Outcome:**

- The students gain insight of the alignment between different HR systems and practices and organizational outcomes.
- The students will be able align the HR functions with the strategies of the organization.
- The students will be able to understand strategic importance of HR.
- The course will help to understand the influence of environment on HRM.

**Reference Books:**

1. Mello, Jeffrey A ., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.
6. Armstrong, M. (2009). Strategic Human Resource Management. Kogan Page.
7. Kandula S. R. (2009). Strategic Human Resource Development. Prentice Hall India.

# **MARKETING MANAGEMENT**

**INTERNATIONAL MARKETING  
MBA/M209**

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**Objective:**

The course will explain the concepts and procedures for international marketing and trains students to develop and implement plans and strategies for entering international markets and managing overseas operations.

**Unit-I**

Concept of International Marketing; benefits and challenges of International Marketing; domestic vs. international marketing; Process of International Marketing; WTO framework and the international marketing; International Marketing environment; International Marketing Research

**Unit II**

Identification, Segmentation and Selection of International Markets; Modes of International Market entry; Factors affecting the selection of entry mode; Product Standardization vs Adaptation; Packaging; Labelling; Branding; Product life Cycle in International Markets; International Product Strategy

**Unit III**

Pricing approaches for International Markets; Factors Influencing pricing decisions; Terms of Payment in International Transactions; Dumping; Counter Trade; Transfer Pricing; International distribution channels; selecting distribution channels; Promotion decisions for International Markets including trade fairs and exhibitions

**Unit IV**

Managing risk in international marketing; Emerging issues in International Marketing: Global e-marketing; relationship marketing for overseas business

**Outcome:**

- The course will acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.
- The students will be able to work efficiently in MNCs.
- The students will be aware about the emerging issues of international market.
- The beneficiaries will be aware of pricing approaches at international level.

**Reference Books:**

1. Joshi, Rakesh Mohan, International Marketing, Oxford University Press
2. Cateora, Philip R., International Marketing, TMH
3. Keegan Warren J., Global Marketing Management, Pearson Education
4. Doole Isobel and Robin Lawe, International Marketing Strategy, Thomson Learning
5. Onkvisit Sak and John J. Shaw, International Marketing – Analysis and Strategy, PHI

## SERVICES MARKETING

MBA/M210

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### Objective:

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services.

### Unit-I

Concept of service marketing, distinctive characteristics and classification of services, service marketing mix, emergence and growth of services, Unique challenges in marketing of services, Consumer Behaviour in services, Applications in areas of Telecom, Health Care, Banking and Insurance Sector

### Unit-II

GAP Model and SERVQUAL scale for the measurement of service quality, service quality and its dimensions, Customer expectations of service, Customer perceptions of Service, measuring customer satisfaction, service encounters, service failure and recovery, Service Guarantees

### Unit-III

Service design and development: Challenges, types of new services, stages in new service development, concept of service blueprinting, customer defined service standards, physical evidence and the service scape

### Unit-IV

Role of employees' and Customers' in service delivery, delivering service through intermediaries and electronic channels, Integrated Services Marketing Communications, Pricing of Services, Concept of self service technologies

### Outcome:

- This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.
- Application of services in different sectors.
- Will be able to measure and manage services in detail considering popular service quality SERVQUAL scale.
- The students will be able to apply GAP model in practical life.

### Reference Books:

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi
3. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education
4. Apte, Govind, Services Marketing – OUP, New Delhi
5. Jauhari, Vinnie and KirtiDutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

## CONSUMER BEHAVIOR

**Objective:**

To make aware about the process of consumer decision making and various factors affecting consumer behaviour.

**Unit-I**

Consumer Behaviour-nature, scope and application; Buyer Behaviour; Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behaviour and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour

**Unit-II**

Individual determinants of buyer behaviour-Motivation; Perception; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.

**Unit-III**

External determinants of buyer behaviour- Social Class, Status; Reference Groups and Family Influences on consumer behaviour; Different roles in buying behaviour, Influence of Culture and subculture on Consumer Behaviour

**Unit-IV**

Communication and Consumer Behaviour; Consumer Influence and the diffusion of innovation , Consumer Research; Consumer Markets

**Outcome:**

- Students will be able to know the influence of various aspects on consumer behaviour.
- It will also help them in understanding the needs of the consumer.
- The students will be able to understand consumer decision making process.
- The students will be able to know about the determinants of consumer behaviour.

**Reference Books:**

1. Schiffman, Leon G. & Kanuk, Leslie; Consumer Behaviour ; Pearson Education; New Delhi
2. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour, Cengage Learning, New Delhi
3. Loudon, David J. & DellaBitta, Albert; Consumer Behaviour; Tata Mcgraw Hill; New Delhi
4. Soloman, Michael R.; Consumer Behaviour- Buying, Having and Being; Pearson Education, New Delhi
5. Nair, Suja R., Consumer Behaviour Indian Perspective; Himalaya Publishing House, New Delhi

**SALES AND DISTRIBUTION MANAGEMENT**  
**MBA/M212**

L	T	P	S
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**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**

Objective of sales management; Personal selling objectives; personal selling process; sales force planning; theories of selling; sales budget; determining the size of sales force; staffing the sales force

**Unit-II**

Motivation of sales force; sales force compensation; management of sales territories and sales quotas; sales contests; evaluating and controlling the performance of salespeople; ethical responsibilities of sales personnel

**Unit-III**

Distribution management and marketing mix; marketing channels; channel formats; prominent channel systems; Retailing: Role and types of retailers, retail strategies, retail performance measures, electronic retailing; wholesaling: functions, classification, key tasks, strategic issues, major wholesaling decisions, managing distributors

**Unit-IV**

Channel management; channel power; channel conflict; channel policies; channel information system; channel performance evaluation; market logistics and supply chain management; international sales and distribution management

**Outcome:**

- The course will familiarize students with theories, techniques and practices related to sales and distribution management.
- The students will be able to manage the channels.
- The students will be able to motivate the sale force motivation ways and compensation ways.
- The students will be able to prepare the sales budget.

**Reference Books:**

1. Havaladar, Krishna K.&Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
2. Still, Richard R., Cundiff, Edward W. &Govoni, Norman; Sales Management – Decision,Strategies and Cases ; Pearson Education/Prentice Hall of India; New Delhi
3. Panda,T K and Sahadev,S ; Sales and Distribution Management; OxfordUniversity Press
4. Dalrymple, Douglas J.; Cron, William L. &Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; Sales Management – Team work, Leadership and Technology; Thomson Learning.; New Delhi

**BRAND MANAGEMENT**  
**MBA/M213**

L	T	P	S
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**Objective:**

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

**Unit-I**

Branding concepts; branding challenges and opportunities; strategic brand management process; customer based brand equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits; brand personalities

**Unit-II**

Choosing brand elements to build brand equity; Designing marketing programs to build brand equity; integrating marketing communication to build brand equity: information processing model of communication, marketing communication options

**Unit-III**

Leveraging secondary brand associations to build brand equity: conceptualizing the leveraging process, country of origin, co-branding, licensing, celebrity endorsement, sporting, cultural and other events, third party sources; measuring sources of brand equity: qualitative research techniques, quantitative research techniques

**Unit-IV**

Designing and implementing branding strategies: brand-product matrix, brand hierarchy; introducing and naming new products and brand extensions; managing brands over time; managing brands over geographic boundaries and market segments

**Outcome:**

- The course will help students to understand opportunities and challenges of branding.
- It will help students to develop an understanding regarding elements of brand.
- Students will be able to implement the branding strategies in current scenario.
- The students will be able to measure the sources of brand equity.

**Reference Books:**

1. Keller, Kevin Lane; Strategic Brand Management; Pearson Education; New Delhi
2. Kirti Dutta; Brand Management: Principles and Practices; Oxford University Press
3. Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; New Delhi
4. Kapoor, Jagdeep; Brand Mantras; Sage Publications; New Delhi
5. Sengupta Subroto; Brand Positioning: Strategies for competitive advantage; Tata McGraw Hill; New Delhi



## **CUSTOMER RELATIONSHIP MANAGEMENT**

**MBA/M214**

<b>L</b>	<b>T</b>	<b>P</b>	<b>S</b>
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### **Objective:**

To make students aware about the types of CRM, architecture and strategies for Customer relationship management.

### **Unit-I**

Introduction – Origin, evolution and concept of CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture, Application Service Providers (ASP), customer value management (CVM)

### **Unit-II**

Operational CRM – Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations, e-CRM, relationship building strategies in CRM

### **Unit-III**

Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, Concept of Up-selling and cross-selling CRM and business intelligence, collaborative CRM, security and privacy, risk assessment of CRM.

### **Unit-IV**

CRM Implementation – Establishing CRM performance monitoring, CRM readiness assessment system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment, guarding against CRM failures

### **Outcome:**

- It will help them to maintaining the long term relations with customers
- It will give a clear understanding for facing the challenges in market in today's scenario.
- Students will be able to implement various strategies of customer relationship management and will take right decisions regarding it
- Students will be able to analyse the value of customer on the basis of analytical CRM.

### **Reference Books:**

1. Ed Peelen, Customer Relationship Management, Pearson Education, New Delhi
2. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
3. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
4. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management,
5. Butterworth – Heinemann, Oxford, UK.
6. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Del

## **INTEGRATED MARKETING COMMUNICATION**

**Objective:**

To introduce the student to the field of integrated marketing communications (IMC) and its role in the marketing mix.

**Unit-I**

Introduction to Integrated Marketing Communication, Developing an IMC programme, Significance of IMC, Factors in setting marketing communication mix, Elements of Marketing Communication Mix, Characteristics of Marketing Communication Mix, Measuring Effectiveness of Various Elements of Marketing Communication Mix

**Unit-II**

Purpose, Role, Functions and Types, Advertising Objectives and Goal Setting, Advertising agencies, Advertising Budgeting, message development, Types of media, media planning and buying, media measurement, Measuring Advertising Effectiveness

**Unit-III**

Meaning and Importance of Sales promotion, Integration with Advertising and Publicity, Prominent Sales Promotion Tools, Push-Pull Strategies, Decisions Confronting Sales Promotion, Meaning and Importance of public relations, Objectives and Goals, Prominent PR Tools, Public Relation Decisions and Strategies, PR V/S Publicity

**Unit-IV**

Meaning and Importance of Direct Marketing, Prominent Direct Marketing Tools, Direct Marketing Decisions and Strategies, Meaning, Importance and Principles, Designing Sales Force, Managing the Sales Force

**Outcome:**

- The students will be able to learn about the various strategies available for IMC and will be able to know the importance of these in IMC.
- The students will be able to interact with customers effectively.
- It will be help students to implement multi-channel approach.
- Students will be able to optimise the channels effectively.

**Reference Books:**

1. Belch and Belch, Advertising and Promotions- IMC Perspectives, TMH.
2. Clow and Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education.
3. O Guinn and Allen Semenik, Advertising and Integrated Brand Promotion, Cengage Learning.
4. Murthy, S N and U Bhojanna, Advertising- An IMC Perspective, Excel Books.
5. Batra, Meyers and Aaker, Advertising Management, PHI Publications.
6. Kotler, P and Kevin L Keller, Marketing Management, Prentice Hall India, 12th Edition.

## RETAIL MANAGEMENT

MBA/M216

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### Objective:

To help the learners to have a better and clear understanding of retailing. To acquaint students about origination of retailing, concept of modern retailing. To help students to gain a clear understanding about various retail formats, emerging trends in retailing.

### Unit-I

Definition, Scope and Importance of Retailing; global scenario of retailing, trends in retailing, understanding the retail consumers; growth of organised retail in India; Retail strategy, Ethical issues in retailing.

### Unit-II

Retail formats, Retail store location and site selection, use of consumer behaviour studies, retail store planning, design and layout, retail management information systems: retail technology and automation, role of retail technology in store operating processes, customer relationship management in retailing

### Unit-III

Basics of retail merchandising (Buying Function, Markups and markdowns in merchandise management, shrinkage in retail merchandise management); visual merchandising and displays, display strategies, franchising in retailing, retail marketing and advertising, role of personnel selling in retailing

### Unit-IV

Retail store operations; servicing the retail customers; retail human resource management; supply chain management in retailing, retail research, retail audit, online retailing, Future of Retailing, Financial aspects of retail management.

### Outcome:

- The beneficiaries will be able to understand the issues related to retailing
- The students will be able to anticipate and manage retail problems by acquiring and applying relevant retail knowledge.
- The beneficiaries will be able to understand the trends of retailing.
- The course will help beneficiaries to have a clear understanding regarding management of a retail store.

### Reference Books:

1. Pradhan, Swapna; Retail Management; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson
4. Education/Prentice Hall of India; New Delhi
5. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
6. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi.