

YMCA University of Science and Technology, Faridabad
Department of Management Studies

14/06/2018

Minutes for BOS Meeting held on 14/06/2018

Item No. 1: To approve minutes of BOS held on 16/02/2018

The minutes of BOS held on 16/02/2018 were approved.

Item No. 2: To consider and approve the scheme and syllabus of MBA programs

BOS approved the scheme and syllabus of MBA (Marketing, Finance, HR, IB and IT) and MBA (Retail, Ecommerce, Supply Chain and Travel & Tourism) programs designed as per AICTE model curriculum.

Item No. 3: To consider and approve the scheme and syllabus of BBA programs

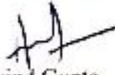
BOS approved the scheme and syllabus of BBA (General), BBA(CAM) and BBA(Industry Integrated) program running at affiliating institutes of YMCAUST, Faridabad.
BOS also approved the scheme and syllabus of BBA program to be offered at UTD from session 2018-19. The scheme and syllabus of BBA program of UTD is adopted from BBA General program running at affiliating institutes of YMCAUST, Faridabad.


Item No. 4: To approve the minutes of DRC


BOS approved the minutes of DRC held on 24/04/2018 and 24/05/2018.
BOS approved the list of examiners for PhD candidates Ms Rupali Madan, Ms Anushree Chauhan and Mr Rajesh Kumar as per University PhD ordinance.
BOS also approved the revised PhD examiners list for Ms Ruchi Mangla and Ms Preeti Garg as per PhD ordinance of University.


Item No. 4: Any other item with the permission of the chair

BOS approved MOOC course on "Computer Application for Mass Media (/courses/4336-computer-application-for-mass-media)" offered by Mr F B Khan from Jamia Millia Islamia for MBA students of batch 2017-19.



Dr Arvind Gupta


Dr Sandeep Grover

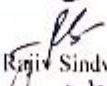

Sh Umesh Gupta



Prof Manjula


Sh Deepa Aggarwal

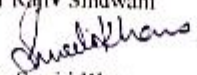

Dr Rachna Agrawal



Dr Manisha Goel


Dr Rajni Sindwani


Dr Renu Aggarwal


Dr Manpreet Kaur


Ms Smriti Khanna


Dr Ashutosh Nigam (Special Invitee)

Annexure – 1 of BOS dated 14.06.2018

1. The list of new courses introduced in the approved syllabus of BBA, MBA and MBA-2 scheme has been attached.
2. The new courses are also categorized into Employability/ Entrepreneurship and Skill development (List attached).
3. The following Table depict the %age revision in syllabus:

S. No.	Program Name	%age revision in syllabus	Details
1	BBA	100%	List of revised/new courses is attached.



Chairman

New courses introduced in BBA, MBA and MBA-2

S.N.	Course	Course Code
BBA	Business Organization	BBA/GEN/ 101
BBA	Business Mathematics	BBA/GEN/ 102
BBA	Financial Accounting	BBA/GEN/ 103
BBA	Computer Fundamentals	BBA/GEN/ 104
BBA	Presentation & Communication Skills-I	BBA/GEN/ 105
BBA	Micro- economics for Business Decisions	BBA/GEN/ 106
BBA	Management Process & Organizational Behaviour	BBA/GEN/ 201
BBA	Macro- economic Analysis and Policy	BBA/GEN/ 202
BBA	Company Accounts	BBA/GEN/ 203
BBA	Computer Applications in Management	BBA/GEN/ 204
BBA	Presentation & Communication Skills-II	BBA/GEN/ 205
BBA	Business Statistics	BBA/GEN/ 206
BBA	Cost and Management Accounting	BBA/GEN/ 301
BBA	Marketing Management	BBA/GEN/ 302
BBA	Capital Markets	BBA/GEN/ 303
BBA	Introduction to Information Technology	BBA/GEN/ 304
BBA	Indian Business Environment	BBA/GEN/ 305
BBA	Moral values	BBA/GEN/ 306 A
BBA	Introduction to psychology	BBA/GEN/ 306B
BBA	Health psychology	BBA/GEN/ 306C
BBA	Financial Management	BBA/GEN/ 401
BBA	Human Resource Management	BBA/GEN/ 402
BBA	Business Research Methods	BBA/GEN/ 403
BBA	Data Base Management System	BBA/GEN/ 404
BBA	Business Law	BBA/GEN/ 405
BBA	Human Rights and Values	BBA/GEN/ 406
BBA	Production and Materials Management	BBA/GEN/ 501
BBA	Company Law	BBA/GEN/ 502
BBA	Computer Networking & Internet	BBA/GEN/ 503
BBA	Consumer Behaviour	BBA/GEN/ 504
BBA	Cyber Security	BBA/GEN/ 505
BBA	Disaster Management	BBA/GEN/ 506A
BBA	Retail Management	BBA/GEN/ 506B

BBA	Entrepreneurship development	BBA/GEN/ 506C
BBA	Internet marketing	BBA/GEN/ 506D
BBA	Summer Training Report	BBA/GEN/ 507
BBA	Income Tax	BBA/GEN/ 601
BBA	System Analysis & Design	BBA/GEN/ 602
BBA	Foundation of International Business	BBA/GEN/ 603
BBA	E-commerce	BBA/GEN/ 604
BBA	Consumer Protection	BBA/GEN/ 605
BBA	Environmental studies	BBA/GEN/ 606
BBA	Project Report	BBA/GEN/ 607
BBA	Comprehensive Viva-voce	BBA/GEN/ 608
MBA-2	indian business environment	MB/105
MBA-2	Business statistics	MB/106
MBA-2	Business Communication	MB/107
MBA-2	corporate finance	MB/113
MBA-2	business research	MB/116
MBA-2	Indian ethos and business ethics	MB/205
MBA-2	Corporate Taxation	MB/FM 209
MBA-2	Working Capital Management	MB/FM 210
MBA-2	Financial Institutions and Markets	MB/FM 211
MBA-2	Mergers, Acquisitions & Corporate Restructuring	MB/FM 212
MBA-2	Foreign Exchange Management	MB/FM 213
MBA-2	Risk Management And Insurance	MB/FM 214
MBA-2	Project Planning and Analysis	MB/FM 215
MBA-2	Investment Analysis and Portfolio Management	MB/FM 216
MBA-2	Services Marketing	MB/MM 209
MBA-2	Consumer Behaviour	MB/MM 210
MBA-2	Sales and Distribution Management	MB/MM 211
MBA-2	Product and Brand Management	MB/MM 212
MBA-2	Customer Relationship Management	MB/MM 213

MBA-2	Logistics & Supply Chain Management	MB/MM 214
MBA-2	Retail Management	MB/MM 215
MBA-2	Marketing Research	MB/MM216
MBA-2	Global Logistics and Supply Chain Management	MB/SCM 216
MBA-2	Cyber Law and Business Regulatory Framework	MB/EC 216
MBA	Business Statics	MB/106
MBA	Business Communication	MB/107
MBA	Corporate Finance	MB/113
MBA	Corporate taxation	MB/FM 209
MBA	Financial institutions and markets	MB/FM 211
MBA	Mergers, acquisitions & corporate restructuring	MB/FM 212
MBA	Investment analysis and portfolio management	MB/FM 216
MBA	Marketing research	MB/MM 216
MBA	Team building in organizations	MB/HRM216
MBA	Indian Ethos and Business Ethics	MB/205



Chairman

**YMCA UNIVERSITY OF SCIENCE & TECHNOLOGY,
FARIDABAD
DEPARTMENT OF MANAGEMENT STUDIES**

ANNEXURE-1A

Program BBA (301), MBA-2 (703) and MBA (701)

Revised Scheme Course Index of the year 2018-19 (BOS Dated 14/06/2018)

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

S.N.	Name of the Course	Course Code	Skill development	Entrepreneurship	Employability
1	Business Organization	BBA/GEN/ 101	√		
2	Business Mathematics	BBA/GEN/ 102	√		
3	Financial Accounting	BBA/GEN/ 103	√		
4	Computer Fundamentals	BBA/GEN/ 104	√		
5	Presentation & Communication Skills-I	BBA/GEN/ 105	√		
6	Micro- economics for Business Decisions	BBA/GEN/ 106	√		
7	Management Process & Organizational Behaviour	BBA/GEN/ 201	√		
8	Macro- economic Analysis and Policy	BBA/GEN/ 202	√		
9	Company Accounts	BBA/GEN/ 203	√		
10	Computer Applications in Management	BBA/GEN/ 204	√		
11	Presentation & Communication Skills-II	BBA/GEN/ 205	√		
12	Business Statistics	BBA/GEN/ 206	√		
13	Cost and Management Accounting	BBA/GEN/ 301	√		
14	Marketing Management	BBA/GEN/ 302	√		√
15	Capital Markets	BBA/GEN/ 303	√		
16	Introduction to Information Technology	BBA/GEN/ 304	√		
17	Indian Business Environment	BBA/GEN/ 305	√		
18	Moral values	BBA/GEN/ 306 A	√		
19	Introduction to psychology	BBA/GEN/ 306B	√		

20	Health psychology	BBA/GEN/ 306C	√		
21	Financial Management	BBA/GEN/ 401	√		
22	Human Resource Management	BBA/GEN/ 402	√		
23	Business Research Methods	BBA/GEN/ 403	√		
24	Data Base Management System	BBA/GEN/ 404	√		
25	Business Law	BBA/GEN/ 405	√		
26	Human Rights and Values	BBA/GEN/ 406	√		
27	Production and Materials Management	BBA/GEN/ 501	√		
28	Company Law	BBA/GEN/ 502	√		
29	Computer Networking & Internet	BBA/GEN/ 503	√		
30	Consumer Behaviour	BBA/GEN/ 504	√		
31	Cyber Security	BBA/GEN/ 505	√		
32	Disaster Management	BBA/GEN/ 506A	√		
33	Retail Management	BBA/GEN/ 506B	√		
34	Entrepreneurship development	BBA/GEN/ 506C	√	√	√
35	Internet marketing	BBA/GEN/ 506D	√		
36	Summer Training Report	BBA/GEN/ 507	√		
37	Income Tax	BBA/GEN/ 601	√		
38	System Analysis & Design	BBA/GEN/ 602	√		
39	Foundation of International Business	BBA/GEN/ 603	√		
40	E-commerce	BBA/GEN/ 604	√		
41	Consumer Protection	BBA/GEN/ 605	√		
42	Environmental studies	BBA/GEN/ 606	√		
43	Project Report	BBA/GEN/ 607	√	√	√

44	Comprehensive Viva-voce	BBA/GEN/ 608	√		
45	indian business environment	MB/105	√		
46	Business statistics	MB/106	√		
47	Business Communication	MB/107	√		
48	corporate finance	MB/113	√		
49	business research	MB/116	√		
50	Indian ethos and business ethics	MB/205	√		
51	Corporate Taxation	MB/FM 209	√	√	
52	Working Capital Management	MB/FM 210	√		
53	Financial Institutions and Markets	MB/FM 211	√		
54	Mergers, Acquisitions & Corporate Restructuring	MB/FM 212	√		
55	Foreign Exchange Management	MB/FM 213	√		
56	Risk Management And Insurance	MB/FM 214	√		
57	Project Planning and Analysis	MB/FM 215	√		
58	Investment Analysis and Portfolio Management	MB/FM 216	√		
59	Services Marketing	MB/MM 209	√		
60	Consumer Behaviour	MB/MM 210	√		
61	Sales and Distribution Management	MB/MM 211	√		
62	Product and Brand Management	MB/MM 212	√		
63	Customer Relationship Management	MB/MM 213	√		
64	Logistics & Supply Chain Management	MB/MM 214	√		

65	Retail Management	MB/MM 215	√		
66	Marketing Research	MB/MM216	√		
67	Global Logistics and Supply Chain Management	MB/SCM 216	√		
68	Cyber Law and Business Regulatory Framework	MB/EC 216	√		
69	Business Statics	MB/106	√		
70	Business Communication	MB/107	√		
71	Corporate Finance	MB/113	√		
72	Corporate taxation	MB/FM 209	√		
73	Financial institutions and markets	MB/FM 211	√		
74	Mergers, acquisitions & corporate restructuring	MB/FM 212	√		
75	Investment analysis and portfolio management	MB/FM 216	√		
76	Marketing research	MB/MM 216	√	√	
77	Team building in organizations	MB/HRM216	√		
78	Indian Ethos and Business Ethics	MB/205	√		



Chairman

Scheme and Syllabi

Of

MASTER OF BUSINESS ADMINISTRATION (MBA)

(Specialization in Retail Management, E-Commerce, Travel & Tourism, Supply Chain Management, Financial Management, Marketing Management)

w.e.f. session 2018-19

Batch 2018-20



YMCA UNIVERSITY OF SCIENCE AND TECHNOLOGY FARIDABAD

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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) with specialization in, Retail Management, Ecommerce, Travel & Tourism and Supply Chain Management, Financial Management, Marketing Management in 2017. Apart from class room teaching, seminars, presentations, case studies etc. are regular features to strengthen the ability of the students.

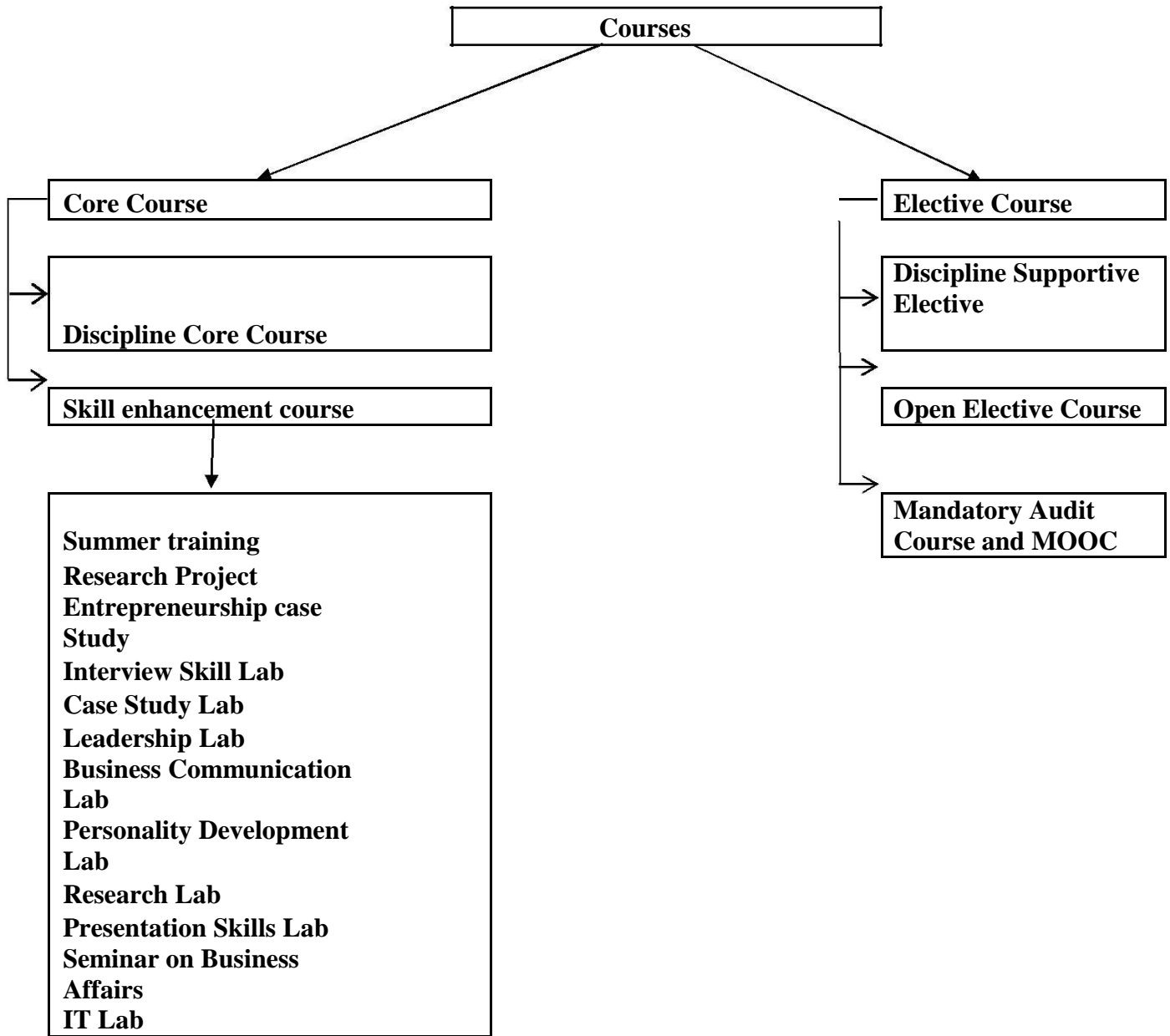
Third Semester: Financial Management or Marketing Management or Retail Management

Fourth Semester: Supply Chain Management or E commerce or Travel & Tourism Management

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



Max Marks

3300

Discipline Core Courses (DCC) Credit	60
Discipline Supportive Electives(DSE) Credit	40
Skill Enhancement Courses(SEC) Credit	16
Open Electives Courses(OEC) Credit	04
Mandatory Audit Courses(MAC) Credit	00
Total Credit	120*

***MOOC Credit will be added in Total Credits**

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/ Practical	
MB/101	Management Process and Organisational Behaviour	4	0	0	0	4	4	25	75	DCC
MB/102	Accounting for Managers	4		0	0	4	4	25	75	DCC
MB/103	Managerial Economics	4	0	0	0	4	4	25	75	DCC
MB/104	Legal Aspects of Business	4	0	0	0	4	4	25	75	DCC
MB/105	Indian Business Environment	4	0	0	0	4	4	25	75	DCC
MB/106	Business Statistics	4	0		0	4	4	25	75	DCC
MB/107	Business Communication	4	0	0	0	4	4	25	75	DCC
MB/108	IT Lab	0	0	2	0	2	1	15	35	SEC
MB/109	Personality Development Lab	0	0	2	0	2	1	15	35	SEC
MB/110	Seminar of Business Affairs	0	0	2	0	2	1	15	35	SEC
		28	0	06	0	34	Total Credits: 31	Total Marks : 850		

- It is compulsory for MBA students to enrol and complete at least one MOOC course from Nptel/ Swayam portal of minimum 12 weeks duration till third semester. The subject selected should not be same as the students offered in MBA scheme. For this subject, the Institute or the Department concerned will appoint a coordinator to track the activities of the student and will ensure that all students of the programme have qualified the MOOC subject in the specified time period.

Semester II

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External/ Practical	
MB/111	Human Resource Management	4	0	0	0	4	4	25	75	DCC
MB/112	Marketing Management	4	0	0	0	4	4	25	75	DCC
MB/113	Corporate Finance	4	0	0	0	4	4	25	75	DCC
MB/114	International Business Environment	4	0	0	0	4	4	25	75	DCC
MB/115	Operations Management	4	0	0	0	4	4	25	75	DCC
MB/116	Business Research	4	0	0	0	4	4	25	75	DCC
MB/117	Business Communication Lab	0	0	2	0	2	1	15	35	SEC
MB/118	Research Lab	0	0	2	0	2	1	15	35	SEC
MB/119	Interview Skills Lab	0	0	2	0	2	1	15	35	SEC
MB/120A-120C	Open Elective	4	0	0	0	4	4	25	75	OEC
		28	0	6	0	34	Total Credits :31	Total Marks : 850		

List of Open Electives (OEC)

No.	Subject code	Subject	CBCS code
I	MB/120A	Strategic Management	OEC
II	MB/120B	Micro, Small And Medium Enterprises	OEC
III	MB/120C	Event Management	OEC

Semester III

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MB/201	Entrepreneurship Development	4	0	0	0	4	4	25	75	DCC
MB/209-216	Specialization Course I (RM/FM/MM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course II (RM/FM/MM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course III (RM/FM/MM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course IV (RM/FM/MM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course V (RM/FM/MM)	4	0	0	0	4	4	25	75	DSE
MB/202	Presentation Skills Lab	0	0	2	0	2	1	15	35	SEC
MB/203	Entrepreneurship Case Study Analysis	0	0	2	0	2	1	15	35	SEC
MB/204	Management Training	0	0	0	0	0	2		100	SEC
MB/217A-217C	Mandatory Audit Course	2	0	0	0	2	0	25*	75*	MAC
		26	0	4	0	30	Total Credits : 28	Total Marks : 800		

*No credits just qualifying. Marks will not be added in total.

List of Mandatory Audit Courses (MAC)*

No.	Subject code	Subject	CBCS code
I	MB/217A	Moral Values	MAC
II	MB/217B	Introduction to Psychology	MAC
III	MB/217C	Introduction to health Psychology	MAC

*One course with no credit having two contact hours per week to embed life skills/ value education. Passing the course shall be mandatory.

Semester IV

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MB/205	Indian Ethos and Business Ethics	4	0	0	0	4	4	25	75	DCC
MB/209-216	Specialization Course I (SCM/EC/TTM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course II (SCM/EC/TTM)	4	0	0	0	4	4	25	75	60
MB/ 209-216	Specialization Course III (SCM/EC/TTM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course IV (SCM/EC/TTM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course V (SCM/EC/TTM)	4	0	0	0	4	4	25	75	DSE
MB/206	Business Case Study Lab	0	0	2	0	2	1	15	35	SEC
MB/207	Leadership Lab	0	0	2	0	2	1	15	35	SEC
MB/208	Research Project	0	0	0	8	8	4	25	75	SEC
		24	0	4	8	36	Total Credits : 30	Total Marks : 800		

List of Specialized Courses to be offered in 3rd and 4th semester

Specialization Course	Financial Management	Marketing Management	Travel & Tourism Management	Retail Management	Supply Chain Management	E-Commerce Management	CBCS Code
I	Corporate Taxation (MB/FM 209)	Services Marketing (MB/MM 209)	Tourism Business (MB/TTM 209)	Retail Institutional Framework (MB/RM 209)	Supply Chain Management (MB/SCM 209)	Introduction to E-Business (MB/EC 209)	DSE
II	Working Capital Management (MB/FM 210)	Consumer Behaviour (MB/MM 210)	International Tourism (MB/TTM 210)	Agricultural and Rural Marketing (MB/RM 210)	Warehousing and Inventory Management (MB/SCM 210)	Knowledge Management (MB/EC 210)	DSE
III	Financial Institutions and Markets (MB/FM 211)	Sales and Distribution Management (MB/MM 211)	Tourism Marketing (MB/TTM 211)	Retail Organization And Resource Management (MB/RM 211)	Logistics Management (MB/SCM 211)	Software Quality Assurance (MB/EC 211)	DSE
IV	Mergers, Acquisitions & Corporate Restructuring (MB/FM 212)	Product and Brand Management (MB/MM 212)	Airline Ticketing & Cargo (MB/TTM 212)	Operation and Merchandise Management for Retailers (MB/RM 212)	Total Quality Management (MB/SCM 212)	Relational Data Base Management System (MB/EC 212)	DSE
V	Foreign Exchange Management (MB/FM 213)	Customer Relationship Management (MB/MM 213)	Tour Packaging Management (MB/TTM 213)	Retail Advertising and Sales Promotion (MB/RM 213)	World Class Manufacturing (MB/SCM 213)	Internet Marketing (MB/EC 213)	DSE
VI	Risk Management And Insurance (MB/FM 214)	Logistics & Supply Chain Management (MB/MM 214)	Culture Heritage and Tourism (MB/TTM 214)	International Retailing (MB/RM 214)	ERP and Web Based Supply Chain Management (MB/SCM 214)	Search Engine Optimization Methods (MB/EC 214)	DSE
VII	Project Planning and Analysis (MB/FM 215)	Retail Management (MB/MM 215)	Travel Agency and Tour Operation (MB/TTM 215)	Retail Planning (MB/RM 215)	Green Logistics and Supply Chains (MB/SCM 215)	Business Transformation Tools and Techniques (MB/EC 215)	DSE
VIII	Investment Analysis and Portfolio Management (MB/FM 216)	Marketing Research (MB/MM216)	Transport Management (MB/TTM 216)	Direct and Network Marketing (MB/RM 216)	Global Logistics and Supply Chain Management (MB/SCM 216)	Cyber Law and Business Regulatory Framework (MB/EC 216)	DSE

- Department can decide about the minimum number of students required to offer any elective course.
- The scheme and syllabi including specializations can be upgraded and modified as per the requirement.

DETAILED SYLLABUS

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

MB/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; Foundations of individual behavior – differences, Personality-concept, determinant, theories and applications; Values, Ability, Attitudes and Emotions, Perception-concept, process and applications, Learning and Reinforcement; Motivation: theories and applications; Job satisfaction; Stress management.

Unit-III

Interpersonal Processes- Work teams and groups- Definition of Group, Stages of group development, Group properties: Roles, norms, status, size and cohesiveness, Types of groups, Group Decision Making; Team Building; Work teams; Conflict – 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.

Suggested Readings:

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. Kavita Singh, Organisational Behaviour: Text and cases, 3rd edition. Vikas Publishing House New Delhi.
4. Ramesh B Rudani, Management and Organisational Behaviour, (2012), Tata McGraw Hill,

New Delhi.

5. Newstorm and Keith Davis, Organisational Behaviour, TMH, New Delhi.
6. Pareek, Udai,(2012) Understanding Organisational Behaviour, Oxford University Press, New Delhi.
7. Robbins, S.P. & Judge, T.A., Organisational Behaviour(15th edition), Pearson Education, New Delhi.

ACCOUNTING FOR MANAGERS
MB/102

L T P S
4 0 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, 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
MB/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 built 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

LEGAL ASPECTS OF BUSINESS
MB/104

L T P S
4 0 0 0

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.
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur.
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi
5. Tulisian P.C., Business Law, TMH, New Delhi
6. Legal Aspects of Business, pathak, McGraw Hill Education

INDIAN BUSINESS ENVIRONMENT
MB/105

L	T	P	S
4	0	0	0

Objective: To give understanding to students about environment and its impact on Indian economy.

Unit-I

Nature and structure of business environment; macro and micro indicators; emerging sectors of Indian economy; relative size and growth of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices.

Unit-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public -private partnership; trends in service sector growth; business opportunities in the rural sector.

Unit-IV

LPG trends and challenges; balance of payments trends; Overview of GST: Levy and exemption from tax, etc. India's competitiveness in the world economy; external influences on India's business environment.

Outcome:

- The students will be able to understand the impact of environment on business sector.
- The students will get an overview about micro and macro indicators.
- The students will be acquainted with the knowledge of environment of SME sector.
- The students will get the knowledge about GST and its implications.

Suggested Readings:

1. Alecharya, Shankar, India's Macroeconomic Management in the Nineties, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, India's Economic Reform and Development, Oxford University Press, Delhi
3. Datt, R., Second Generation Economic Reforms in India, Deep and Deep, New Delhi
4. Khan, M.Y., Indian Financial System, TATA McGraw Hill, New Delhi
5. Cherunelm, Francis, Business Environment, Himalya Publishing House, New Delhi, 2005.
6. Misra, S.K., Puri, V.K., Indian Economy, HPH, 2007, New Delhi.
7. Aswathpa, K., Business Environment, Excel Books, New Delhi.
8. Bedi S.K., Business Environment, Excel Books, New Delhi

BUSINESS STATISTICS

MB/106

L	T	P	S
4	0	0	0

Objective: To give understanding to students about quantitative methods.

Unit-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits & demerits; skewness: meaning and co-efficient of skewness.

Unit-II

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis -meaning and two lines of regression; relationship between correlation and regression co-efficients. Time series analysis; Index Number

Unit-III

Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance; Hypothesis testing; large samples, Small samples: Chi-square test, Analysis of variance.

Outcome:

- The students will be able understand central tendency.
- The students will be able to learn correlation and regression.
- The beneficiaries will learn the concepts of probability.
- The course will help to understand the hypothesis testing..

Suggested Readings:

1. Levin & Rubin, Statistics for Business , Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics , Sultan Chand & Sons, Delhi.
3. Anderson, Quantitative Methods in Business , Thomson Learning, Bombay.
4. Anderson, Statistics for Business & Economics , Thomson Learning, Bombay.
5. Chandan, J.S. An Introduction to Statistical Methods , Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S, Business Statistics , Excel Books, 2000
7. Gupta C.B. & Gupta, Vijay-Business Statistics , S.Chand & Co. Delhi.
8. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
9. Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd.

BUSINESS COMMUNICATION

MB/107

L	T	P	S
4	0	0	0

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, 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. Business Communication Today, Pearson.
3. Krizan etal. Effective Business Communication, Cengage Learning.
4. Scot, O.Contemporary Business Communication, Biztantra, New Delhi.
5. Chaney & Martin. Intercultural Business Communication, Pearson Education
- 6.Penrose et al. Business Communication for Managers, Cengage Learning.

IT LAB
MB/108

L T P S
0 0 2 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 bible.

PERSONALITY DEVELOPMENT LAB
MB/109

L T P S
0 0 2 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, Organisational Behaviour: Text and cases. New Delhi: Pearson Education
2. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, New Delhi
3. Robbins, S.P. & Judge, T.A., Organisational Behaviour, Prentice Hall of India, New Delhi

**SEMINAR ON BUSINESS AFFAIRS
MB/110**

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

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
MB/111**

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; Line and staff responsibilities 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; Job Analysis: job Description and job Specification; Job Design approaches; Job Evaluation-concept & methods; Employee Compensation Management & determinants of wage/salary fixation; Incentives, bonus, ESOPs, Fringe Benefits; Performance appraisal methods, limitations and problems.

Unit III

Human Resource Development; Training: training process, training need analysis (TNA); training methods and techniques; Designing Training programs and Delivery Methodology; Training evaluation; Capacity Building; Career planning and Development; Potential Appraisal and Succession planning;

Unit IV

Industrial Relations and Grievance Handling; Employee welfare; Employee separations, Downsizing & Outplacement; 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, 6th 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, 9th edition, New York, John Wiley & Sons.
4. Gary Dessler (2008) Human Resource Management, 11th edition New Delhi: Pearson Prentice Hall.
5. Tanuja Agarwala, Strategic Human resource Management, Oxford University Press

MARKETING MANAGEMENT
MB/112

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

Marketing mix, Product classification, 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

CORPORATE FINANCE
MB/113

L	T	P	S
4	0	0	0

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 organization, 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, 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; 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 in financial Management.
- The students are able to use their best knowledge in long term investment decision towards the value creation for the organization
- They are able to understand the value creation through capital structure its decisions, dividend policy and applications of leverages in financing decisions.
- The students will be aware about working capital and its management in business

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

**INTERNATIONAL BUSINESS ENVIRONMENT
MB/114**

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

OPERATIONS MANAGEMENT
MB/115

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.

BUSINESS RESEARCH
MB/116

L	T	P	S
4	0	0	0

Objective:

The course is designed to introduce process of research and tools required for the analysis.

Unit I

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

Unit II

Sampling Design, Measurement and scaling techniques, Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational Methods, Primary and Secondary sources of data collection, Data Preparation, Editing, coding, tabulation, graphic and diagrammatic presentation of data

Unit III

Formulation of Hypothesis Concept; Test of Hypothesis, Parametric tests and non parametric test (chi-square test), Analysis of variance (one way classification)

Unit IV

Multivariate Analysis Techniques: Factor Analysis; Multiple Regression; Correlation Analysis, Cluster analysis, Discrimination Analysis and Conjoint Analysis
Style and Major Ingredients of a report format

Outcome:

- The students will be able to understand the process and ethics of research.know about methods of data collection, .measurement and scaling techniques.
- Students will be able to
- The students will be able to test hypothesis.
- Students will be able to know about multivariate techniques.

Suggested Readings:

1. Kothari C.R.; Research Methodology; New Age International Limited, Publishers
 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
- Sekran, Uma, Business Research Method, Miley Education, Singapore

**BUSINESS COMMUNICATION LAB
MB/117**

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

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. Business Communication Today, Pearson.
2. Lesikar et al. Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Krizan et al. Effective Business Communication, Cengage Learning.
4. Scot, O. Contemporary Business Communication, Biztantra, New Delhi.
5. Chaney & Martin, Intercultural Business Communication, Pearson Education

**RESEARCH LAB
MB/118**

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

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., Pearson Publication
2. Data Analysis, Ajay Chauhan

INTERVIEW SKILLS LAB
MB/119

L T P S
0 0 2 0

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:

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

**DETAILED SYLLABUS
OF
OPEN ELECTIVES**

STRATEGIC MANAGEMENT

MB/120A

L	T	P	S
4	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. Azhar Kazmi, 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.

MICRO, SMALL AND MEDIUM ENTERPRISES
MB/120B

L T P S
4 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 Cherulinius , 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 MB/120C

L	T	P	S
4	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-I

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-II

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-III

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-IV

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

THIRD SEMESTER

ENTREPRENEURSHIP DEVELOPMENT MB/ 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". Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". 1985. Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". S.S. Books, Delhi.
5. Kumar, S A. "Entrepreneurship in Small Industry", Discovery, New Delhi.
6. McClelland, D C and Winter, W G. "Motivating Economic Achievement". Free Press, New York.
7. Pareek, Udai and VenkateswaraRao, T. "Developing Entrepreneurship -A Handbook on Learning Systems", Learning Systems, Delhi.

PRESENTATION SKILLS LAB
MB/ 202

L T P S
0 0 2 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:

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

**ENTREPRENEURSHIP CASE STUDY ANALYSIS
MB/203**

L T P S
0 0 2 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
MB/ 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
MB/217A

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.

Reference Books:

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

INTRODUCTION TO PSYCHOLOGY MB/217B

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. Psychology. New Delhi: Pearson.
2. Chadha, N.K. & Seth, S. The Psychological Realm: An Introduction. New Delhi: Pinnacle Learning.
3. Kavita Singh, Organisational Behaviour: Text and cases. New Delhi: Pearson Education

INTRODUCTION TO HEALTH PSYCHOLOGY
MB/217C

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

Semester-IV

INDIAN ETHOS AND BUSINESS ETHICS

MB/205

L	T	P	S
4	0	0	0

Objective:

The objective of this course is to develop an understanding and appreciation of the importance of Indian ethos and value system for ethical conduct in business.

Unit-I

Indian Ethos: History & Relevance, Principles practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business; Management-Production and Consumption, Ethics vs Ethos, Indian Vs Western Management.

Unit-II

Values–Concepts, values in Business, Types and Formation of Values, importance of value system, Work Ethos and Values of Indian Managers; Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Secular v/s Spiritual Values.

Unit-III

Stress Management; Meditation for mental health, Yoga, Contemporary approached to Leadership- Joint Hindu Family Business, Leadership Qualities of Karta, Indian system of Learning- Gurukul System of Learning, Advantages of Karma, importance of Karma to Managers- Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection- Corporate Karma Leadership.

Unit-IV

Understanding the need for ethics, Ethical values : myths & ambiguity; Ethical codes; Ethical principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development(CMD); Managing Ethical Dilemma; characteristics, Ethical decision making, ethical reasoning, the dilemma resolution process; Ethical dilemma in different areas of marketing, finance, HRM and International Business. Ethical culture in organisation, Developing codes of Ethics and conduct, Ethical value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics

Outcome:

- The students will be able to apply the Indian values in business organisations.
- It helps students to apply ethics to the real challenges of the organizations.
- Students will be aware about the Indian Ethos.
- The students will be able to know about the development of ethical leadership.

Reference Books:

1. Chakraborty S.K., Management by Values, New Delhi, Oxford University Press,1992.
2. Chakraborty S.K., Ethics in Management- Vedantic Approach, New Delhi, Oxford University

Press, 1995.

3. Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.

4. Fernando A.c., Business Ethics: An Indian Perspective, Pearson 2009.

5. Gini Al, Case Studies in Business Ethics, 6th edition, Pearson Education, 2009.

6. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.

7. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.

8. Rangnathananda Swami, Universal Message of the Bhagvad Gita, Vol.1,2, and 3, Caicuna, 2000.

9. Kanagasabapathi, P. Indian Models of Economy, Business and Management, Third Edition, PHI Learning Ltd., New Delhi, 2012.

10. Brately Peter, "The Essence of Business Ethics", New Delhi, Prentice Hall of India, 1997.

BUSINESS CASE STUDY LAB
MB/206

L T P S
0 0 2 0

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
MB/207

L T P S
0 0 2 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
MB/208**

**L T P S
0 0 0 8**

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.

FINANCIAL MANAGEMENT

Corporate Taxation
MB/FM 209

L T P S
4 0 0 0

Objective: The objective of the course is to acquaint the participant with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

UNIT-I

Basic Concepts of Income Tax; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions; Additional Tax on Undistributed Profits.

UNIT-II

Meaning and Scope of Tax Planning, Difference between Tax planning Tax Evasion and Tax Avoidance, Residential status and Tax incidence of a Company; Computation of Corporate Tax Liability.

UNIT-III

Tax Planning with reference to Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers.

UNIT-IV

Tax Management: Filing of returns and assessments, penalties and prosecutions, appeals and revisions, Advance tax, TDS, Advance rulings, Avoidance of Double taxation agreements.

Outcome:

- The students will be able to know how to manage tax
- The students will get an overview about taxation planning.
- The students will be acquainted with the knowledge of tax evasion and tax avoidance.
- The students will get the knowledge about basic concepts of income tax.

Suggested Reading:

1. Singhania, V K. and Singhania, Monica, Students' Guide to Income Tax, Taxmann.
2. Singhania, V K. & Singhania, Kapil, Direct Taxes Law and practice, Taxmann.
3. Singhania, V K. and Singhania, Monica, Corporate tax Planning and Business Tax Procedures, Taxmann.
4. Ahuja, G & Gupta, Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House private limited
5. Srinivas, E A., Handbook of Corporate Tax Planning, Tata McGraw, Hill.
6. Iyengar, A C. Sampat, Law of Income Tax, Bharat House.

WORKING CAPITAL MANAGEMENT
MB/FM 210

L T P S

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.
2. Khan, M. Y and Jain, P. K. Financial Management, McGraw Hill.
3. Prasanna Chandra, Financial Management, McGraw Hill.
4. Pandey, I. M. Financial Management, Vikas Publication House.
5. Van Home. James C. Financial Management and Policy. New Delhi, Prentice Hall of India.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York, Macmillan.

FINANCIAL INSTITUTIONS AND MARKETS

MB/FM 211

L T P S
4 0 0 0

Objective:

The objective of this course is to discuss the management of financial institutions including detailed study of the working of leading financial institutions and financial markets in India.

It will help students to gain an insight to financial institutions and markets.

UNIT I

Financial System: Introduction, functions and organisation. Role of Financial System in economic development. Structure of financial system. An overview of Indian financial system.

UNIT II

Financial Institutions: Commercial Banks: meaning, functions, present structure; Recent developments in commercial banking. Concept of banking and nonbanking institutions, Development financial institutions: SIDBI, NABARD, EXIM Bank and SFCs.

UNIT III

Financial Markets: Money market: meaning, constituents and functions; Money market instruments: call money market, TB's, CP's, CD's, Repo and Reverse repo etc. and Recent trends in Indian money market.

UNIT IV

Capital market: primary and secondary markets; Meaning, functions and recent developments; Government securities market. RBI and SEBI: their objectives and major functions. Reforms in Indian capital market. Role of SEBI.

Outcome:

- The students will be able to have a clear understanding about workings of different financial institutions.
 - The students will be able to understand how financial markets help in channelization of Economic resources.
- The beneficiaries will learn the difference between workings of capital market and money market.
- The course will help to have an overview of development financial institutions.

Suggested Readings:

1. Rose, Peter S. and Fraser, Donald R. *Financial Institutions*. Ontario, Irwin Dorsey.
2. Khan M.Y., *Indian Financial System*, Tata McGraw-Hill.
3. Vij, Madhu. *Management of Financial Institutions in India*. Anmol.
4. Yeager, Fred C. and Seitz, Nail E. *Financial Institution Management: Text and Cases*. Englewood Cliffs, Prentice Hall Inc.
5. Bhole L.M., Mahakud J. *Financial Institutions and Markets*, Tata McGraw-Hill.
6. Pathak, V Bharati, *The Indian Financial System*, Pearson Education.
7. Gordon E. and Natrajan K. Dr; *Financial Markets and Institutions*, Himalaya Publishing House, 2007

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

MB/FM 212

L	T	P	S
4	0	0	0

Objective:

To provide the basic knowledge about merger and acquisition. It will provide in-depth vision of 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 understanding about mergers and its types.
- The students will be able to understand different other related mergers and acquisition.
- The beneficiaries will learn the valuation methods.
- The course will help to have an overview of corporate restructuring.

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.

FOREIGN EXCHANGE MANAGEMENT
MB/FM 213

L	T	P	S
4	0	0	0

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.

RISK MANAGEMENT AND INSURANCE
MB/FM 214

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Objective:

To impart the basic knowledge of the Risk, Risk Management and Insurance. The course will provide an overview of introductory and important aspects in insurance, its origin and development, and Management of insurance companies.

Unit I

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

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; role of IRDA, types of insurance plans; policies of insurance companies; distribution channels in Insurance, Bancassurance, challenges of insurance marketing;

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 evaluation.
- The students will have an overview about the risk management and other relevant aspect of insurance
- The beneficiaries will understand the history and regulatory authority of insurance sector in India.
- The students will be acquainted with current scenario of Indian Insurance Industry and its Management.

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

PROJECT PLANNING AND ANALYSIS

MB/FM 215

L	T	P	S
4	0	0	0

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. Parasathy C.S. (2014), I K international pub

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

MB/FM 216

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. Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon. Security Analysis and Investment Management, Pearson Education.
3. Rustagi. R. P. Investment Analysis and Portfolio Management,, Sultan Chand & Sons.
4. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, S.Chand & Sons.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House

MARKETING MANAGEMENT

SERVICES MARKETING
MB/MM 209

L	T	P	S
4	0	0	0

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, Service leadership, 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, Jocken 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 BEHAVIOUR

MB/MM 210

L	T	P	S
4	0	0	0

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. Solomon, 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

MB/MM 211

L	T	P	S
4	0	0	0

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; channel migration, 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. Havaldar, 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

PRODUCT AND BRAND MANAGEMENT
MB/MM 212

L	T	P	S
4	0	0	0

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

Product management decision: Introduction to Product, product Strategy, product life cycle, product portfolio, Product Management & New Product Development: New product development process, commercialization, managing Growth, Managing the mature Product

Unit-II

Branding concepts; branding challenges and opportunities; strategic brand management process; brand identity, customer based brand equity; identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits; brand personalities; 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

Unit-IV

Measuring brand equity, Designing and implementing branding strategies: brand-product matrix, brand hierarchy; introducing and naming new products and brand extensions; Tactical Branding Decisions, Pre-Launch and launch management, Product Recalls

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

MB/MM 213

L	T	P	S
4	0	0	0

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 lifetime value

Unit-II

Operational CRM – Sales force automation: lead management, contact management, field force automation; Enterprise resource planning, 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.

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. 5.Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi

LOGISTICS & SUPPLY CHAIN MANAGEMENT

MB/MM 214

L T P S
4 0 0 0

Course Objective: To understand the importance and requirement of logistics and SCM

UNIT I: Definition and Scope of Logistics, Functions & Objectives, Customer Value Chain, Service Phases and attributes, Value added logistics services, Role of logistics in Competitive strategy, Customer Service

UNIT II: Role of logistics in distribution channels, Logistics requirements of channel members, Logistics outsourcing – catalysts, benefits, value proposition, Third and fourth party logistics, Selection of service provider, Transportation System – Evolution, Infrastructure and Networks, Freight Management – Vehicle Routing – Containerization, Modal Characteristics, Inter-modal Operators and Transport Economies, Packaging- Design considerations, Material and Cost, Packaging as Unitisation, Consumer and Industrial Packaging, Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation, Green Logistics

Unit III: Concept and Objectives of Supply Chain, Importance of Supply Chain Decisions, Process Views of a Supply Chain, Drivers & Metrics of Supply Chain Performance: Facilities, Inventory, Transportation, Information, Sourcing, Pricing; The Role of Distribution in the Supply Chain, Factors Influencing Distribution Network Design, The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, The Impact of Globalization on Supply Chain Networks, Risk Management in Global Supply Chains

Unit VII: Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Managerial Levers to Achieve Coordination, In-House or Outsource decision, Total Cost of ownership, Supplier Selection—Auctions and Negotiations, The Role of IT in a Supply Chain, The Supply Chain IT Framework, Customer Relationship Management, Internal Supply Chain Management, Supplier Relationship Management, The Future of IT in the Supply Chain

Outcome:

- Students will understand various aspects of Logistics management
- Students will understand major building blocks, functions, business process, performance metrics and decision making in supply chain network, and role of technology in supply chain management

Reference Books:

1. Chopra Sunil, Peter Meindl and Dharam Vir Kalra - Supply chain management, Pearson
2. Supply Chain Management-Concepts, Practices, and Implementation by Sunil Sharma, Oxford University Press
3. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI
4. Agarwal, D K, Logistics & Supply Chain Management, Macmillan India Pvt. Ltd. New Delhi

RETAIL MANAGEMENT
MB/MM 215

L	T	P	S
4	0	0	0

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.

MARKETING RESEARCH

MB/MM 216

L	T	P	S
4	0	0	0

Objective:

To help the learners to have a better and clear understanding of research in marketing.

Unit-I

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process. Marketing Information System: Concept, Need for Marketing Information System, Process of Marketing Information System, Components of Marketing Information System. Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing. Marketing Research Process.

Unit-II

Research Design: Various Method of Research Design, Important Experimental Research Designs. Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data. Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

Unit-III

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures. Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

Unit-IV

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-Variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance. Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation.

Outcome:

- The beneficiaries will be able to understand the basics of marketing research.
- The students will be able to understand research design and methods of data collection.
- The beneficiaries will be able to understand the measurement and scaling and sampling design.
- The course will help beneficiaries to have a clear understanding regarding hypothesis testing and report writing.

Suggested Readings:

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Malhotra - Marketing Research (Pearson)
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7th Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6th Ed.)
5. Beri - Marketing Research (Tata McGraw Hill, 4th Ed.)

RETAIL MANAGEMENT SPECIALIZATION

RETAIL INSTITUTIONAL FRAMEWORK
MB/RM 209

L T P S
4 0 0 0

Objective: The objective of this course is to expose the students to basic concepts of various institutions of retail. It provides insights necessary to understand various formats and strategies of retail institutions.

Unit-I

Retail Institution: Meaning, Characteristics by Ownership: Independent, Chain, Franchising, Leased, Department, Vertical Marketing System, Consumer-Cooperatives,

Note: These formats must be shared with their meaning, competitive advantages and disadvantages, size, functions, dynamics, managerial-issues and Relationships.

Unit-II

Store Based Strategy-Mix Retail-I: Considerations in Planning. A Retail Strategy-Mix; Wheel of Retailing Theory, Scrambled- Merchandising, The Retail-Life-Cycle, Strategies of Evolving Retail-institutions (Mergers, Diversification, Downsizing). Case Study

Unit-III

Store Based Strategy-Mix Retail-II: Cost Containment Approach, Food-Oriented Retailers and Their formats; Convenience Store, Conventional Supermarkets, Food Based Superstores, Combination Store, Box / Limited Line Store, Warehouse Store, General Merchandise-Retailers, Specialty Store, Traditional Departmental Store, Full Time Discount Store, Variety Store, Off-Price-Chain, Factory-Outlet, Membership-Club, Flea-Market. Case Study

Unit-IV

Other Non-Traditional Retailing: Single-Channel and Multi - Channel-Retailing, Direct Marketing: Domain Key to Success,

Emerging Trends; Steps in Direct Marketing Strategy; Key issues; Direct Selling; Vending Machines, Electronic Retailing; Scope, Characteristics; Video Kiosks, Airport Retailing. Case Study

Outcome:

- The students will learn the advantages and disadvantages of old and new retail formats.
- Students will have clear understanding about various retail institutions formats.
- Students will be able to understand strategies related to different retail institutions.
- Students will be able to understand emerging trends in retailing.

Reference Books:

1. SwapnaPradhan, "Retailing Management- Text & Cases", Tata McGraw Hill
2. Fleming.P, "Guide To Retail Management" Jaico Publications.
3. Gopal, W, "Retail Management" ICFAI.
4. S.L.Gupta, "Retail Management"
5. Mitra, S.N., "Retail Management", Pointer Publication, Jaipur.
6. Berry Berman & J.R. Evans, "Retail Management – A Strategic approach" Prentice Hall of India, New Delhi.

AGRICULTURAL AND RURAL MARKETING
MB/RM 210

L T P S
4 0 0 0

Objective:

The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

Unit-I

Concept & scope of rural market, Rural development as a core area, Efforts put for Rural development in Five years plans. Rural markets' Characteristics, Rural markets. Environmental factors.

Unit-II

Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for Rural market/Consumers. Problems in rural market.

Unit-III

Segmentation, Targeting & Positioning for rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers.

Unit-IV

Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market. Export potential for agri-products, Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment. Role.

Outcome:

- This course will impart knowledge to the students regarding Agricultural and rural marketing.
- The students will be able to understand applications of strategies in rural markets.
- The course will help them to frame better management strategies for agriculture and rural marketing.
- Students will be able to know about details of agriculture markets.

Reference Books:

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development
4. Rajgopal : Managing Rural Business
5. Gopaldaswamy, T.P. : Rural Marketing
6. Agriculture Today Magazine

RETAIL ORGANIZATION AND RESOURCE MANAGEMENT
MB/RM 211

L T P S
4 0 0 0

Objective: The course focus on analyzing the concepts associated with setting up a retail organization and studying effect of resource management in retailing.

Unit-I

Setting Up a Retail Organisation: - Factors in Planning and Assessing a Retail-Organisation, Grouping Tasks into Jobs, Job classification, Organizational Chart.

Unit-II

Organizational Patterns in Retailing:- Organizational Arrangements by Small Independent Retailers by Departmental-Stores, by Chain-Retailers, by Diversified Retailers.

Unit-III

HRM in Retailing: Meaning; HR-Environment of Retailing, Women and Minorities in Retailing, HRM-Process in Retailing; Recruiting, Selecting, Training, Compensating and Supervising Retail Personnel.

Unit-IV

Motivation in Retail: Meaning, Importance, Hierarchy of Needs (Maslow's). Leadership in Retail-Area: Concept, Characteristics,, Significance, Leadership Development, Leadership Styles

Outcome:

- To built ability in mind of a students for setting up a retail organisation.
- This will help the students in taking decision regarding organizational patterns in retailing.
- This helps to build an ability to be a good retailer by utilizing limited resources.
- This will help the students in understanding leadership roles in retailing.

Reference Books:

1. .Swapna pradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi
2. M.Chael hevya and barton.A Weitz,Retail Management, Irwin Mcgraw hill.

OPERATION AND MERCHANDISE MANAGEMENT FOR RETAILERS
MB/RM 212

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 and merchandise management for retailers.

Unit-I

Operational Dimensions: Blueprint of Operations for Retail-Business, Inside format, size, and space-allocation in Retail- Stores, Store Security, Insurance, Credit Management, Computerization, Out sources, Crisis Management.

Unit-II

Merchandise Management: Meaning, Philosophy; Buying Organisation Formats and Processes; Devising Merchandising Plans (Forecasts, Innovativeness, Assortment, Brands, Timing, Allocation); Category-Management; Merchandising Software

Unit-III

Implementing Merchandising Plans (IMPs):- Sequential Steps for IMPs; Logistics with Goals; Inventory-Management

Unit-IV

Financial Merchandise Management (FMM): Overview, Cost and Retail Methods of Accounting for FMM; Merchandise Forecasting and Budgeting, Unit Control System (UCS); Financial Inventory Control.

Outcome:

- Students will gain a conceptual understanding of the Operations management for the retailers.
- They will be able to relate the concepts of merchandize management to practical applications in a retail store.
- The students will be able to understand various concepts associated with merchandize plans.
- Students will learn about optimum utilization of resources by using control systems.

Reference Books:

1. .Swapna pradhan, Retailing Management : Text and Cases. Tata McGraw hill, New Delhi
3. M.Chael hevya and barton.A Weitz,Retail Management, Irwin Mcgraw hill.
4. Judith . W.Kincaid, Customer Relationship Management: Getting it right, Pearson Education, New Delhi.
4. James.A. Fitzsimms and Mina.J Fitzsimms, Service Management : Operations, Strategy, Information Technology, Tata Mc Grawhill.
5. Christopher Louchock and Jochen Wirtz, Service Marketing : People Technology, Strategy, Pearson Education, New Delhi.
6. K.Ramamohan Roa, Services Marketing, Pearson Education, New Delhi.
7. Bert Rosenbloom, Marketing Channels : A Management View , Thomson, New Delhi.
8. Bert Rosenbloom, Retail Marketing, Random House

RETAIL ADVERTISING AND SALES PROMOTION
MB/RM 213

L T P S
4 0 0 0

Objective:

This course covers the elements of advertising and sales promotion used in context of retail management.

Unit-I

Introduction: Meaning, nature and purpose of advertising; advertising in the context of retailing; Integrated marketing communication (IMC), Advertising management process - An overview; Setting of retail advertising objectives and budgets. Media Decisions: Media planning - Media mix decisions: Popular media vehicles used in retail sector; Media timing and Scheduling.

Unit-II

Copy Writing: Creative strategy and copy writing; Different types of appeals; Copy layout; Evaluation of retail advertising effectiveness. Advertising Agencies: Features, functions and types; Selection of advertising agency; Agency-client relations; Direct response advertising; Ethical and legal aspects of retail advertising.

Unit-III

Introduction to Sales Promotion: Meaning, nature and role of sales promotion; Major objectives and limitations of sales promotion; Major types of sales promotion tools and techniques - Manufacturer vs. Retail store sales promotion, Consumer vs. trade sales promotion. Retail Store Sales Promotion: Objectives; Major retail store sales promotion tools for traffic building, purchase influencing and loyalty building - Sampling, price-off, coupon and money refund offers, premium, consumer contests and sweepstakes, point-of-purchase displays, demonstration, exchange offers, trade fairs and exhibitions.

Unit-IV

Trade promotion: Meaning and objectives; Major trade promotion schemes - Merchandise allowance, sales contests, point-of-purchase display assistance, trade discount, co-operative advertising. Sales Promotion Planning and Control: Establishing objectives of sales promotion and selecting consumers for sales promotion; Developing, pre-testing, implementing, controlling and evaluating the sales promotion programme.

Outcome:

- Students will understand the use of advertising and sales promotion as a marketing tool.
- They will understand of advertising and sales promotional appeals.
- Students will learn about appropriate selection of media.
- They will understand how to test the effectiveness of advertising and sales promotion.

Reference Books:

1. Robert C. Blattberg & Scott A. Neslin -Sales Promotion: Concepts, Methods, and Strategies - Prentice-Hall
2. Paul J Hydzic -Sales Promotion : Strategies That build brands-Illinois Institute of Technology
3. Schulz, William A Robinson & Lisa A Peterson -Sales Promotion Essentials : The 10 Basic Sales Promotion Techniques
4. Julian Cummins & Ruddy Mullin- Sales Promotions How to create , Implement and Integrate Campaigns that really work- Kogan Page
5. Kazmi& Sathish K Batra Advertising & Sales Promotions- Excel Books

INTERNATIONAL RETAILING
MB/RM 214

L T P S
4 0 0 0

Objective:

This course is designed to provide exposure to a number of selected topics in the context of International retailing. The course will provide opportunity to students to extend their thinking regarding globalization to retail business.

UNIT-I

International Mktg -Scope and Concepts of International Mktg.- International Marketing Environment - International Trade – Barriers and Facilitators- Regional Economic/Political Integration- Cultural Influences on International Marketing- International Marketing research-International Marketing Segmentation, Positioning- The Marketing Plan and Entry Mode Selection- Products and Services – Branding Decisions- International Product and Service Strategies- International Distribution and Logistics

UNIT-II

International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalisation of retailing and evolution of international retailing - Motives for international retailing, the changing nature of boundaries – International- Where retailers internationalise, assessing the potential of retail markets - Methods of international retailing, accessing retail markets, the form of entry, joint ventures, franchising, acquisition etc. marketing planning for differing international and regional requirements-Why retailers internationalise.

UNIT-III

Competing in Foreign Markets- Why Companies Expand into Foreign Markets- Cross- Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Strategy Options for Entering and Competing in Foreign Markets- Quest for competitive Advantage in Foreign Markets-Profit Sanctuaries, Cross market Subsidization and Global; Strategic Offensives- Strategic Alliances and Joint Ventures with F Foreign partners.-Competing in Emerging Foreign Markets-Cross Border Strategic Alliances

UNIT-IV

Retail Structure- Enterprise Density- market Concentration- Product Sector- Innovation-Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations- Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market- Retail Operations-Non Domestic market.- Retail Positioning and Brand Image- Measurement of Store Image –Open ended Techniques-Attitude Scaling Techniques-Multi Attribute model- Multi dimensional Scaling-Conjoint analysis, Market Research- Segmentation- Targeting- Positioning – The Market Mix- Image- Product range- Format-Price- Location_ Distribution- Promotion-- Promotional Mix and Advertising-Publicity, PR, and Sales Promotion Strategies- Personal Selling and Sales Management-International Pricing Strategy- Developing and Controlling an International Marketing Plan

Outcome:

- The students will understand traditional and contemporary frameworks of global retailing.
- They will know Ways for an international retailing company to plan for and adapt to a complex and dynamic environment.

Referance Books

1. Nicolas Alexander *International Reatailing*-Blackwell Business Publishers Ltd.
3. Margaret Bruce, Chistopher Moore, Grete Birtwistle *International Retail Marketing: A*

RETAIL PLANNING
MB/RM 215

L T P S
4 0 0 0

Objective: The course focus on analyzing how marketing, finance, operations and human resource functions are performed in context of retailing

Unit I

Marketing: Retailing, Role, Relevance & Trends.-Retail Customer-Retail market segmentation & franchising-Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Quantitative methods in marketing.-Social Marketing in Retail management
Strategic management: Retail in India.-Services marketing and management.-Brand Management-International / Strategies- Pricing -Advertising & sales promotion

Unit II

Operations: Retail location strategy-Product and Merchandise management-TQM-Mathematics / Statistics-EDP / MIS -Logistics & SCM-Security measures-Footfalls / computerized methods & non computerized methods-Visual / display methods -Merchandising & Management-Fashion designing
Finance: Accounting Methods-Capex planning-Risks-Capex planning-Accounting Processes-Accounting software's-WIP -Accounting methods-Strategic cost management-Management of Obsolete goods

Unit III

Human Resources: Retail organization- Laws involved in HR.- Motivation-Customer psychology-Training needs for employee-Top grading-Obstacles to Top grading- Astronomical Costs of Mis- Hires- Company killers and Company Derailers- recruitment Best Practices- How to Avoid Mis Hires- CIDS (Chronological in Depth Structure) based Model – Coaching to fix weakness-Interviews guide- Avoiding Legal Problems: Bulletproof Approach.

Unit IV

Legal & compliances: License-Contracts & Recovery-Legal Process-PF/ESIC & Exemptions-Food & Restaurants-PPF-IR – Law-Shops & establishments-IPR Patents, Copyright & Trademarks- Inclusion of Service Mark- Procedure and Duration of Registration-Collective Mark- Certification Mark- Procedural Compliance for Establishing an Retail Store- Customer Rights- Consumer Protection Acts- -Unfair Trade Practices- -Holding of Contests and Schemes-Disparaging Products of Competitors- Correctness of Representation- The Standards of Weights and Measures Act – Procedures applicable for a Retail Store.
Mall Management:- Types of Various retail formats-Concepts in mall design-Factors influencing Malls establishments-Aspects in Finance-Aspects in security / accounting -Aspects in HR-Aspects in Quality management-Statistical methods used in measuring mall performance.

Outcome:

- Students will come to know how marketing, finance, operations and human resource functions are performed in context of retailing
- They will understand legal requirements and compliances for establishing and running a retail store
- They will also insight of mall management

Reference books

- 1.Retailing Management Text & Cases- Swapna Pradhan- The McGraw Hill Companies
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies
- 3.Marketing Channel- Bert Rosenbloom- South Western -Thomson

DIRECT AND NETWORK MARKETING
MB/RM 216

L T P S
4 0 0 0

OBJECTIVE: To explain marketing of products using modern methods and their corresponding challenges

Unit I

Introduction- The Scope of Direct Marketing- Business, Strategic and Direct Marketing Planning- The Impact of Databases- Consumer and Business Mailing Lists- The Offer-Magazines- Newspapers- TV/Radio- Telemarketing/Tele services-Overview of Internet Direct Marketing - E-Communications- Creating Print Advertising- Managing a Lead-Generation Program- Modeling for Business Decision Support

Unit II

Direct and Digital Marketing- Modern integrated DM & interactive marketing -important role in marketing strategy -build and develop brands - customer acquisition, development and retention-Key principles of targeting, interaction, control and continuity-Three different business models - stand alone, integrated and support Catalysts of change in modern marketing -From distance selling to interactive marketing -Managing relationships across channels and media -The direct and interactive marketers' information system-Data-driven marketing planning

Unit III

Network Marketing- Advantages and Disadvantages- Network Marketing Boom-Network Marketing Compensation Plan- Evaluating Network Marketing Opportunity. Relationship Marketing – Introduction-Six Market Models-Managing Relationship with Buyers, Intermediaries and Customer – Segmentation and analysis of Customer market Domain-Customer Acquisition and Customer Retention –Strategic outsourcing- creating Successful alliances- Referral and Influence Marketing. Creating and implementing Relationship Marketing Strategies- Introduction- People-Processes-Proactive/ Personalized Service- What sort of Relationship for what sort of Customers-Relationship Marketing Plan- Relationship Management Chain- Value Proportions- Identifying appropriate customer value segments-Designing value delivery systems- Managing and Maintaining delivered satisfaction.

Unit IV

Legal Issues and Best Practice-Data Protection and Privacy, electronic communications and the Indian Directive, self-regulation and codes of practice- pitfalls and opportunities of international direct and interactive marketing- consumer and technological landscape of the future- Emerging Trends in Network Marketing- B2B, C2C, Planning, scheduling, negotiating and buying media on and offline- Core marketing technology components; data warehousing, business intelligence appliances, campaign management applications, sales force automation, customer interaction and contact centre applications, Data fusion- Network Marketing Success Stories India ,MLM

Outcome:

- The students will understand various forms of direct marketing
- They will come to know benefits and challenges associated with network marketing

Reference Books:

1. Stone, Bob, and Jacobs, Ron, *Successful Direct Marketing Methods*, McGraw-Hill, New York, NY.

2. Dave Chaffey, Richard Mayer, Kevin Johnston, Fiona Ellis-Chadwick *Internet Marketing: Strategy, Implementation and Practice*
3. Brian Thomas and Matthew Housden *Direct Marketing in Practice*

E-COMMERCE

INTRODUCTION TO E-BUSINESS MB/EC209

L T P S
4 0 0 0

Objective:

The objective of this course is to help students to understand the basics of Electronic Business, Electronic Commerce, and related issues.

Unit I

E-Business: Fundamentals, E-Business framework, E-Business application, Network Infrastructure for E-Business. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

Unit II

Handling money on the net: type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI.

Unit III

Electronic market place of buyers and sellers: Consumer and business markets: ordering on-line, Advertisement and marketing on Internet, Offering customer product on the net, electronics customers support. Web-catalogues, business care for documents library, type of digital documents, documents infrastructure, data warehouses, multi-media and digital video.

Unit IV

E-Business standard, Cyber laws, Cyber crimes & frauds, types and tools of hacking. Security and Electronic-Business: Client-server security, data and message security, document security, firewalls. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts.

Outcome:

- The students will understand basics of Electronic Business
- They will come to know various aspects of Electronic Commerce

Reference Books

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Addison-Wesley, New Delhi.
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Addison-Werley, New Delhi.
3. Daniel Amor, "The E-Business (R) Evolution", Prentice Hall, PTR, New Delhi.
4. Parag Diwan and Sunil Sharma, "E-Commerce", Excel Books, New Delhi.
5. Reynolds, "Beginning of E-Commerce", Shroff Publication.
6. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi.

KNOWLEDGE MANAGEMENT MB/EC210

L	T	P	S
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OBJECTIVE:

The objective of the course is to make participants aware of using information that creates value and knowledge.

Unit I

Review of concepts of computing Evolution of Computing, data-data explosion, storage and management, approaches to DBMS Information processing information systems, organizational learning. Quality, re-engineering methodologies and business paradigms : introduction, total quality management, artificial intelligence, and emerging business paradigms.

Unit II

Knowledge Management. Introduction, Organizational Knowledge Management, Learning Organization, and Knowledge, Conversion. Knowledge Management techniques, Systems and tools. Knowledge analysis, Organizational Knowledge Dissemination.

Unit III

Organizational Knowledge Management Architecture and Implementation Strategies: Introduction, Knowledge Management Framework, Implementation, Strategies, Organizational Knowledge Management Architecture, Organizational Knowledge repositories, Knowledge Management Applications, Organizational Collaborative Platforms, Organizational Knowledge Measurement Framework and techniques, and implementation barriers.

Unit IV

K-Careers: Introductions, Knowledge Management roles and Knowledge Management Job Opportunities.

Outcome:

- The students will understand basics of using information that creates value and knowledge.
- They will come to know various aspects of knowledge management.

Reference Book

Warrier, E. Sudhir “Knowledge Management”, Vikas Publishing House Ltd. New Delhi.

SOFTWARE QUALITY ASSURANCE MB/EC 211

L	T	P	S
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OBJECTIVE:

The objective of the course is to make the students updated about the software quality policy and process. The syllabus also covers the software testing methods and tools.

Unit I

Introduction: - Software Quality Assurance, Software Models, Software Life Cycle, Testing Life Cycle. Types of Testing:- Software Testing, Scope, Importance of testing; Types of Functional Testing like- Static & Dynamic testing, black box & white box testing. Unit, Integration, System, Acceptance, Alfa, Beta, Positive, Negative, Ad-hoc and Monkey testing, Understanding basics of performance, Stress, scalability, capacity and load testing.

Unit II

Planning: - Planning test efforts, test plan contents, designing, documenting and tracking test cases. Testing: - Testing for currency, time zone, language specific and localization. (Practice on an example application) User interface, UI standards & guidelines; Browser based variations (Practice on an example application with IE), Testing of software on different platforms, Software testing for interaction with other applications, (Practice on Windows), Root Cause Analysis, Basic DB concepts and testing specific DB topics.

Unit III

Security: - Understanding security, types of security testing. Automation: - Basic Concept of automation, Tools support for testing, Types of test tools, Advantages of test tools and Selection of test tools.

Unit IV

Bug Tracking: - Introduction to bug tracking system, Bug Tracking Tools, Managing bug cycle, prioritizing bugs (Practice with tool). Configuration: - Understanding configuration management, Configuration Management Tools, Installation, Web server and application server.

Outcome:

- The students will understand the software quality policy and process. The syllabus also covers the basics of using information that creates value and knowledge.
- They will come to know various software testing methods and tools.

Reference Books

1. Software Engineering – Roger S. Pressman
2. Ian Sommerville - Software Engineering
3. Systematic Software Testing - by Rick David Craig, Stefan P. Jaskiel
4. Software Testing Techniques - by Geoffrey Miller, Scott Loveland, Michael Shannon, Richard Prewitt

RELATIONAL DATA BASE MANAGEMENT SYSTEM

MB/EC 212

L	T	P	S
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OBJECTIVE:

The objective of this course is to provide students the knowledge of Relational Database Management System, using Oracle.

Unit I

An Introduction to Relational Databases: The Relational Model, Relational Data Objects, Domains and Relations, Relational Data Integrity: Candidate keys and related matters, Relational Operators: Relational Algebra and Introduction to Relational Calculus. Database Design: Entity Relationship, Model, Functional Dependencies, Normalization 1NF, 2NF, 3NF, BCNF, Higher Normal Forms, Codd's Rules for RDBMS, Case Studies.

Unit II

Managing Data: Interactive SQL, Computations on Table Data, Oracle Functions, Table level and Column Level Data, Constraints, Manipulating Dates in Oracle, Subqueries, Joins: Equi Joins, Self Joins. SQL Performance Tuning, Oracle Objects, Creation and Dropping of Indexes, Views, Sequences, Data Control Permissions: Granting and Revoking roles.

Unit III

PL/SQL: Oracle Transactions, Processing a PL/SQL Block, Cursors, Parameterized Cursors, Stored Procedures and Functions, Database Triggers, Type of Triggers, Deleting a Trigger, Introduction to packages, Features of Oracle 8i.

Unit IV

Database Administration: Introduction to Managing the Database, Managing Disk Space, Managing Users, Backup & Recovery, Performance Tuning & Optimization, and Database Security.

Practical Exposure

1. Plan for a SQL Server installation, and then install an instance of SQL Server.
2. Manage files and databases, including determining resource requirements.
3. Choose a login security method, configure login security, plan and implement database permissions, and describe how to help protect SQL Server in an enterprise network.
4. Perform and automate administrative tasks and create custom administrative tools.
5. Back up databases and implement a backup strategy. Restore databases
6. Monitor and optimize SQL Server performance.
7. Transfer and migrate data into databases. Maintain the high availability of SQL Server
8. Replication of data from one SQL Server to another.

Outcome:

- The students will understand various aspects of Relational Database Management System.
- They will come to know various applications of Oracle.

Reference Books:

1. An Introduction to Database Systems (Sixth Edition) by C.J.Date.
2. SQL,PL/SQL. The Programming Language of Oracle (BPB Publication) by Ivan Bayross.
3. Oracle Unleashed (Second Edition/Revised for Oracle 8/8i) by Techmedia Publication.

INTERNET MARKETING MB/EC 213

L	T	P	S
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OBJECTIVE :

The Objective of the course is to provide the students with a conceptual, analytical framework to understand the Internet marketing. The emphasis is on online marketing models & methods of implementation. At the end of the course the students will be able to conceptualize the strategies of internet based marketing practices.

Unit I

Introduction to Internet Marketing: Definition, Scope, Advantages & Disadvantages, Process, Internet Marketing Vs Traditional Marketing, Internet Marketing Strategies. E-business models, Search Engine Marketing Strategy, Web Marketing, E-business deployment, RSS Feed.

Unit II

Pay Per Click Campaign: Google and Yahoo Model, Adwords & Adsense, Content Match Type, CTR, Leads & Conversions, PPC Account Management, Budgeting, PPC Strategies, Gap Analysis. Banner Advertisement & E-mail Marketing: Banner Concept, Banner Placement, E-mail campaign, Newsletter Campaign, Press Release.

Unit III

Affiliate Marketing: Introduction, Affiliate Networks, In-house Affiliate Programs. W3C Standards: W3C Mark Up Validator, Check link, CSS Validator, P3P Validator, And Semantic Data Extractor.

Unit IV

Implementation of strategies: Introducing realistic approach of Internet Marketing strategies development and implementation.

Outcome:

- The students will understand conceptual, analytical framework to understand the Internet marketing.
- They will come to know online marketing models & methods of implementation.
- They will be able to conceptualize the strategies of internet based marketing practices.

Reference Books:

1. Internet Marketing: Strategy, Implementation and Practice by Dave Chaffey.
2. Principles of Marketing by Philip Kotler.

SEARCH ENGINE OPTIMIZATION METHODS
MB/EC 214

L T P S
4 0 0 0

Course Objective:

The objective of the course is to provide the students with a conceptual, analytical & Technical framework of SEO (search engine optimization)

Unit I

Introduction to Internet Marketing: Definition, Scope, Advantages & Disadvantages, Process, and SEO Strategies. HTML: Important HTML Tags, Use of HTML Tags, Code Verification & Validation.

Unit II

Search Engines: Introduction of Search Engines, Search Engines Vs Web Directories, PR concept, SE Algorithms, SERP, SE Crawler, SE Submission & Indexing, Google Dance and Sand Effect.

Unit III

Search Engine Optimization: Industry Analysis, Site Analysis, Competitor Analysis, Keyword Analysis and Research, Meta Creation, Navigation & Linking Strategies, Content SEO, other Supplementary SEO, Static SEO & Dynamic SEO, Landing Page, Landing Sites, Call to Actions, SEO Tools, Design Issues, Gsitemap, Page Redirect methods.

Unit IV

Link Building Strategies: Linking Concept, Link Exchange, Free & Paid Directory Submission. Web Traffic Analysis: Web Stats Tools, Traffic Analysis, Configuring Tools using wizards, Tracking End-users.

Practical Exposure: Introducing the realistic approach of SEO.

Outcome:

- The students will understand conceptual framework of SEO.
- The students will understand analytical framework of SEO.
- The students will understand Technical framework of SEO.

Reference Books:

1. Search Engine Optimization for Dummies by Peter Kent.
2. SEO Book by Aaron Walls.
3. Search Engine Marketing by Mike Grehan.

BUSINESS TRANSFORMATION TOOLS & TECHNIQUES
MB/EC 215

L T P S
4 0 0 0

Objective: The objective of this course is to provide the students basic knowledge of current business transformation. Technique special reference to IT.

Unit I

Overview of ERP, Integrated Information, Accommodating variety, seamless integration, Benefits, Modern Enterprise with ERP. Significance and principles of BE, BPR, ERP, IT, MRP, II. ERP implementation, Role of consultant, vendors, users, post implementation, ERP cases: SAP Baan.

Unit II

Core Concepts of TQM. Customers focus. Quality for profits. Tools and Techniques of TQM:SPC ISO 9000:Concepts.Certifications, methods, implementation.

Unit III

Introduction to BPR: Need application & capacities of BPR. Change theory, Pitfalls in Re-engineering, Re-engineering team, Preparing and planning for change, Designing & implementing processes. Similarity and difference between ERP and BPR.

Unit IV

Introduction to SCM. Inventory Management devices, logistic system analysis & design. Introduction to relationship management, concepts of CRM, Development of CRM. Planning CRM.

Outcome:

- The students will understand about current business transformation.
- They will be able to know Technique special reference to IT.

Reference Books:

1. ERP Concept & Practice by V.K. Garg, N.Venkitaman PHI Quality in totality Parag Dewan.
2. Reengineering the Corporation Michel Hammer & James Champy Supply Chain Management B.S.Sahay.
3. Customer Relationship Management, Jagdish Seth

CYBER LAW & BUSINESS REGULATORY FRAMEWORK
MB/EC 216

L T P S
4 0 0 0

Objectives:

Identify the emerging legal issues in a digital networked environment including general issues of Jurisdiction and enforcement of rights and liabilities in Cyberspace and Understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals. Students will also be able to analyze recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders.

Unit I

UNCITRAL Model Law, 2. Introduction To Information Technology Act, 2000 Object; Scope; Scheme Of The Act; Relevancy With Other Laws. Jurisdictional Issues. Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction Under IT Act, 2000. Digital Signature: Technical Issues & Legal Issues. Digital signature; Digital signature Certificate; Certifying authorities and liabilities in the event of Digital signature Compromise; E- Governance in India.

Unit II

Concept of Cyber Crime & the IT Act, 2000 : Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [Penalty under the IT Act]; Cyber Crimes: Legal Issues [Offences under the IT Act]; Cyber Crimes : Legal Issues [Offences under IPC]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication. Protection of Cyber Consumers in India : Are Cyber Consumers Covered Under The Consumer Protection Act ?; Goods and Services; Defect in goods and deficiency in services; Restrictive and unfair trade practices; Consumer Foras, Jurisdiction And Implications On Cyber Consumers In India.

Unit III

Evidence Law vis-a-vis IT Law : Status Of Electronic Record As Evidence; Proof And Management Of Electronic Records; Relevancy, Admissibility And Probative Value Of Evidence; Proving Of Digital Signature; Proving Of Electronic Message. IPR Issues in a nutshell: Copyright Issues; Patent Related Issues; Trade Mark Issues; Design & related issues

Unit IV

Business Regulatory Framework : Provisions of the Companies Act, 1956 relating to Formation of company, Monopolies and Restrictive Trade Practices Act, 1969 (Relevant Provisions) and Competition Law, SEBI Act, 1992 - Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Security issues, Consumer Protection Act, 1986 - Objectives. Rights of consumers. Mechanism of Redressed of Consumer grievances.

Outcome:

- The students will understand rights and liabilities in Cyberspace.
- They will be able to analyze recent developments in national and global information policy.

Reference Books:

1. Ramaiya, A., *Guide to Company Law*, Wadhwa, Nagpur
2. Shah, S.M., *Lectures on Company Law*, N.M. Tripathi, Mumbai

3. Puliani, Ravi and Mahesh Puliani, *Corporate Laws*, Bharat Law House Private Ltd., New Delhi, Sept.
4. Gulshan, S.S. and G.k. Kapoor *Corporate and Other Laws*, New Age International Ltd , ND.

Travel & Tourism Management

TOURISM BUSINESS
MB/TTM-209

L T P S
4 0 0 0

Objective

This course aims at creating a basic understanding on the nature of Tourism business, meaning, type, elements and component of tourism. It unfolds the growth and development of international tourism and various factors which are influencing it. Its impacts on various aspects of life are also studied along with different service providers which are very important for the growth of tourism.

Unit I

Tourism: Meaning, nature and Characteristics, Tourism Terms: Tourist, Tourism Resources; Tourism Product; Tourism Market, Destination; Recreation; Pleasure, Economic, Social, Cultural and Environmental benefits of tourism

Unit II

Factors contributing for growth of tourism, Tourism Trends and patterns at global level, Tourism trends and patterns in India

Unit III

Motivations, Needs and Expectations, Push and Pull factors in Motivation Theory, Types of Tourism and Tourists

Unit IV

Travel Agency and Tour Operator Services, Tourist Transportation Services, Hospitality Services, Tourism Chain: Vertical and horizontal integration of services

Outcome:

- The students will understand nature of Tourism business.
- They will be able to understand various factors affecting Tourism business.

Reference Books

1. Anand, M.M. Tourism and Hotel Industry in India, prentice Hall New Delhi, 1976
2. Bhatia, A.K., International Tourism, Sterling Publisher, New Delhi
3. Bhatia, A.K., Tourism development: Principles, practices and Philosophies, Sterling Publisher, New Delhi
4. McIntosh, Robert, W. Goldner, Charles, Tourism principles , practices and Philosophies, John Wiley and sons Inc. New York, 1990 (9th edition)
5. Mill, Robert Christie and Alastair M. Morrison, The Tourism System, Englewood Cliffs, N.J.,Prentice Hall, 1985
6. Negi, J.M.S., Tourism and Travel-Concepts and principles,Gitanjali Publishing House, New Delhi, 1990
7. Robinson, H.A., Geography of Tourism, Mc Donald and Evans, London, 1976
8. Sevlam , M., Tourism Industry in India, Himalaya Publishing House, Bombay, 1989 \
9. Seth, P.N. Successful Tourism Planning and Management, Cross Section Publications
10. Kaul, R.N., Dynamics of Tourism: A Trilogy, Sterling Publisher, New Delhi
11. Peters, M. International Tourism, Hutchinson London

**INTERNATIONAL TOURISM
MB/TTM-210**

**L T P S
4 0 0 0**

Objectives:

The course intends to develop an insight into trends and patterns in international tourism in terms of past, present and future perspectives besides looking into the forces and factors influencing tourism growth. To develop a comprehensive view of international tourism, a study of the regional distribution of tourism traffic is given due attention besides the role of tourism organizations in regulating and coordinating various activities in international tourism.

Unit I

Forces and factors influencing growth of international tourism, Trends in tourists' arrivals and receipts in international tourism, Measurement of international tourism: Methods and their merits and demerits

Unit II

International Tourism (inbound tourism) trends in Europe with special reference to France, Spain, Italy, and United Kingdom, International tourism (inbound tourism) trends in Americas with special reference to USA, Mexico, Caribbean, Islands and Brazil

Unit III

International tourism (inbound tourism) trends in Asia-Pacific region with special reference to China, Thailand, Singapore, India, Australia, and New Zealand
International tourism (inbound tourism) trends in Africa and Middle East with special reference to South Africa, Kenya and Egypt

Unit IV

United Nations World Tourism Organization (UNWTO): Role in tourism development and promotion, membership and objectives, World Travel & Tourism Council (WTTC) role in tourism development and promotion, membership and objectives, Pacific Asia Travel Association (PATA) : role in tourism development and promotion, membership and objectives, International Air Transport Association (IATA): role in tourism development and promotion, membership and objectives

Outcome:

- The students will understand various aspects of International Tourism.
- They will be able to understand role of tourism organizations in International Tourism.

Reference Books

1. World Development Indicators 2012, World Bank, World Bank Group 2012 World Bank Group
2. Trends and Issues in Global Tourism 2012, Roland Conrady, Martin Buck -2012 Springer. Copyright.
3. International Cases in Tourism Management -Susan Horner, John Swarbrooke 2012 Routledge
4. Domestic Tourism in Asia: Diversity and Divergence by Shalini Singh - 2012 Routledge
Understanding Tourism -S. Medlik -2012 C R C

5. Atlas of Travel and Tourism Development -Myra Shackley -2012 Routledge Tourism -John Whittingdale, 2008, The Stationery Office. 8.Tourism and Climate Change: Impacts, Adaptation and Mitigation, C. Michael Hall, Stefan Gössling, Daniel Scott, 2012 Routledge
6. Global Tourism: Cultural Heritage and Economic Encounters; Sarah M. Lyon, E. Christian Wells 2012 Rowman Altamira.
7. Burkari A.A.J. & Medlik, S, 1981. Tourism: Past, Present and Future, Helnemann
8. McIntosh Robert, W.Goeldner & R. Charles, 1990. Tourism principles, Practices & Philosophies, John Wiley & Sons Inc. New York (6th edition)
9. O'Grady R. 1981: Third World Stopover world Councilof Churches, Geneva.
Robinson, H.R. 1976. Geography of Tourism. Mac Donald & Evan, London, 1976.

TOURISM MARKETING
MB/TTM-211

L T P S
4 0 0 0

OBJECTIVES

The course provides a basic understanding of tourism marketing. It begins with the general marketing concept and moves into the specifics of services and tourism marketing. Students will learn about importance of tourist orientation and ways to reach tourist through proper marketing strategies. The course will provide both theoretical and applied understanding. The emphasis on the tourism marketing mix and integrated strategies as applied in the contemporary times is the hallmark of the course.

Unit I

Concept of Marketing and stages of its growth, Core concepts in marketing- Need, Wants, Demand, Exchange, Markets. Concept of Service Marketing and Tourism Marketing and their characteristic, features Distinct features of Tourism Products and Services and role of marketing

Unit II

Marketing Environment and its analysis- Tourism Marketing system Understanding buyer-Buying process and factors affecting buying process, Researching the market- Marketing Information System and Marketing Research Demand Forecasting, Market Segmentation, Market targeting and Product Positioning

Unit III

Concept of Marketing Mix and its 7p's framework in tourism- product, Place, Price, Promotion, people, Process, Physical evidence, Product related strategies- New Product development. Product life cycle; Branding; Product – mix Strategies; Tourism Packaging, Place related strategies –Distribution in Tourism, middlemen and their function. Pricing strategies- Concept of price and factors affecting pricing; Pricing strategies.

Unit IV

Promotion strategies – Promotion mix; Integrated marketing communication; Devising the promotional plan Strategies- Role of employees in tourism service delivery, Internal Marketing Customer Satisfaction and Customer Relationship Marketing, Process strategies- modes of delivery of tourism services; Balancing supply and demand; Online delivery of tourism services, Physical evidence – Importance of ambience and experience of tourism; Components of physical evidence; Creating right physical evidence

Outcome:

- The students will understand various aspects of tourism marketing.
- They will be able to understand tourism marketing mix and integrated strategies.

Reference Books

1. Advances in Tourism Destination Marketing ; Edited by Metin Kozak, Juergen, Gnoth and Luisa L.A Andreu, 2009 Routledge
2. Alan Jeffeson and Leonard Lickorish: Marketing tourism
3. Andrew Vladimir: A Complete travel Marketing Handbook NTC Business Books, Illinois 1975
4. Ashworth, Grgory and Brain G.(ed) Marketing Tourism Places, Rutledge, London 1990

AIRLINE TICKETING & CARGO
MB/TTM-212

L T P S
4 0 0 0

OBJECTIVES:

The aviation industry is growing at very fast pace. It has opened a great vista of different types of jobs related with aviation industry. The course aims to provide a systematic & extensive knowledge of aviation industry with basic knowledge of airlines ticketing and cargo handling. It includes an introduction of air transport industry. It explains various codes, time calculation, types of journey and fare calculation, cargo handling and formalities at airports.

Unit I

History of air transport in the world & India. International & Domestic airlines: Public & Private Airline, IATA, ICAO & DGCA organizational structure & functions. Freedoms of Air, Bilateral agreements. Time zones, time calculation. Airport formalities; custom clearance, health regulation, passport, VISA.

Unit II

Understanding of various codes; City and airport codes, airlines codes etc. Airline geography, IATA areas and sub areas, planning itinerary with special reference to Air Transport connectivity.

Unit III

Types of tickets: On line tickets, paper tickets, computerized & Hand written Tickets. Looking MPM, calculating TPM, Surcharges, Fare calculations, currency Conversion, NUC, ADD ON, currency codes. Different types of fares; One way, Round Trip, APEX fare, concessional Fares etc. Computerization in ticketing business, online ticketing on internet. Use of Amadeus, PNR, and Other information related to online ticketing Steps of ticketing: domestic & international, Issuance of tickets

Unit IV

Cargo and Baggage, Free baggage allowance, weight and piece system, Dangerous goods rules. Packaging of cargo, Airway bill, Type of Cargo. Specific commodity rates.

Outcome:

- The students will be able to acquire knowledge of aviation industry.
- They will be able to understand cargo handling and formalities at airports.

Reference Books

1. Aggarwal, Surinder : Travel Agency Management Communication India ND
2. Bradnock, Robert & Rama ; India Handbook 1996', Passport Publishers ,UK. 1995
3. Hannel, Christine, Robert Harshman and Graham Draper : Travel and Tourism : A World Regional Geography, John Wiley & Sons, New York,1992
4. Hurst, Eliot.: Transportation Geography, Mc Grow Hill, New York.
5. Kaul , R.N.: Dynamics of Tourism: A Trilogy', Sterling Publisher, New Delhi
6. Leong, Goh Cheng & G.C. Morgan: 'Human & Economic Geography'/Oxford University
7. Mishra, M.L."Derivation & Aarthik Vikas ' Rajasthan Hindu Granth Academy, Jaipur
8. Nagar, Vishnu Datt & Sudhakar : Principals & Problems of India. Transport, Kailash Pustak Sadan, Gwalior.
9. Nawab, A.W. : Comparative evolution of world Air Transport, National publishing House, Delhi
10. Negi, Jagmohan: 'Principles of Grading & Classification of Hotels, Tourist Resorts & Restaurants NRI publication, New Delhi

TOUR PACKAGING MANAGEMENT
MB/TTM-213

L T P S
4 0 0 0

OBJECTIVES:

Tour packaging is an essential dimension of tourism industry and is fastest growing at global level. It requires systematic and scientific approaches to deal with the growing demands for tour packages. In fact it is the core component of tourism industry where more than 90% students get jobs. Thus, the course aims to provide a comprehensive theoretical and practical knowledge to the students for understanding the concept of tour operation, type of tour, standard components of tour package and preparation of tour packages - their costing and pricing and marketing strategies. It also helps to develop students as tour manager. Its arising in that relationship. To understand reasonably the culture-tourism relationship the Indian culture and heritage shall be taught with the purpose of application of the same in tourism.

Unit I

Tour package-origin and growth over the years, components of a tour package Types of tour packages, tour operation industry in India and global level, Role and contribution of tour operation industry and its future prospects. Linkages of tour operation business with principal suppliers and other agencies. Incentives and concessions applicable to tour operators in India.

Unit II

Tour designing process - meaning and steps – tour research, development of tour itinerary, negotiation with travel vendors, Designing and printing of tour brochure; Tour costing and pricing and Tour promotion. Detailed study of passport, visa, health regulations. Customs and currency regulations, baggage rules and insurance.

Unit III

Itinerary preparation- meaning, types ,Do's and Don'ts of itinerary preparation. Limitations and constraints., Tour costing and pricing-cost concept, types of costs. Tour cost sheet. Procedure of costing; group tour, independent tours, and business tours pricing in tour operation industry-Tour pricing strategies in India. Pricing of deferent tour packages.

Unit IV

Developing tour packages for business travelers; Cultural destinations; Popular Itineraries for Pilgrimage destinations. Tour packages for hill resort, adventure sports, deserts & beach resorts. Study of outbound tour packages offered by major tour operators of India- Cox & Kings, American Express, Thomas Cook and Kuoni Travels to south-East Asia-Singapore, Thailand and Malaysia, USA and Europe. Salient features of destinations covered in these itineraries.

Outcome:

- The students will understand various aspects of Tour packaging.
- They will be able to understand the culture-tourism relationship.

Reference Books

1. Gee, Chuck and y. Makens,(2000) Professional Travel Agency Management, Prentice hall, New York..
2. Mohinder Chand,(2007), Travel Agency Management: An Introductory Text,Anmol publication Pvt. Ltd. New Delhi.

3. Foster, D.L.(2010) The Business of Travel Agency Operations and Administration, McGraw Hill, Singapore.
4. Frenmount P.,(2000), How to open and run a Money Making Travel Agency, Johan Wiley and Sons, New York..

CULTURE, HERITAGE AND TOURISM
MB/TTM-214

L T P S
4 0 0 0

OBJECTIVES:

The main objective of the paper is to provide a comprehensive view of culture- tourism relationship to the students and to acquaint them with the possible impacts arising in that relationship. To understand reasonably the culture- tourism relationship, the Indian culture and heritage shall be taught with the purpose of application of the same in tourism

Unit 1

Concept and Fundamentals of Indian Culture, Culture – Tourism Relationship; Socio-Cultural Impacts of Tourism, Spiritual basis of Indian culture

Unit II

Landmarks of Buddhist architecture in India with special reference to Sanchi, Ajanta and Ellora caves, Marvels of Hindu architecture in Central India (Khajuraho); Eastern India (Konark) and Southern India (Hampi, Brihadisvara and Mamallapuram). Architecture in Medieval times with special reference to Taj Mahal, Fatehpure Sikri, Red Fort, and Jaisalmer Fort.

Unit III

Major Fairs and festivals of India, Classical dances and Music of India, Indian handicrafts

Unit IV

United Nation’s Provisions for Heritage Management, Role of Archaeological Survey of India in Heritage Management, Role of Indian National Trust for Art and Cultural Heritage (INTACH) in Heritage Management in India

Outcome:

- The students will understand relationship between culture- tourism.
- They will be able to understand various aspects of Indian culture and heritage.

Reference Books

1. Safeguarding Intangible Cultural Heritage: Touching the Intangible; Michelle L. Stefano, Peter Davis, Gerard Corsane, 2012 Boydell Press.
2. Global Tourism: Cultural Heritage and Economic Encounters; Sarah M. Lyon, E. Christian Wells 2012 Rowman Altamira.
3. Indian Cultural Heritage Perspective for Tourism; L.K. Singh 2008, Gyan Publishing House
4. Cross-Cultural Behaviour in Tourism; Yvette Reisinger, PhD, Lindsay Turner 2012, Routledge
5. Mapping Cultures: Place, Practice, Performance, Dr Les Roberts ,2012, Palgrave Macmillan. Multimedia for Cultural Heritage: First International Workshop; Costantino Grana, Rita Cucchiara
6. 2012 Springer. Responsible Tourism: Critical Issues for Conservation and Development; Anna Spenceley - 2012 Routledge
7. Tradition, Archaeological Heritage Protection and Communities; Innocent Pikirayi, 2012 African Books Collective Tourist Attractions in India; Patrick Sing, 2012 Webster's Digital Services

TRAVEL AGENCY AND TOURS OPERATION
MB/TTM 215

L T P S
4 0 0 0

Objective:

The course aims to provide a comprehensive theoretical and practical knowledge to the students for understanding the concept of travel agency and tour operation.

Unit I

Travel Agencies and Tour Operators- meaning, concept, types and importance Historical growth and development of travel agency and tour operation business. Linkages and integrations in travel agency and tour operation The future role of Travel intermediaries

Unit II

Organizational structure of travel agency and tour operator-main operational and managerial staff.Travel agency HR planning and job analysis of major positions Major functions of Travel agency and tour operators

Unit III

Procedure for approval of Travel Agents, Tour Operators by Department of Tourism, Government of India and IATA Ownership structure and revenue source of travel agency and tour operation fiscal and non-fiscal incentives available to travel agencies and tour operators business.

Unit IV

Role and contribution of Department of Tourism, Government of India, ITDC and State Government Travel Trade Associations and Organizations-Role and contribution of WTO, IATA, TAAI and IATO. Present business Trends and Future prospects of travel agencies and tour operators business

Outcome:

- The students will understand various aspects of travel agency.
- They will be able to understand various dimensions tour operation.

Reference Books:

1. Holloway, J. c., The Business of Tourism, Mac Donald and Evans, Plymouth.
2. Syrratt Gwenda, Manual of Travel Agency Practice, Butterworth Heinmann, London
3. Stevens Laurence, Guide to Starting and Operating Successful Travel Agency, Delmar Publishers Inc., New York.
4. Gee, Chuck and Y. Makens, Professional Travel Agency Management, Prentice Hall
5. Mohinder Chand, Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd. New Delhi.
6. Foster D.L. The Business Of Travel Agency Operations and Administration

**TRANSPORT MANAGEMENT
MB/TTM 216**

L T P S
4 0 0 0

Objective:

The course aims to provide a comprehensive theoretical and practical knowledge to the students for understanding various aspects of transport management.

Unit I

Transportation as dynamic & visual manifestation of tourism. History of different modes Of transportation. Landmarks in the development of transport sector and factors affecting the development of different modes of transport.

Unit II

Airlines & tourism: history of airlines' in India. Role and contribution of air India, Indian. Airlines, private airlines & helicopter services. Infrastructural basis of airlines in India. Role of airlines in tourism promotion: recent policies regarding airlines, problems of airlines business.

Unit III

Surface transport & tourism: Growth and development of surface transport in India ,importance of surface transportation. Infrastructural basis for surface transport . Coaches' & car rental system in India. Problems faced by surface transport sector. Role and contribution of NHAI.

Unit IV

Railway & tourism: history & present status of Indian railway. Zonal distribution, infrastructural basis of Indian Railway. Role of Indian railway in tourism promotion. Special trains & packages for tourists. Problems faced by Indian railway. Water transport: history & present status of water transport .Waterways of India. Types of water transport: Ocean liners, Cruise liners, ferries, hovercraft, river and canal boats and fly cruise.

Outcome:

- The students will understand various aspects of transport management.
- They will be able to understand types of transport management.

Suggested Readings:

1. Jagmohan Negi – Travel Agency and Tour Operations.
2. Mohinder Chand - Travel Agency and Tour Operations: An Introductory Text
3. Bhatia, A.K., - International Tourism
4. Seth, P.N., Successful Tourism Management

Supply Chain Management

**SUPPLY CHAIN MANAGEMENT
MB/SCM 209**

L T P S
4 0 0 0

Objective: To understand various aspects related to supply chain management.

Unit I

Concept and Objective of Supply Chain, Importance of Supply Chain Decisions, Decision Phases in a Supply Chain, Process Views of a Supply Chain, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope, Challenges to Achieving and Maintaining Strategic Fit

Unit II

Drivers & Metrics of Supply Chain Performance: Facilities, Inventory, Transportation, Information, Sourcing, Pricing; The Role of Distribution in the Supply Chain, Factors Influencing Distribution Network Design, Design Options for a Distribution Network; The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, Framework for Network Design Decisions, The Impact of Globalization on Supply Chain Networks, Risk Management in Global Supply Chains

Unit III

Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Managerial Levers to Achieve Coordination, The Role of Safety Inventory in a Supply Chain, Factors affecting level of Safety Inventory, Impact of Supply Uncertainty on Safety Inventory, The Role of Transportation in a Supply Chain, Modes of Transportation and Their Performance Characteristics, Design Options for a Transportation Network

Unit IV

The role of supply in a Supply Chain, In-House or Outsource decision, Total Cost of ownership, Supplier Selection—Auctions and Negotiations, The Role of IT in a Supply Chain, The Supply Chain IT Framework, Customer Relationship Management, Internal Supply Chain Management, Supplier Relationship Management, The Future of IT in the Supply Chain

Outcome:

- Students will understand various concepts and terminologies related to supply chain
- They will get knowledge of various drivers and metrics of supply chain performance
- They will also understand the role of technology in supply chains

Reference Books:

1. Chopra Sunil, Peter Meindl and Dharam Vir Kalra - Supply chain management, Pearson
2. Supply Chain Management-Concepts, Practices, and Implementation by Sunil Sharma, Oxford University Press

**WAREHOUSING AND INVENTORY MANAGEMENT
MB/SCM 210**

L T P S
4 0 0 0

Objective:

To understand the meaning & the concepts of Warehouse & Inventory Management and their applications in Business situations.

Unit I

Definition, Terms and Types of Warehouses, Warehouse mapping & racking, Warehouse selection and planning, Warehouse Depot Operation and Documentation Packing and packaging/packing equipments, 3 PL & 4 PL Definitions and Scope Role of IT in Warehousing, RFID, Bar Coding and Scanning, MIS & Key Performance Indicators Functions of warehouse, Benefits of of warehouse service, Warehousing alternatives, Warehouse site selection, Factors while initiating warehouse operations,

Unit II

Warehouse management systems Inventory Control Definition: Types, Functions, Role, Importance of inventory. Reasons for carrying inventories, Inventory levels, Need for inventory control Stores, Ledgers, Masters Stock List and Methods of Pricing. Inventory carrying cost, Inventory holding cost, Profitability, Modern trends in Inventory.

Unit III

MRP, JIT, EOQ FIFO, LIFC, ABC analysis, Weighted average Methods, Lead time analysis, Standardization and Variety reduction Characteristics of inventory, Need for inventory and control, Importance of inventory management in supply chain, Types of inventory, Types of selective control techniques, Inventory planning models,

Unit IV

Improvement inventory management Objectives of material management, Materials planning, Purchasing, Basic materials of materials handling, Types of material handling equipments, LASH Functions of packaging, Packaging cost, Types of packaging material, Unitization, Containerization, Designing a package, Factors affecting choice of packaging material

Reference Books:

1. Handbook of Logistics and Distribution Management – John Gattorna
2. Inventory Management: Principles, Concepts and Techniques (Materials Management Logistics Series) John W. Toomey.
3. Warehouse Management by D K Agrawal

**LOGISTICS MANAGEMENT
MB/SCM 211**

L T P S
4 0 0 0

Course Objective: To understand the importance and requirement of logistics in product flow

Unit I

Definition and Scope of Logistics, Functions & Objectives, Customer Value Chain, Service Phases and attributes, Value added logistics services, Role of logistics in Competitive strategy, Customer Service

Unit II

Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels, Logistics requirements of channel members, Logistics outsourcing – catalysts, benefits, value proposition, Third and fourth party logistics, Selection of service provider, Transportation System – Evolution, Infrastructure and Networks, Freight Management – Vehicle Routing – Containerization, Modal Characteristics, Inter-modal Operators and Transport Economies, Packaging- Design considerations, Material and Cost, Packaging as Unitisation, Consumer and Industrial Packaging.

Unit III

Performance Measurement – Need, System, Levels and Dimensions, Internal and External Performance Measurement, Logistics Audit, Total Logistics Cost – Concept, Accounting Methods, Cost – Identification, Time Frame and Formatting.

Unit IV

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation, Logistics Resource Management eLRM, Automatic Identification Technologies, Reverse Logistics – Scope, design and as a competitive tool, Global Logistics – Operational and Strategic Issues, ocean and air transportation, Strategic logistics planning, Concept of Green Logistics

Outcome: Students will understand efficient method for products movement with optimization utilization of resources.

Reference Books:

1. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI
2. Bloomberg David J et al., Logistics, Prentice Hall India

3. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill
4. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education

**TOTAL QUALITY MANAGEMENT
MB/SCM 212**

L	T	P	S
4	0	0	0

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.

Outcome:

- 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.

Reference Books:

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

**WORLD CLASS MANUFACTURING
MB/SCM 213**

L	T	P	S
4	0	0	0

Course Objective: To make students aware of manufacturing practices and current world class manufacturing trends.

Unit I

Manufacturing's role in corporate strategy, New emerging paradigm in manufacturing, manufacturing flexibility, value creation, dependability, quality; cost and innovation; analysis and enhancement of the manufacturing advantage.

Unit II

Gaining Competitive Edge through WCM: Meaning of WCM and its models, Philosophy and Practices of WCM, Quality in WCM.

Unit III

Manufacturing technology strategies, its Systems and Tools for WCM: vertical integration,sourcing and outsourcing;organization focus and manuf.strategy, selecting ,developing and exploiting manu. Overview of Systems and Tools, Information Management Tools, Material Processing and Material Handling Tools, Assessment of Manufacturing Systems and Tools.

Unit IV

Manufacturing infrastructure development. Monitoring World Class Performance. Implementation of WCM, Need for Performance Management, Monitoring and Controlling Performance Tools, The Indian Scenario of WCM: Competitiveness and Performance of Indian Manufacturers, Objectives and Strategies, Use of IT in WCM.

Outcome: Students will understand various aspects of world class manufacturing

Reference Books:

1. Sahay, Saxena and Ashish Kumar, World Class Manufacturing.A Strategic Perspective. Macmillian,New Delhi.
2. Todd, Jim, World Class Manufacturing.McGraw Hill,New Delhi

**ERP AND WEB BASED SUPPLY CHAIN MANAGEMENT
MB/SCM 214**

L T P S
4 0 0 0

Unit I

Evolution of ERP; what is ERP, Reasons for the Growth of ERP; Scenario and Justification of ERP in India; Evaluation of ERP; Various Modules of ERP; Advantage of ERP, An Overview of Enterprise; Integrated Management Information; Business Modeling; ERP for Small Business; ERP for Make to Order Companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation.

Unit II

ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System (DSS)

Unit III

ERP Implementation Lifecycle: Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode).

Unit IV

Vendors; Consultants and Users; In-House Implementation - Pros and Cons; Vendors; Consultants; End User, Future Directions in ERP; New Markets; New Channels; Faster Implementation Methodologies; Business Modules and BAPIs

Reference Books:

1. ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI

2. Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill
3. Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill

**GREEN LOGISTICS AND SUPPLY CHAINS
MB/SCM 215**

L	T	P	S
4	0	0	0

Objective: The aim of this course is to make the students aware of various aspects of green practices in logistics and supply chain management.

Unit I

Concepts of supply chains, sustainability of business and environment, impacts of business in environment, concepts and development of Green Supply Chain Management, Evolution of GSCM from SCM, Impact of GSCM on Industry, need for greening of supply chains, benefits of green supply chains, social impacts of green supply chains, comparison of traditional and green supply chains.

Unit II

Green Design, Green Design Guidelines, green materials and processes, Product Recovery at the End-of-Life, product recovery options, the Principles of Green Engineering, design for re-manufacturing, Design for Disassembly Index, social impacts of product return initiatives, Drivers of green supply chain initiatives.

Unit III

Regulatory requirements of re-manufacturing, take back obligations of manufacturers, initiatives by the European Union and the USA, WEEE and RoHS Directives, rules related to product return, reverse logistics, life cycle assessment, and design for environment in the context of supply chains, Green products and procurements, vendor evaluation, selection procedures, green production, re-manufacturing integration in traditional systems, closed loop supply chains, inventory management concepts in re-manufacturing systems, network design for product returns, end-of-life product return strategies, value recovery from returned products

Unit IV

Sustainability of supply chains, environmental concerns and green practices as a supply chain requirement, Indian initiatives in green practices, closed-loop supply chain examples in Indian context, scope of sustainability in manufacturing by green practices in India.

Outcome:

- The course will make the students aware of the impacts of business on the environment
- How these impacts can be tackled through green design and green products
- Benefits of adopting green practices in supply chain management.

Reference Books:

1. Hsiao-Fan Wang, Surendra M. Gupta, Green Supply Chain Management: Product Life Cycle Approach, McGraw-Hill Education: New York
2. Andrea Larson, Entrepreneurship and Sustainability (v. 1.0) , Creative commons (e-book) • Stuart Emmett, Vivek Sood, 2010, Green Supply Chains: An Action Manifesto, Wiley International
3. Wolfgang Kersten, Thorsten Blecker, Christian M. Ringle, Sustainability and Collaboration in Supply Chain Management: A Comprehensive Insight into Current Management Approaches

GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT
MB/SCM 216

L T P S
4 0 0 0

Objectives: The objective of the course is to enable the students to understand the global market force in supply chain.

Unit I

Introduction to Global Supply Chain – Basic tasks of Supply Chain, What makes International Supply different, various international perspectives, The complexity of International environment, The new Corporate Model, International Business & Supply Chain – Patterns of Trade- Scope of International Trade, Principles of International Trade, Trade & Preference agreements, Participation in world Markets. The Global Corporation – Local Vs Integrated Organizations, The role of local subsidiary, Logistics issues of International Marketing, The issues of Pricing, Forces of Global Supply Chain- Global market force, Technology force, Global cost force, Political force, stages of International Development.

Unit II

Structuring the Global Supply Chain – Strategy & structure of Supply Chain, Factors within the Supply Chain – Economic, Geographic factors, Factors for change. The International influence – Production Factors, Operating Risks, Trade restrictions, Limits on Global Industries. Distribution & Production Risk of Global Supply Chain- Speculative Strategies, Hedge Strategies, Flexible Strategies Requirements for Global Strategy implementation, Advantages of Global Supply Chain. Supply Chain security.

Unit III

Management, Organization and Information Systems - The Global Supply Chain Performance Cycle length, operations, system integration, Alliances, Views of Global Logistics –Importing

& Exporting, Main force. Logistics Organizations – Traditional approaches, The Logistics Information System – Concepts, The Global Logistics Information Systems, The Structure of the Information System, Unisys's World Wide Logistics Management System, EDI.

Unit IV

The Strategic role of Supply Chain – The Corporate role of Logistics Strategy, The development of strategy – Organizational Networks, Partnerships & alliances The global economy & The Supply Chain. Green Supply Chain –Strategies - Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain.

Outcomes:

- The course offers a general framework that explains the characteristics and concerns surrounding global supply chain management.
- At the end of this course, students would able to analyze risks and advantages in supply chain.

Reference Books:

1. Philip.B.Schary, tage Skjott-Larsen, Managing the Global Supply Chain , Viva Publishing.
2. Sunil Chopra & Peter Meindl, SUPPLY CHAIN MANAGEMENT , PHI
3. Donald J. Bowersox David J. closs, Logistical Management , Tata MC GRAWHILL
- 4..Mohanty R.P & Deshmukh S.G., Essentials Of Supply Chain Management, Jaico Student Edition

Scheme and Syllabi

of

MASTER OF BUSINESS ADMINISTRATION (MBA)

(Specialization in Finance, Marketing, Human Resource, International Business,
Information Technology)



YMCA UNIVERSITY OF SCIENCE AND TECHNOLOGY FARIDABAD

www.ymcaust.ac.in

INDEX

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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. The existing MBA program offers dual specialisation in following areas: Financial Management, Human Resource Management, Marketing Management, International Business Management and Information Technology Management. In this dual specialization program, students may take specialization as given below:

Third Semester: Marketing Management or Financial Management

Fourth Semester: Financial Management or Human Resource Management or International Business Management or Information Technology Management.

Only following combinations are permitted:

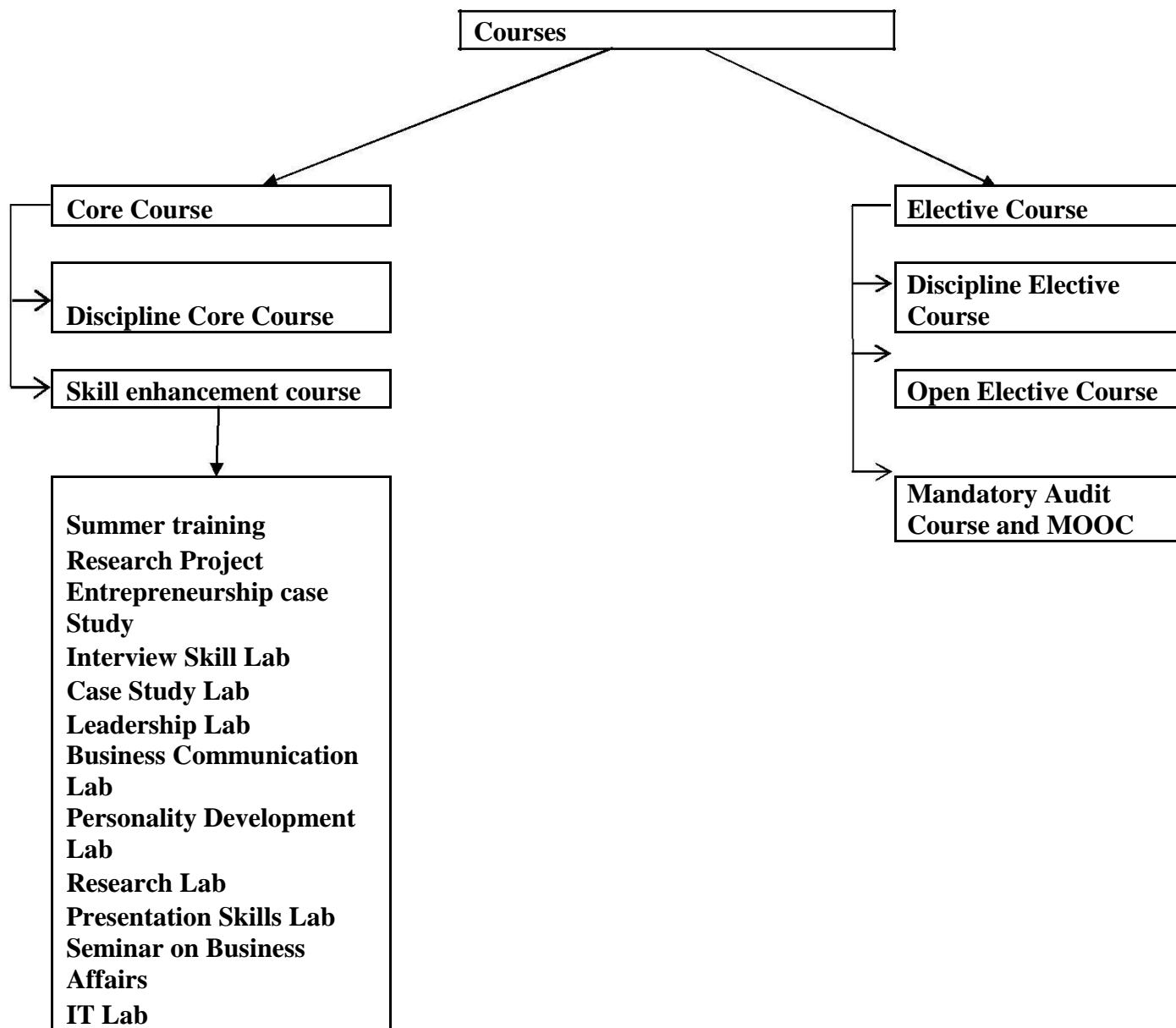
Sr. No.	Third Semester	Fourth Semester
A	Marketing Management	Financial Management
B	Marketing Management	Human Resource Management
C	Marketing Management	International Business Management
D	Marketing Management	Information Technology Management
E	Financial Management	Human Resource Management
F	Financial Management	Information Technology Management
G	Financial Management	International Business 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



Max Marks

3300

Discipline Core Courses (DCC) Credit	60
Discipline Supportive Electives(DSE) Credit	40
Skill Enhancement Courses(SEC) Credit	16
Open Electives Courses(OEC) Credit	04
Mandatory Audit Courses(MAC) Credit	00
Total Credit	120*

***MOOC Credit will be added in Total Credits**

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/ Practical	
MB/101	Management Process and Organisational Behaviour	4	0	0	0	4	4	25	75	DCC
MB/102	Accounting for Managers	4		0	0	4	4	25	75	DCC
MB/103	Managerial Economics	4	0	0	0	4	4	25	75	DCC
MB/104	Legal Aspects of Business	4	0	0	0	4	4	25	75	DCC
MB/105	Indian Business Environment	4	0	0	0	4	4	25	75	DCC
MB/106	Business Statistics	4	0		0	4	4	25	75	DCC
MB/107	Business Communication	4	0	0	0	4	4	25	75	DCC
MB/108	IT Lab	0	0	2	0	2	1	15	35	SEC
MB/109	Personality Development Lab	0	0	2	0	2	1	15	35	SEC
MB/110	Seminar of Business Affairs	0	0	2	0	2	1	15	35	SEC
		28	0	06	0	34	Total Credits: 31	Total Marks : 850		

- It is compulsory for MBA students to enrol and complete at least one MOOC course from Nptel/ Swayam portal of minimum 12 weeks duration till third semester. The subject selected should not be same as the students offered in MBA scheme. For this subject, the Institute or the Department concerned will appoint a coordinator to track the activities of the student and will ensure that all students of the programme have qualified the MOOC subject in the specified time period.

Semester II

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External/ Practical	
MB/111	Human Resource Management	4	0	0	0	4	4	25	75	DCC
MB/112	Marketing Management	4	0	0	0	4	4	25	75	DCC
MB/113	Corporate Finance	4	0	0	0	4	4	25	75	DCC
MB/114	International Business Environment	4	0	0	0	4	4	25	75	DCC
MB/115	Operations Management	4	0	0	0	4	4	25	75	DCC
MB/116	Business Research	4	0	0	0	4	4	25	75	DCC
MB/117	Business Communication Lab	0	0	2	0	2	1	15	35	SEC
MB/118	Research Lab	0	0	2	0	2	1	15	35	SEC
MB/119	Interview Skills Lab	0	0	2	0	2	1	15	35	SEC
MB/120A-120C	Open Elective	4	0	0	0	4	4	25	75	OEC
		28	0	6	0	34	Total Credits :31	Total Marks : 850		

List of Open Electives (OEC)

No.	Subject code	Subject	CBCS code
I	MB/120A	Strategic Management	OEC
II	MB/120B	Micro, Small And Medium Enterprises	OEC
III	MB/120C	Event Management	OEC

Semester III

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External/Practical	
MB/201	Entrepreneurship Development	4	0	0	0	4	4	25	75	DCC
MB/209-216	Specialization Course I (MM/FM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course II (MM/FM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course III (MM/FM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course IV (MM/FM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course V (MM/FM)	4	0	0	0	4	4	25	75	DSE
MB/202	Presentation Skills Lab	0	0	2	0	2	1	15	35	SEC
MB/203	Entrepreneurship Case Study Analysis	0	0	2	0	2	1	15	35	SEC
MB/204	Management Training	0	0	0	0	0	2		100	SEC
MB/217A-217C	Mandatory Audit Course	2	0	0	0	2	0	25*	75*	MAC
		26	0	4	0	30	Total Credits : 28	Total Marks : 800		

*No credits just qualifying. Marks will not be added in total

List of Mandatory Audit Courses (MAC)

No.	Subject code	Subject	CBCS code
I	MB/217A	Moral Values	MAC
II	MB/217B	Introduction to Psychology	MAC
III	MB/217C	Introduction to health Psychology	MAC

One audit course with no credit having two contact hours per week to embed life skills/ value education. Passing the course shall be mandatory.

Semester IV

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MB/205	Indian Ethos And Business Ethics	4	0	0	0	4	4	25	75	DCC
MB/209-216	Specialization Course I (FM/HRM/ITM/IBM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course II (FM/HRM/ITM/IBM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course III (FM/HRM/ITM/IBM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course IV (FM/HRM/ITM/IBM)	4	0	0	0	4	4	25	75	DSE
MB/209-216	Specialization Course V (FM/HRM/ITM/IBM)	4	0	0	0	4	4	25	75	DSE
MB/206	Business Case Study Lab	0	0	2	0	2	1	15	35	SEC
MB/207	Leadership Lab	0	0	2	0	2	1	15	35	SEC
MB/208	Research Project	0	0	0	8	8	4	25	75	SEC
		24	0	4	8	36	Total Credits : 30	Total Marks : 800		

List of Specialized Courses to be offered in 3rd and 4th semester

Speciali zation Course	Financial Management	Marketing Management	Human Resource Management	International Business Management	Information Technology Management	CBCS Code
I	Corporate Taxation (MB/FM 209)	Services Marketing (MB/MM 209)	Training and Development (MB/HRM 209)	International Marketing (MB/IBM 209)	E-Business (MB/ITM 209)	DSE
II	Working Capital Management (MB/FM 210)	Consumer Behaviour (MB/MM 210)	Organisation Change and Development (MB/HRM 210)	Multinational Banking (MB/IBM 210)	Software Quality Assurance (MB/ITM 210)	DSE
III	Financial Institutions and Markets (MB/FM 211)	Sales and Distribution Management (MB/MM 211)	Industrial Relations and its legal aspects (MB/HRM211)	International Trade Theory and Practice (MB/IBM 211)	Internet Marketing (MB/ITM 211)	DSE
IV	Mergers, Acquisitions & Corporate Restructuring (MB/FM 212)	Product and Brand Management (MB/MM 212)	Compensation and Benefits Management (MB/HRM 212)	Global Strategic Management (MB/IBM 212)	Search Engine Optimization Methods (MB/ITM 212)	DSE
V	Foreign Exchange Management (MB/FM 213)	Customer Relationship Management (MB/MM 213)	Performance Management (MB/HRM 213)	International Financial Management (MB/IBM 213)	Business Transformation Tools &Techniques (MB/ITM 213)	DSE
VI	Risk Management And Insurance (MB/FM 214)	Logistics & Supply Chain Management (MB/MM 214)	Strategic Human Resource Management (MB/HRM 214)	International Logistics (MB/IBM 214)	Cyber Law & Business Regulatory Framework (MB/ITM 214)	DSE
VII	Project Planning and Analysis (MB/FM 215)	Retail Management (MB/MM 215)	Human Resource Planning and Development (MB/HRM 215)	Cross Cultural Human Resource Management (MB/IBM 215)	Data Base Management System (MB/ITM 215)	DSE
VIII	Investment Analysis and Portfolio Management (MB/FM 216)	Marketing Research (MB/MM216)	Team Building in Organizations (MB/HRM216)	Export Import Procedure and Documentation (MB/IBM 216)	Multimedia And Web Development (MB/ITM 216)	DSE

- Department can decide about the minimum number of students required to offer any elective course.
- The scheme and syllabi including specializations can be upgraded and modified as per the requirement by the university considering industry and academic needs.

DETAILED SYLLABUS

FIRST YEAR SUBJECTS

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

MB/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; Foundations of individual behavior – differences, Personality- concept, determinant, theories and applications; Values, Ability, Attitudes and Emotions, Perception- concept, process and applications, Learning and Reinforcement; Motivation: theories and applications; Job satisfaction; Stress management.

Unit-III

Interpersonal Processes- Work teams and groups- Definition of Group, Stages of group development, Group properties: Roles, norms, status, size and cohesiveness, Types of groups, Group Decision Making; Team Building; Work teams; Conflict – 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.

Suggested Readings:

2. 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. Kavita Singh, Organisational Behaviour: Text and cases, 3rd edition. Vikas Publishing House New Delhi.

4. Ramesh B Rudani, Management and Organisational Behaviour, (2012), Tata McGraw Hill, New Delhi.
5. Newstorm and Keith Davis, Organisational Behaviour, TMH, New Delhi.
6. Pareek, Udai,(2012) Understanding Organisational Behaviour, Oxford University Press, New Delhi.
7. Robbins, S.P. & Judge, T.A., Organisational Behaviour(15th edition), Pearson Education, New Delhi.

ACCOUNTING FOR MANAGERS MB/102

L T P S
4 0 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, 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
MB/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

LEGAL ASPECTS OF BUSINESS
MB/104

L T P S
4 0 0 0

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.
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur.
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi
5. Tulisian P.C., Business Law, TMH, New Delhi
6. Legal Aspects of Business, pathak, McGraw Hill Education

INDIAN BUSINESS ENVIRONMENT
MB/105

L T P S
4 0 0 0

Objective: To give understanding to students about environment and its impact on Indian economy.

Unit-I

Nature and structure of business environment; macro and micro indicators; emerging sectors of Indian economy; relative size and growth of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices.

Unit-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public -private partnership; trends in service sector growth; business opportunities in the rural sector.

Unit-IV

LPG trends and challenges; balance of payments trends; Overview of GST: Levy and exemption from tax, etc. India's competitiveness in the world economy; external influences on India's business environment.

Outcome:

- The students will be able to understand the impact of environment on business sector.
- The students will get an overview about micro and macro indicators.
- The students will be acquainted with the knowledge of environment of SME sector.
- The students will get the knowledge about GST and its implications.

Suggested Readings:

1. Alecharya, Shankar, India's Macroeconomic Management in the Nineties, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, India's Economic Reform and Development, Oxford University Press, Delhi
3. Datt, R., Second Generation Economic Reforms in India, Deep and Deep, New Delhi
4. Khan, M.Y., Indian Financial System, TATA McGraw Hill, New Delhi
5. Cherunelm, Francis, Business Environment, Himalya Publishing House, New Delhi, 2005.
6. Misra, S.K., Puri, V.K., Indian Economy, HPH, 2007, New Delhi.
7. Aswathpa, K., Business Environment, Excel Books, New Delhi.
8. Bedi S.K., Business Environment, Excel Books, New Delhi

BUSINESS STATISTICS

MB/106

L	T	P	S
4	0	0	0

Objective: To give understanding to students about quantitative methods.

Unit-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits & demerits; skewness: meaning and co-efficient of skewness.

Unit-II

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis -meaning and two lines of regression; relationship between correlation and regression co-efficients. Time series analysis; Index Number

Unit-III

Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance; Hypothesis testing; large samples, Small samples: Chi-square test, Analysis of variance.

Outcome:

- The students will be able understand central tendency.
- The students will be able to learn correlation and regression.
- The beneficiaries will learn the concepts of probability.
- The course will help to understand the hypothesis testing..

Suggested Readings:

1. Levin & Rubin, Statistics for Business , Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics , Sultan Chand & Sons, Delhi.
3. Anderson, Quantitative Methods in Business , Thomson Learning, Bombay.
4. Anderson, Statistics for Business & Economics , Thomson Learning, Bombay.
5. Chandan, J.S. An Introduction to Statistical Methods , Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S, Business Statistics , Excel Books, 2000
7. Gupta C.B. & Gupta, Vijay-Business Statistics , S.Chand & Co. Delhi.
8. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
9. Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd.

BUSINESS COMMUNICATION

MB/107

L	T	P	S
4	0	0	0

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, 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. Business Communication Today, Pearson.
3. Krizan etal. Effective Business Communication, Cengage Learning.
4. Scot, O.Contemporary Business Communication, Biztantra, New Delhi.
5. Chaney & Martin. Intercultural Business Communication, Pearson Education
- 6.Penrose et al. Business Communication for Managers, Cengage Learning.

IT LAB
MB/108

L T P S
0 0 2 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:

3. P.Ramasubramanian-M Ramakrishnan; Fundamentals of computing and computer programming; Scitech Publication
4. John Walkenbach, Excel bible.

PERSONALITY DEVELOPMENT LAB
MB/109

L T P S
0 0 2 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.
- (vii) Mannerism.
- (viii) 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, Organisational Behaviour: Text and cases. New Delhi: Pearson Education
2. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, New Delhi
3. Robbins, S.P. & Judge, T.A., Organisational Behaviour, Prentice Hall of India, New Delhi

**SEMINAR ON BUSINESS AFFAIRS
MB/110**

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

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:

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

Semester -II

HUMAN RESOURCE MANAGEMENT MB/111

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; Line and staff responsibilities 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; Job Analysis: job Description and job Specification; Job Design approaches; Job Evaluation-concept & methods; Employee Compensation Management & determinants of wage/salary fixation; Incentives, bonus, ESOPs, Fringe Benefits; Performance appraisal methods, limitations and problems.

Unit III

Human Resource Development; Training: training process, training need analysis (TNA); training methods and techniques; Designing Training programs and Delivery Methodology; Training evaluation; Capacity Building; Career planning and Development; Potential Appraisal and Succession planning;

Unit IV

Industrial Relations and Grievance Handling; Employee welfare; Employee separations, Downsizing & Outplacement; 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:

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

MARKETING MANAGEMENT MB/112

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

Marketing mix, Product classification, 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

CORPORATE FINANCE

MB/113

L	T	P	S
4	0	0	0

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 organization, 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, 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;, 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 in financial Management.
- The students are able to use their best knowledge in long term investment decision towards the value creation for the organization
- They are able to understand the value creation through capital structure its decisions, dividend policy and applications of leverages in financing decisions.
- The students will be aware about working capital and its management in business

Reference Books:

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

INTERNATIONAL BUSINESS ENVIRONMENT

MB/114

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

OPERATIONS MANAGEMENT MB/115

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.

BUSINESS RESEARCH MB/116

L	T	P	S
4	0	0	0

Objective:

The course is designed to introduce process of research and tools required for the analysis.

Unit I

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

Unit II

Sampling Design, Measurement and scaling techniques, Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational Methods, Primary and Secondary sources of data collection, Data Preparation, Editing, coding, tabulation, graphic and diagrammatic presentation of data

Unit III

Formulation of Hypothesis Concept; Test of Hypothesis, Parametric tests and non parametric test (chi-square test), Analysis of variance (one way classification)

Unit IV

Multivariate Analysis Techniques: Factor Analysis; Multiple Regression; Correlation Analysis, Cluster analysis, Discrimination Analysis and Conjoint Analysis
Style and Major Ingredients of a report format

Outcome:

- The students will be able to understand the process and ethics of research.know about methods of data collection, .measurement and scaling techniques.
- Students will be able to
- The students will be able to test hypothesis.
- Students will be able to know about multivariate techniques.

Suggested Readings:

7. Kothari C.R.; Research Methodology; New Age International Limited, Publishers
8. Cooper, Donald R and Schindler Pamela S: Business Research Methods, Tata McGraw Hill Publishing Company Ltd., New Delhi
9. Rummel and Ballaine: Research Methodology in Business.
10. Clover, V.T: Business Research; Basic Principles and Techniques.
11. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay
12. Geode, Millian J. & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
13. Sekran, Uma, Business Research Method, Miley Education, Singapore

**BUSINESS COMMUNICATION LAB
MB/117**

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

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. Business Communication Today, Pearson.
2. Lesikar et al. Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Krizan et al. Effective Business Communication, Cengage Learning.
4. Scot, O. Contemporary Business Communication, Biztantra, New Delhi.
5. Chaney & Martin, Intercultural Business Communication, Pearson Education

**RESEARCH LAB
MB/118**

L T P S
0 0 2 0

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., Pearson Publication
2. Data Analysis, Ajay Chauhan

INTERVIEW SKILLS LAB
MB/119

L T P S
0 0 2 0

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:

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

**DETAILED SYLLABUS
OF
OPEN ELECTIVES**

STRATEGIC MANAGEMENT
MB/120A

L T P S
4 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:

8. Azhar Kazmi, Business Policy and Strategic Management, TMH publication
9. Jauch & Glueck, Business Policy and Strategic Management
10. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
11. David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi
12. Kenneth, A. Andrews, Concepts of corporate Strategy
13. Melvin J. Stanford, Management Policy
14. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

**MICRO, SMALL AND MEDIUM ENTERPRISES
MB/120B**

L T P S
4 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:

7. Management of a small scale- industry, Vasant Desai, Himalaya Publishing
8. Small scale industries and entrepreneurship, Vasant Desai, Himalaya Publishing
9. Entrepreneurship Development , Small Business Enterprises', Poornima M Charantimath Pearson Education
10. Business Environment and Policy, Francis Cherulinius , Himalaya Publishing House.
11. Small Industries in India :, Policies and Perspectives in the Indian Context, B, YerramRaju , Excel Books
12. Small and Medium Enterprises: Challenges and opportunities , J.S Juneja AIMA Excel Books West Bengal University of Technology

EVENT MANAGEMENT
MB/120C

L T P S
4 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-I

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-II

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-III

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-IV

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

Semester-III

ENTREPRENEURSHIP DEVELOPMENT MB/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". Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". S.S. Books, Delhi.
5. Kumar, S A. "Entrepreneurship in Small Industry". Discovery, New Delhi.
6. McClelland, D C and Winter, W G. "Motivating Economic Achievement". Free Press, New York.
7. Pareek, Udai and VenkateswaraRao, T. "Developing Entrepreneurship -A Handbook on Learning Systems". Learning Systems, Delhi.

PRESENTATION SKILLS LAB
MB/202

L T P S
0 0 2 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:

13. Business Week Magazine
14. Business Today Magazine
15. Business Line Magazine
16. Economic Times (Newspaper)
17. Money (Newspaper)
18. Mint

ENTREPRENEURSHIP CASE STUDY ANALYSIS
MB/203

L T P S
0 0 2 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
MB/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
MB/217A

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.
2. Edmund G Seebauer and Robert L Barry, “Fundamentals of Ethics for Scientists and Engineers”, Oxford University Press, Oxford.
3. Hartman , Laura P. and Joe DesJardins, *Business Ethics: Decision-Making for Personal Integrity & Social Responsibility*. McGraw-Hill/Irwin
4. Arthur, John. *Studying Philosophy: A Guide for the Perplexed*. Pearson/Prentice Hall

INTRODUCTION TO PSYCHOLOGY

MB/217B

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. Psychology. New Delhi: Pearson.
2. Chadha, N.K. & Seth, S. The Psychological Realm: An Introduction. New Delhi: Pinnacle Learning.
3. Kavita Singh, Organisational Behaviour: Text and cases. New Delhi: Pearson Education

INTRODUCTION TO HEALTH PSYCHOLOGY
MB/217C

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

Semester-IV

INDIAN ETHOS AND BUSINESS ETHICS

MB/205

L	T	P	S
4	0	0	0

Objective:

The objective of this course is to develop an understanding and appreciation of the importance of Indian ethos and value system for ethical conduct in business.

Unit-I

Indian Ethos: History & Relevance, Principles practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business; Management-Production and Consumption, Ethics vs Ethos, Indian Vs Western Management.

Unit-II

Values–Concepts, values in Business, Types and Formation of Values, importance of value system, Work Ethos and Values of Indian Managers; Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Secular v/s Spiritual Values.

Unit-III

Stress Management; Meditation for mental health, Yoga, Contemporary approached to Leadership- Joint Hindu Family Business, Leadership Qualities of Karta, Indian system of Learning- Gurukul System of Learning, Advantages of Karma, importance of Karma to Managers- Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection- Corporate Karma Leadership.

Unit-IV

Understanding the need for ethics, Ethical values : myths & ambiguity; Ethical codes; Ethical principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development(CMD); Manageing Ethical Dilemma; characteristics, Ethical decision making, ethical reasoning, the dilemma resolution process; Ethical dilemma in different areas of marketing, finance, HRM and International Business. Ethical culture in organisation, Developing codes of Ethics and conduct, Ethical value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics

Outcome:

- The students will be able to apply the Indian values in business organisations.
- It helps students to apply ethics to the real challenges of the organizations.
- Students will be aware about the Indian Ethos.
- The students will be able to know about the development of ethical leadership.

Reference Books:

1. Chakraborty S.K., Management by Values, New Delhi, Oxford University Press,1992.
2. Chakraborty S.K., Éthics in Management- Vedantic Approach, New Delhi, Oxford University Press,1995.

3. Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.
4. Fernando A.c., Business Ethics: An Indian Perspective, Pearson 2009.
5. Gini Al, Case Studies in Business Ethics, 6th edition, Pearson Education, 2009.
6. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
7. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
8. Rangnathananda Swami, Universal Message of the Bhagvad Gita, Vol.1,2, and 3, Caicuna, 2000.
9. Kanagasabapathi, P. Indian Models of Economy, Business and Management, Third Edition, PHI Learning Ltd., New Delhi, 2012.
10. Brately Peter, " The Essence of Business Ethics", New Delhi, Prentice Hall of India, 1997.

BUSINESS CASE STUDY LAB
MB/206

L T P S
0 0 2 0

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
MB/207

L T P S
0 0 2 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
MB/208**

**L T P S
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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 students are required to interact with their supervisor on regular basis. 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.

FINANCIAL MANAGEMENT

Corporate Taxation
MB/FM 209

L T P S
4 0 0 0

Objective: The objective of the course is to acquaint the participant with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

UNIT-I

Basic Concepts of Income Tax; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions; Additional Tax on Undistributed Profits.

UNIT-II

Meaning and Scope of Tax Planning, Difference between Tax planning Tax Evasion and Tax Avoidance, Residential status and Tax incidence of a Company; Computation of Corporate Tax Liability.

UNIT-III

Tax Planning with reference to Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers.

UNIT-IV

Tax Management: Filing of returns and assessments, penalties and prosecutions, appeals and revisions, Advance tax, TDS, Advance rulings, Avoidance of Double taxation agreements.

Outcome:

- The students will be able to know how to manage tax
- The students will get an overview about taxation planning.
- The students will be acquainted with the knowledge of tax evasion and tax avoidance.
- The students will get the knowledge about basic concepts of income tax.

Suggested Reading:

1. Singhanian, V K. and Singhanian, Monica, Students' Guide to Income Tax, Taxmann.
2. Singhanian, V K. & Singhanian, Kapil, Direct Taxes Law and practice, Taxmann.
3. Singhanian, V K. and Singhanian, Monica, Corporate tax Planning and Business Tax Procedures, Taxmann.
4. Ahuja, G & Gupta, Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House private limited
5. Srinivas, E A., Handbook of Corporate Tax Planning, Tata McGraw, Hill.
6. Iyengar, A C. Sampat, Law of Income Tax, Bharat House.

WORKING CAPITAL MANAGEMENT MB/FM 210

L	T	P	S
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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.
2. Khan, M. Y and Jain, P. K. Financial Management, McGraw Hill.
3. Prasanna Chandra, Financial Management, McGraw Hill.
4. Pandey, I. M. Financial Management, Vikas Publication House.
5. Van Home. James C. Financial Management and Policy. New Delhi, Prentice Hall of India.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York, Macmillan.

FINANCIAL INSTITUTIONS AND MARKETS

MB/FM 211

L T P S
4 0 0 0

Objective:

The objective of this course is to discuss the management of financial institutions including detailed study of the working of leading financial institutions and financial markets in India. It will help students to gain an insight to financial institutions and markets.

UNIT I

Financial System: Introduction, functions and organisation. Role of Financial System in economic development. Structure of financial system. An overview of Indian financial system.

UNIT II

Financial Institutions: Commercial Banks: meaning, functions, present structure; Recent developments in commercial banking. Concept of banking and nonbanking institutions, Development financial institutions: SIDBI, NABARD, EXIM Bank and SFCs.

UNIT III

Financial Markets: Money market: meaning, constituents and functions; Money market instruments: call money market, TB's, CP's, CD's, Repo and Reverse repo etc. and Recent trends in Indian money market.

UNIT IV

Capital market: primary and secondary markets; Meaning, functions and recent developments; Government securities market. RBI and SEBI: their objectives and major functions. Reforms in Indian capital market. Role of SEBI.

Outcome:

- The students will be able to have a clear understanding about workings of different financial institutions.
 - The students will be able to understand how financial markets help in channelization of Economic resources.
- The beneficiaries will learn the difference between workings of capital market and money market.
- The course will help to have an overview of development financial institutions.

Suggested Readings:

1. Rose, Peter S. and Fraser, Donald R. *Financial Institutions*. Ontario, Irwin Dorsey.
2. Khan M.Y., *Indian Financial System*, Tata McGraw-Hill.
3. Vij, Madhu. *Management of Financial Institutions in India*. Anmol.
4. Yeager, Fred C. and Seitz, Nail E. *Financial Institution Management: Text and Cases*. Englewood Cliffs, Prentice Hall Inc.
5. Bhole L.M., Mahakud J. *Financial Institutions and Markets*, Tata McGraw-Hill.
6. Pathak, V Bharati, *The Indian Financial System*, Pearson Education.
7. Gordon E. and Natrajan K. Dr; *Financial Markets and Institutions*, Himalaya Publishing House, 2007

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

MB/FM 212

L	T	P	S
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Objective:

To provide the basic knowledge about merger and acquisition. It will provide in-depth vision of 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 understanding about mergers and its types.
- The students will be able to understand different other related mergers and acquisition.
- The beneficiaries will learn the valuation methods.
- The course will help to have a overview of corporate restructuring.

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.

FOREIGN EXCHANGE MANAGEMENT
MB/FM 213

L T P S
4 0 0 0

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.

RISK MANAGEMENT AND INSURANCE
MB/FM 214

L T P S
4 0 0 0

Objective:

To impart the basic knowledge of the Risk, Risk Management and Insurance. The course will provide an overview of introductory and important aspects in insurance, its origin and development, and Management of insurance companies.

Unit I

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

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; role of IRDA, types of insurance plans; policies of insurance companies; distribution channels in Insurance, Bancassurance, challenges of insurance marketing;

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 evaluation.
- The students will have an overview about the risk management and other relevant aspect of insurance
- The beneficiaries will understand the history and regulatory authority of insurance sector in India.
- The students will be acquainted with current scenario of Indian Insurance Industry and its Management.

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

PROJECT PLANNING AND ANALYSIS
MB/FM 215

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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

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

MB/FM 216

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. Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon. Security Analysis and Investment Management, Pearson Education.
3. Rustagi. R. P. Investment Analysis and Portfolio Management,, Sultan Chand & Sons.
4. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, S.Chand & Sons.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House

MARKETING MANAGEMENT

SERVICES MARKETING MB/MM 209

L	T	P	S
4	0	0	0

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, Service leadership, 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:

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

CONSUMER BEHAVIOUR MB/MM 210

L	T	P	S
4	0	0	0

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:

6. Schiffman, Leon G. & Kanuk, Leslie; Consumer Behaviour ; Pearson Education; New Delhi
7. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour, Cengage Learning, New Delhi
8. Loudon, David J. & DellaBitta, Albert; Consumer Behaviour; Tata Mcgraw Hill; New Delhi
9. Solomon, Michael R.; Consumer Behaviour- Buying, Having and Being; Pearson Education, New Delhi
10. Nair, Suja R., Consumer Behaviour Indian Perspective; Himalaya Publishing House, New Delhi

SALES AND DISTRIBUTION MANAGEMENT

MB/MM 211

L	T	P	S
4	0	0	0

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; channel migration, 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

PRODUCT AND BRAND MANAGEMENT
MB/MM 212

L T P S
4 0 0 0

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

Product management decision: Introduction to Product, product Strategy, product life cycle, product portfolio, Product Management & New Product Development: New product development process, commercialization, managing Growth, Managing the mature Product

Unit-II

Branding concepts; branding challenges and opportunities; strategic brand management process; brand identity, customer based brand equity; identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits; brand personalities; 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

Unit-IV

Measuring brand equity, Designing and implementing branding strategies: brand-product matrix, brand hierarchy; introducing and naming new products and brand extensions; Tactical Branding Decisions, Pre-Launch and launch management, Product Recalls

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 MB/MM 213

L	T	P	S
4	0	0	0

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 lifetime value

Unit-II

Operational CRM – Sales force automation: lead management, contact management, field force automation; Enterprise resource planning, 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.

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:

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

LOGISTICS & SUPPLY CHAIN MANAGEMENT
MB/MM 214

L T P S
4 0 0 0

Course Objective: To understand the importance and requirement of logistics and SCM

UNIT I: Definition and Scope of Logistics, Functions & Objectives, Customer Value Chain, Service Phases and attributes, Value added logistics services, Role of logistics in Competitive strategy, Customer Service

UNIT II: Role of logistics in distribution channels, Logistics requirements of channel members, Logistics outsourcing – catalysts, benefits, value proposition, Third and fourth party logistics, Selection of service provider, Transportation System – Evolution, Infrastructure and Networks, Freight Management – Vehicle Routing – Containerization, Modal Characteristics, Inter-modal Operators and Transport Economies, Packaging- Design considerations, Material and Cost, Packaging as Unitisation, Consumer and Industrial Packaging, Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation, Green Logistics

Unit III: Concept and Objectives of Supply Chain, Importance of Supply Chain Decisions, Process Views of a Supply Chain, Drivers & Metrics of Supply Chain Performance: Facilities, Inventory, Transportation, Information, Sourcing, Pricing; The Role of Distribution in the Supply Chain, Factors Influencing Distribution Network Design, The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, The Impact of Globalization on Supply Chain Networks, Risk Management in Global Supply Chains

Unit VII: Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Managerial Levers to Achieve Coordination, In-House or Outsource decision, Total Cost of ownership, Supplier Selection—Auctions and Negotiations, The Role of IT in a Supply Chain, The Supply Chain IT Framework, Customer Relationship Management, Internal Supply Chain Management, Supplier Relationship Management, The Future of IT in the Supply Chain

Outcome:

- Students will understand various aspects of Logistics management
- Students will understand major building blocks, functions, business process, performance metrics and decision making in supply chain network, and role of technology in supply chain management

Reference Books:

1. Chopra Sunil, Peter Meindl and Dharam Vir Kalra - Supply chain management, Pearson
2. Supply Chain Management-Concepts, Practices, and Implementation by Sunil Sharma, Oxford University Press
3. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI
4. Agarwal, D K, Logistics & Supply Chain Management, Macmillan India Pvt. Ltd. New Delhi

RETAIL MANAGEMENT MB/MM 215

L	T	P	S
4	0	0	0

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:

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

MARKETING RESEARCH

MB/MM 216

L	T	P	S
4	0	0	0

Objective:

To help the learners to have a better and clear understanding of research in marketing.

Unit-I

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process. Marketing Information System: Concept, Need for Marketing Information System, Process of Marketing Information System, Components of Marketing Information System. Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing. Marketing Research Process.

Unit-II

Research Design: Various Method of Research Design, Important Experimental Research Designs. Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data. Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

Unit-III

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures. Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

Unit-IV

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-Variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance.

Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation.

Outcome:

- The beneficiaries will be able to understand the basics of marketing research.
- The students will be able to understand research design and methods of data collection.
- The beneficiaries will be able to understand the measurement and scaling and sampling design.
- The course will help beneficiaries to have a clear understanding regarding hypothesis testing and report writing.

Suggested Readings:

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Malhotra - Marketing Research (Pearson)
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7th Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6th Ed.)

HUMAN RESOURCE MANAGEMENT

TRAINING AND DEVELOPMENT
MB/HRM 209

L T P S
4 0 0 0

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,

andPractices, 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

MB/HRM210

L	T	P	S
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Objective:

To generate awareness among 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; Triggers for Change; Reactions to change: Resistance to change, Acceptance to change; strategies for implementing organizational change; Models and theories of Planned 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

Conceptual Framework of Organizational Development: Definition, Nature and Characteristics of Organization Development; Interdisciplinary nature of OD; 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 3rded. 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 HillPublications, 2011

INDUSTRIAL RELATIONS AND ITS LEGAL ASPECTS

MB/HRM211

L	T	P	S
4	0	0	0

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- Concept, evolution, scope and determinants; Major stakeholders in Employee Relations: Management, Union and State; Role of Indian Labour Laws; Managing Foreign nationals in Indian organisation; International Labour Organization; Social Audit.

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; Industrial Democracy and workers participation in management.

Unit III

Introduction to settlement machinery for industrial Dispute: conciliation, arbitration, adjudication; Collective Bargaining: Forms and process; Recent trends in industrial disputes-Lay off, Termination, Retrenchment, closures; 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. Laws governing welfare of employees: ESI Act 1948, Payment of Gratuity Act 1982 and Employees' Provident Fund & Miscellaneous Provisions Act, 1952.

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.

COMPENSATION AND BENEFITS MANAGEMENT
MB/HRM212

L	T	P	S
4	0	0	0

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; Inter and Intra industry Wage Differentials; Components of Compensation ; Fringe Benefits and Supplementary Compensation; Bonuses: concept & method of calculation.

Unit II

Modern techniques of compensation: Incentive Schemes/ Payment- By-results (PBR), Performance Linked Compensation for Employees; Competency Based Compensation; Equity Based Compensation; Team Rewards; Reward Strategy & psychological contract; Compensation of Chief Executives, 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 2nd National Commission on Labour relating to Compensation; Tax Implication of Employee Compensation Package to the Employees.

Unit IV

Statutory provisions governing compensation linked employee welfare: 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.

PERFORMANCE MANAGEMENT
MB/HRM213

L T P S
4 0 0 0

Objective:

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

Unit I

Performance Management – Concept, aim and role of performance management system, characteristics of an ideal performance system, Reward Systems, performance management and strategic planning, 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, EFQM Model, Outcome metrics– Economic Value Added (EVA), 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, Building a High Performance Culture- Performance Management & Employee Development, Performance Management and Rewards, Ethics in Performance Management.

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 (2nded.) New Delhi: Response-Sage
5. Armstrong, M. (2007). Performance management: Key strategies and practical guidelines(3rd ed.) London: Kogan page.

**STRATEGIC HUMAN RESOURCE MANAGEMENT
MB/HRM214**

L T P S
4 0 0 0

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, business strategy linked human resource management; barriers to strategic HR, Human resources as assets.

Unit-II

Introduction to business and corporate strategies; Linking business strategy and HR strategy; Best Fit Approach; HR bundles approach; best practice approach; Business strategy and Human resource planning; Strategic linkage of Job analysis.

Unit-III

Recruitment & Retention strategies; Training & Development Strategies; performance management strategies; Reward & Compensation Strategies; Retrenchment strategies; Career management strategies; Human aspects of Strategy Implementation.

Unit-IV

Influence of Human Resource Environment: Technology, structure, workforce diversity, Demographic changes, Temporary and contract labour, Global environment.
Strategic options in HRM - Downsizing and Re-structuring; 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.

HUMAN RESOURCE PLANNING AND DEVELOPMENT
MB/HRM215

L T P S
4 0 0 0

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

TEAM BUILDING IN ORGANIZATIONS

MB/HRM216

L	T	P	S
4	0	0	0

Objective:

The primary concern to this course is to develop in understanding the importance of team building in an organization and the role of a Leader in team building.

Unit-I

Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioral Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.

Unit-II

Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness; Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B; Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

Unit-III

Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming; Negative Brain Storming.

Unit-IV

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

Outcome:

- The students gain insight of the formation of teams and the role of team work.
- The students will be able gain knowledge about the methods of team building.
- The students will be able to understand the role of a Leader in team building.
- The course will help to understand the dynamics of a team.

Suggested Readings:

1. Kavita Singh, Organisational Behaviour: Text and cases, 3rd edition. Vikas Publishing House New Delhi.
2. Ramesh B Rudani, Management and Organisational Behaviour, (2012), Tata McGraw Hill, New Delhi.
3. Newstrom and Keith Davis, Organisational Behaviour, TMH, New Delhi.
4. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata McGraw Hill, 5th Ed.)
5. Dubrin: Leadership research Findings Practice and Skills, Biztantra publications
6. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
7. West Michael - Effective Team Work (Excel Books, 1st Ed.)

INTERNATIONAL BUSINESS MANAGEMENT

INTERNATIONAL MARKETING
MB/IBM 209

L	T	P	S
4	0	0	0

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. OnkvisitSak and John J. Shaw, International Marketing – Analysis and Strategy, PHI

MULTINATIONAL BANKING MB/IBM 210

L	T	P	S
4	0	0	0

Course Objective:

The objective of the course is to acquaint the students with the institutional and operational aspects of multinational banking. The course has special focus on international transactions and the role of multinational banks in money and capital markets at the global level.

Unit-I

Structure and growth of international banking; eurocurrency markets; growth of Eurocurrency deposits and credit; determination of eurocurrency interest rates; eurocurrency instruments; euro credit multiplier process; factors of multinationalization of banking; organizational characteristics of multinational banking.

Unit-II

Regulatory environment for international banking; international banking risks; capital adequacy; syndication techniques in international lending; transferability and trading of loans; international bank credit rating; role of Bank for International Settlements.

Unit-III

International payment systems; international asset and liabilities management; derivatives trading by multinational banks; bank asset portfolio management; strategies for managing non-performing assets; international credit appraisal techniques.

Unit-IV

Banks' participation in international money and capital markets; international banking mergers and acquisitions.

Outcomes:

- The students will acquaint with the institutional and operational aspects of multinational banking.
- The students will understand the regulatory environment of international banks.
- The students will get knowledge about international transactions
- Students will understand the role of multinational banks in money and capital markets at the global level.

Suggested Readings:

1. Macdonald S. Scott and Timothy W. Koch, Management of Banking, Thomson Learning, Singapore
2. Fabozzi Frank J. , et. al., Foundations of Financial Markets and Institutions, Pearson Education, Delhi
3. Giddy Ian H., Global Financial Markets, AITBS, New Delhi
4. Robinson Stuart W., Multinational Banking, A.W. Sijthoff International, Leiden
5. Lees Francis A., International Banking and Finance, John Wiley, New York

INTERNATIONAL TRADE THEORY AND PRACTICE
MB/IBM 211

L	T	P	S
4	0	0	0

Course Objective:

The paper seeks to develop conceptual and analytical framework within which the students can analyse international trade problems and issues. It further enables the students to understand the practical parts of trade policy within which the business is required to make adjustments.

Unit-I

Growing importance of trade in world economy; trade as an agent of globalization; alternative bases and explanations of trade; gains from trade; term of trade – alternative concepts; trade equilibrium and determination of terms of trade; significance of conceptual understanding of trade theory for IB manager

Unit-II

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers

Unit-III

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalized trade; trade fairs and exhibition; commercial intelligence

Unit-IV

Major quantitative and qualitative; trends in India's foreign trade since 1991; major schemes and incentives for exporters; import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy

Outcomes:

- The paper will develop conceptual and analytical framework within which the students can analyse international trade problems and issues.
- The students will understand the free trade benefits and its consequences to protection.
- It will enable the students to understand the practical parts of trade policy within which the business is required to make adjustments.
- Student will understand the quantitative and qualitative trends in India's foreign trade.

Suggested Readings:

1. Krugman, Paul R. and Maurice Obstfeld, International Economics: Theory and Policy, Pearson Education, Delhi
2. Bo Sodersten, International Economics, Macmillan, London
3. D. Salvatore, Theory and Problems of International Economics, McGraw Hill, New York
4. H. Robert Heller, International Trade, Prentice Hall of India, New Delhi
5. Govt. of India, Economic Survey (Latest Issue)

GLOBAL STRATEGIC MANAGEMENT
MB/IBM 212

L	T	P	S
4	0	0	0

Course Objective:

The objective of the paper is to offer an insight into the impact of globalization on business organization and how managers can take strategic decisions in the global context.

Unit-I

The phenomenon of globalization; drivers and obstacles to globalization; motives and determinants of internationalization of firms; components and challenges of international strategic management; developing a strategic planning model for an MNC; approaches to multinational corporate strategy; impact of personal values and corporate and culture on international strategy.

Unit-II

Motives for strategic global alliances; strategic value of an alliance; partner analysis; criteria for successful alliances; cross -border mergers and acquisitions; managing integration, transition and consolidation phases; strategic considerations in foreign market identification, entry and exit; product strategies for global markets; strategic decisions over different stages of international product lifecycle; R&D networking and technology strategy; global knowledge management.

Unit-III

Strategic considerations in expatriate personnel management; HR strategies in cross-cultural environment; international control system; aspects of headquarter control over subsidiaries; challenges of multinational recruitment, selection and performance appraisal; integrating ethical and social responsibility concerns with strategic management; communication and negotiation strategies; e-commerce strategy.

Unit-IV

Risk strategies in multinational management; global capital structure decisions; international investment strategy; minimizing taxation burden; transfer pricing techniques; managing international intra-company accounts; management of blocked funds; managing project, working capital and trade finance; strategies for global competitive advantage.

Outcomes:

- The student will have knowledge about the impact of globalization on business organization
- The students will understand the motive of global alliance
- The student will understand how managers can take strategic decisions in the global context.
- It will enable the students about various techniques of global capital structure decisions

Suggested Readings:

1. Cullen John B., *Multinational Management – A Strategic Approach*, South-Western, Ohio.
2. Sindhvani Trilok N., *The Global Business Game – A Strategic Perspective*, MacMillan, New Delhi
3. Daniels John D. et.al., *International Business – Environment and Operations*, Pearson Education, New Delhi
4. Lasserre Philippe, *Global Strategic Management*, Palgrave MacMillan, Hampshire

INTERNATIONAL FINANCIAL MANAGEMENT MB/IBM 213

L	T	P	S
4	0	0	0

Course Objective:

The course emphasises the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers.

Unit-I

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

Unit-II

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

Unit-III

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

Unit-IV

Multinational capital structure and cost of capital; strategic considerations in euro -equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification-techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

Outcomes:

- The student get insight about the managerial aspects of international finance
- This subject will help in imparting the skills needed by multinational financial managers.
- The students will get the knowledge about international portfolio management techniques
- The students will understand the techniques of Multinational capital structure

Suggested Readings:

1. Levi Maurice D., International Finance, McGraw-Hill, New York
2. Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
3. Shapiro A.C., Multinational Financial Management, Prentice-Hall, New Delhi
4. Apte P.G., International Financial Management, TATA McGraw-Hills, New Delhi
5. Butler, K.C., Multinational Finance, Thomson Learning, Bombay

INTERNATIONAL LOGISTICS
MB/IBM 214

L T P S
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Course Objective:

The purpose of the paper is to expose the students to the practical aspects of international trade and the domestic and international institutional and regulatory arrangements for this part of international business.

Unit-I

Trends in world trade growth; nature, significance and components of international logistics; creating an export organization; registration and licensing; selecting export products and markets and channels; export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

Unit-II

Arranging pre -shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

Unit-III

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

Unit-IV

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

Outcomes:

- The students will understand the practical aspects of international trade
- The students will understand the various modes of payment in international trade
- The student will have insight about the domestic and international institutional and regulatory arrangements for this part of international business.
- The students will also come to know about various export promotion schemes in India.

Suggested Readings:

1. Paras Ram, Export: What, When, How, Anupam Publications, New Delhi
2. Khurana, P.K., Export Management, Galgotia Publishing, New Delhi

3. Shavaramu, Export Marketing – A Practical Guide for Exporters , Wheeler Publishing, New Delhi
4. Govt of India, An Overview of Customs , Commissionate of Customs and ICDs, New Delhi
5. Govt. of India, Ministry of Commerce and Industry – Handbook of Procedure, Govt. of India, New Delhi

CROSS CULTURAL HUMAN RESOURCE MANAGEMENT
MB/IBM 215

L T P S
4 0 0 0

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, "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. International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
4. Vance, C.M. & Paik Y. Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI
5. Edwards, T. & Rees, C. International Human Resource Management. Pearson Education

EXPORT IMPORT PROCEDURE AND DOCUMENTATION
MB/IBM 216

L T P S
4 0 0 0

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

INFORMATION TECHNOLOGY MANAGEMENT

E-BUSINESS
MB/ITM 209

L T P S
4 0 0 0

Objective:

The objective of this course is to help students to understand the basics of Electronic Business, Electronic Commerce, and related issues.

Unit I

E-Business: Fundamentals, E-Business framework, E-Business application, Network Infrastructure for E-Business. Mobile and Wireless computing fundamentals: Mobile computing, framework, wireless technology and switching method, mobile information access device, mobile computing application.

Unit II

Handling money on the net: type of E-payment, digital token-based e-payment, smart card, credit card payment systems, risk on e-payment, designing e-payment. Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI.

Unit III

Electronic market place of buyers and sellers: Consumer and business markets: ordering on-line, Advertisement and marketing on Internet, Offering customer product on the net, electronics customers support. Web-catalogues, business care for documents library, type of digital documents, documents infrastructure, data warehouses, multi-media and digital video.

Unit IV

E-Business standard, Cyber laws, Cyber crimes & frauds, types and tools of hacking. Security and Electronic-Business: Client-server security, data and message security, document security, firewalls. Future of Electronic-Business: Virtual Factory, Strategies for Electronic Business, Making Money on net, Web portals and vortals concepts.

Outcome:

- The students will understand basics of Electronic Business
- They will come to know various aspects of Electronic Commerce

Reference Books

1. Ravi Kalakotta & Whinston B., "Frontiers of E-Commerce", Addison-Wesley, New Delhi.
2. R. Kalakotta & M. Robinson, "E-Business: Roadmap for Success", Addison-Werley, New Delhi.
3. Daniel Amor, "The E-Business (R) Evolution", Prentice Hall, PTR, New Delhi.
4. Parag Diwan and Sunil Sharma, "E-Commerce", Excel Books, New Delhi.
5. Reynolds, "Beginning of E-Commerce", Shroff Publication.
6. Kamlesh K. Bajaj & Debjani Nag, "E-Commerce", Tata McGraw Hills, New Delhi.

SOFTWARE QUALITY ASSURANCE
MB/ITM 210

L T P S
4 0 0 0

OBJECTIVE:

The objective of the course is to make the students updated about the software quality policy and process. The syllabus also covers the software testing methods and tools.

Unit I

Introduction: - Software Quality Assurance, Software Models, Software Life Cycle, Testing Life Cycle. Types of Testing:- Software Testing, Scope, Importance of testing; Types of Functional Testing like- Static & Dynamic testing, black box & white box testing. Unit, Integration, System, Acceptance, Alfa, Beta, Positive, Negative, Ad-hoc and Monkey testing, Understanding basics of performance, Stress, scalability, capacity and load testing.

Unit II

Planning: - Planning test efforts, test plan contents, designing, documenting and tracking test cases. Testing: - Testing for currency, time zone, language specific and localization. (Practice on an example application) User interface, UI standards & guidelines; Browser based variations (Practice on an example application with IE), Testing of software on different platforms, Software testing for interaction with other applications, (Practice on Windows), Root Cause Analysis, Basic DB concepts and testing specific DB topics.

Unit III

Security: - Understanding security, types of security testing. Automation: - Basic Concept of automation, Tools support for testing, Types of test tools, Advantages of test tools and Selection of test tools.

Unit IV

Bug Tracking: - Introduction to bug tracking system, Bug Tracking Tools, Managing bug cycle, prioritizing bugs (Practice with tool). Configuration: - Understanding configuration management, Configuration Management Tools, Installation, Web server and application server.

Outcome:

- The students will understand the software quality policy and process. The syllabus also covers the basics of using information that creates value and knowledge.
- They will come to know various software testing methods and tools.

Reference Books

1. Software Engineering – Roger S. Pressman
2. Ian Sommerville - Software Engineering
3. Systematic Software Testing - by Rick David Craig, Stefan P. Jaskiel
4. Software Testing Techniques - by Geoffrey Miller, Scott Loveland, Michael Shannon, Richard Prewit

INTERNET MARKETING
MB/ITM 211

L T P S
4 0 0 0

OBJECTIVE :

The Objective of the course is to provide the students with a conceptual, analytical framework to understand the Internet marketing. The emphasis is on online marketing models & methods of implementation. At the end of the course the students will be able to conceptualize the strategies of internet based marketing practices.

Unit I

Introduction to Internet Marketing: Definition, Scope, Advantages & Disadvantages, Process, Internet Marketing Vs Traditional Marketing, Internet Marketing Strategies. E-business models, Search Engine Marketing Strategy, Web Marketing, E-business deployment, RSS Feed.

Unit II

Pay Per Click Campaign: Google and Yahoo Model, Adwords & Adsense, Content Match Type, CTR, Leads & Conversions, PPC Account Management, Budgeting, PPC Strategies, Gap Analysis. Banner Advertisement & E-mail Marketing: Banner Concept, Banner Placement, E-mail campaign, Newsletter Campaign, Press Release.

Unit III

Affiliate Marketing: Introduction, Affiliate Networks, In-house Affiliate Programs. W3C Standards: W3C Mark Up Validator, Check link, CSS Validator, P3P Validator, And Semantic Data Extractor.

Unit IV

Implementation of strategies: Introducing realistic approach of Internet Marketing strategies development and implementation.

Outcome:

- The students will understand conceptual, analytical framework to understand the Internet marketing.
- They will come to know online marketing models & methods of implementation.
- They will be able to conceptualize the strategies of internet based marketing practices.

Reference Books:

1. Internet Marketing: Strategy, Implementation and Practice by Dave Chaffey.
2. Principles of Marketing by Philip Kotler.

SEARCH ENGINE OPTIMIZATION METHODS MB/ITM 212

L T P S
4 0 0 0

Course Objective:

The objective of the course is to provide the students with a conceptual, analytical & Technical framework of SEO (search engine optimization)

Unit I

Introduction to Internet Marketing: Definition, Scope, Advantages & Disadvantages, Process, and SEO Strategies. HTML: Important HTML Tags, Use of HTML Tags, Code Verification & Validation.

Unit II

Search Engines: Introduction of Search Engines, Search Engines Vs Web Directories, PR concept, SE Algorithms, SERP, SE Crawler, SE Submission & Indexing, Google Dance and Sand Effect.

Unit III

Search Engine Optimization: Industry Analysis, Site Analysis, Competitor Analysis, Keyword Analysis and Research, Meta Creation, Navigation & Linking Strategies, Content SEO, other Supplementary SEO, Static SEO & Dynamic SEO, Landing Page, Landing Sites, Call to Actions, SEO Tools, Design Issues, Gsitemap, Page Redirect methods.

Unit IV

Link Building Strategies: Linking Concept, Link Exchange, Free & Paid Directory Submission. Web Traffic Analysis: Web Stats Tools, Traffic Analysis, Configuring Tools using wizards, Tracking End-users.

Practical Exposure: Introducing the realistic approach of SEO.

Outcome:

- The students will understand conceptual framework of SEO.
- The students will understand analytical framework of SEO.
- The students will understand Technical framework of SEO.

Reference Books:

1. Search Engine Optimization for Dummies by Peter Kent.
2. SEO Book by Aaron Walls.
3. Search Engine Marketing by Mike Grehan.

BUSINESS TRANSFORMATION TOOLS & TECHNIQUES
MB/ITM 213

L T P S
4 0 0 0

Objective: The objective of this course is to provide the students basic knowledge of current business transformation. Technique special reference to IT.

Unit I

Overview of ERP, Integrated Information, Accommodating variety, seamless integration, Benefits, Modern Enterprise with ERP. Significance and principles of BE, BPR, ERP, IT, MRP, II. ERP implementation, Role of consultant, vendors, users, post implementation, ERP cases: SAP Baan.

Unit II

Core Concepts of TQM. Customers focus. Quality for profits. Tools and Techniques of TQM: SPC ISO 9000: Concepts, Certifications, methods, implementation.

Unit III

Introduction to BPR: Need application & capacities of BPR. Change theory, Pitfalls in Re-engineering, Re-engineering team, Preparing and planning for change, Designing & implementing processes. Similarity and difference between ERP and BPR.

Unit IV

Introduction to SCM. Inventory Management devices, logistic system analysis & design. Introduction to relationship management, concepts of CRM, Development of CRM. Planning CRM.

Outcome:

- The students will understand about current business transformation.
- They will be able to know Technique special reference to IT.

Reference Books:

1. ERP Concept & Practice by V.K. Garg, N.Venkitaman PHI Quality in totality Parag Dewan.
2. Reengineering the Corporation Michel Hammer & James Champy Supply Chain Management B.S.Sahay.
3. Customer Relationship Management, Jagdish Seth

CYBER LAW & BUSINESS REGULATORY FRAMEWORK
MB/ITM 214

L T P S
4 0 0 0

Objectives:

Identify the emerging legal issues in a digital networked environment including general issues of Jurisdiction and enforcement of rights and liabilities in Cyberspace and Understand and evaluate how these developing concepts affect the flow of information in society and the work of information professionals. Students will also be able to analyze recent developments in national and global information policy, the nature of the policy making process and the identities and positions of the various stakeholders.

Unit I

UNCITRAL Model Law, 2. Introduction To Information Technology Act, 2000 Object; Scope; Scheme Of The Act; Relevancy With Other Laws. Jurisdictional Issues. Civil Jurisdiction; Cause of Action; Foreign Judgment; Exclusion Clause of Contract; Jurisdiction Under IT Act, 2000. **Digital Signature:** Technical Issues & Legal Issues. Digital signature; Digital signature Certificate; Certifying authorities and liabilities in the event of Digital signature Compromise; E-Governance in India.

Unit II

Concept of Cyber Crime & the IT Act, 2000 : Cyber Crimes: Technical Issues; Cyber Crimes : Legal Issues; Cyber Crimes : Legal Issues [Penalty under the IT Act]; Cyber Crimes: Legal Issues [Offences under the IT Act]; Cyber Crimes : Legal Issues [Offences under IPC]; Cyber Crimes & Investigation; Cyber Crimes & Adjudication. Protection of Cyber Consumers in India : Are Cyber Consumers Covered Under The Consumer Protection Act ?; Goods and Services; Defect in goods and deficiency in services; Restrictive and unfair trade practices; Consumer Foras, Jurisdiction And Implications On Cyber Consumers In India.

Unit III

Evidence Law vis-a-vis IT Law : Status Of Electronic Record As Evidence; Proof And Management Of Electronic Records; Relevancy, Admissibility And Probative Value Of Evidence; Proving Of Digital Signature; Proving Of Electronic Message. IPR Issues in a nutshell: Copyright Issues; Patent Related Issues; Trade Mark Issues; Design & related issues

Unit IV

Business Regulatory Framework : Provisions of the Companies Act, 1956 relating to Formation of company, Monopolies and Restrictive Trade Practices Act, 1969 (Relevant Provisions) and Competition Law, SEBI Act, 1992 - Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Security issues, Consumer Protection Act, 1986 - Objectives. Rights of consumers. Mechanism of Redressed of Consumer grievances.

Outcome:

- The students will understand rights and liabilities in Cyberspace.

- They will be able to analyze recent developments in national and global information policy.

Reference Books:

1. Ramaiya, A., *Guide to Company Law*, Wadhwa, Nagpur
2. Shah, S.M., *Lectures on Company Law*, N.M. Tripathi, Mumbai
3. Puliani, Ravi and Mahesh Puliani, *Corporate Laws*, Bharat Law House Private Ltd., New Delhi, Sept.
4. Gulshan, S.S. and G.k. Kapoor *Corporate and Other Laws*, New Age International Ltd , ND.

DATA BASE MANAGEMENT SYSTEM
MB/ITM 215

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Objective:

The objective of the course is to understand the tools and techniques of data capturing, storing and disseminating for efficient working of organization.

Unit-I

Data models: Hierarchical and network, functions of data base management system, object oriented data base management system

Unit-II

Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery.

Unit-III

Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system. Distributed data base system and internet

Unit-IV

Emerging Data base Technologies: Internet Databases, Digital Libraries, Multimedia Databases, Mobile Databases

Lab: Programming in any RDBMS package on above defined syllabus.

Outcome:

- The students will be familiar with the basic concepts and the applications of database systems.
- The students will be able to understand various data model like Hierarchical model, Network Model, Relational model.
- The students will be familiar with distributed database system
- The students will be able to understand emerging database technologies

Suggested Readings:

1. Kroenke, Database Processing , Pearson Education
2. Garcia, Ullman, Data Base Implementation, Pearson Education
3. Garcia, Ullman, Data Base The Complete Book , Pearson Education
4. Kahate, Introduction to Database Management System, Garcia, Ullman, Data Base Implementation, Pearson Education
5. Rob, Database System, Thomson Learning.
6. Singh S. K., Database Systems , Pearson Education
7. Abraham, Korth , Data Base System concepts, McGraw Hill.
8. Pratt, Concept of Data Base Management, Thomson Learning, Vikas Publishing House, New Delhi
9. Elmsari Navathe , Fundamental of Database system, Pearson Education
10. Date , C.J., Introduction to Database System 8e, Pearson Education.
11. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, Modern Data Base Management, Pearson Education, New Delhi.

MULTIMEDIA AND WEB DEVELOPMENT
MB/ITM 216

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Objective:

The students shall learn the operational fundamental of multimedia and its application in web designing

Unit-I

Introduction to Multimedia: Multimedia devices, components of multimedia systems, authoring tools, creating multimedia, video-capturing, video on demand.

Unit-II

Data compression : Need for data compression, non-lossy and lossy compressions for images, color, gray scale and still-video image, video image, and audio compression JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation.

Unit-III

Data and file format standards, Multimedia applications design :Application classes, types of multimedia systems; Distributed multimedia systems : Components, distributed multimedia databases.

Unit-IV

Introduction to Web design: Web development process, site types and architectures, navigation theory and practice.

Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.

Lab: Each student is required to develop at least one website.

Outcome:

- The students will learn the operational fundamental of multimedia.
- Students will be familiar with data compression and its various standards
- Students will learn about data and file format standards
- The students will learn the application of multimedia in web designing

Suggested Readings:

1. Buford, Multimedia Systems, Pearson Education
2. Vaughan, Multimedia Making IT Work, Tata McGraw Hill
3. Villamil and Molina, Multimedia: An Introduction, Prentice-Hall of India
4. Shuman, Multimedia in Action, Vikas Publishing House, New Delhi
5. Senclair, Multimedia on the PC, BPB Publications.
6. Rosch, Multimedia Bible, Sams Publishing
7. Powell, Web Design The Complete Reference, Tata McGraw Hill, New Delhi.