

तार : विश्वविद्यालय
Gram : UNIVERSITY



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बुन्देलखण्ड विश्वविद्यालय, झाँसी BUNDELKHAND UNIVERSITY, JHANSI

झाँसी (उ.प्र.) 284128

संदर्भ...IMS/2228

दिनांक...14.07.2022

CERTIFICATE

With reference to the BOS Meeting of Institute of Management Studies held on 24.7.2017, it is hereby certified that CBCS has been introduced in the MBA & MBA IB Programmes from the session 2017-18 onwards. In the view of the same 100% syllabus revision may be considered.

HOD

MINUTES OF BOS MEETING HELD ON 24.07.2017

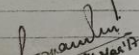
MINUTES OF BOS MEETING HELD
ON 24.7.2017.

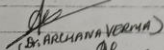
A meeting of the Board of Studies in Management has been organised today on 24th March 2017 at 11:30 am and the following Members attended

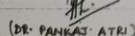
1. Prof. Pankaj Atri - Convener
2. Prof. Poonam Puri - Member
3. Prof. Archana Verma - Member
4. Prof. Umesh Holani - Subject Expert

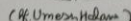
AGENDA & DECISION

1. MBA & MBA (IB) Syllabus of Sales & Distribution Management was revised.
 2. MBA & MBA (IB) Syllabus of Strategic Management was revised.
 3. Syllabus of Industrial Law BBA(H)-3918 of 5th sem & Labour Law BBA(H)-3930 of 6th sem of BBA(H) was revised.
 4. Syllabus of Industrial Marketing of MBA (IB) was revised and the title of this paper was changed to Rural & Industrial Marketing.
 5. In BBA(H) the paper International Financial Institutions BBA(H)-3920 was shifted from 5th semester to 6th semester and the paper Management of Financial Services BBA(H)-3934 was shifted from 6th semester to 5th semester.
 6. In BBA(H) the paper Sales & Distribution BBA(H)-3919 was shifted from 5th semester to 6th semester and the paper Retail Management BBA(H)-3924 was shifted from 6th semester to 5th semester.
- The meeting ended with the vote of thanks to the chair.


(Dr. POONAM PURI)


(Dr. ARCHANA VERMA)


(Dr. PANKAJ ATRI)

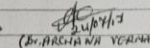

(Dr. Umesh Holani)

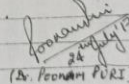
A meeting of the Board of Studies in Management has been organised today on 24th July 2017 at 11:00 am and the following members attended.

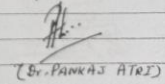
1. Prof. Pankaj Atri - Convener
2. Prof. Poonam Puri - Member
3. Prof. Archana Verma - Member

AGENDA & DECISION

1. The minutes of the last meeting held on 09th March 2017 were confirmed.
 2. It is approved in the meeting of BOS held on 23rd Jan 2016 and subsequently approved by the appropriate bodies it was decided to implement CBCS for MBA & MBA (IB) programme from the session 2017-18 onwards.
 3. Syllabus of Rural and Industrial Marketing MBA-7954 was revised in MBA-VI Semester.
 4. Syllabus of Rural and Industrial Marketing BBA(H)-3928 of BBA(H)-VI semester was revised.
- The meeting ended with the vote of thanks to the chair.


(Dr. ARCHANA VERMA)


(Dr. POONAM PURI)


(Dr. PANKAJ ATRI)

MASTER OF BUSINESS ADMINISTRATION (MBA)

Duration: Two Years

The two year MBA Programme has a Course Structure comprising of four Semesters. In the first year, the first and the second semesters have six compulsory papers each.

In the second year there are three compulsory papers in the third semester and four compulsory papers in fourth semesters respectively.

PROGRAMME OBJECTIVES

The MBA Programme seeks to develop students into leaders well equipped to face and tackle the challenges of the global business environment and prepare them for career in management as well as establish their own enterprises.

Specifically:

To equip the students with Knowledge, Skills and Ability to face the business world.

To develop an understanding of the concepts, principles, functions and functional areas of management.

To equip students with the knowledge and skills required to analyze and use information across disciplines/functions to take reasonable business decisions.

Evaluate business environment and opportunities and devise strategies for responding effectively to problems, threats, and opportunities in the national and global sphere as well.

To help students identify the entrepreneurial skills and enhance their entrepreneurial aptitude by providing apt knowledge, skills and attitude.

To integrate theory and practice to create globally competent professionals and apply theory to develop Value based leadership ability.

To provide exposure to real life work experiences through effective industry – academic interaction and also equip the students with effective and impactful writing skills for the purpose of making business reports and letters.

To help students develop conceptual, inter-personal, decision-making, critical thinking and leadership skills required to excel as management professionals.

To focus on the overall development of students by encouraging them to organize and participate in various co-curricular activities organized at university, state, national and international level.

Programme Outcomes

Upon completion of the MBA Programme, the students will be able to:

- PO1** Demonstrate problem solving skills by understanding and defining the problem, analyzing it and solving it by applying appropriate theories, tools and techniques from various functional areas of management.
- PO2** Apply business strategies and marketing theories to give winning edge to the organization and develop and implement appropriate business strategies.
- PO3** Take decisions in the global business environment.
- PO4** Demonstrate leadership skills, make oral presentations and organize events.
- PO5** Identify Social and ethical concerns in the organization and apply ethical principles for making judicious managerial decisions.
- PO6** Communicate effectively with various stakeholders.
- PO7** Demonstrate effective written forms of communication and oral business presentations.
- PO8** Students will be able to take strategic, comprehensive and innovative approaches in making business decisions to create value in a challenging environment.

Specific Programme Outcomes

- Work as management professionals in various industries such as retail, advertising, banking, insurance, FMCG.
- Become an entrepreneur and initiate sustainable start-ups.
- Join public sector undertakings as management/marketing trainees.
- Contribute in expansion of their current family business.
- Join teaching profession and pursue research in different areas of management such as marketing, strategic management and general management.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

Course Structure : The Course structure of the M.B.A. programme shall be as under:

FIRST YEAR

FIRST SEMESTER

COMPULSORY PAPERS

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|------|---|-----------------------|----------|----------|-------------|--------|---------|
| 1 | Management Concepts & Processes | MBA 6941 | 70 | 30 | 100 | Core | 3 |
| 2 | Managerial Economics | MBA 6942 | 70 | 30 | 100 | Core | 3 |
| 3 | Accounting for Managers | MBA 6943 | 70 | 30 | 100 | Core | 3 |
| 4 | Business Environment | MBA 6944 | 70 | 30 | 100 | Core | 3 |
| 5 | Business Legislations | MBA 6945 | 70 | 30 | 100 | Core | 3 |
| 6 | Computer & Information Technology. Practical - | MBA 6946 MBA 60947 | 50 20 | 30 | 100 | Core | 3 |
| | TOTAL | | | | | | 18 |

SECOND SEMESTER

COMPULSORY PAPERS

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|------|---------------------------|------------|----------|----------|-------------|--------|---------|
| 1 | Organizational Behaviour | MBA 6947 | 70 | 30 | 100 | Core | 3 |
| 2 | Research Methodology | MBA 6948 | 70 | 30 | 100 | Core | 3 |
| 3 | Human Resource Management | MBA 6949 | 70 | 30 | 100 | Core | 3 |
| 4 | Operation Management | MBA 6950 | 70 | 30 | 100 | Core | 3 |
| 5 | Financial Management | MBA 6951 | 70 | 30 | 100 | Core | 3 |
| 6 | Marketing Management | MBA 6952 | 70 | 30 | 100 | Core | 3 |
| | TOTAL | | | | | | 18 |

Max. Marks of the first & Second semester would be 600+600= 1200. There would be three compulsory papers in the third semester & four compulsory papers in the fourth semester respectively and a student shall have to choose four optional papers (from any 2 areas of specialization) in the third semester and three optional papers (from major area of specialization) in the fourth semester. A student would specialize in two areas and would opt for three optional papers in the fourth semester as the major area of specialization.

SECOND YEAR

The compulsory and optional papers in the third and fourth semester are proposed as follows.

THIRD SEMESTER

COMPULSORY PAPERS

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|------|------------------------------------|------------|----------|----------|-------------|--------|---------|
| 1 | Operation Research | MBA 7941 | 70 | 30 | 100 | Core | 3 |
| 2 | Management Information System | MBA 7942 | 70 | 30 | 100 | Core | 3 |
| 3 | Summer Training Report + Viva Voce | MBA 70951 | 50 | 50 | 100 | Core | 3 |

OPTIONAL PAPERS

MARKETING

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|------|--------------------------------|------------|----------|----------|-------------|----------|---------|
| 1 | Retail Management | MBA 7943 | 70 | 30 | 100 | Elective | 3 |
| 2 | Advertising and Media Planning | MBA 7944 | 70 | 30 | 100 | Elective | 3 |

HUMAN RESOURCE MANAGEMENT

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|------|--|------------|----------|----------|-------------|----------|---------|
| 1 | Legal Framework for governing Human Resource – I | MBA 7945 | 70 | 30 | 100 | Elective | 3 |
| 2 | Management of Industrial Relations. | MBA 7946 | 70 | 30 | 100 | Elective | 3 |

FINANCE

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|-------------|--|-------------------|-----------------|-----------------|--------------------|---------------|----------------|
| 1 | Security Analysis & Portfolio Management. | MBA 7947 | 70 | 30 | 100 | Elective | 3 |
| 2 | Management of Financial Markets & Services | MBA 7948 | 70 | 30 | 100 | Elective | 3 |

Total Credits for Third Semester

21

FOURTH SEMESTER

COMPULSORY PAPERS

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|-------------|--|-------------------|-----------------|-----------------|--------------------|---------------|----------------|
| 1 | Strategic Management | MBA 7951 | 70 | 30 | 100 | Core | 3 |
| 2 | Management of Services | MBA 7952 | 70 | 30 | 100 | Core | 3 |
| 3 | Entrepreneurship & Small Business Management | MBA 7953 | 70 | 30 | 100 | Core | 3 |
| 4 | Comprehensive Viva – Voce | MBA 70966 | 100 | | 100 | Core | 3 |

OPTIONAL PAPERS

MARKETING

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|-------------|------------------------------------|-------------------|-----------------|-----------------|--------------------|---------------|----------------|
| 1 | Digital Marketing | MBA 7966 | 70 | 30 | 100 | Elective | 3 |
| 2 | International Marketing Management | MBA 7955 | 70 | 30 | 100 | Elective | 3 |
| 3 | Sales & Distribution Management | MBA 7956 | 70 | 30 | 100 | Elective | 3 |

HUMAN RESOURCE MANAGEMENT

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|-------------|---|-------------------|-----------------|-----------------|--------------------|---------------|----------------|
| 1 | Legal Framework governing Human Resource – II | MBA 7957 | 70 | 30 | 100 | Elective | 3 |
| 2 | Compensation Management | MBA 7958 | 70 | 30 | 100 | Elective | 3 |
| 3 | Recent Trends in HRM and Training & Development | MBA 7959 | 70 | 30 | 100 | Elective | 3 |

FINANCE

| S.N. | Name of paper | Paper code | External | Internal | Total Marks | Nature | Credits |
|-------------|------------------------------------|-------------------|-----------------|-----------------|--------------------|---------------|----------------|
| 1 | Tax Management | MBA 7967 | 70 | 30 | 100 | Elective | 3 |
| 2 | Financial Derivatives | MBA 7961 | 70 | 30 | 100 | Elective | 3 |
| 3 | International Financial Management | MBA 7962 | 70 | 30 | 100 | Elective | 3 |

Total Credits for Fourth Semester

21

The above course structure is based on Choice Based Credit System of UGC.

FIRST SEMESTER

MBA - 6941 MANAGEMENT CONCEPTS & PROCESSES

Objectives:

The objective of this paper is to familiarize the student with basic management concepts and processes. It covers an exhaustive and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management.

Course Outcomes:

After completion of the course, the students shall be able to:

- Describe fundamental concepts and principles of management
- Understand the role and responsibilities of managers and adapt to the various styles of management across organizations.
- Apply various tools that would simplify the decision-making process in the organisation.
- Use the effective Leadership styles & Motivational techniques in the organization.

Course Contents:

UNIT I

Management – Characteristics of Management. Nature and Tasks of Manager. New look at the tasks of the CEO. Evolution of Management Thought and different approaches to management. Scientific and Operational Management. Behavioural Science Systems and Contingency approaches. **Planning & Decision Making** – Nature and significance of Planning; the Planning Process; Types of Plans, Limitations of planning, making planning effective. Decision Making Process; Problem Solving techniques. Aids of Planning and Decision Making. Management By Objectives. (**Case Study/ Caselets / Articles**)

UNIT II

Organising - The organizing process, need of an Organization Structure, Basis of organizing; departmentation; Line and Staff relationships; Delegation of Authority; Centralization, Decentralization, Span of Management; Committee System. **Leading** – Mc.Gregor's Theory X and Y, Management Grid, Likert's Four Systems of Management. (**Case Study/ Caselets / Articles**)

UNIT III

Motivation – Hierarchy of Needs Theory, Motivation-Hygiene Theory, Immaturity-Maturity Theory, ERG Theory of Needs Expectancy Theory, Equity Theory, Goal Setting Theory, Hackman & Oldham Theory, Porter & Lawler's Theory and Reinforcement Theory. **Communication** – Importance, Process, types and Barriers. Dos and Don'ts of Business Writing, Business Letters, Writing Business Reports. Oral Communication – Business Presentations and Public Speaking. **Control** – Importance, Process and Types of Control; Limitations of Control; essentials of an effective Control system. (**Case Study/ Caselets / Articles**)

References:

- 1.L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.
2. Heinz Wehrich & Harold Koontz, Essentials of Management, TMH, 7th edition.
3. Robbins. P, Essential of Organizational Behaviour, 10 Ed, PHI, 2010.
- 4..Meenakshi Gupta, Principles of Management, PHI learning Private limited, 2012
- 5.J.S.Chandan, Management Concept and Strategies, Vikas Publishing house pvt ltd

MBA - 6942 MANAGERIAL ECONOMICS

Objectives

- The objective of this course is to acquaint the participants with concepts and techniques used in Micro-economic theory and to enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature of business firms in the context of globalization.

Course Outcomes:

Student will be able to understand the tools and techniques of managerial economics.

- Students shall understand the nature and Scope of Managerial Economics, Concept of Demand-Law, Determinants, Elasticity of Demand.
- Students shall explore nature, phases and theories of Business Cycle and understand the Concept of Inflation.
- To enable them to understand its relevance in decision making.

Course Contents

UNIT I

Nature and Scope of Managerial Economics: Objective of a firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts —incremental principle, opportunity cost principle, discounting principle, equi- marginal principle.

Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions. (Case Study/ Caselets / Articles)

UNIT II

Theory of Consumer Choice: Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.**Production Theory:** Production function - production with one and two variable inputs; Stages of production; Economies of scale; Estimation, of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.

Price Determination under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, oligopoly and monopoly. (Case Study/ Caselets / Articles)

UNIT III

Pricing Practices: Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.

Business Cycles: Nature and phases of a business cycle: Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks theories.

Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost- push factors; Effects of inflation.

Market Failures: Externality, Public Good, Economics of Information: Moral Hazard, Adverse Selection. (Case Study/ Caselets / Articles)

References :

- 1 Trivedi, M.L. , Managerial Economics - Theory and Application, McGraw Hill
- 2 Manglani, Hemlata , Managerial Economics, Neelkanth Publishers Pvt. Ltd.
- 3 Keat, Paul.G | Young, Philip K.Y., Erfle, Stephen E,| Banerjee, Sreejata, Managerial Economics, Pearson
- 4 Mithani, D.M, Managerial Economics, Himalaya Publishing House.
- 5 Singh, Sandhya & Sharma, Neeshu, Managerial Economics, Vayu Education of India.
- 6 Dhingra IC, Managerial Economics, New Delhi, Sultan Chand,
7. Mehta PL, Managerial Economics

MBA - 6943 ACCOUNTING FOR MANAGERS

Objectives:

The basic objective of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision making and control.

Course Outcomes:

- Student will be able to understand the basic concepts of financial accounting, cost accounting and management accounting.
- To enable them to analyze the financial position of the business and take decisions based on Accounting tools and techniques.
- Students will have an understanding of the Financial Statements.

Course Contents

UNIT I

Financial Accounting – Nature, scope & importance. Basic Accounting. Principles:- Concepts & conventions – GAAP Accounting Cycle, Books of Accounting, Journal, ledger & Trial Balance. **Final Accounts** – Trading & Profit & Loss Account and Balance sheet, Elementary Knowledge of final accounts. (Case Study/ Caselets / Articles)

UNIT II

Introduction to Management Accounting - Nature, Importance and tools of Management Account. Distinction between Financial Management Accounting. Responsibility centers and transfer pricing. Standard Costing & Variance Analysis – Kinds of Variances – Material & Labour Variances, Marginal Costing & Break-even Analysis. Cost – volume profit analysis. Decisions regarding sales – mix, Make or Buy Decision & discontinuation of product line. **Budgeting :-** Objectives of budgeting, Types of budgeting, Budgetary Control. (Case Study/ Caselets / Articles)

UNIT III

Statement of Changes in Working Capital – Basic understanding of Statement of Changes in financial position. Cash Flow & Funds Flow Analysis. **Ratio Analysis** – Types of Ratios – Liquidity, Solvency, Activity Turnover & Profitability ratios. (Case Study/ Caselets / Articles)

References:

1. Roy & Singhal, Accounting For Managers, PHI.
2. S. Jayapandian, Accounting For Managers, Himalaya Publishing House.
3. M.N. Arora, Cost & Management Accounting, Himalaya Publishing House.
4. Shah, Basic Financial Accounting for Management, Oxford Press.
5. Narayanswamy, Financial Accounting A Managerial Perspective, PHI.
6. Bhattacharya SK and Dearden J., Accounting For Management, Text and Cases, N.D., Vikas Pub.

MBA -6944 BUSINESS ENVIRONMENT

Objectives:

This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework in reference to Indian Economy.

Course Outcomes:

- Students would be acquainted with business objectives, dynamics of business and environment, various types of business environment and its analysis.
- To systematically learn impact of legal & regulatory, cultural, political, technological, global environment on Business enterprise.
- To examine the critical opportunities and threats that arise from an analysis of external business conditions by applying scenario planning to synthesize trends prevailing in the external environment.

Course Contents

UNIT I

Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment —internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.

Economic Environment of Business: Significance and elements of economic environment; Economic systems and business environment; Economic planning in India; Government policies -industrial policy, fiscal policy, monetary policy, EXIM policy; Public Sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes. (Case Study/ Caselets / Articles)

UNIT II

Political and Legal Environment of Business: Critical elements of political environment; Government and business; Changing dimensions of legal environment in India and licensing policy; **Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India. (Case Study/ Caselets / Articles)

UNIT III

International and Technological Environment: Multinational corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer. Cross National Cooperation & Agreements SAARC etc. (Case Study/ Caselets / Articles)

References:

1. Francis Cherunillam, Business Environment, Himalaya Publishers
2. K.Aswhathappa, Essentials of Business Environment, Himalaya Publishers.
3. Justin Paul, Business Environment, 4th edition, Mcgraw hill Education India Private Ltd
4. Veena Keshav Paiwar. Business Environment, Prentice hall India Learning Private Limited, 2014
5. Shaikh Saleem, Business Environment, Pearson Education, 4th edition

MBA - 6945 BUSINESS LEGISLATIONS

Objectives:

To help the students to understand the basic laws related to Business. To give knowledge of The Indian Contract Act, 1872, Law of sale of goods, Law of negotiable instruments, Law of Partnership, Company Laws, Consumer Protection Law and IPR regulations governing Indian Business.

Course Outcomes:

- Student will be able to understand the fundamental legal issues pertaining to the business to enhance their ability in effective management of business.
- Students would learn the basics of Laws governing commercial contracts. Students would learn the rules regarding the Contract of Sale
- Students would learn various provisions related to The Negotiable Instrument Act, 1881 with Amendment.
- Students would learn the rules regarding Company Law.

Course Contents:

UNIT I

The Indian Contract Act 1872, Essential of a valid contract, Void agreement, Performance of contract, Breach of contract and its remedies, quasi contract. The Sales of goods Act 1930, Formation of a contract, rights of an Unpaid Seller.(Case Study/ Caselets / Articles)

UNIT II

The Negotiable Instruments Act 1881, nature and types, negotiation and assignment. The Companies Act 1956, nature and types of Companies, formation, memorandum and article of association, prospectus, allotment of shares, Shares and shares capital, membership, Borrowing power.(Case Study/ Caselets / Articles)

UNIT III

Management and meetings, accounts and audit. Compromise, arrangements and reconstruction, prevention of oppression and mismanagement, winding up. Consumer Protection Act 1986. FEMA. Intellectual Property Rights (IPR).(Case Study/ Caselets / Articles)

References:

1. Elements of Mercantile Law, by N D Kapoor, Sultan Chand & Sons
2. Business Law, by M C Kuchhal, Vikas Publications
3. Mercantile Law, by S S Gulshan
4. A manual Business Law, by S N Maheshwari and S K Maheshwari, HPH
5. Business Law for Management, by K Bulchandani, HPH
6. Business Law, by P C Tulsian and Bharat Tulsian, McGraw Hill

MBA - 6946 COMPUTER & INFORMATION TECHNOLOGY

Objectives:

The objectives of this course include developing an appreciation of different software and hardware systems available in the industry among the students and build up the experience of computer usage in business organizations with specific reference to systems database, Networking, spreadsheet & Operating System.

Course Outcomes:

- Gain in depth knowledge about the functioning of computers and its uses for managers.
- Understand the concept of Office Automation.
- To provide hands on learning on Word processing software.
- Learn to use different charting techniques in MS Excel.
- Learn to use different formatting techniques in MS Excel.

Course Contents

UNIT I

Computers: An introduction, Computers in business; elements of computer system setup, Indian computing environment. Computer languages, number systems.

PC Software packages: An introduction to Windows; Introduction to Word Processor; Introduction to Spreadsheet software, Creation of spreadsheet applications; range; formulas, functions, database functions in spreadsheet, Graphics on spreadsheet. **(Case Study/ Caselets / Articles)**

UNIT II

Network fundamentals: Analog and Digital Signals, band Width, Network Topology, Network Applications. Concept of Green PC, Concept of Screen Saver, Ergonomics, Nassi Schiedermann Diagrams, Decision Tees, Decision Tables, HIPO, VTOC, IPO. **(Case Study/ Caselets / Articles)**

UNIT III

Applying Bold, Italic, Underline, Strikethrough, over line, marquee, images, Hyperlinks, Textboxes, Buttons, Checkboxes, Radio Buttons, Ordered and Unordered Lists, tables, Frame rest, Legend

POWERPOINT: Creation of slides, applying animation, running slide shows. Relevance of DBMS – Working knowledge of MS-Access and data Dictionary.

(Case Study/ Caselets / Articles)

References

1. Long L., Computers , Englewood Cliffs, N.J., PJI.
2. Summer M., Computer Concepts and Ues, Englewood Cliffs, N.J., PHI
3. Computer Fundamentals -6 th Edition By Pradeep K. Sinha, Priti Sinha
4. Fundamental of Computers – Rajarama
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook (Packt Publishing Limited)

SECOND SEMESTER

MBA- 6947 ORGANISATIONAL BEHAVIOUR

Objectives:

The objective of this paper is to familiarize the student with basic behavioural concept and processes and develop an understanding of their own as well as behavior of the others.

Course Outcomes:

After completion of the course the students shall;

1. Develop skills to analyse “real life” problems and situations concerning human behavior.
2. Develop an understanding of group behavior, teams and its dynamics and be able to handle challenging situations with smart handling of the human element in organisation.
3. Develop skills to identify the need and to introduce change in organizations and implement strategies for organisational development in the dynamic environment.
4. Develop an understanding of human behavior thus enabling them to be effective leaders.

Course Contents:

UNIT I

Organisational Behaviour – Concept and its Emergence, The HR Movement and Hawthorne Studies,

Personality: meaning, determinants, Self-Esteem, Person-situation interaction, the socialization process, Erik Erikson’s theory of Personality development, The BIG FIVE Personality Traits, Myers-Briggs Type Indicators,

Perception : Sensation Vs. Perception, Sub-process, Factors influencing perception, Social Perception : Perceiver and the Perceived, The Attribution theory, Stereotyping and the Halo Effect. (**Case Study/Caselets / Articles**)

UNIT II

Values – Definition and Types

Attitude: Meaning, Function & Types. **Organisational Commitment** : meaning & outcomes, Guidelines to enhance organizational commitment. **Organisational Citizenship Behaviours”**

Learning: Learning – Types of Learned Behaviour, Elements & Processes; Theories: Connectionist and Behaviorist Theories.

Stress – Meaning, Causes, Effect and Coping Strategies.

Group Behavior- Formal and Informal Groups, Group Cohesiveness and Deviance. TEAMS: Team formation process & stages; Team /Group Dynamics – work issues; Cross Cultural teams/diversity; High Performance teams; Creating Team Synergy. **Power and Politics** – Types of Power (**Case Study/Caselets / Articles**)

UNIT III

CONFLICT : Types and Resolving strategies **Organisational Context, Design And Culture** : Senge’s Traditional Vs. Learning organisations. Modern Organisational designs: Horizontal designs, Contemporary designs: Hollow and Modular, Network Designs, The Virtual Organisation.

Organisation Culture: Definition and characteristics. Uniformity of Cultures, How organizational Cultures start. Maintaining cultures through steps of socialization, Changing Organisational Culture: The case of Acquisitions and Mergers.

Organisational Change and its Process. **Organisational Development (OD)** – Features, Objectives and Models: Sensitivity Training, Grid Training, MBO, Team Building, Process Consultation, Survey Feedback, Third Peace Making. (**Case Study/Caselets / Articles**)

References

1. Luthans F. Organisational Behaviour, New York, Mc Graw Hill
2. Robbins SP, Organisational Behaviour New Delhi, PHI.
3. Ashwathappa K. Organisational Behaviour, Mumbai, Himalaya Publishing House.
4. Singh Kavita. Organisational Behaviour, Chennai, Pearson.
5. Gupta C.B. A text book of organizational Behaviour, Delhi, S. Chand.

MBA- 6948 RESEARCH METHODOLOGY

Objectives:

To identify and discuss the role and importance of research in the Management Sciences, the issues and concepts salient to the research process, the complex issues inherent in selecting a research problem, selecting an appropriate research design, and implementing a research project, the concepts and procedures of sampling, data collection, analysis and reporting.

Course Outcomes:

- Explain key research concepts and issues.
- Application of the concepts of Research to solve the various Business Problems.
- Read, comprehend, and explain research articles in their academic discipline.

Course Contents

UNIT I

Research Methodology - Nature and Scope. Problem Identification, Formulation and statement of Research; Objectives, **Research Process**, types of research- Descriptive, Analytical, Diagnostic, Experimental. Importance and characteristics of Information **Research Design** – Exploratory, Descriptive and Experimental research designs. (**Case Study/Caselets / Articles**)

UNIT II

Sampling Design – Sampling Procedure & Methods, types- probability and non- probability sampling. Selecting Appropriate Sampling techniques

Methods of Data Collection – Observational and Survey Methods; Tools of data Collection, Interview, Questionnaire, Schedule. Attitude Measurement Techniques, Motivational Research techniques; Administration of Surveys. (**Case Study/Caselets / Articles**)

UNIT III

Field Work and Tabulation of Data, Editing, Coding & Classification of data.

Analysis of Data – Use of SPSS and other Software Packages, Advanced techniques of Data analysis – ANOVA, Discriminant Analysis, Factor analysis, Conjoint Analysis, Multidimensional Scaling. (**Case Study/Caselets / Articles**)

Report Writing- Types, structure and elements of the report.

References:

1. Research Methodology , by C R Kothari, Wishwa Prakashan
2. Management Research Methodology, by K N Krishnaswamy, Appa Iyer Sivkumar, Pearson
3. Research Methodology, by G C Ramamurthy, Kogent Dreamtech Press
4. Marketing Resaerch, by B S Goel, Pragati Prakashan
5. Business Research Methodology, by J K Sachdeva, HPH

MBA - 6949 HUMAN RESOURCE MANAGEMENT

Objectives:

Objective The objective of this course is to develop an understanding of basic concept and components of Human Resource Management so as to impart the students much needed knowledge of the problems and practices related to the area of HRM and getting them updated.

Course Outcomes:

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM.
- Demonstrate competence in development and problem-solving in the area of HR Management.
- Provide innovative solutions to problems in the fields of HRM.

Course Contents:

UNIT I

Human Resource Management - Concepts and Perspective on HRM; Human Resource Management in the Changing Environment; Contemporary issues in Indian Companies. Corporate Objectives and Human resource Planning; Career and Succession Planning. Job Analysis - Job Description and Job Specification.

UNIT II

Recruitment and Selection – Methods of Manpower Search; Attracting and Selecting Human Resources. The Selection Process and Methods. Induction and Socialization – Concept and Process; Staff Induction Practices and Organisational socialization. Manpower Training and Development – Concept and Methods

UNIT III

Performance Appraisal – Concept and Methods. Potential Evaluation. Performance Management system. Job Evaluation – Process and Methods; Job evaluation & Wage and Salary Administration, Promotion and Transfer. Employee Welfare. Employee Empowerment – Objectives and Methods. Attrition and Retention.

References

1. Human Resource Management, by Gary Dessler& Biju Varkkey, Pearson
2. Human Resource Management, by Pravin Durai, Pearson
3. Human Resource Management, by K Ashwathappa, Tata McGraw Hill
4. Fundamental of Human Resource Management, by Noe, Hollenbeck, Gerhart and Wright, Mc Graw Hill
5. Essential of Human Resource Management and Industrial Relations, by P Subba Rao, HPH
6. H R Analytics, by Dipak Kumar Bhattacharyya, Sage Publications
7. Human Resource Management, by L M Prasad, Sultan Chand & Sons
8. Industrial Relations, Trade Unions and Labour Legislation, by P R N Sinha, Indu Bala Sinha & Seema Priyadarshani Shekhar, Pearson

MBA – 6950 OPERATIONS MANAGEMENT

Objectives:

- The basis objective of this subject is to identify and develop Operational research models from the verbal description of the real system.
- Understand the mathematical tools that are needed to solve optimization problems.

Course Outcomes:

- Formulate and solve problems as networks and graphs.
- Develop linear programming models for shortest path, minimum cost and transportation problem, using CPM and PERT techniques.
- Prepare the best strategy using decision making methods under uncertainty and game theory.
- Students will be able to relate the key role in operations in bringing about the growth and profitability of organizations.

Course Contents:

UNIT I

Production and Operations Management - Nature and Scope. Facility Location; Types of manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling - Principles, Equipments, Line Balancing Problems. (Case Study/Caselets / Articles)

UNIT II

Production Planning and Control – In Mass Production, In Batch/Order Manufacturing
Capacity Planning – Models

Process Planning – Aggregate Planning, Scheduling

Maintenance Management Concepts – Work Study Method, Work Measurement, Work sampling & Work Environment. (Case Study/Caselets / Articles)

UNIT III

An Overview of Material Management - Material Planning and Inventory control;JIT, Materials Planning, Budgeting and Material requirement planning.Purchase Management, Stores Management, Quality assurance; Total Quality Management (TQM), ISO 9000; Safety Management. (Case Study/Caselets / Articles)

References

1. Sharma J.K, Operations Research - Theory and Applications, Macmillan India Ltd.
2. Agarwal S C, Operations Research, V K Global Publications Pvt. Ltd.
3. Gupta P K, Operations Research, S Chand New Delhi
4. Frederick S. Hillier, Introduction to Operations Research, Tata Mc Graw Hill
5. David M. Levine, Business Statistics, Pearson
6. Hooda, R.P, Statistics for Business and Economics, Macmillan, New Delhi

MBA - 6951 FINANCIAL MANAGEMENT

Objectives:

The objective of this course is to provide conceptual knowledge of the tools of financial analysis and management and various long-term and short term sources of finance.

Course Outcomes:

- Students will understand the investment, financing and dividend distribution activities of business.
- They will be able to use various tools and techniques in the area of finance.
- Students will develop analytical skills required for decision making in Financial management.

Course Contents:

UNIT I

Aims & Objectives of Financial Management. Financial Goal – Profit vs. Wealth Maximization: Financial functions – Investment, Financing and Dividend decisions. Concept & Meaning of Time value Money, Capital Budgeting Decisions – Methods of investment evaluation discounting techniques, Net Present Value (NVP), Internal rate of return (IRR), Profitability Index (PI) techniques & non discounting or traditional techniques – payback period and Accounting Rate of Return (ARR) Capital Rationing. **(Case Study/Caselets / Articles)**

UNIT II

Investment of Long term and Short term finance, Weighted Average Cost of Capital (WACC) Its Concept and significance, Meaning & determinants of Capital Structure. Capital Structure Theories, Significance of Leverages, Types of leverages – financial, operating & combined leverage, trading on Equity. **(Case Study/Caselets / Articles)**

UNIT III

Management of Working Capital – Meaning, significance and types of working capital – net, gross, permanent, temporary. Operating Cycle; Inventory Management – Types of inventory and techniques of inventory Management – Management of Cash and Receivables – Dividend Policy – Meaning of Significance, forms of Dividend, Relevance & irrelevance theory of dividend , Financial Modeling. **(Case Study/Caselets / Articles)**

References:

1. I.M. Pandey, Financial Management, Vikas Publishing House.
2. Preeti Singhal, Fundamentals of Financial Management Anu Books Pvt. Ltd.
3. R. M. Srivastava Shubhra Verma, Essentials of Bus
4. Prasanna Chandra, Financial Management Theory & Practice, Mc Graw Hill Education.
5. Taxmann's Fundamentals of Financial Management

MBA – 6952 MARKETING MANAGEMENT

Objectives:

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

Course Outcomes:

At the end of the course, the student will be able to:

- Able to develop marketing strategies based on product, price, place and promotion objectives
- To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.
- Students will be able to relate Marketing Mix as a framework for Marketing Decision making.

Course Contents:

UNIT I

Introduction to Marketing: Nature Scope & Importance of Marketing, Marketer's Orientation Towards the Market place. Measuring and forecasting Market Demand.

Buying Behaviour - Factors Influencing Consumer Behavior, Consumer Buying Decision Process, **Industrial Buyer Behaviour** : Introduction to B2B marketing : Industrial customers and buyers. Major factors influencing Industrial Buying Behavior, Industrial Buying Process.. **Marketing Information System and Marketing Research Process**- An overview. (Case Study/Caselets / Articles)

UNIT II

Target Marketing: Market Segmentation, Targeting and Positioning. **Product Decisions** – Product Mix Decisions, Product Life Cycle, New Product Development. **Branding and Packaging** Decisions. **Pricing** - Setting the price, adapting the price. Price discrimination. Product Mix Pricing, Initiating and Responding to Price Changes. Customers' and Competitors' reactions to price changes. (Case Study/Caselets / Articles)

UNIT III

Promotion Decisions – Promotion Mix. Developing Communication Programme **Channel Management** – Types of Marketing Intermediaries, Reasons for using Intermediaries, Marketing Channel functions, Channel Design Decisions, Channel Management Decisions. Channel Dynamics. Green Marketing. Social Media Marketing: meaning, goals (Case Study/Caselets / Articles)

References:

1. Philip Kotler ,Marketing Management,Marketing cases in the Indian context Fifteenth Edition , Pearson Education
2. V.S. Ramaswamy ,Marketing Management: A Strategic Decision Making Approach Sage Publications India Pvt Ltd
3. A.Sherlekar, Marketing Management, Himalaya, Publishers, 2001.
4. Kumar Arun and Meenakshi N ,Marketing Management ,Vikas Publishing House
5. J.Stanton, Fundamentals of Marketing, TMH, 2000.

MBA III SEMESTER

MBA – 7941 OPERATIONS RESEARCH & STATISTICAL ANALYSIS

Objective

The objective of this course is to provide conceptual knowledge of the Operations and how it can provide a competitive advantage in the market place.

Course Outcomes:

- Students will understand the investment, financing and dividend distribution activities of business.
- They will be able to use various tools and techniques in the area of finance.
- Students will develop analytical skills required for decision making in Financial management.

Course Contents:

UNIT I

Operations Research: Concept and significance of operations research; Evolution of operations research. Linear Programming and its Applications: Graphic method and simplex method; Duality problem; Transportation problem: Assignment problem. (Case Study/Caselets / Articles)

UNIT II

Game Theory: Zero sum game; Pure and mix strategies; Criteria of sharing strategies. Simulation: Application of simulation techniques; Monte-Carlo approach. Net-Work Analysis: Introduction to PERT and CPM; Application areas of PERT and CPM. (Case Study/Caselets / Articles)

UNIT III

Measurement of central tendency, Arithmetic Mean, Geometric Mean, Harmonic Mean, Median and Mode, Relationship between mean, median and mode, Merits and Demerits of Mean, Median and Mode. Partition Values – Quartiles, Deciles and percentiles. Measures of dispersion – Range, Quartile Deviation, Mean Deviation, Standard Deviation, Variance and coefficient of variation.

Matrices – Types, Determinant, Adjoint & inverse of square metrics, System of linear equations. Probability – Problems based on addition and multiplication theorems, Correlations and Regression Analysis. (Case Study/Caselets / Articles)

References:

1. Sharma J.K, Operations Research - Theory and Applications, Macmillan India Ltd.
2. Agarwal S C, Operations Research, V K Global Publications Pvt. Ltd.
3. Gupta P K, Operations Research, S Chand New Delhi
4. Frederick S. Hillier, Introduction to Operations Research, Tata Mc Graw Hill.
5. David M. Levine, Business Statistics, Pearson
6. Hooda, R.P, Statistics for Business and Economics, Macmillan, New Delhi

MBA- 7942 MANAGEMENT INFORMATION SYSTEM

Objectives:

- The objective of this course is to acquaint the participants with the latest developments in the field of Information Technology and the impact of IT in managing business organization.

Course Outcomes:

- Student will be able to understand the impact of information technology on firms..
- Students shall have a working knowledge of concepts and terminology related to IT.

Course Contents:

UNIT I

Information systems : Meaning and need of management information systems, Business perspective of information systems, Approaches to information systems, , Management process and information need, Management levels and Decision making, information characteristics. Introduction of different types of information systems, Different decision making and information systems. Management information system and computers: Meaning, concept and characteristics of MIS, components of MIS, Organization of MIS, Decision making process, Classification of MIS. (Case Study/Caselets / Articles)

UNIT II

Decision support system: Characteristics of DSS, Difference between MIS and DSS, Comparison of manuals and computerized information systems, Managerial use of CMIS, Selection of computer systems. Planning of management information systems Meaning, needs and dimension of management information system plan, Strategic planning for management information systems, Steps in planning. (Case Study/Caselets / Articles)

UNIT III

Conceptual System Design : Defining the problems, setting system objectives establishing system constraints, determining information needs, determining information sources, developing alternatives, conceptual designs and selecting one; documenting the system concept and preparing the conceptual design report ,Detailed System Design-aim, project management of MIS, detailed design, documenting the detailed design
Implementation and Evaluation : Methods and tasks in implementation, Planning for implementation, Behavioral implications in management information system, Approaches and process of evaluation of management information system. (Case Study/Caselets / Articles)

References:

- 1.Nitin C kamal, Management Information Systems,Himalaya Publishing house
- 2.Carol W.Frenzel &John . C Frenzel, Management of Information Technology, Thomson Technology Course
- 3.James O'Brien : Management Information Systems, Tata-McGraw Hill, New Delhi.
4. Murdick, Ross & Clagget : Information Systems for Modern Management, Prentice Hall, New Delhi.
5. Sadagopan, S : Management Information Systems, Prentice Hall, New Delhi.

MBA- 70951 SUMMER TRAINING REPORT AND VIVA- VOCE

Each student shall undergo a summer training for 6-8 weeks at the end of second semester and shall be required to submit a Training Report and present the same in the form of Viva-Voce, at the end of the third semester for evaluation, each carrying 50 marks.

MBA – 7943 RETAIL MANAGEMENT

Objective:

Designed to help students develop acumen and competence in retailing and provide an insight to the concepts of store layout, trading areas, operation, merchandising and retail promotion.

Course Outcomes:

After the completion of the course the students would be able to :

- Identify the concepts of organised retailing and various employment opportunities in retailing.
- Analyse and frame retail marketing strategies and plan marketing operations of a retail business organization.
- Understand the different retailing formats
- Understand the use of marketing tools in retailing.

Course Contents:

UNIT I :

An overview of Retail Management.

Building & Sustaining Relationships in Relating: Value and the Value chain, Retailer Relationships, Technology and Relationships in Retailing. Customer services in Retailing and its classification. **Strategic Planning in Retailing:** Process -Situation Analysis: Philosophy of Business. Organised and Unorganised Retailing . **Retail Formats.** (Case Study/Caselets / Articles)

UNIT II :

Retail Anthropology

Choosing a Store Location: Trading Area Analysis & Site Selection

Merchandise Management and Pricing: The Buying & Handling Merchandise Process. Logistics and Supply Chain.

Pricing in Retailing

(Case Study/Caselets / Articles)

UNIT III:

Retail Promotions: Strategy and Role

Establishing and Maintaining a Retail Image: Components, Exterior, Interior store Layout, POP Displays

e-Retailing : meaning, transition from traditional marketing to e-marketing. E-retailing application perspective

Online store front, creating look & feel, online brand management, online purchasing, retailing and Omni-channel retailing for product and banking services.

(Case Study/Caselets / Articles)

References:

1. Berman Barry & Vans R. Joel. Retail Management – A Strategic Approach, New Delhi, Pearson Education.
2. Levy Michael, Weiz Barton & Grewal Dhruv. Retailing Management, New York, McGraw Hill.
3. Nair Suja. Retail Management, Nagpur, Himalaya Publishing House.
4. Sheikh Arif & Fatima Kaneez. Retail Management, Nagpur, Himalaya Publishing House.
5. Pillai Madhisoodan P. & Pillai Vijayachandran B. Retail Marketing, New Delhi, Sonali

MBA- 7944 Advertising and Media Planning

Objectives:

Designed for students planning to make a career in the field of Marketing. The course objective is to familiarize them with the world of media and advertising which has gradually emerged as an industry with reference to India. Effort has also been made to provide them with practical exposure to the field through illustrations, case studies, and exercises in various aspects of the craft of advertising and media planning.

Course Outcomes:

After going through the course a student shall be able to:

- Identify the significance of communication to the customer.
- Develop an understanding of the marketing communication programme derived from the marketing world
- Develop an understanding of various promotional tools and its logical application.
- Develop an insight into the reach of media and its role in achieving the promotional objectives keeping competition in mind.
- Create the strategy and execution of an ad campaign

Course Contents:

Unit - I: Introduction:

Understanding Marketing Communication- Objective of Marketing Communication. Integrated Marketing Communications: Nature and importance. Promotion Mix: An overview.

Introduction to Advertising- Meaning and Importance of Advertising, Effects of Advertising.

Determining Advertising Goals- Defining Advertising Objectives, DAGMAR . Approach, Hierarchy-of-Effects Model. (Case Study/Caselets / Articles)

Unit – II

MESSAGE DESIGNING: Message Content, Structure Format and Source.

Evaluating Advertising Effectiveness- Need and Importance of Measuring, Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.

The Communicative nature of brands. Brand Personality and their social significance. Brands and Consumers. Perceptual Mapping. Various types of Sales Promotions, Integrating Direct Marketing into Sales Promotion. Challenges in diverse markets, especially in Rural Markets. Managing Personal Communication. Corporate Communication. An overview to specific sector practices of IMC.

(Case Study/Caselets / Articles)

Unit - III

MEDIA PLANNING: Media Alternatives. Determinants of Media Choice. Process Of Media Selection. Media Scheduling. Advertising Budget. Functions of an Ad. Agency.Social, Ethical and Legal Issues in Advertising.

DIGITAL MARKETING: Strengths, Applications, Communication modes of E-marketing. Online marketing mix: E-products, e-promotion. Online consumer: Digital ecosystems, Online Consumer visit and models of website visits.

(Case Study/Caselets / Articles)

References:

1. Chhunawala, S. A.: Foundation of Advertising – Theory and Practice, HPH
2. Aaker, David A., Batra, Rajiv, Myers, John G.: Advertising Management, New Age International Publishers
3. Mathur, U. C.: Advertising Management, New Age International Publishers
4. Gupta, S. L. and Ratna, V. V.: Advertising and Sales Promotion Management, Sultan Chand and Sons.
5. Batra Rajeev. Advertising Management, Financial Times, Imprint of Pearson

MBA- 7945 LEGAL FRAMEWORK GOVERNING HUMAN RESOURCES- I

Objective:

To know the development and the judicial setup of Labour Laws. To learn the salient features of welfare and wage Legislations. To learn the laws relating to Industrial Relations, Social Security and Working conditions. To understand the laws related to working conditions in different settings.

Course Outcomes:

- The student knows about the basic concepts relating to Industrial Jurisprudence and Labour Policy in India.
- The student has elementary knowledge about industrial peace, labour harmony and is capable to apply labour laws in day to day labour issues and problems.
- The student has general awareness about Industrial Relations, Social Equity and Social Security

Course Contents:

UNIT I

The Factories Act, 1948:

Definitions, Approval Licensing and Registration of Factories, The Inspecting Staff, Health Safety and Welfare. Provisions relating to Hazardous Processes . Working hours of Adults. Holidays. Employment of Young Persons. Annual Leave with Wages, Penalties and Procedures.

UNIT II

The Industrial Disputes Act, 1947:

Definitions, What is an Industry? Procedure for Settlement of Industrial Disputes and Authorities Under the Act. Procedure, power and duties of Authorities. Notice of change in Condition of Service. Reference of Disputes to Boards, Courts or Tribunals and Voluntary Reference. Award and settlement. Strikes and Lock-outs, Lay – off and Retrenchment, penalties.

The Industrial Employment (Standing Orders) Act, 1946:

Object, Definitions, Procedure for submission of draft Standing Orders, Procedure for Certification of Standing Orders. Enforcement of the Act. Miscellaneous.

UNIT III

The Workmen’s Compensation Act, 1923:

Defences available to Employees before passing of the Act, Definitions. Rules regarding Workmen’s Compensation. Distribution of Compensation. Notice and Claim. Miscellaneous.

The Trade Unions Act, 1926:

Growth of Trade Unions, Law relating to Trade Unions, Definitions. Agreement not affected by the Act. Appointment of Registrars, Registration of Trade Unions, Cancellation of Registration and Appeal. Right and Privileges of a Registered Trade Union. Duties and Liabilities of a Registered Trade Union. Amalgamation of Trade Unions, Dissolution of Trade Unions. Regulations and Penalties.

References:

1. Elements of Mercantile Law, by N D Kapoor, Sultan Chand & Sons
2. Business Law, by M C Kuchhal, Vikas Publications
3. Mercantile Law, by S S Gulshan
4. A manual Business Law, by S N Maheshwari and S K Maheshwari, HPH
5. Business Law for Management, by K Bulchandani, HPH
6. Business Law, by P C Tulsian and Bharat Tulsian, McGraw Hill

MBA- 7946 MANAGEMENT OF INDUSTRIAL RELATIONS

Objectives:

The purpose of this paper is to provide an in depth understanding of the role of good industrial relations for the smooth conduction of business

Course Outcomes:

- Students shall understand the various issues related to industry and organization.
- They will understand the dynamism of industrial relations.
- They shall think strategically about the employer employee relations.

Course Contents:

Unit I

Industrial Relations: Concept, Impact of Industrial Revolution. Importance, scope and Aspects of Industrial Relations, Components, Factors and Approaches to Industrial Relations

Industrial Dispute: Essentials, Classification, Impact, Causes and Types of Disputes, Strikes: When are the strikes justified or illegal, Prevention of Strikes. (**Case Study/Caselets / Articles**)

Unit II

Trade Union : Concept, Features, Functions, Approaches, Types and Structure

Trade Union Movement in India: Growth and development. Present scenario of the trade movement

Central trade Unions: INTUC, AITUC, BMS, UTUC, CITU, HMS – an Overview and objectives. Problems of Trade Unions, recognition of Trade Unions under the Code of discipline

Emerging Trends in Union Management relations, Cross Cultural aspect of Union Management relations, Management and Employer Associations. (**Case Study/Caselets / Articles**)

Unit III

Discipline and Grievance Management:

Industrial Disputes, Preventive Measures, Labour Welfare, Tripartite and Bipartite bodies, Ethical codes, Workers' Participation in Management, Collective Bargaining.

Industrial Disputes – Settlement machinery – Conciliation and Adjudication, employee empowerment and quality management. (**Case Study/Caselets / Articles**)

References

1. Ramaswamy, E.A. The Rayon's Spinner : The Strategic Management of Industrial Relations, N.D. Oxford University Press.
2. Niland Jaya, The Future of Industrial relations, N.D. Sage Pub.
3. Dynamics of industrial relations by C.B.Mamoria and P.Subba Rao
4. Essential of Human Resource Management and Industrial Relations, by P Subba Rao, HPH
5. Industrial Relations, Trade Unions and Labour Legislation, by P R N Sinha, Indu Bala Sinha & Seema Priyadarshani Shekhar, Pearson

MBA- 7947 Security Analysis and Portfolio Management

Objectives:

- To make students understand the various financial markets with special reference to stock market and its regulations.
- To make them aware about analysing financial securities for investment in a Portfolio.

Course Outcomes:

- Students will understand the various types of securities traded in the stock market.
- They will understand the analysis of securities for personal investment.
- Student shall learn to design a profitable portfolio and also know its scope as a Portfolio Manager.

Course Contents:

Unit – I

Investment Environment – Investment alternatives, stock market, SEBI, Market indices; **Security Analysis:** Objectives, Principles, different types of securities. **Fundamental Analysis (EIC)** Economic, Industry and Company Analysis, Top Down V/s Bottom up Approach. Valuation of equity share and fixed income securities.

Technical Analysis - Price and Volume Indicators, Indices and Moving Averages, Charting Tools, Bullish & Bearish Indicators. Interpretation of Trends and Indices.

Dow's Theory, Elliot Wave Theory.

Efficient Market Hypothesis – Different forms of market:- Weak, Semi Strong and Strong Markets, Random Walk theory. (Case Study/Caselets / Articles)

Unit – II

Introduction to Portfolio Management – Meaning, Importance and Objectives. Effects of combining securities; Estimating rate of return and standard deviation of Portfolio return. Types of Risk – Systematic and Unsystematic Risk, Portfolio Total Risk, Beta – Coefficient. Markowitz Portfolio Theory (MPT); Diversification of portfolios. The Mean Variance Criterion (MVC) – Feasible Portfolio, The Efficient Frontier, Opportunity Set, Optimum Portfolio, Global Minimum Variance Portfolio. **Portfolio Selection** – Management of Risk – Standard deviation, Variances, correlation and co-variance of securities, Capital Market Line (CML) and Security Market Line (SML); Capital Asset Pricing Model; CAPM – Model equation; Arbitrage Pricing theory (APT) and factor models. (Case Study/Caselets / Articles)

Unit – III

Portfolio Performance Evaluation – Risk- Return adjusted measures of performance evaluation; Methods of evaluation – **Sharpe's Ratio, Treynor's Ratio and Jensen's Measures**; Distinction between Leveraged and Unleveraged Portfolio; **Bond Portfolio management Strategies** – Active and Passive strategies. (Case Study/Caselets / Articles)

References:

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi
2. Bhall, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey
4. Elton, Edwin J and Gruber, Martin J. : Modern Portfolio Theory and Investment Analysis, John Wiley, New York.
5. Amling, Frederic: Investment, Englewood Cliffs, Prentice Hall, New Jersey

MBA- 7948 MANAGEMENT OF FINANCIAL MARKETS & SERVICES

Objective:

To help students understand the various financial markets & services and their role in overall financial system.

Course Outcomes:

- Students will understand the conceptual dynamics of Indian financial system
- Have knowledge about the services provided by the financial system

Course Contents:

UNIT-I

An overview of Indian Financial system —formal and informal financial system, components of formal financial system, functions, features, role, financial services and problems **Financial system and financial markets-** role, participants, functions and classification of financial markets, Financial markets in India, globalization of financial markets, classification of global financial markets. **Management of risk in financial services-**types and sources of risk, strategies for managing risk **Regulatory framework in financial services-** types of regulations, regulations on banking services, insurance services, investment services and merchant banking services. **Merchant banking services-** services provided, regulations on merchant bankers, code of conduct for merchant bankers, Merchant bankers in India—public and private sector, **Issue management**—types of issues, who can be a issue manager, roles of issue manager, types of project appraisal, capital structure, public issue management, marketing the issue, selecting a public issue proposal, pricing of issues. (**Case Study/Caselets / Articles**)

UNIT-II

Stock exchange –functions and organization—meaning and nature of stock exchange, economic function of SE, development of Indian stock market, regulations and organizational structure of SE in India, recent developments in Indian stock market structure. **Broking and trading in equity**—rules of transaction, economic characteristics, listing of securities in an exchange, intermediaries, settlement of trades ,settlement guarantee mechanism, transfer of ownership **Broking and trading in debt**—rules of transaction, types of debt instruments in the market, debt trading in India, listing of debt instruments in an exchange, intermediaries in debt trading , execution and settlement of trades, transfer of ownership of securities, initiatives needed for a vibrant debt market .**Mutual funds**—types of mutual fund schemes, mutual fund investors, constitution of mutual funds, operational efficiency of mutual funds, benefits of mutual funds. **Asset financing services—Leasing and Hire purchase**—elements of leasing, types of leasing , reasons for leasing, main clauses in the lease agreement, financial consideration affecting the buy or lease decision, pros and cons of leasing, features of hire purchase agreement, selection between leasing and hire purchase (**Case Study/Caselets / Articles**)

UNIT-III

Debt securitization—meaning, assets which can be securitized, mechanism of securitization, instruments of securitization, pricing of the securitization instruments, benefits of securitization, criteria for investment. **Housing finance**—structure of the housing finance industry, role of national housing bank in housing finance, housing finance schemes of National Housing Bank, HDFC, LIC housing finance ltd., GIC housing finance, Canfin homes ltd., SBI home finance .**Credit rating**—meaning, types, importance, limitations, process of credit rating, factors contributing to success of credit rating. **Allied Financial services—Credit cards**—introduction, types of credit cards, facilities and services provided by credit cards, credit card business cycle, benefits of credit cards, modern trends in the payment business **Venture capital**—features, stages of venture capital financing, instruments of finance, organization of venture capital industry, sources of venture capital funds, exit alternatives. **Factoring, forfaiting and bill discounting**—characteristics, parties to factoring contract, types of factoring, terms and conditions of factoring, advantages /disadvantages of factoring, mechanism of factoring, RBI guidelines for factoring, factoring in India, forfaiting in India its mechanism and advantages/disadvantages, difference between factoring and forfaiting, Bill discounting, bill rediscounting ,revitalizing the bills market in India.(**Case Study/Caselets / Articles**)

References—

1. Bhalla, V.K., Management of Financial Services, Anmol Publications.
2. Desai Vasant, Financial markets and Services Hiamlya publishing House
3. Awadhani, V.A., Marketing of financial Services.
4. Gordon, E and Natrajan K., Financial Markets and Services
5. Bhalla, V.K., and Dilbag, Singh, International Financial Centres, New Delhi, Anmol Publications.

FOURTH SEMESTER

MBA- 7951 STRATEGIC MANAGEMENT

Course Objectives-

Strategic management is central to the operation of a variety of businesses in different sectors and environments. In a competitive global environment, understanding strategic principles, tools for analysis and techniques for implementation are of great importance to managers, to assist them in enhancing firm performance.

Course outcomes-

- Students shall be able to analyse and think critically as well as apply some of the introduced concepts and tools.
- An intellectual application of these theories together with the self-development of your own ideas will be utilised to demonstrate transferability of skills via a series of practical case applications.
- The students would be enhanced with skills for applying these concepts to the solution of business problems and Create mastery in analytical tools of strategic management.

Course Contents:

UNIT I – BASIC CONCEPTS OF STRATEGIC MANAGEMENT - Strategy, strategic Management Process:- Deliberate & Emergent. Approaches to Strategic Decision Making. Mission and Objectives. SWOT Analysis.

Environmental Scanning. Industry Analysis, Porter's Approach, Competitive Intelligence, Forecasting, Techniques of Forecasting. Internal Scanning:- Resource based Approach to Organisational Analysis, Value Chain Analysis, Scanning of functional Resource and Strategic Audit. (**Case Study/Caselets / Articles**)

UNIT II – STRATEGY FORMULATION AND STRATEGIC CHOICE –Generating Alternative Strategies using a TOWS Matrix. Business Strategies, Porter's Competitive Strategies. Corporate Strategy. Grand Strategies – Growth. Stability, Retrenchment.

Portfolio Analysis– BCG, Hofer, Shell and G.E's Matrices. Functional Strategies and Core Competencies. Strategies to Avoid.

STRATEGIC CHOICE – Construcyion of Corporate Scenarios and process of strategic Choice. Development of Policies. (**Case Study/Caselets / Articles**)

UNIT III – STRATEGY IMPLEMENTATION, EVALUATION AND CONTROL - McKinsey's 7-S Framework. Strategic Implementation Process. Resource Allocation. Strategic Budgeting Process. Organisation Structure. Action Planning. M.B.O. and T.Q.M. Business Process Reengineering, Reverse Enginerring, Benchmarking.

STRATEGY IMPLEMENTATION, EVALUATION AND CONTROL – Evaluation and Control Process. Types of control. Tools for Control- Activity based Costing, Economic Value Added, Balanced Scorecard, Responsibility Accounting Ratio Analysis, Mckinsey's 7-S Framework Benchmarking and Strategic Audit. (**Case Study/Caselets / Articles**)

References:

- 1.P Subba Rao ,Business Policy And Strategic Management ,2017, Himalaya Publishing House
- 2.Azhar Kazmi,Strategic management,4th edition,Mcgraw Hill education India pvt ltd
- 3.V Ramaswamy, S Namakumari,Strategic planning Formulation of corporate Strategy,Text and cases Indian Context ,Macmillan Publishers
- 4.CB Gupta, Business Policy and Strategy,S Chand Publishers
5. Francis Cherunilam Garg, Business policy and strategic management,4th revised edition.Himalaya Publishing house

MBA- 7952 MANAGEMENT OF SERVICES

Objectives:

The objectives of this course is to develop an understanding of the service sector and its marketing implications and accordingly to equip the students with requisite knowledge and enable them with skills required to excel in the area of services marketing.

Course Outcomes:

After completion of the course, the students shall be able to:

- Describe fundamental concepts and principles of services marketing.
- Deduce customer expectations of the service and ascertain quality perception and satisfaction.
- Develop ability to design and execute effective services marketing strategies

Course Contents:

UNIT I

Introduction to Services : Introduction to Services and Service Sector. Differences in goods versus services marketing. The services marketing triangle. Extended Services marketing Mix. The gaps model of service quality. **Consumer Behavior in service:** Search versus experience versus credence properties. Services categories in the decision making process. **Customer Expectations of Service:** Meaning and types of service expectations, Factors that influence customer expectations of service, a model of customer service expectations. **Customer Perception of Service:** Customer perception, satisfaction versus service quality, Internal & External customer perception. Customer satisfaction, Service quality, Building Blocks of satisfaction and service quality, Strategies for influencing customer perception. (Case Study/Caselets / Articles)

UNIT II

Service Development and Design: New service development. Physical Evidence and the Services cape: Physical evidence — What is it ? Types of servicescapes. Roles of the services cape. **Employee's roles in service delivery:** the critical importance of service employees. Boundary- spanning roles. Strategies for closing gap3. **Customer roles in service delivery :** The importance of customers in service delivery, customers' role, Strategies for enhancing customer participation, Defining customers' jobs, Recruiting, educating, and rewarding customers. Managing the customer mix. **Delivering Service through intermediaries and electronicchannels:** Direct or company owned channels, Key problems involving intermediaries; Key intermediaries for service delivery. Self Service technologies. **Pricing of Services:** Three key ways service prices are different for consumers? Approaches to pricing service, pricing strategies that link to the four value definitions. (Case Study/Caselets / Articles)

UNIT III

Relationship Marketing: Meaning, Nature and Scope **Relationship Development process:** Networking — nature, role and mechanism. **Developing and managing relationships:** Customer Selection, Relationship Strategies & implementing CRM. CRM in Web2.0 World: definition, goals, Process Role, Applications Customer Lifecycle, e-crm. (Case Study/Caselets / Articles)

References:

1. Zeithaml A. Valerie, Bitner Jo Mary, Gemler D. Dwayne & Pandit Ajay. Services Marketing- Integrating Customer Focus Across the Firm, Chennai, Mc Graw Hill.
2. Lovelock C., Wirtz J & Chatterjee Jayanta. Services Marketing, People. Technology, Strategy, Delhi, Pentice Hall.
3. Gay R. Alan C. & Esen R. Online marketing – A Customer led Approach, Noida, Oxford.
4. Shainesh g. & Sheth N jagdish. Customer Relationship Management – A strategic Perspective, Delhi, Mcmillan.
5. Srinivasan R. Services marketing: The Indian Context, New Delhi, PHI.

MBA- 7953 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Objective:

To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The goals of this programme are to inspire students and help them imbibe an entrepreneurial mind-set. They will be introduced to key traits and be given an opportunity to assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur.

Course Outcomes:

After completing the course, the students shall be able to:

- To examine entrepreneurial strategies to explore new entry opportunities, methods of enhancing creativity and generation of ideas.
- To illustrate the concept of corporate entrepreneurship and development of the same in the organizations.
- To comprehend the significance of women entrepreneurs, rural entrepreneurship, netpreneurs and social entrepreneurship.

Course Contents:

UNIT – I

Introduction: Concept of entrepreneurship; Function of an entrepreneur; Entrepreneurial competencies; Emergence of entrepreneurial class; Theories of entrepreneurship; Women Entrepreneurship. **Entrepreneurial Development:** Environmental factors affecting Entrepreneurial Development, Entrepreneurial Development Programmes and their evaluation; Government Policies and their effects; Role of Government and other Institutions. (Case Study/Caselets / Articles)

UNIT –II

Management of Small and Medium Enterprises: Role of SMEs in Indian Economy; Problems of SMEs; Institutional support. Various issues related to Production, Marketing, Finance and Human Resource Management of SMEs. Industrial sickness Causes, Prevention and Remedies; Technological up-gradation. **Creativity and Innovation:** **Creativity** – Nature, Constituents, Types; Techniques of Creative Thinking – Focus Groups, Brainstorming, Attribute Analysis; Synectics; Innovation – Types and Phases. (Case Study/Caselets / Articles)

UNIT- III

Rural Entrepreneurship -Definition, Meaning, Need, Approaches, Opportunities and Challenges; Rural Entrepreneurship and Rural Development; Growth of Rural Entrepreneurship in India.**Social Entrepreneurship** – Definition and Meaning, Governance of Social Entrepreneurship; Measuring Social Impact. Netpreneurship. (Case Study/Caselets / Articles)

Suggested Readings:

- 1.SS Khanka & CB Gupta,Entrepreneurship & Small Business Management,Sultan chand & sons,2017
- 2.Satish Taneja&S.L.Gupta, Entrepreneur Development, Gologtia Publishers.
3. Vasant Desai,Small Scale Industries and Entrepreneurship, Himalaya Publishers
- 4.Vasant desai,Entpreneurial Development,Himalaya Publishing house,2014
- 5.Charantimath Poornima M, Entrepreneurship & Small Business Enterprses,3rd edition,Pearsons Education

MBA- 7966 DIGITAL MARKETING

Objectives:

The objective of the course is to provide students with a broad understanding of the impact of marketing in the digital environment. The course targets to equip them with the knowledge of the new paradigm of understanding consumer in this rapidly changing digital environment and seeks to familiarize the participants with the concepts and techniques applicable to digital marketing.

Course Outcomes:

After going through the course the students shall be able to

1. Understand the similarities between non-digital and digital marketing.
2. Understand the difference between non-digital and digital marketing.
3. Understand consumer behavior in the digital environment.
4. Formulate digital strategy
5. Understand the concept of social media marketing.

Contents

Unit I

E- Definitions: E-commerce, E-business, E-marketing, M-commerce.Ten Cs for Internet Marketers. & M-marketing : Strengths and Applications, communication modes. Internet Penetration And Digital Commerce; Social Media; Similarities And Differences Between Online And Offline marketing; Internet Marketing In India; Business Response To Emerging Digital Revolution; Digital Devices, Platforms, Media, Data And Technology. (**Case Study/ Caselets / Articles**)

Unit II

Digital Marketing Strategy: Digital Conversion Funnel: Customer Acquisition, Conversion And Retention; Acquisition: Search Engine Optimization; Paid Advertising, Search Advertising, Display Advertising, Social Media Marketing, Email Marketing; Measuring Success Of Search Engine Optimization, Mapping Search Engine Journey; On Page And Off page Search Engine Optimization;

Unit III

Online Consumer Behaviour: Decision Making Process; Problem Recognition, Information Search, Evaluation, Choice And Post Purchase Behaviour.

Online Consumer Segmentation; Online Marketing Mix; Consumer Segments And Targeting, User Experience.

Social Media Analytics: Data Type And Collection, Structured And Semi-Structured data, Social Media Metrics, Social Media ROI, Social Networks And Social Network Analysis; Social Media Analytics With Unstructured Data: Text Mining, Social Customer Relationship Management, Text Mining For Communication And Reputation Management. Big Data

(**Case Study/ Caselets / Articles**)

Suggested Readings:

1. Aslam K (2017). The 7 Critical Principles of Effective Digital Marketing. Arizona: Scottsdale, The Stone Soup Hustler Publication.
2. Bly R.W. (2018). The Digital Marketing Handbook. Entrepreneur Press.
3. Giovannoni, E (2018). The Digital Marketing Planning. Brisbane: Chasefive.com.
4. Maity, M (2017). Internet Marketing. New Delhi. Oxford University Press, Faculty of Management Studies, University of Delhi.155
5. Rayan D and Russ, H (2017). Digital Marketing for Dummies. NJ: John Wiley.

MBA- 7955 INTERNATIONAL MARKETING MANAGEMENT

Objectives:

To familiarize students with the cross –cultural behaviour and its management for successful operations of the international firms. To help the students understand the peculiarities of international marketing. Students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations.

Course Outcomes:

- Understand the concept and technique of international marketing
- Develop plans and marketing strategies for entering into international markets and managing overseas operations.
- Apply the key terms, definitions, and concepts used in marketing with an international perspective. Compare the value of developing global awareness vs. a local perspective in marketing.

Course Contents:

UNIT- I

Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing; international market orientation - EPRG framework; International market entry strategies.

International Marketing Environment: Internal environment; External environment- geographical, demographic; economic, socio-cultural., political and legal environment; Impact of environment on international marketing decisions.

Foreign Market Selection: Global market segmentation: Selection of foreign markets; International positioning. (**Case Study/ Caselets / Articles**)

UNIT- II

Product Decisions: Product planning for global markets; Standardization vs. product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies. .

Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations. (**Case Study/ Caselets / Articles**)

UNIT -III

Distribution Channels and Logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

International Marketing Planning; Organizing and Control: Issues in international marketing planning; International marketing information system; Organizing and controlling; international marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalization; WTO. (**Case Study/ Caselets / Articles**)

References:

1. Rakesh Mohan Joshi, international marketing second edition, oxford university press
2. Sak Onkvisit, John J Shaw, International Marketing Strategy and Theory, Routledge Publishers, 2009
3. Philip R Cateora and Mary C Gilly and John L Graham, International Marketing , McGraw Hill, 16TH EDITION
4. R Shrinivasan, International marketing, PHI Learning, 4th edition
5. Kristiaan Helsen, International Marketing, John Wiley Publishers, 6th edition

MBA- 7956 SALES AND DISTRIBUTION MANAGEMENT

Objectives:

- To help students understand the meaning, objectives and functions of Sales Management, Process of Personal Selling, Sales Force Management, Sales Organizations, Manpower Planning, Recruitment, Selection, Training, motivation and compensation
- To develop, among students, better understanding of Sales Terms like Sales Quotas, Sales Budget, Sales Territory, Sales Audit and Sales Analysis
- To help students understand the nature and scope of Physical Distribution, Distribution Strategies, Types and selection of Warehousing, Order Processing and Transportation

Course Outcomes:

- Students will understand the concept of Sales Management, types and Process of Personal Selling, explore elements of Sales Force Management
- Students will understand the Process and application of different Sales Terms- Sales Analysis, Sales Quotas, Sales Budget, Sales Territory, Sales Audit
- They will understand the concept of Physical Distributions and its elements, explore various Distribution Strategies and have better comprehension of Order Processing, Warehousing and Transportation

Course Contents:

UNIT-I

Sales management- meaning and objective, Roles of sales Executive, sales management in marketing programmed, salesmanship and theories of selling, sales organization- its purpose and structure, sales organization and distribution network. **(Case Study/ Caselets / Articles)**

UNIT-II Sales force management- sales force- its planning and size, sales job and dualities of salesman, sales force tasks. Recruitment, selection and training, motivating and compensating sales force, sales and administration and control- sales analysis and sales quotas, evaluation of sales efforts, sales and marketing audit. **(Case Study/ Caselets / Articles)**

UNIT-III

Channel design decisions and management- establishing channel objective and constraints, identifying and evaluating major channel alternatives, selecting, motivating evaluating channel members, conflict and cooperation among channel members, physical distribution- nature, order processing, warehousing, inventory and transportation. **(Case Study/ Caselets / Articles)**

References:

1. Selling Dynamics by Allen R. Y.
2. Professional Sales Management by Anderson & Hair
3. Selling and Sales Management by Lancaster GL
4. V.S. Ramaswamy ,Marketing Management: A Strategic Decision Making Approach Sage Publications India Pvt Ltd
5. A.Sherlekar, Marketing Management, Himalaya, Publishers.

MBA – 7957 LEGAL FRAMEWORK GOVERNING HUMAN RESOURCES- II

Objectives:

The course is designed to promote understanding of the various legislations governing the human resources in organizations. Providing extensive knowledge regarding the basis of Industrial Relations, Social Equity, Social Security, Growth of Labour Legislation in India and Government Schemes for welfare of Labour Classes.

Course Outcomes:

- The student knows about the basic concepts relating to Industrial Jurisprudence and Labour Policy in India.
- The student has elementary knowledge about industrial peace, labour harmony and is capable to apply labour laws in day to day labour issues and problems.
- The student has general awareness about Industrial Relations, Social Equity and Social Security

Course Contents

UNIT I

The Payment of Wages Act, 1936:

Definitions, Rules for Payment of Wages. Deduction from Wages. Maintenance of registers and records, Enforcement of the Act. Miscellaneous

The Minimum Wages Act, 1948:

Definitions, Fixation and Revision of Wages. Advisory Board and Central Advisory Board. Safeguards in Payment of Minimum Wages. Enforcement of the Act, Offences and Penalties. Miscellaneous (**Case Study/Caselets / Articles**)

UNIT II

The Payment of Bonus Act, 1966:

Object, Definitions. Eligibility and Disqualifications for Bonus. Determination of Bonus. Special provisions with respect to certain Establishment. Inspectors, Penalties and Offences.

The Payment of Gratuity Act, 1972:

Definitions. Payment and Forfeiture of Gratuity and Exemptions. Compulsory Insurance and Protection of Gratuity. Nomination. Determination and Recovery of Gratuity. Inspectors. (**Case Study/Caselets / Articles**)

UNIT III

The Employee's Provident Funds and Miscellaneous Provisions Act, 1952:

Definitions. Employee's Provident Fund Scheme. Employee's Pension Scheme and Fund. Employees' Deposit - Linked Insurance Scheme and Fund. Administration of the Schemes. Determination of Money due from Employers, their recovery and Employees' Provident Fund Appellate Tribunal. Inspectors, Penalties and Offences.

The Employee's State Insurance Act, 1948:

Definitions. Administration of the Scheme. Finance and Audit. Contributions. Benefits. Adjudication of disputes and Claims. Penalties, Miscellaneous. (**Case Study/Caselets / Articles**)

References:

1. Elements of Mercantile Law, by N D Kapoor, Sultan Chand & Sons
2. Business Law, by M C Kuchhal, Vikas Publications
3. Mercantile Law, by S S Gulshan
4. A manual Business Law, by S N Maheshwari and S K Maheshwari, HPH
5. Business Law for Management, by K Bulchandani, HPH
6. Business Law, by P C Tulsian and Bharat Tulsian, McGraw Hill

MBA- 7958 COMPENSATION MANAGEMENT

Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Outcomes:

- Students shall study the techniques of retaining the employees.
- To make them understand the composition pattern of industry.
- To study the importance of retaining employees.

Course Contents:

Unit –I

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improved Competitiveness; Diagnosis and Bench marking, Obtaining Commitment.(**Case Study/ Caselets / Articles**)

Unit -II

Determination of Inter and Intra-industry Compensation Differentials; Internal and External Equity in Compensation Systems; Understanding Tools used in Designing, Improving and Implementing Compensation Packages. Compensation Design for specific types of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, et.(**Case Study/ Caselets / Articles**)

Unit -III

Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans. Compensation Practices of Multinational Corporations and Strategic Compensation Systems; Statutory Provisions Governing different Components of Reward Systems; Working of different Institutions related to Reward System like Wage Boards, Pay Commissions. (**Case Study/ Caselets / Articles**)

References:

1. Bhattacharya, Deepak Kr ,Compensation Management ,Oxford University Press
2. Henderson,Richard, Compensation Management,Prentice Hall of India
3. Mustachio.,Joseph J., Strategic Compensation,Pearson Publications
4. Ramaswamy, E.A. The Rayon's Spinner : The Strategic Management of Industrial Relations, N.D. Oxford University Press.
5. Niland Jaya, The Future of Industrial relations, N.D. Sage Pub.

MBA- 7959 RECENT TRENDS IN HRM AND TRAINING & DEVELOPMENT

Objectives:

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

Course Outcomes:

- Demonstrate an understanding of key terms, theories and importance of Training in the area of HR.
- Demonstrate competence in development of Human Resource through Training in the area of HR Management.

UNIT –I

Nature and Importance of Training in Organisation Development and Individual Development.; Learning through Training; Knowledge and Skill Development Organisational Set-up and Responsibility for Training. Making Training Effective, Designing, Budgeting and Organising for Training Programme. Instructional Objectives and Lesson Planning. (Case Study/Caselets / Articles)

UNIT –II

Developing Training Climate, Developing Training Modules; Trainer and Training Styles; Evaluation and Follow-up of Training Programme; Facilities Planning and Training Aids; Training Communication; Training and Development in India. (Case Study/Caselets / Articles)

UNIT –III

Recent Trends in HRM: Introduction to TQM, Top Management Leadership and HRD, Methods to adopt TQM, Impact of HR in TQM. Retention Strategies to Manage Attrition. Quality of Work Life- Strategies for Improving QWL. Work Life Balance. Globalisation and HRM- Changing Demographics of Workforce, Managing workforce diversity. HRIS. Talent Management. (Case Study/Caselets / Articles)

References:

1. Beunet, Roger ed.: Improving Training Effectiveness, Aldershot, Gower.
2. Buckley R & Caple, Jim: The Theory & Practice of Training, London, Kogan & Page
3. Lynton, R Pareek, U.: Training for Development, 2nd ed., New Delhi, Vistaar
4. Pepper, Allan D.: Managing the Training and Development Function, Aldershot, Gower
5. Rae, L.: How to Measure Training Effectiveness, Aldershot, Gower
6. Reid, M. A. etc.: Training Interventions: Managing Employee Development 3rd ed., London, IPM
7. Senge, P.: The Fifth Discipline: The Art and Practice of the Learning Organisation, London, centur

MBA- 7967 TAX MANAGEMENT

Objectives:

- To help the students gain a thorough understanding about the Tax Management, types of Assessee and Residential Status and incomes.
- Understanding individual taxation and calculation of tax.
- Understanding Corporate Tax & GST- an indirect tax.

Course Outcomes:

- Student will be able to understand the basic knowledge of Direct & Indirect Tax.
- To enable them to analyze the impact of Inflation on Project evaluation.
- Students will have an understanding of the Projects and their Financial Statements analysis.

Course Contents:

UNIT – I

Overview of Taxation : Direct and Indirect taxation. Assessment of tax. Financial year. Assessee – Tax on individual income. Residential status. Incidence of tax based on Residential Status, Tax on individual income: types of Income, an overview, Income from Salaries, including important HRA and other allowances. Set off & Carry forward of losses, Tax deducted at source, advance payment of tax. Computation of total income . Income Tax Authorities.

UNIT – II

Corporate Tax in India: Definitions, Treatment of losses & unabsorbed items; Carry forward and set off losses, Taxable Income & Tax Liability, Minimum Alternate Tax, Dividend Tax. Double Tax Avoidance and Treaties, Fringe Benefit Tax and other terms, Nature and scope of tax planning

UNIT – III

GST- Scheme of GST, Types of GST:- CGST, SGST, IGST, UTGST.

Classification of Goods. GST Taxable event; “Supply” of Goods and Services. Place of Supply, Within State, Interstate, Import and Export. Valuation rules. Tax Invoice, Bill of Supply, E-way Bill. Goods and Services Not Covered Under GST.

References:

1. Corporate Tax Planning and Business Tax Procedures: V K Singhania and Monica Singhania (VKS)
2. Palkhiwala- Income Tax (Tripathi Publication)
3. Prasad Bhagwati- Income Tax Law & Practice (Vishwa Prakashan)
4. Lakhotia R N- How to Save Wealth Tax (Vision Book)
5. Santaram R- Tax Planning by Reports (Taxman)
6. Bhatia H L- Public Finance (Vikas)

MBA- 7961 FINANCIAL DERIVATIVES

Objectives:

- To give an in-depth knowledge of the functioning of derivative securities market.
- To make the students aware of Financial instruments and their importance.

Course Outcomes:

- Students will be able to understand the importance and practice of various Financial Instruments.
- They will be able to understand financial derivatives and institutional structure of the market.

Course Contents:

Unit – I

Introduction Meaning and Purpose of Derivatives; Forward Contracts, Future Contracts, Options, Swaps and other Derivatives; Type of Trader; Trading Future Contracts; Specification of the Future Contracts; Operation of Margins, Settlement and Regulations. Sources of Financial Risk Credit Vs Market, Default Risk, Foreign Exchange Risk, Interest Rate Risk, Purchasing Power Risk; Systematic and Non-systematic Risk. **(Case Study/ Caselets / Articles)**

Unit - II

Options Types of Options; Options Trading; Margins; Valuation of Options; Binomial Option; Pricing Model; Black-Scholes Model, Exchange Traded Options, Over – the Counter Options, Quotes Trading, Margins, Clearing, Regulation and Taxations; Warrants and Convertibles. Futures Hedgers and Speculators; Future Contracts; Future Market – Clearing House Margins, Trading Future Positions and Taxation; Future Prices and Spot Prices; Forwards Prices Vs Future Prices; Future Vs Options. **(Case Study/ Caselets / Articles)**

Unit - III

SWAPS: Mechanics of Interest Rate Swaps, Valuation of Interest Rate, Swaps Currency Swaps and its Valuation Credit Risk and Swaps.

Managing Market Risk Hedging Schemes: Delta Hedging, Theta Gamma Relationship in Delta Theta and Gamma; Vega and Rho; Portfolio Insurance. Derivatives Market in India: Present Position in India – Regulation, Working and Trading Activity. **(Case Study/ Caselets / Articles)**

References:

1. Chance, Don M; An Introduction to Derivatives; Dryden Press, International Edition
2. Chew Lillian: Managing Derivative Risk, John Wiley, New Jersey
3. Das, Satyajit: Swap & Derivatives Financing, Probes
4. Hull, J. Robert W: Understanding Futures Markets, Prentice Hall, New Delhi
5. Marshall, John and V. K. Bansal: Financial Engineering – A Complete Guide to Financial Innovation, Prentice Hall Inc, New Delhi
6. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York

MBA – 7962 INTERNATIONAL FINANCIAL MANAGEMENT

Objectives:

- To give the students an overall view of the International financial system – instruments and markets.
- To provide an insight of Foreign Exchange markets and transactions.

Course Outcomes:

- Student will be able to understand the basics of International financial management i.e. foreign investments and various financial instruments.
- Students shall understand the Foreign currency and their conversion in domestic currency for evaluation purposes.
- Students will have an understanding of the opportunities, difficulties in International Finance and Statement analysis.

Course Contents:

Unit – I

International Monetary and Financial System Importance of International Finance; Bretton Woods Conference and afterwards, IMF and the World Bank; European Monetary System – Meaning and Scope. Balance of Payments and International Linkages Balance of payments and its Components; International Flow of Goods, Services and Capital; Coping with Current Account Deficit. International Financial Markets, Salient Features of different International Markets; Arbitrage Opportunities; Integration of Markets; Role of Financial Intermediaries. **(Case Study/ Caselets / Articles)**

Unit - II

Foreign Exchange Markets Determining Exchange Rates; Fixed and Flexible Exchange Rate System; Exchange Rate Theories; Participants in the Foreign Exchange Market; Foreign Exchange Markets – Cash and Spot Markets; Exchange Rate Quotes; LERMS; Factors Affecting Exchange Rates – Spot Rates, Forward Exchange Rates, Forward Exchange Contracts; Foreign Exchange Dealings and Currency Possession; Foreign Exchange Trades. **(Case Study/ Caselets / Articles)**

Unit – III

Foreign Exchange Risk Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposures – Internal Techniques, Netting, Matching, Leading and Lagging, Pricing Policy, Assets and Liability Management and Techniques. International Capital and Money market Instruments GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, Floating Rate Instruments, Loan Syndication and Euro Deposits. Current Developments: International Indebtedness; Capital Account Convertibility – Pros and Cons; Innovations in International Financial Instruments. **(Case Study/ Caselets / Articles)**

References:

1. Shapiro, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. V. Sharan, International Financial Management,
4. Levi, Maurice D.: International Finance, McGraw Hill, International Edition
5. Henning, C. N., W. Piggot and W. H. Scott: International Financial Management, McGraw Hill, International Edition.
6. Rodrigues, R. M. and E. E. Carter: International Financial Management, Prentice Hall, International Edition