

BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY
(A CENTRAL UNIVERSITY)
VIDYA VIHAR, RAEBARELI ROAD, LUCKNOW-226025

Course Structure of
MASTER OF BUSINESS ADMINISTRATION

OFFERED BY
SCHOOL FOR MANAGEMENT STUDIES



**MASTER OF BUSINESS ADMINISTRATION - DETAIL OF COURSE
I SEMESTER**

S.No	Name of Paper	Nature	Credits	Paper Code
1	Principles & Practices of Management	Core	3	MBA-111
2	Managerial Economics	Core	3	MBA-112
3	Environment & Management	Core	3	MBA-113
4	Statistical Methods for Decision Making	Core	3	MBA-114
5	Accounting & Financial Analysis	Core	3	MBA-115
6	Marketing Management	Core	3	MBA-116
7	Human Resource Management	Core	3	MBA-117
8	Business Communication	Core	3	MBA-118
	Total		24	
	Remedial English Course	Compulsory Elective	1	

Add- On Course:

MBA-AOC-I	Soft Skills Development	02 Credits
MBA-AOC-II	Indian Society and Culture	02 Credits

PATTERN OF EXAMINATION:	Marks
<u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten. True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
<u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation.	30
Total Marks	100

MBA -111 PRINCIPLES AND PRACTICE OF MANAGEMENT

Course Objective:

Total Periods: 40

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

Learning Outcomes:

On successful completion of this content, students will be able to:

- Synthesize management principles and practices, to make better understand about the ethical issues pertaining to managerial tasks and decisions.
- Outline the historical evolution of management theories.
- Aware about the managerial threats and opportunities that will impact management of organization.

Course Structure:

Introduction- Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline and activity, Managerial Roles and Skills

Management Thought and Thinkers- Details: Scientific Management (F.W.Taylor, Gantt, Glibreths.); Classical Organization Theory (Henry Fayol, C.I.Barnard, M.P.Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach

Decision Making- Phases, steps of Decision Making; Nature of managerial decision making and its types; Conditions of Certainty, Risk and Uncertainty; Bounded rationality (Herbert Simon); Barriers to decision making; Individual and Group Decision making.

Management Process (A)- Planning (its Nature& Scope; Steps; Principles; Types of plans); **Organizing** (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Work division; Span of Management; Delegation; Decentralization; Coordination; Formal & Informal Organizations; Forms of Formal Organizational Structures, Importance of Direction)

Management Process (B)- Communication (its Importance; Types; Process; Channels; Barriers; Communication Network in organizations-vertical, horizontal, diagonal & informal)

Controlling (its Meaning, Steps, Importance, Sources, Designing the control process, Effectiveness of Control Systems)

Issues of Relevance -Transnational environment and perspectives of business, Quality Management – basic insights of prominent thinkers, Quality of Work Life (QWL); Japanese Management, Search for Excellence. Human Values in Management –Indian perspectives, values for managers, ethical dilemma in Management, Self –development, lessons from Ancient Indian traditions.

REFERENCE

1. James F.Stoner,et al : Management, Pearsons Education Delhi
Harold Koontz Heinz : Management, Tata McGraw Hill Pub. Co., Delhi
2. Weihrich

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| 3. R.N.Singh | : Management Thought & Thinkers, S.C.& Co.,
Delhi |
| 4. S.K.Chakraborty | : Management By Values, Oxford Univ. Press,
Delhi |
| 5. Amitai Etzioni | : Modern Organizations, PHI, New Delhi |
| 6. D.R.Prasad, V.S.Prasad & P.Satyanarayana: | Administrative Thinkers, Sterling
Pub. Delhi |
| 7. Principles of Management | : George R. Terry & S.G. Franklin, AITBS,
Delhi |
| 8. Essentials of Management | : Joseph L. Massie, PHI, New Delhi |

MBA-112 MANAGERIAL ECONOMICS

Course Objective:

Total Periods: 40

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Learning Outcome:

On successful completion of this content, students will be able to:

- Develop an understanding about the application of managerial economics.
- Aware about the different types of economic laws and their analysis.
- To make understand nature of market complexities and its impact on national income.

Course Structure:

- Nature and Scope of Economics**-Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.
- Demand Analysis and Demand Forecasting**-Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.
- Indifference Curve Analysis**-Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.
- Cost Analysis**-Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.
- Market Structure and Product Pricing**-Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.

- Factor Pricing**-Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.
- Profit Analysis and profit Forecasting**-Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.
- National Income**-Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India’s National Income.
- Recent Economic Issues and Developments:**

REFERENCE:

<p>Thomas & Maurice: Managerial Economics-Concepts and Applications, Irwin Professional Publications, Mote & Paul: Managerial Economics, McGraw Hill Publication</p> <p>Dean Joel : Managerial Economics, Prentice-Hall</p> <p>Gupta G.S. : Managerial Economics, Tata McGraw Hill Publication</p> <p>Koutsoyiannis A : Modern Microeconomics. Macmillan,</p> <p>Diwedi : Managerial Economics, Pearson Education</p> <p>D. N. Pearson Education India</p>	<p>Petersen, Lewis and Jain: Managerial Economics. Pearson Education India</p> <p>Salvatore : Principles of Microeconomics, Prentice-Hall</p> <p>Varshney & Maheshwari : Managerial Economics, Sultana</p> <p>Chand & Sons</p> <p>Stoner & Hague : A Text Book of Economic Theory, Pearson</p> <p>Mankiw : Economics-Principles and Application, Cengage Learning.</p> <p>Slow & Sutcliffe : Economics Business, Pearson Education</p>
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MBA-113 ENVIRONMENT AND MANAGEMENT

Course Objective:

Total Periods: 40

The course aims at providing an overview of various dimensions of business environment. It seeks to familiarize the participants with various aspects of economic, social, political & the cultural environment of India. This will provide a deeper understanding of the environmental factors influencing Indian Business Enterprises

Learning Outcomes:

On successful completion of this content, students will be able to:

- Explore the role of marketing in business.
- To make familiar with nature and concept of business environment and its relation with Indian Economy.
- Aware about the impact of monetary and fiscal policies.
- Examine internal and external environment of business and strategies for dealing with it accordingly.

Course Structure:

- Introduction**-Meaning, Nature of Business, Concept & Characteristics of Business environment, an overview of various dimensions of business environment, Relevance of Business environment to business, types of environment: internal & external environment, micro and macro environment, competitive structure of industries, competitor analysis and strategic management.
- Globalization & its impact on Indian Economy**-Meaning & levels of globalization, Factors Influencing Globalization, Globalization strategy for a company, Globalization in India, steps towards globalization & effects of globalization
- Economic Environment**-Nature of the economy, Structure of the economy, economic policies, economic conditions, Pattern of trends in & development strategies of economic development in India since Independence, Role of agriculture in Indian economy, Industrial growth in India, Broad features of Indian Industrial policies (upto1991), the new Industrial policy & evaluation of new policy, Village & small industries sector, definitions of SMEs in other countries, importance, development of VSI under the plan , promotional measures, institutional support structure, State industrial policies, Khadi & village industries, Ancillary industries, drawbacks & problems. Economic System, Macroeconomic scenario, Prosperity, Recession, Depression and Stagflation, Financial system, Economic policies, Neo-Liberal Profile of the economy, Market, Economic planning& Control: The Market mechanism, Economic planning, Economic controls. Economic Reforms & Liberalization: The origin of economic crisis, Macro-economic Stabilization, Structural reforms & appraisal of economic reforms.
- Monetary & Fiscal Policies**-Monetary policy, measure of money stock & money supply, instruments of monetary policy, fiscal policy, instruments of fiscal policy, Problems of monetary & fiscal policies, the union budget, state budget, finances of the union and states, the finance commission, importance of the budget, Economic stabilization.
- Economic Planning in India**-The planning commission, the NDC, State plans, formulation of the plan, eleventh plan, performance, the rationale of planning, Important features of Indian Plans , India's Five Year plans : Basic Approach , Strategy of economic Development
- Agriculture and Business**-Role of Agriculture in Economic Development, Trends in Agriculture Production & Productivity, Business directly dependent on Agriculture: The

agro based industries, Dependence of New Agricultural Strategy on Business, Indian agriculture Policy: an overview.

- Political and Legal Environment**-Political institution in India-Legislature, Executive & Judiciary- Brief review of their functions, Indian Constitution-Fundamental rights & directive principles & their influence on Indian Business, Centre- State relationships, participative, economic, regulatory & promotional roles of government of India, evolving role of state /government.
- Social & cultural environment In India**-Salient features of Indian society – class & caste structure of Indian society , Secularism in Indian Society , Rural – Urban differences , Joint family system, Business Participation in social & cultural affairs , Size & growth rate of population ,Age structure of population, Demographic dividend & its impact on business & growth
- Business & Society**-Objectives & importance of business, professionalization , Business ethics , Business & culture : religion , language ,culture & organizational behavior , Technological development & social Change
- Technological Environment in India**-Trends in technological environment in India, Innovation , Technological Leadership & follower ship, Technology & competitive Advantage , Sources of technological dynamics ,Appropriate technology & technology adaptation ,in house R& D in Indian Industries , Technological collaboration & Govt. Policy , Transfer of technology ,difference in the levels of science & technology across countries , IT & Marketing.
- Natural Environment**-Environmental protection & sustainable Industrial development, Environmental Degradation, Environmental policy, EMS Standard, ISO 1400, Environmental Auditing, clearance by permissions for establishing an Industry Environmental concerns in developing countries
- Issues of Relevance**-Public & private sector in Indian Economy –their division, role, performance & problems, Privatization & disinvestment -meaning, rationale & evolution of privatization policy in India, Joint sector & co-operative sector ,A critique of privatization & disinvestment.
- Case Studies**

REFERENCE:

<p>N.K.Sharma: Business Environment in 1. India, Pinnacle Technology K Ashwathapp : Essentials of business 2. a Environment, McGraw Hill Education</p>	<p>F.Churunillam : Business Environment, 3. Himalaya Publication Dutt & sundaram: Indian Economy, S. Chand 4. Publisher Vatsyanam : Indian Society & Social Atlant 5. Institutions, ic Publishers</p>
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MBA-114 STATISTICAL METHODS FOR DECISION MAKING

Course Objective:

Total periods: 40

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Learning Outcomes:

On successful completion of this content, students will be able to:

- Develops an understanding about statistical methods in dealing with business level decision making.
- Aware about concept and importance of probability in taking business decisions.
- To get an idea about the business level problems in statistical terms.

Course Structure:

Statistics: An Overview-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics, especially in Business Management

Fundamentals of Probability-Concept of probability, Definition of probability, Counting rules for determining the number of outcomes, Rules of probability and algebra of events. Probability tree diagram, The Bayes' Theorem

Probability Distributions-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson, Continuous probability distribution – Normal, Approximation of Binomial and Poisson distribution of Normal distribution

Statistical Decision Theory-Steps in decision theory approach. Types of decision making environments, decision making under uncertainty, Decision making under risk, Posterior probabilities and Bayesian analysis, Decision tree analysis

Measure of Central Tendency- Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.

Measure of Dispersion-Significance of measuring dispersion (variation). Classification of

measure of dispersion. Distance measures- range and interquartile range or deviation. Average deviation measures-mean absolute deviation, Variance and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.

REFERENCE

- Alan Bryman, Emma
1. Bell : Business Research Methods, Oxford University Press
Donald R, Cooper, Pamela S Schindler : Business Research Methods, Tata McGraw-Hill
2. Education
Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students,
3. Prearsons Education India

MBA-115 ACCOUNTING & FINANCIAL ANALYSIS

Course Objective:

Total Periods: 40

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

Learning Outcomes:

On successful completion of the content, students will be able to:

- Describe, explain, and integrate fundamental concepts underlying accounting and finance.
- Aware about different financial techniques and its importance in management planning and control systems.
- Analyze business related information through financial statements.

Course Structure:

- Financial Accounting**-Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality. Difference between accounting concepts and conventions. Indian Accounting Standards. Difference between traditional and modern accounting.
- Orientation in Accounting**-Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. Segment Reporting. International Financial Reporting Standards. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).
- Analysis of Financial Statement**-Financial Statements - Meaning, Nature and Limitations. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis. Trend percentages and Common size statement.
- Techniques of Financial Analysis**-Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios. **Du-point Analysis**. Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- Valuation of Assets**: Valuation of Shares-Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in

First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.

- Price Level Changes and Accounting-** Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.
- Current Issues-** Forensic Accounting, Money Laundering, Financial intelligence.

REFERENCE

<p>H.G.Guthman:Financial Statements</p> <p>1. Analysis, PHI</p> <p>2. Myer :Financial Statements Analysis PHI</p> <p>Robert Anthony & Reece :Management</p> <p>3. Accounting - Text & Cases, Richard D. Irwin,</p> <p>Morton Backer:Modern Accounting Theory, PHI</p> <p>4. Roy, A.Foulke :Financial Statement Analysis, McGraw-</p> <p>Hill Shukla & : Advanced Accounts, S. 6. Grewal Chand &</p> <p>Company Limited</p> <p>Mukherjee & : Studies in Accounting 7. Roy Theory, World Press Pvt. Ltd. Calcutta</p>	<p>Jain & Narang :Advanced Kalyan 8. Accountancy, i</p> <p>Publishers Khan & Jain : Management Accounting, Tata 9. McGraw-</p> <p>Hill Education Bhandari & Kulshrestha :Essays in 10. Accounting, Sahitya</p> <p>Bhawan Roy G.D.: A Survey of Accounting Ideas , 11. Alpha Pub. Concern</p> <p>Sehgal A., Sehgal D. :Taxman's Financial 12. Accounting Bhattacharya S.K. & Dearden : John 13. :Accounting for Management, Vikas Pub House</p>
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MBA-116 MARKETING MANAGEMENT

Course Objective:

Total Periods: 40

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective.

Learning Outcomes:

After successful completion of the content, students will be able to

- To understand the fundamental marketing concepts, theories and principles.
- Assess the marketing environment and tools necessary to overcome marketing obstacles.
- Aware about the promotion strategies needed for dealing in tough competition.
- Develops an understanding about market analysis and its selection.

Course Structure:

Conceptual Framework of Marketing-Concept, Meaning, definition, nature, scope and importance of marketing; Marketing concept and its evolution;

Core concepts of marketing –

Need, Want, Desire, Benefits, Demand, Value, Exchange,

Goods – Services Continuum, Product, Market

Customer Satisfaction, Customer Delight.

Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational.

Concept of Marketing Myopia. Selling versus marketing.

Holistic Marketing Orientation & Customer Value

Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

Market Analysis and Selection-

Nature, Process and Contents of Marketing Plan - Marketing environment – macro and micro components and their impact on marketing decisions; The changing marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing needs and trends in Political , Economic, Socio-cultural and Technical Environment – PEST Analysis, Micro Environment – Industry & Competition. Concept of Market Potential & Market Share.

Concept, Characteristics of consumer and organizational markets, Buyer Behaviour, 5 step Buyer decision process.

Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting.

Target Markets, Concept of Target Market and Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP.

Marketing Information System, Strategic marketing planning and organization.

Marketing Mix:

Product Decision-Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and

strategies; Discounts and rebates.

Place Decision-Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

Promotion Decision-Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques. Emerging Concepts in Marketing Management:

REFERENCE:

1. Philip Kotler : Marketing Management, Education/P HI.	10. Etzel Walker : Fundamentals of Marketing Stanton, Tata-
2. Stanton : Fundamentals of Marketing, McGraw Hill	11. McGraw Hill, New Delhi
3. Rajan Saxena: Marketing Mgmt., Tata McGraw Hill.	12. McCart E.J: Basic Marketing: A managerial approach, Irwin, New York.
4. Philip Kotler and Gary Armstrong : Principles of Marketing 12th Edition, Pearson Education,PHI	13. Bovee and John Thill : Marketing, McGraw-Hill
5. Ramasamy & Namakumari : Marketing Management, Macmilan India.	14. Kotler, & Moorthy: Marketing Models, Prentice-Hall of India
6. S.Jayachandran : Marketing Management, Tata McGraw Hill	15. H.Kaush : Case Study Solutions Marketing, Macmillan, Publishers India Ltd.
7. Rampal and : and Simulations in Marketing, Golgatia, Delhi	16. William D. Perreault Jr : Basic Marketing, McGraw-Hill Companies,Inc

Course Objective:

Total Periods: 40

The present course aims at familiarizing the participants with various aspects of HRM. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of HRM in a comprehensive way.

Learning Outcomes:

After successful completion of the content, students will be able to

- Develops an understanding of key terms, theories/concepts and practices within the domain of HRM
- Synthesize competence in development and problem-solving in the area of HR Management
- Aware about the different type of training methods of employees.
- Critically assess the performance of human resource through different quantitative and qualitative techniques.

Course Structure:

- Human resource management;** Meaning, definition, scope, Objectives and functions of Human Resource Management, Evolution of HRM, relevance of study of HRM, Personnel Management vs. Human Resource Management, Challenges of HRM, HRM environment; Strategic HRM.
- Human Resource Policy-** Meaning, definition, importance, characteristics of good HR Policy.
- Human Resource Planning-**Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process
- Job Analysis And Design-**meaning, definition, process of job analysis, problems in job analysis, job design; factors affecting job design, process of job design, contemporary issues in job design.
- Human Resource Acquisition; Recruitment;** meaning, definition, importance, factors governing recruitment, recruitment process.
- Selection;** meaning, definition, stepwise selection process, barriers to selection, selection in Indian context,
- Placement;** meaning and purpose, problems in placement
- Orientation;** meaning and purpose, typical orientation programmes, requisites, evaluation and problems of orientation, Promotions, transfers and separations; purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS
- Training and Development:** Nature of Training and Development; Inputs in Training and Development; Gaps in Training; Training and Development as source of competitive Advantage, Training Process; Deriving Instructional Objectives, Designing, Implementation and Evaluation of the Training Programme.
- Performance Appraisal-**Performance Appraisal; Meaning and Definition & Objectives; Performance Appraisal and Competitive Advantage; Appraisal Process;
- Job Evaluation;** Scope, Process and Methods of Job Evaluation, Pitfalls of Job Evaluation; Alternative to Job Evaluation

- **Employee remuneration;** Components of remuneration ; Wages and salary incentives ; Fringe benefits ; perquisites ; Non monetary benefits ; Importance of an ideal remuneration system ;Factor influence employee remuneration ;external factors ; internal factors; Remuneration plans and business strategy ; Devising a remuneration plan ; Challenges of Remuneration ; Wage policy in India ; Concepts of wages ; Minimum wages ; Fair Wages ;Living Wages
- **Incentive payments;** Incentives payments ; Meaning and Definition ; Importance ; Prerequisites for an Effective Incentives System ; Scope of Incentives System ; Types of Incentives System; Employee benefits and services; meaning, definition, types, significance, administration and future of employee benefits and services.
- **Human Resource Management and Ethics;** nature, importance and relevance of HRM ethics, ethical issues in HRM, HR Audit; nature, benefit, scope and approaches to HR Audit
- **Employee Welfare;** Meaning and Definition, Merits and Demerits of Welfare Measures, Types of Welfare Activities; Welfare Measures Inside the Work Place, Welfare Measures Outside the Work Place, Intra-mural Facilities, Extra-mural Facilities, Welfare Facilities by the Government, Welfare Activities by the Trade Unions, Welfare Work by Voluntary Agencies, Statutory and Non-statutory, Statutory Provisions, Non-statutory Benefits.

References:

1. V S P Rao : Human resource Management, Excel Books, New Delhi
K : Text & Cases in Human Resources Management, Tata McGraw Hill
2. Ashwathappa : Managing Human resources, McMillan
3. Arun Monappa : Strategic Human Resource Management, Prentice Hall India
4. Kesho Prasad : Human resource Management, Indian Associated Press
5. Ronald R.Sims : Human resource Management, Pearson Education India
6. Gary Dessler : Human resource Management, Tata McGraw Hill
7. Wayne Mondy : Human resource Management, Tata McGraw Hill

MBA-118 BUSINESS COMMUNICATION

Course Objective:

Total Periods: 40

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain a cutting edge over their other counterparts within the country and across the globe.

Learning Outcomes:

After successful completion of the content, students will be able to

- Express complex ideas in accurate business language in written or spoken format.
- Understand the basic requirement for solving workplace communication issues.
- Outline the differences between variety of conferences and seminars.
- Understand strategies for improving reading skills.

Course Structure:

Meaning and importance of Communication in business, the process of Communication, models of Communication, types of information order, advise, suggestion, motivation, persuasion, warning and education.

Channels of communication- their effectiveness and limitations, media of communication, barriers of communication, approaches to effective communication, and tools of communication: diction, sentence, paragraph, punctuation and report writing.

Group Communication through Committees- Conference Seminar, Symposium and Other Formal Communication with Public At Large; Interviews and Group Discussion.

Specific of business Communication-Essentials of effective business Communication structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters.

Strategies to improve reading skills-speaking skills, listening skills; guidelines to effective public speaking; developing job application-covering letter, resume, interviewing: negotiating the job offer.

REFERENCE

1. Lesikar, Petit & Flately : Lesikar's Basic Business Communication, Tata Mcgraw Hill
2. Poe & Fruchling : Basic Communication; AITBS
3. Taylor : English Conversion Practice; Tata Mcgraw Hill
4. Diwan & Aggarwal : Business Communication; Excel
5. Baugh, Frrayer & Thomas : How to write first class Business Correspondence; Viva Books.

SEMESTER-II

S.No	Name of Paper	Nature	Credits	Paper Code
1	Organization Behaviour	Core	3	MB-211
2	Business Research Methods	Core	3	MB-212
3	Operations Research	Core	3	MB-213
4	Management Accounting & Control	Core	3	MB-214
5	Financial Management	Core	3	MB-215
6	Operations Management	Core	3	MB-216
7	Management Information System	Core	3	MB-217
8	Term End Viva- voice	Core	4	MB-218
	Total		24	
	Moral Studies		2	

Add- On Course:

Case Method Approach and Theory Building

02 Credits

MBA-AOC-III

Business Analytics

02 Credits

MBA-AOC-IV

MBA-211 ORGANIZATIONAL BEHAVIOUR & ETHOS

Course Objective:

Total Periods: 40

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behavior.

Learning Outcomes:

On successful completion of this content, students will be able to:

- Synthesize the basic understanding of the concept of organizational behavior.
- Analyze the complexities faced by the organization due to individual differences in behavior.
- Understand the personality related theories.
- Able to understand the complexities of organizational level group behavior and its related concepts.

Understanding Organization, Behaviour & OB-Organization as a Social Unit, Concept of Learning Organization, Roles & Skills of Managers. Knowing Behaviour- approaches to understand it (Cognitive, Behaviouristic & Social Cognitive) Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB.

Bases of Individual Behaviour-Basic individual differences (ability & biographical characteristics); **Personality:** Meaning, "Big -Five" Personality Traits, MBTI. **Perception:** Meaning, Role of Object, Environment and Observer; Judging Others. **Learning:** Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behaviour (reinforcement, punishment, & extinction), OB Mod.

Individual Behaviour in Organization-Attitudes: Components, functions, changing attitudes, work attitudes (Job satisfaction & Organizational Commitment) **Motivation:** Concept, Content Theories (Maslow, Herzberg, McClelland, McGregor); Process Theories (Vroom's Model); Contemporary Theories: (Equity Theory, Attribution Theory). **Creativity:** Nature, process and its facilitation on organization.

Groups in Organization-Groups; Types, their development stages, concept of role, status, norms size and cohesiveness. Group decision making techniques, Group Think & Group Shift ; Transactional Analysis; Four Life positions. **Influence, Power & Politics:** Concept of influence, bases of power, political behavior: concept & contributing factors. **Stress & Conflict:** meaning & causes of stress, types of conflicts (intra individual & interactive), coping strategies for stress & conflict; negotiation skills. **Communication:** Process, types, barriers; Grapevine

Leadership & Organizational Change-Concept, Trait, Behavioural and Contingency (Fiedler, Hersey & Blanchard) theories; leadership styles, successful & effective leadership. **Organizational Change:** concept, resistance to and managing change.

REFERENCE

1. Laurie J. Mullins : Essentials of Organisational Behaviour, Pearson Learning
2. Ian Brooks : Organisational Behaviour, Pearson Learning
3. Stephen P Robbins : Organisational Behaviour, Prentice Hall Inc.

4. L. M. Prasad : Organisational Behaviour, Sultan Chand & Sons
5. Keith Davis : Organisational Behaviour, McGraw Hill
6. Fred Luthans : Organisational Behaviour, McGraw Hill

MBA-212 BUSINESS RESEARCH METHODS

Course Objective:

Total Periods: 40

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

Learning Outcomes:

On successful completion of the content, learners will be able to:

- Develop an understanding about meaning and significance of research, its types & methods and objective of doing research.
- Familiarize with the process of conducting research in business context.
- Develop an understanding about different types of tools and techniques used in conducting research.

Course Structure:

Introduction to Business Research-Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.

The Research Problem and Design- Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research

Sampling Design and Measurement Techniques-The Sampling Design Process; Types of Sample Design

– Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.

Data Collection Tools and Data Processing-Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation

Analysis of Data-Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis.

Business Research Report-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up

Research Project-The student or group of students needs to apply this course learning in a real research project of their interest area with submission of research project report and class

presentation of the same.

REFERENCE

1. Cooper and Schindler : Business Research Methods, Tata McGraw Hill, New Delhi
:Marketing Research – An Applied Orientation, Pearson Education, New Delhi
2. Malhotra N.K. William G. : Business Research Methods, Cengage Learning, New Delhi
3. Zikmund Saunders, Lewis & Thornhill : Research Methods for Business Students, Pearson Education, New Delhi
4. Panneer Selvam :Research Methodology, Prentice Hall of India,Delhi
5. Beri G.C :Marketing Research, Tata McGraw Hill, New Delhi
6. Karlinger, Fred
7. N. :Foundations of Behavioural Research.
8. Mohsin, S.M. : Research Methods in Behavioural Research.
9. Tull & Hawkins : Marketing Research, Prentice Hall of India,Delhi

MBA-213 OPERATIONS RESEARCH

Course Objective:

Total Periods: 40

This paper intends to acquaint the student with the management of different operational aspects of organizations especially with respect to the manufacturing, assembling and servicing processes with numerical and quantitative technical value addition.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understanding about different types, nature and scope of operational research.
- Identify and understand different operational research models and its application.
- Aware about mathematical programming that are needed to optimize operations.
- Create different types of network diagrams for optimum visualizing business plans.

Course Structure:

Introduction to Operation Research- Managerial Decision Making and, Different Models of Operation Research: Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and Responsibilities of Personnel.

Introduction to Linear Programming-Formulation of Linear Programming Problems Graphical Solution to Two Variable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LP problems

Transportation problems-Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method, Vogel's Approximation method. Optimality test, Modified Distribution (MODI) Method and Stepping Stone Method

Assignment Problem-Introduction to the Assignment Model, Hungarian Assignment Algorithm, Solution to the Assignment Problem: Maximization and Minimization Cases.

Construction of a Network Diagram-Application of Networks in Project Management: Program Evaluation and Review Technique (PERT) Model, Determination of Critical Path. Distribution of Project Completion Time, Critical Path Method (CRM) Model, Application of CPM and PERT Models

Theory of Games; Assumptions, Zero sum game with Pure strategy, Mixed game value by Algebraic method and ODDS/ Shortcut Method, Rule of Dominance.

REFERENCE

1. Thompson W.W. : Operations Research Technique, Coloumbus, Ohio, C. E. Merrill Books (1967)
2. Acoff & Susoni M. : Operations Research
3. Levin R. I., Rubin D. S. & Stinson J.P. : Quantitative approaches to management, Mcgraw, Hill
4. Bierman H., Bonini C. P. & Houseman W. H.: Quantitative analysis for business Decision, Richard D. Irwin Inc (1965)
5. Hiller F. S. & Lieberman G. J. : Introduction to Operations Research
6. Taha H. A. : Operations Research an Introduction, Prentice Hall of India Pvt. Ltd., New Delhi
7. Gupta PK and Hira DS: Operations Research, S.C. Chand
8. Shenoy G V, Sherma S. C. & Srivastava U. K.: Operations Research for management

MBA-214 MANAGEMENT ACCOUNTING AND CONTROL

Course Objective:

Total Periods: 40

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the differences between management and financial accounting.
- Evaluate the costs and benefits of different kinds of cost accounting system.
- Aware about the marginal costing and standard costing.
- Use different types of tools and techniques for controlling costs.

Course Structure:

Introduction-Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting vs. Management Accounting

An orientation to Cost Accounting- Purpose of Cost Accounting, Elements of cost, Kinds of costing, Classification of Costs, Methods of Cost variability

Break-Even Analysis-Meaning, Graphic presentation, Preparation of break-even charts and their interpretation, Managerial uses of Break-even analysis,

Marginal Costing-Meaning of Marginal Cost, Analysis of Incremental costs and revenues, Management Application of Marginal Income Accounting

Activity Based Costing-Concept, main activities and their cost drivers, developing ABC System.

Budgeting-Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting

Standard Costing-Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead.

Responsibility Centres-Cost Centres, Profit Centres and Investment Centres, Inter divisional transfer pricing- concept and methods.

Current issues-Social Accounting, Human Resource Accounting, Balance Score Card
Discussion of real life business Cases.

REFERENCE

1. Anthony Robert N. & Reece James S : Management Accounting, Irwin

2. Anthony Robert N & Welsch Glenn A: Fundamentals of Management Accounting, R.D. Irwin
3. Hongren Charles T. : Introduction to Management Accounting, Pearson Education India
4. Bhattacharya S.K. and Dearden John : Accounting for Management, Tata McGraw-Hill Publishing Company Limited, New Delhi
5. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting, Sultan Chand & Sons.
6. Khan M.Y. and Jain P.K. :Management Accounting Tata McGraw-Hill Publishing Company Limited, New Delhi
7. Kishore Ravi M.: Taxman's Advanced Management Accounting

MBA-215 FINANCIAL MANAGEMENT

Course Objective:

Total Periods: 40

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Aware about concepts, functions and objectives of financial management.
- Demonstrate an understanding of the overall role and importance of the finance function.
- Familiarize with different types of financial institutions and their roles in financial market.

Course Structure:

Concept of finance- Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations underlying the choice of form of business organization.

Concept & Principles of Capital Structure- Leverage Analysis – operating, financial and combined leverage and its implications, Indifference point.

Long term Sources of Fund – Equity share, preference shares, debentures, bonds, warrants, venture capital and ploughing back of profits. Short Term Sources of Funds – Commercial Paper, Certificate of Deposit, Treasury Bills.

Financial Markets–Nature and Significance of Primary and Secondary Markets, objectives and functions. indices of BSE, NSE and OTCEI and its calculation.

Financial Institutions – Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.

Time Value of Money-Risk and return analysis, Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.

Working Capital Management–Meaning, Significance & factors influencing the level of working capital management .Management of cash, receivables and inventory.

Dividend Decision–Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.

Issues of Relevance-Shareholders value and its calculation, EVA/VAR, Financial reengineering, Derivatives, Venture capital financing, stock Market Index calculation,

REFERENCE

- 2 J Fred Weston & Eugene F. Brigham : Managerial Finance,
Aktov Publications Franklin R. Edwards & Cindy W. Ma :
Futures and Options, McGraw-Hill, Inc.
- 3 James Van Horne : Essentials of Financial Management,
Prentice Hall
Walker E. W. : Essentials of Financial Management,
Prentice Hall
5. Srivastava, R. M. : Financial Management, Sterling Publishers Private Limited,
New Delhi
6. Srivastava, R. M. : Essentials of Business Finance, Himalaya Publishing House

MBA-216 OPERATIONS MANAGEMENT

Course Objective:

Total Periods: 40

This course intends to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. Designing the process analysis and improvement, operating the system and making product and preparing for success and sustainability. Interface of operations management with other managerial areas.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the difference between product management and operations management.
- Examine the types of transformation processes occurring within operations.
- Define the roles and responsibilities of operations managers and the challenges they face.
- Develop understanding about path diagrams used for monitoring work flow.
- Aware about complexities of supply chain management.

Course Structure:

- Introduction**-Production and Operations Management, Systems Approach, Differentiating between Goods and Services, Production Management Vs Operations Management, Input-Output Profit (Business) Model, Stages of Development, Career Opportunities for Operations Management Organizational Positions.
- Productivity**-Concept and definitions, Factors contributing to productivity improvement, Techniques for productivity improvement.
- Process Configuration Strategies**-What is Process, classifying the Process, Types of Process Flows, Best (Process) Practice, Work Process Configuration Types, Intermittent Flow Shop, Flexible Process Systems, Shifting work Configuration Types, Process Analysis and Process Redesign.
- Factors Governing the Location of a Plant**-Different Types of Plant Layout, Principles of Materials Handling, Materials Handling Equipments and the uses.
- Materials Management in the Supply Chain**-Materials Management, Materials Management Information System, The Purchasing Function, Receiving, Inspection and Storage, Requiring Bids before purchase, MM of critical Parts, ABC classification – The System Context, Certification of Suppliers.
- Operations Planning and Control**-Aggregate Production Planning, Master Production Scheduling (MPS), Materials Requirement Planning (MRP), Capacity Requirements Planning (CRP), Distribution Resource Planning (DRP), Weaknesses of MRP, Manufacturing Resource Planning (MRP II), Emerging Power of ERP; Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting, Line balancing. Cycle-Time Management (CTM), Time-Based Management (TBM), Just-in-Time Delivery (JIT), JIT II, Push Vs Pull – Process Discipline.
- Maintenance Management**-Maintenance objectives, concepts, advantages & limitations of Break down Maintenance & Preventive Maintenance, Maintenance costs and the problem of their Minimization, Total Productive Maintenance (TPM).
- Inventory Management**-Types of Inventory Situations, Costs of Inventory, Order Point Policies (OPP), Economic Order Quantity (EOQ) Models – Batch Delivery, Economic Lot Size (ELS) Models, Perpetual Inventory Systems, Periodic Inventory Systems, Quantity Discount Model, Inventory Classification Systems.
- Arrow Diagramming and Network Analysis**- PERT Model, Determination of Critical Path, Distribution of Project Completion time, CPM Model, Time/Cost Relation, Crashing of a

Project. Multiple Project Management.

- **Statistical Quality Control**-Objectives of SQC, Process Control charts for Variables and Attributes, Operating Characteristic (OC) curves. Total Quality Management (TQM), Mapping Quality Systems.
- **Environment, Ethics, Technology and Contingency Planning**-Adapting to External Forces, Greening the Environment: Maintenance, Greening the Environment: Design for Disassembly (DFD), Ethics and P/OM, Preparing P/OM for future conditions. Environmental Quality: ISO 14000 / 14001, Vision of a Fully Integrated Global Company.

REFERENCE

<p>Chase Richard B, et al : Production and 1. Operations Management: Manufacturing and Services, Tata McGraw-Hill Pub. Co., New Delhi Mahadevan B : Operations Management; 2. Theory and Practices, Pearson Education, Delhi Buffa Elwood S & Sarin Rakesh K: Modern 3. Production / Operations Management, John Wiley & Sons, Singapore Adam Everett E & Ebert Ronald J: 4. Production & Operations Management: Concepts, Models & Behavior, PHI, New Delhi : Operations Management, 5. Hill T Palgrave Macmillan, Engla nd Levin, McLaughlin, et al : 6. Production/Operations Management: Contemporary Policy for Managing Operating Systems, McGraw-Hill Book Company, New York. Monks Joseph G: Operations 7. Management: Theory and Problems, McGraw-Hill Book Company, New York.</p>	<p>Plossl G W & Wight O W: Production & 8. Inventory Control. PHI, Englewood Cliffs, NJ. Riggs James L: Production Systems: 9. Planning, Analysis & Control, Wiley, New York 10 Juran J M & Gryna F M : Quality Planning & . Analysis, Tata McGraw- Hill, New Delhi. 11 Nahmias : & Analys . S Production Operations is, Englewood Cliffs, N J, McGraw-Hil Int. edition 12 Holt C C, et al: Planning, Production, . Inventories & Workforce, PHI, Englewood Cliffs, NJ. 13 Meredith J R & Mantel : Project . S J Management: A Managerial Approach, John Wiley & Sons, New York 14 Waters Donald : Inventory Control & . Management, John Wiley & Sons, England. 15 Chary S : Production & Operations . N Management, Tata MacGraw-Hill, New Delhi.</p>
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MBA-217 MANAGEMENT INFORMATION SYSTEM

Course Objective:

Total Periods: 40

The objective of the course is to introduce students to Management information system, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the role of Management Information System for achieving competitive advantage in cut-throat competition.
- Facilitate decision-making through strategic alternatives.
- Gain knowledge about the application of Artificial Intelligence and algorithm etc.

Course Structure:

Introduction to MIS-MIS and information System Concepts, Decision and Management, MIS as an evolving concept, MIS and Decision Support Systems, MIS and Information Resource Management, MIS Professional, Computer System Concept, Conversion of Manual to Computer-Based Systems

Role of MIS-Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration.

Decision Support Systems-MIS support for decision making; Decision Support Systems; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support.

Developing MIS Systems-System Development Life Cycle; Investigation Phase; System Analysis; System Design (DFD and ER diagrams); System Implementation.

Applications -Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

Contemporary Issues in MIS

REFERENCE

1. C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi.
2. Laudon K C and Laudon J P : Management Information Systems: Managing the Digital Firm, Prentice-Hall.
- 3 5.
- 6.
- 4
-

O Oz E : Management Information Systems, Vikas Pub.
' Jawedkar W S : Management Information Systems, Tata
B McGraw-Hill,
ri Mudrick R G : An information system for modern management,
e Pearson.
n
J : Management Information Systems, Tata McGraw-Hill, Galgotia

Add- On Course: 1. Case Method Approach and Theory Building
2. Business Analytics

III SEMESTER

S.No	Name of Paper	Nature	Credits	Paper Code
1	Entrepreneurship Development & Project Management	Core	3	MB-311
2	Strategic Management	Core	3	MB-312
3	Legal Aspects of Business	Core	3	MB-313
4	Elective I (Core)	-	3	(annexed)
5	Elective II (Core)	-	3	(annexed)
6	Elective III (Core)	-	3	(annexed)
7	Elective IV (Open)	-	3	(annexed)
8	Summer Internship	Core	3	MB-314
	Total		24	
	Industrial Tour and Report	Core	Non-Credit	MB-315

Add- On Course:

Knowledge Management

02 Credits

MBA-AOC-V

Competency Mapping

02 Credits

MBA-AOC-VI

MBA-311 ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT

Course Objective:

Total Periods: 40

The objective of the paper is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the concept, role, and significance of Entrepreneurship.
- Differentiate between Entrepreneurship and Intrapreneurship.
- Gain knowledge about the role of different financial and marketing agencies for supporting entrepreneurship.

Course Structure:

Conceptual Framework of Entrepreneurial:

- Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian economy and developing economies with reference to Self-Employment Development
- Characteristics and Skills of Entrepreneurship in India, Problems of Entrepreneurship
- Entrepreneurial Culture
- Entrepreneurial Competencies
- Entrepreneurial Motivation
- Entrepreneurial Mobility
- Factors affecting Entrepreneurship in India
- Concepts of Intrapreneurship
- Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
- Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India
- Social Enterprise and Entrepreneurship
- Entrepreneurial Failures

Institutional Support System for Entrepreneurship in India:

Role of Government-Role of Central Government and State Government in promoting Entrepreneurship, MSME policy in India

Agencies for Policy Formulation and Implementation-District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

Agencies for Financial Support-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs

Agencies for Marketing Support-

Agencies for Consultancy, Training and other Support-

Project Management-Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with

Current Issues of Entrepreneurial Development

REFERENCE

-
1. Joseph A. Schumpeter :The ***Entrepreneur***: Classic Text, ***Springer***
 2. Peter Drucker : Innovation and Entrepreneurship, Wiley India
 3. Brigitte Berger :The Culture of Entrepreneurship, ICS Press,
 4. K. Nagarajan : Project Management, New Age Publication
:Dynamics of Entrepreneurship Development, Himalaya Pub.
House
 5. Vasant Desai
 6. Shrinivas Pandit : Thought Leaders, McGraw Hill Publications

MBA-312 STRATEGIC MANAGEMENT

Course Objective:

Total Periods: 40

The present course aims at familiarizing the participants with the important role that strategic management plays in a business's success and enables them to develop analytical and conceptual skills. The centre of attention is the total enterprise – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Class participation will be fundamental to the development of these skills.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Describe concept and models of Strategic Management and able to differentiate between corporate and strategic planning.
- Evaluate company's strategic environment through different analytical tools.
- Demonstrate the ability to take strategic decisions in versatile business environment.

Course Structure:

Introduction-Concept of Strategy & Strategic Management, Difference between Corporate Planning & Strategic Planning, Strategic Management Model, Different levels of Strategies, Relevance of Strategic Management in 21st Century.

Strategic Intent-Vision & Mission Statement, Organisational Objectives, Setting objectives, Organisational Values & its impact.

External Environment & Analytical Tools-Evaluating the company's strategic environment, SWOT Analysis, PESTEL Analysis, Competitive Analysis: Porter's Five Force Model.

Internal Assessment-Strategic Capability: Fit & Stretch Concept, Porter's Value Chain Analysis, Core Competencies, Organisational Capabilities, Resource Analysis and Synergy.

Strategies in Action-Functional Level- Achieving Superior Efficiency – Economics of Scale, Experience Curve, Just – in-Time, & Six -Sigma.

Business Level- Cost Leadership, Differentiation & Focus Strategies, Growth Strategies.

Corporate Level- Integration, Diversification, Acquisition, Mergers & Joint Venture, Short Term Corporate Strategies – Stability, Retrenchment, & Turnaround.

Portfolio and other Analytical Models-The BCG Matrix, GE/McKinsy Matrix, Corporate Parenting, CIT & CASCADE

Strategy Evaluation and Implementation-Evaluation of Strategy- Suitability, Acceptability and Feasibility, Implementing Strategies: Resource Allocation, Structure and Strategy, Organisation Culture

REFERENCE

1. Andrews : O
Concept f Corporate Strategy, Irwin
2. Russel and Ackoff : o
Concept f Corporate Planning, New York: Wiley Inter science
3. Glueck :
: Business Policy, McGraw-Hill
4. Y.N.Chang & Filemon :
: Business Policy and Strategy, Goodyear Publishers
5. Newmann :
: Strategy, Policy and Central Management, South-Western Pub. Co
6. David E.Hussey :
: Introduction to Corporate Planning, Pergamon Press
7. R.M.Srivastava :
: Business Policy & Strategic Management, Himalaya
Mc Carthy and
8. Others :
: Business Policy and Strategy, R. D. Irwin

9. Richard Lynch : Corporate Strategy, Pearson Education India

MBA-313 LEGAL ASPECTS OF BUSINESS

Course Objective:

Total Periods: 40

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of Law in a comprehensive way.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Explain about the concepts and structure of Indian Legal System.
- Aware about different types of laws dealing in their respective domain.
- Describe the role of third parties involved in the contracts, and their rights and duties.
- Analyze legal issues pertaining to business.

Course Structure:

Law of Contract-The Indian Contract Act, 1872; Nature and kinds of contracts, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality and object and consideration, void agreements, contingent contracts, performance of contract, discharge of contract, quasi contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, law of agency.

Law of sales of goods- The sales of goods act, 1930; General principles, conditions and warranties, doctrine of caveat emptor, transfer of ownership, performance of a contract of sale, remedial measures.

Law of Partnership- The Indian Partnership Act, 1932; definition and general principles, formation of partnership, rights and liabilities of partners, dissolution of partnership firms

Company Law-The Indian Company's act, 1956; Company and its various forms, formation of a company, memorandum of association, articles of association, prospectus, share allotment, shares and share capital, promoters, membership of a company, meetings and proceedings, directors, managers and their remuneration, secretary, prevention of oppression and mismanagement, winding up of a company.

Law of Negotiable Instrument-The Negotiable Instrument Act, 1881; meaning and types of negotiable instrument, parties to negotiable instrument, presentment of negotiable instrument, negotiation of negotiable instrument, discharge of parties, liabilities of a banker, Hundis.

Laws of Insurance, Insolvency, Carriage of Goods and Arbitration-Nature and principles of insurance, life insurance, general insurance; fire insurance, marine insurance, Objects and scope of the insolvency law, procedure of insolvency, property and debt of insolvent, discharge of insolvent. Carriage of goods by land, carriage of goods by sea, carriage of goods by air, General provisions regarding arbitration, modes of arbitration.

Miscellaneous Laws-The essential Commodities Act, 1955, The Consumer Protection Act, 1986, The Co-operative Societies Act, 1912, The Multi-State Co-operative Societies Act, 1984, The Foreign Exchange Management Act, 1999, The MRTP Act, The Information Technology Act, 2000.

REFERENCE

1. Labour and Industrial Laws : P.K.Padhi, PHI Publication
2. Industrial Law :Arun Kumar, Atlantic Publishers & Dist
:Robert W, Emersion, Barron's Educational Series
3. Business Law :Jeffrey F. Beatty, Susan S. Samuelson, Cengage Learning
4. Introduction to business law
5. Law for Business Students :Alix Adams, Pearson Education, Limited

IV SEMESTER

S.No	Name of Paper	Nature	Credits	Paper Code
1	Elective V (Open)	-	4	(annexed)
2	Elective VI (Open)	-	4	(annexed)
3	Business Analytics and Cases	Core	4	MB-411
4	Corporate Social Responsibility and Business Ethics	Core	4	MB-412
5	Dissertation	Core	4	MB-413
6	Comprehensive Viva-Voice	Core	4	MB-414
	Total			

Add- On Course:

Social Entrepreneurship

02 Credits

MBA-AOC-VII

Brand Community

02 Credits

MBA-AOC-VIII

MB-411 BUSINESS ANALYTICS AND CASES

Course Objective:

Total Periods: 40

This paper aims at providing the insights into various concepts & cases related to business analytics in India. It will help in gaining a deeper understanding of the various aspects, tools and techniques for business analysis.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Analyze, synthesize and solve complex concept and cases related to business analytics in India.
- Understand tools and techniques of data mining and warehousing.
- Execute quantitative techniques through data analysis software like SPSS.

Course Structure:

Business Analytics – Scope and Importance

Techniques of Environment analysis (Internal and External) – SAP, ETOP, OCP, Porter Diamond Model, Globalization models, Competition Mapping, Benchmarking, Strategic Groups and other contemporary matrices, tools and techniques.

Data mining and Warehousing; related concepts and techniques.

Quantitative basis for analytics : Multivariate data analysis techniques, Software for data analysis such as SPSS.

Understanding case study methodology, analyzing various industries and their dynamics in India through Cases.

References:

1. Statistical Methods for Practice and Research : A guide for data analysis through SPSS:
Ajay S Gaur, Response Book(Sage Publication)
2. Marketing Research; Naresh Malhotra, PHI

MB-412 CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS ETHICS

Course Objective:

Total Periods: 40

This paper aims at providing the insights into various concepts & cases related to CSR practices in India. It will help in gaining a deeper understanding of the various aspects, factors related to various social causes & role of ethics in Business.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Explore the relationship between ethics and business, and related theories of ethics.
- Differentiate between values, ethics and morals.
- Discuss the role of corporate social responsibility for the development of the society.
- Critically analyze the ethics related problem in business context and provide appropriate strategic CSR.

Course Structure:

Business Ethics –Values, Morals, Ethics, Meaning, Definition, Nature, Importance-Characteristics of Managerial Ethics , Ethical Reasoning, Ethical Decision Making, Business Ethics and Environment. (8 Lectures)

Corporate Social Responsibility- Concept, Meaning, Relevance, Advantage and Evolution, Triple Bottom approach of CSR, Business Ethics & Corporate Social Responsibility, Corporate Social Responsibility practices in India, the potentials & limits of Corporate Social Responsibility, Challenges for Corporate Social Responsibility, and Beyond Corporate Social Responsibility to Corporate Social Engagement. (10 Lectures)

Corporate Governance & Corporate Social Responsibility-Corporate Governance, The association between Corporate Social Responsibility and Financial performance, Corporate social responsibility and the role of the board of directors ,Shareholders, Managers & Corporate Social Responsibility, Corporate Social Responsibility as risk management (8 Lectures)

Strategic CSR - Activities and their evaluation, Corporate Social Responsibility as Business strategy, Social Responsibility of Business towards Consumers, Green Practises and Strategic CSR , Doing Good for Society through Corporate Social Responsibility, Building Trust through CSR , Indian Cases

(8 Lectures)

Indian Ethos in Management – Indian Value system, Principles –Approaches- Buddhism - Role of Gita- Karma Yoga- Quality of life- work life Management – Gandhi's Trusteeship Management (6 Lectures)

REFERENCE

1. Guler Aras & David Crowther : Introduction to Corporate social responsibility, Gover Publishing Ltd.
2. Willam B. Werther & David Chandler : Strategic Corporate Social Responsibility, Greenleaf Publishings
3. Subhabrata Bobby : Corporate Social Responsibility, Edward Eger Publishers
4. Philip Kotler & Nancy Lee : Corporate Social Responsibility, Wiley India

Notes & Explanations:

1. Add on Courses are provided in each semester. The opting student would attend the lectures

but would not undergo the examination for them.

2. Having chosen a specialization area, for example Finance, Operations, Marketing the student is to compulsorily undergo first three electives (called Electives- Core). H/She is then given a choice to opt for next three electives (called Electives-Open) out of nine papers. These nine papers are arranged in three categories/ bunches. Each category/bunch has three papers of which the student is required to choose one.

MBA SPECIALIZATIONS

HUMAN RESOURCE MANAGEMENT

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Labour and Employment Laws in India	3	MB-HR-31
2.	Industrial Relations	3	MB-HR-32
3.	Organizational Development	3	MB-HR-33
	(Open Elective IV) (any one)		
4.	Employee Welfare & Compensation Management	3	MB-HO-31
5.	Performance Management	3	MB-HO-32
6.	Human Resource Information Management System(HRIMS)	3	MB-HO-33
	(Open Elective V) (any one)		
7.	Management of Change	4	MB-HO -41
8.	Stress Management	4	MB-HO -42
9.	Cross-Cultural Management	4	MB-HO -43
	(Open Elective VI) (any one)		
10.	Group Dynamics	4	MB-HO -44
11.	Social Audit	4	MB-HO -45
12.	International Labour Organization and International Labour Laws	4	MB-HO -46

1- HRCE 403 Labour and Employment Laws in India

Learning Outcome:

After successful completion of the syllabus, learners will be able to:

- Aware about the judicial setup of Labour laws.
- Understand different Labour and Employment related laws in India.
- To understand the implications of non- implementation of various provisions of essential Labour Laws and the penal consequences that will follow.

Course Structure:

Industrial Employment (standing orders) Act, 1946 : Certificate, applicability, interpretation, appeal, disciplinary actions and grievance procedure.

Industrial Relations Act, 1960 : And other State Legislation dealing with the labour

Law Relating to Wages and Monetary Benefits. This paper shall consist of the following enactments :- (i) Payment of Wages Act, 1936 Constitutional provisions in respect of wages and remuneration. Minimum Wages Act, 1948. (ii) Payment of Bonus Act, 1965 (iii) Equal Remuneration Act, 1976 (iv) The Payment of Gratuity Act 1972 (v) The Contract Labour (Regulation & Abolition) Act 1970

Law Relating to Social Security & Safely Measures. “ (i) Workmen’s Compensation Act, 1923 (ii) Employees State Insurance Act, 1948 (iii) Employees provident fund and miscellaneous provisions Act, 1952. (iv) Maternity Benefit Act, 1961. (v) Fatal Accident Act 1855

2- MB-HR-32 Industrial Relations

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Elaborate the role of industrial relations, its concept and nature.
- Outline the importance of Trade Unions in industrial relations.
- Discuss about the evolution of industrial relations in India.
- Analyze the Labour related problems and grievance handling system.

Course Structure:

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR. **Trade Unionism** : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

Labour problems: Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

MB-HR-33 ORAGNIZATION DEVELOPMENT

Course Objective:

Total Periods: 40

The objective is to gain familiarity with the concept and skills to manage and improve organizational culture collaboratively. It seeks to educate how organizational goals are attained by furthering the human values in individuals.

Understanding the concept of intervention; Nature, scope and definition of Organizational Development; achieving organizational improvement with Organizational Development; Organizational Development vs. the traditional interventions; brief overview of Laboratory – training and survey research & feedback methodology

Underlying Assumptions about people as individuals; about people in groups and about people in organizational systems; assumptions relating to values in the client organization; values and belief systems of Change agents, Concept of System & Organizational Development

Operational Components of Organizational Development- the diagnostic component, intervention/action taking component and process maintenance component, Understanding process interventions; nature of comprehensive OD interventions; structural interventions & OD, conditions important for successful OD efforts

REFERENCE

1. Wendell L.Freanch & Cecil H. Bell Jr : Organizational Development, PHI, New Delhi
2. Management & Organizational Development : The Path from XA to YB New York McGrawhill
: Gordon L.Lippit New York, Century
3. Organizational Renewal Crofts

MB-HO-31 EMPLOYEE WELFARE & COMPENSATION MANAGEMENT

Course Objectives:

Total Periods: 40

The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand about how pay decisions help in gaining competitive advantage in tough competition.
- Critically analyze the compensation related problems.
- Aware about the various compensation related laws in India.

Course Structure:

Compensation Management-Compensation management process, Basis of compensation management, motivation and financial and non -financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence.

Employee Benefits-Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and start up organization, Provisions governing different components of compensation and working of different institutions.

Legal Aspects of Compensation-Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws

Recent Developments in Compensation Management- Innovations in the area of compensation management in Indian and MNCs operating in India and abroad.

REFERENCE

1. S. N Mishra :Labour Laws, Jain Book Agency
2. S. C Srivastava :Social Security and Labour Laws, Eastern Book Company
3. Madhavan Pillai :Labour and Industrial Laws, Jain Book Agency
4. V. V Giri :Labour problems in Indian Industry, India Asia Publishing House
5. N. D. Kapoor :Elements of Mercantile Law, Sultan Chand and Sons

MB-HO-32 PERFORMANCE MANAGEMENT

Course Objectives:
40

Total Periods:

The course has been designed for presenting giving Human Resource practitioners an idea of Performance Appraisal, Demands of the and how the Environmental factors affect organization performance.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand nature, scope, process and elements of Performance Management.
- Compare various organization performance management related problems.
- Assess the performance of employee and their competition in achieving organizational goals

Course Structure:

Introduction-Understanding Performance Management, Nature and scope of Performance Management System, Process and elements of Performance Management, Effectiveness in Performance Management, Relationship between Organizational Structure and Performance; Importance of documenting employee performance

Performance Appraisal- Performance Management Vs Performance Appraisal, Need for Performance Appraisal, Realistic appraisal, Steps and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, Paired Comparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized and Web-based, Problems in appraisal, Supervisor's role in appraisal.

Organizational Demands and Performance Management-Organizational Strategy and Performance Management, Organizational Culture & Performance Management, Employee concerns-perceptions of procedural and distributive justice, employees' responsiveness to performance feedback, achieving work/life balance.

Environmental Influences and Performance management-Influence of Labour force trends, Technology, Globalization and Ethics on performance management, Employee perceptions of the Performance Management system, employee reactions to surveillance and monitoring.

REFERENCE

1. Performance Management : Herman Aguinis Pretince Hall New Delhi
2. Performance Management System & Strategies: Dipak Bhattacharyya Pearson Edu. ND
3. Performance Management : Robert Bascal McGrawHill
4. Strategies for Performance Management : Excel Books New Delhi

5. Human Resource Management : Garry Dessler, Pearson Education, New Delhi
6. Human Resource Management : David Lepak & Mary Gowan, Pearson Education, ND

MB-HO-33 HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM

Course Objective:

Total Periods: 40

The course will critically explore how human resource information systems are applied in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance, and ensure compliance with employment law. The focus will be on merging computer technology with a strategic human resource management perspective in order to maximize the performance of business.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop knowledge about human resource information management system.
- Understand the role of computer technology in strategic human resource management.
- Apply knowledge of human resource information system to enhance efficiency of the organization.

Course Structure:

- Introduction**-Information and management, Characteristics, types and attributes of information, Traditional structure of an organization, Business systems, Interdependence between organizations and information systems, Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens];
- Fundamentals of Human Resource Information Systems (MIS)-HRIS**- HRIS Basics, Human resource policies and practices enabled by HRIS, Applications of HRIS: Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis- Concept & Mechanics; Standard Software and Customized Software; HRIS – An Investment;
- HRDL Cycle**-Human Information systems development, Methodologies, Approaches to systems development, Stages of the SDLC, Prototyping, HR responsibility in each phase of HRIS development, Pre implementation stage of HRIS, HRIS planning, HRIS expectation, Productivity through HRIS , HRIS cost-benefit value analysis. HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control
- HRI Systems**-Systems for leave accounting, Payroll, ICT, Incentives, **Performance appraisal**, Group Decision Support Systems (GDSS) in HRIS, Enterprise Resource Planning (ERP). Emerging Trends in HRIS –Organization Structure & Related Management Processes including authority & Responsibility, Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making
- Requirement analysis and tasks for requirements analysis**- Overview of design of an Human Resource Information System, Gathering, Roles of people in software, Systems analysts, General model of MIS, System development, Model, Role of System Analyst and

Business Analyst. Data Collection Methods - Obtaining data for marketing decisions, Collecting data, Types of data, Primary research methods, Types of research, Additional data collection methods, Database, Database lifecycle (DBLC), Concept of database management system

REFERENCE

1. K. C. Laudon and J. P. Laudon : Management Information Systems- Managing the Digital Firm, Prentice-Hall India, New Delhi, 2006
2. James A O'Brien and George M Marakas : Management Information Systems, McGraw-Hill, New Delhi, 2007
3. Vincent R. Ceriello and Christine Freeman : Human Resource Management Systems: Strategies, Tactics, and Techniques, John Wiley & Sons, New York, 1998
4. Michael J. Kavanagh and Mohan Thite : Human Resource Information Systems: Basics, Applications, and Future Direction, Sage, UK, 2008
5. Teresa Torres-Coronas and Mario Arias: Encyclopedia of Human Resources Information Systems: Challenges in E-HRM, Oliva idea Group Inc (IGI), UK, 2008
6. Henry C. Lucas : The Analysis, Design and Implementation of Information Systems, McGraw-Hill, New Delhi, 1991
7. Michael Armstrong : A Handbook of Human Resource Management Practice, Kogan Page Elizabeth Houldsworth and Dilum Jirasinghe: Managing and Measuring Employee Performance : Understanding Practice, Kogan Page.
8. : Accountability in Human Resource Management, Gulf Professional Publishing.
9. Jack J Phillips Publishing.

The course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the concept of Change in Management and its importance.
- Identified ways they can positively lead and motivate people through cultural or organisational change.
- Developed skills for effectively communicating change.
- Identified ways they can help team members cope with change.

Course Structure:

Introduction-Overview of change, Importance and impact of change, Origins of change- Institutional & Structural, Technological, Social, Behavioural. Development of strategy, role of human resource strategies in implementing change

Organizational Structure, Culture and Change-The significance of structure for change, HR implications of structural choice and change. Organizational culture –integration, differentiation and fragmentation; Linking Organizational cultural through HR change interventions.

HR Processes (A) & Change-Relevance & development of recruitment & selection processes for planned and unplanned change; performance management and organizational change; HRD & organizational change.

HR Processes (B) & Change-Strategic reward management and its role in changing employee behavior; Changing focus in employee relations; managing change through employee involvement; Downsizing; management of change implications of downsizing.

Evaluating and Promoting Change-Approaches to evaluate change; from evaluating to promoting change; clarity of purpose and strategies; data collection for analysis; analysis and feedback.

REFERENCE

1. A. Thornhill, P. Lewis, Mikemillmore, & M. Saunders: Managing Change: A Human Resources Strategy Approach, Pearson Education
2. Basil & Cook : The Management of Change, McGraw Hill
: Change Management: A Guide to Effective , Implementation Sage, South
3. Robert A. Paton Asia
Edition
: Management of Organizational Change: Leveraging Transformation,
4. K. Harigopal Response
Books
5. V.Nilakant & S. Ramnarayan : Change Management, Response Books

MB-HO-42 STRESS MANAGEMENT

Course Objective:

Total Periods: 40

To familiarize students with the nature of stress, and the relationship between stress and managerial problems & to examine the various methods of assessing personal and organizational stress and indicating ways of coping with stress

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop understanding about stress and its role in hampering performance.
- Identify sources of stress in managerial context and its consequences.
- Aware about various strategies and techniques for coping with stress.

Course Structure:

Introduction-Meaning of stress, Nature of Stress — Constructs and Problems, Occupational Stressors, Role Stress.

Stress Framework-Sources of Managerial Stress, Stress and Thought Processes — Learning, Stress and Personality - Behavioural and Situational Modifiers, Stress and Motivation.

Identification of Stress-Verbal and Non-verbal Indicators of Stress, Assessment of Stress, Stress and Management of Change, Stress and Conflict.

Managerial Implications of Stress-Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress, Burnout.

Stress Management Techniques- Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame-Attaching, Relaxation techniques.

REFERENCE

1. Jerrold Greenberg :Comprehensive Stress Management, McGraw-Hill
2. V. J. Sutherland & C. L. Cooper :Strategic Stress Management: An Organizational Approach, Macmillan Business
3. Emma Short :Strategic Stress Management: An Organizational Approach, Emerald Group Publishing Limited
4. Carol Turkington :Stress Management for Busy People: McGraw-Hill
5. J. Cranwell, Ward & A. Abbey :Organizational Stress;, Palgrave Macmillan

MBA-HO-43 CROSS CULTURAL MANAGEMENT

Course Objective:

Total Periods: 40

Present course Aims at developing the understanding of cross cultural issues, its economical relevance for business and helps them to become familiar with ways to effectively understand, anticipate and address the impacts of cross-cultural differences on various management functions to ensure the organizational and individual success.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the concept of culture and cultural differences.
- Understand the role of culture in various business management theories.
- Assess and leverage the impact of culture in management and other business functions.
- Learn to manage cultural differences in applications such as cross-border alliances.
- Manage ethical issues in cross cultural management.

Course Structure:

Introduction: The genesis and concepts of culture, Dimensions and determinants of organizational Culture, Importance of cross cultural management in globalized business environment.

Various Scientific Approaches to the Cross Cultural Issue: Theory of Hall, Trompenaars, Geert Hofstede and John Mole. Mapping cross-cultural differences within and across nations,

Implications of Cross-cultural Management in Globalization: Diversity, culture shock, Technology, Organisational change, mergers and acquisitions and Quality management system (BPR, TQM, Lean and Six sigma.).

Training of the Specific Skills – Cross cultural decision making, staffing, expatriation and repatriation; communication and cooperation in an international team, Managing culturally appropriate leadership style, Designing result oriented motivational tools , Intercultural negotiation and conflicts management.

Ethical Issues and Values in Cross Cultural Management: Cultural clustering of individual countries, Case Studies.

REFERENCE

- Dipak Kumar Bhattacharya : Cross cultral managment,Text and cases, PHI Learning
1. Private Limited
G. Hofstede, Cultures and
organizations : Software of the mind, McGraw-Hill
 2. Gallois, C, Callan, V. J., Communication and culture : a guide for practice, Wiley
 3. Gately, S., Comparative : A Transcultural Odyssey, McGraw-Hill
 4. Management Publishing Co
 5. Puffer, S.: Management Across Cultures. Insights from Fiction and Practice, Blackwell Business

6. Schneider, S. C, Barsoux, J. : Managing across cultures, Prentice Hall/Financial Times,
7. McFarlin, D.B., Sweeney, P.D. : International Management. Strategic Opportunities and Cultural Challenges, Xlibris Corporation
8. Deresky Helen : International Management; Managing Across Borders and Cultures, Pearson Education India

MB-HO - 44 GROUP DYNAMICS

Course Objective:

Total Periods: 40

To familiarize the students with the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness, to identify causes of intra-group and inter-group conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and teambuilding.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- demonstrate understanding of principles of group dynamics, including group process components,
- developmental stage theories, group members' roles and behaviors, and therapeutic factors of group work
- Understand the nature of groups and role of groups in performance of business.
- Identify sources of conflicts in groups and its proper management.

Course Structure:

Introduction-Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B

Group Development and Socialization-Group development – Group socialization; Group Structure

– roles – authority – attraction – communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behaviour – environmental stress.

Group Decision Making-Anatomy – groupthink – group polarization – Methods of group decision-making.

Group Conflict- Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.

Crowds and Collective Behavior-Crowds and collectives – Theoretical viewpoints – Deindividuation theory

Groups and Change-The Group as an agent of change – The effectiveness controversy – Sources of Change in groups.

REFERENCE

1. Forsyth, D.R. : Group Dynamics, Addison-Wesley,
2. Zander, A. : Making Groups Effective, Jossey-Bass

MB-HO - 45 SOCIAL AUDIT

Course objective:

Total periods: 40

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of international social audit which would help them to identify, measure, assess and report on the social performance of the various organizations.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the concept of social audit and compare social audit with other audits.
- Explore the relationship between social audit and performance evaluation.
- Identify key steps for designing social audit of international firms.

Course structure:

Introduction to Social Audit, History of Social Audit, Social Audit Vs Other Audits , Principles of Social Audit, ,Uses and Functions of Social Audit, Dimensions of social audit. Domestic vs international social audit.

Key steps for Designing Social Audit for an international firm, The Social Audit Flowchart, Identifying and selecting the indicators of social audit- Traditional Social Indicators , Core values and performance indicators, Planning the Data Collection , Designing Questionnaire, Guidelines for Undertaking Survey, Group Exercise, Budgeting for social audit, Prerequisite for Social Audit.

Social Auditing and Performance Evaluation, Good Governance and Social Audit, Stakeholders and Social Audit- Identification of Stakeholders, Needs and Methods of involving Stakeholders in Social Audit, Social Audit and Social Capital, Benefits of Social Auditing for Government Departments, community organizations and civil society group.

Preparing the Final Report, The Follow-up action plan for Social Audit, Social Audit and Dissemination, Feedback and Institutionalization of Social Audit, Accountability Mechanisms: Cases from India and abroad.

REFERENCE

1. Raymond A. B., Dan H. F. : The Corporate Social Audit, Russell Sage Foundation
2. David H. B., William C. F., Mildred S. M. : Social Auditing: Evaluating the Impact of Corporate Programs, Business & Economics
3. Sujatha B, : Social Audit- Concepts and Practices, ICAI University Press

MB-HO-46 International Labour Organization and International Labour Laws

MARKETING

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Consumer Behaviour	3	MB-MM-31
2.	Integrated Marketing Communication	3	MB-MM-32
3.	Customer Relationship Management	3	MB-MO-33
	(Open Elective IV) (any one)		
4.	Services Marketing.	3	MB-MO-31
5.	International Marketing Management	3	MB-MO-32
6.	Rural Marketing	3	MB-MO-33
	(Open Elective V) (any one)		
7.	Sales and Distribution Management	4	MB-MO-41
8.	Product & Brand Management	4	MB-MO-42
9.	e- Marketing	4	MB-MO-43
	(Open Elective VI) (any one)		
10.	Retail Management	4	MB-MO-44
11.	Strategic Marketing	4	MB-MO-45
12.	Advanced Marketing Research	4	MB-MO-46

MB-MM-31 CONSUMER BEHAVIOUR

Course Objective - This syllabus will help to understand various theories models and principles of consumer psychology and the buying behaviour of Consumer.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Assess and evaluate the factors, internally and externally, for understanding of consumer behaviour.
- Aware about relevant consumer behaviour theories in understanding the impact of marketing strategies
- Critically analyze the nature of consumption, markets and culture
- Understand the importance of consumer research and its process.

Understanding Consumer Behavior- Meaning and Concept of Consumer and Customer, Consumer Learning, Different Models in Consumer Behavior, Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; Consumer Decision Making Model, Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patterns, Organisational Buying Behavior, Consumer Behavior in Retailing

Factors Influencing Consumer Buying Decision: Consumer Motivation , Consumer Perception, Consumer Personality, Consumer Learning, Consumer Attitude, Influence of Culture on Consumer Behavior; Impact of Values, Lifestyles and Psychographics on buying behavior; Group Influence on Consumption, Gifting Behavior

Consumer Loyalty:

Introduction, Brand Loyalty, Store Loyalty: Brand equity and Brand elements: Repeat Purchasing Behavior , Customer Prioritization,

Consumer Research: Meaning, Importance, Process, Methods and Techniques of Consumer Research

Suggested Reading

- 1- Consumer Behaviour - Leon schiffman , Leslie Lazar Kanauk
- 2- Consumer Behaviour - Hawkins, best, Coney - TMH
- 3-Marketing Research an Applied Orientation – Naresh Malhotra
- 4-Consumer Behaviour - Louden Dlebeta
- 5- Understanding Your Customer - R. Woodruff and S.F. Guardial

MBA-MM-32 INTEGRATED MARKETING COMMUNICATIONS

Course Objective:

Total Periods: 40

To familiarize the students with the different elements of integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Outline the nature and concept of IMC and describe its environment.
- Explain how to set IMC objectives and formulate an IMC budget.
- Evaluate creative strategies in the light of given marketing objectives and strategies.
- Analyse and evaluate the cost effectiveness of various forms of media.

Course Structure:

Concepts and Processes of Integrated Marketing Communications (IMC):

Elements of IMC and their processes-

<p>a. Advertising – Classification of advertising, types, advertising appropriation, advertising campaigns Sales Promotion – Different types of Sales</p> <p>b. Promotion, relationship between Sales promotion and advertising Publicity – Types of Publicity, relationship</p> <p>c. between advertising and publicity</p> <p>d. Personal Selling Direct marketing and direct response</p> <p>e. methods</p> <p>f. Event Management</p> <p>g. E-Commerce</p>	<p>h. Corporate Communication</p> <p>i. Public Relations – Types of PR</p> <p>j. Media relations</p> <p>k. Community relations</p> <p>l. Industrial relations and</p> <p>m. Government relations</p> <p>n. Employee relations</p> <p>o. Crisis Management</p> <p>p. Trade Fairs and Exhibitions</p> <p>Any other</p>
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IMC Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work

Media Management-Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.

Facilitators in IMC-Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc.

Ethics and social responsibility in IMC campaigns

Emerging Concepts and Issues Marketing Communications

REFERENCE

1. Aaker & Myers : Advertising Management, Prentice Hall Inc.
2. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
3. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
4. Copley :Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth- Heinemann Publication
5. Paul Duncon :Integrated Marketing Communications,TMH
6. Kenneth Clow & Donald Baack:Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
7. Otto
8. Kelppner : Advertising Procedure; Prentice Hall Inc.
9. Rathore :Advertising Management; Himalaya Publishing House
10. Rahtz
11. Don R : Integrated Marketing Communication; Cengage Learning
12. Sandage, Fryburger & Rotzoll :Advertising Theory & Practices; Richard D Irwin Inc., Homewood, Illinois
13. Siraj M Joseph & Rahtz Don R: Integrated Marketing Communication – A Strategic Approach,Cengage Learning
14. Wells, Burnett & Mariarity : Advertising Principles & Practices; Prentice Hall of India
15. Wright, Warner,
16. Winter & Zeigler :Advertising, McGrawHill Education

Course Objective:**Total Periods: 40**

The paper is designed to impart the skill-based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus has been to not just make the students aware of the concepts and practices of CRM in modern businesses, but also enable them to design suitable practices and programs for the company they would be working.

Course Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the basic concepts and fundamentals of Customer relationship management.
- Demonstrate basic dimensions of analytical Customer relationship management.
- Identify emerging concepts and trends in Customer relationship management

Course Structure:

Customer Relationship Management Fundamentals-Theoretical perspectives of relationship, Evolution of relationship marketing, Purpose of relationship marketing, Approach towards marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation, People factor in CRM

Dimensions of Customer Relationship Management

- Customer Satisfaction:** Meaning, Definition, Significance, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction
- Customer Loyalty:** Meaning, Definition, Significance, Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Dimensions of Customer Loyalty, Determinants of Customer Loyalty, Drivers of Customer Loyalty
- Service Quality:** Meaning and Definition of Service Quality, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps
- Customer Relationship Management: Technology Dimensions**-E- CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.
- Emerging Concepts and Perspectives in Customer Relationship Management:**

To be announced by the Teacher at the beginning of the session

REFERENCE

- Kristin Anderson, Carol Kerr : Customer relationship management, McGraw-Hill
1. Professional
 2. Federico : Customer Relationship Management: Organizational and

- Rajola Technological Perspectives, Springer
- r
Rajendra Kumar Sugandhi: Customer Relationship Management, New Age
3. International : Customer relationship management: , Emerging Concepts,
 4. Jagdish N. Sheth Tools, Applications, Tata McGraw-Hill Education and ,
: Customer relationship management:
 5. Gerhard Raaba Global Perspective, Gower Publishing, Ltd.
 6. Ed Peelen : Customer Relationship Management, Pearson Education India Francis
 7. Buttle : Customer Relationship Management, Butterworth-Heinemann
Judith W. Kincaid: Customer Relationship Management: Getting It Right, Prentice Hall
 8. Professional : Customer Relationship Management: A Strategic Approach, Global
 9. Lakshman Jha India Publications
-

MBA-MO-31 SERVICES MARKETING

Course Objective:

Total Periods: 40

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing is practiced in service organizations and how it will be managed in the future.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Examine the nature of services, and distinguish between products and services.
- Identify the major elements needed to improve the marketing of services and effective service delivery process.
- Develop an understanding of the roles of relationship marketing and contemporary Issues in Services Marketing.

Course Structure:

Introduction to Services Marketing- Emergence of Services Economy; Nature and Definitions of Services; Classification of Different, Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing

Understanding Consumers' Behavior for Services- Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.

Services Marketing Mix-New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.

Effective Service Delivery Process- Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery

Implementing Service Marketing-Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services

Contemporary Issues in Services Marketing -The content of the unit depends upon the recent developments in the field of services marketing, which would be declared by the respective faculty during the coverage of syllabus.

REFERENCE

1. Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
2. Zeithaml V.A. & Bitner M.J. : Services Marketing, Tata McGraw Hill, New Delhi
: Marketing of Services, Global Business Press, New Delhi
3. Verma H.V. : Services Marketing, Biztantra
4. K. E Clow & David L Kurtz : Services Marketing, Biztantra
5. Govind Apte : Services Marketing, Oxford Publications
: Handbook of Services Marketing & Management, Sage
6. Swartz & Iacobucci : Services Marketing, Cengage Learning, New Delhi
Publications.
Hoffman &
7. Bateson : Services Marketing, Cengage Learning, New Delhi

MBA-MO-32 INTERNATIONAL MARKETING MANAGEMENT

Course Objectives:

Total Periods: 40

This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understanding of major issues related to international marketing management.
- Analyze trends in global markets and in modern marketing practice.
- Assess an organization's ability to enter and compete in international markets.

Importance and Challenge of International Marketing-Definition of International Marketing; Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives

Analysis of International Marketing Environment and Identifying Foreign MarketsPolitical Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

International Marketing Intelligence and Research- Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.

Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

International Product Policies-Strategic Considerations in Making Multinational Product decisions; Alternative Strategies in Multi-national Product Planning; Methodology in Making Multinational product Decisions.

International Pricing Decisions- Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.

International Distribution System and Logistics-International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.

International Marketing Communication -Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.

Emerging Issues and Developments in International Marketing-To be announced at the beginning of the session.

REFERENCES

1. Sak Onkvisit and John Shaw : International Marketing-Analysis and Strategy, Taylor & Francis
2. Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons
3. S.C. Jain : International Marketing Management, Boston: Kent Publishing
4. S. Hollensen, A. Thornhill, P. Lewis : Global Marketing-A Decision Oriented Approach, Pearson Education, Limited
5. Warren J. Keegan : Global Marketing Management, Pearson Education India
6. M. R. Czinkota & I. A. Ronkainen : International Marketing, Cengage Learning

MBA-MO-33 RURAL MARKETING

Course Objective:

Total Periods: 40

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing practices in Indian context.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the various concept of Rural Marketing.
- Explore the prerequisites for analyzing rural consumer behaviour.
- Assess the rural market in India and its size & obstacles.
- Aware about the various rural marketing strategies.

Course Structure:

Introduction: Rural Marketing – Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets.

Rural Marketing Environment-Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India

Rural Consumer Behavior-Rural Consumers Dimensions - Buying Decision Process, Marketing Mix for Rural Marketing,

Researching Rural Market-Research approach, Rural Marketing Information System, Diffusion of Innovation

Rural Marketing Strategies:

- a) **Rural Market Segmentation**-Basis and Strategies, Positioning Strategies for Rural Market.

- b) **Product Strategy**-Product Planning & Strategies for Rural Markets, New Product Development: Consumer Adoption Process, Product Mix.
- c) **Pricing Strategies for Rural Markets**-Pricing Policies, Innovation in Pricing of the Products.
- d) **Communication Strategy**-Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Setting Communication Objectives, Rural Media: Media Innovation, Branding in Rural India, Brand Loyalty Vs Stickiness, Fake Brands - Strategies to Counter Fake Brands.
- e) **Distribution Strategy**-Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Distribution Strategies, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution System.

REFERENCE

1. P. Kashyap & S. Raut : Rural Marketing, Biztantra
2. T.P. Gopal Swamy : Rural Marketing, Vikas Publishing House
3. B. Dogra & K. Ghuman : Rural Marketing, TMH
4. S. K. Velayudhan : Rural Marketing, SAGE Publication
5. U.C.Mathur : Rural Marketing, Excel Books,
C G Krishnamacharyulu, L. Ramakrishnan: Rural Marketing, Pearson
6. Education
8. Habeeb Ur Rahman : Rural Marketing, HPH,
9. Sukhpal Singh : Rural Marketing, Vikas Publishers
Minouti Kamat & R. Krishnamoorthy:Rural Marketing, HPH,
10. Agricultural

MBA-MO-41 SALES AND DISTRIBUTION MANAGEMENT

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the various concepts and elements of distribution system.
- Assess the role and importance of IT in managing sales and distribution system.
- Aware about the concept of Retail Management and distribution system in retail management.

Distribution Management: An Overview Meaning, concept and elements of Distribution; Growing importance of distribution for strategic advantage;

Value chain and marketing intermediaries; Various marketing intermediaries and their roles in value addition; Conventional distribution systems for various product categories; Multiple Channel Systems; Designing channel structure and strategy

IT enabled Distribution Systems & Channel Relationships IT enabled Distribution Systems; Disintermediation vs Reintermediation; Cybermediary (e-commerce), Partial disintermediation; Intermediary empowerment; Framework for adoption of IT enabled distribution systems; Nature

and characteristics of Partnering Channel Relationships; Stages, Reasons and Factors of developing Partnering Channel Relationships;

Channel Conflicts and Resolution Strategies; Partnering Channel Relationships and IT

Retail Management: An Overview Concept and Evolution; Functions and Role of Retailing in Distribution; Social and Economic significance of Retailing; Formats of Retailing; Organized Retailing; Technology in Retailing; Present Indian Retailing Scenario

1. Agrawal D. K., Distribution & Logistics Management: A Strategic Marketing Approach, Macmillan Publishers India Ltd. New Delhi,
2. Berman- Retail Management Strategic approach-11e (Prentice hall)
3. Cox-Retailing An introduction 5e (Prentice hall)
4. Alan Rushton, Phil Croucher & Peter Baker, The Handbook of Logistics & Distribution Management, Kogan Page Ltd. London,
5. Anne T. Coughlan, Erin Anderson, Louis W. Stern & Adel I. El-Ansary, Marketing Channels, Pearson Education, Delhi,
6. P. K. Sinha & D. P. Uniyal, : Managing Retailing, Oxford University Press.
7. Michael Levy, Barton A Weitz and Ajay Pandit, Retailing Management, McGraw Hill, New Delhi,
8. Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke

MBA-MO-42 PRODUCT AND BRAND MANAGEMENT

Course Objective:

Total Periods: 40

The course aims to make the learner familiar with the management of product and brands in the context of marketing. It orients the learner to carefully understand the pivotal role a product manager and the significance of product and brand related decisions.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the fundamental concept of brand and product management.
- Assess different strategies while taking brand decision.
- Develop an understanding of the product manager's role in developing product development plan.

Course Structure:

Brand Categorization-Role and Scope of Branding, Brand Equity models, Building Brand equity, Brand Audit, Brand Tracking & valuation, Brand Reinforcement.

Brand Decisions-Brand Stretching& Extensions, Rejuvenation, Re launch, and Acquisition. Brand Portfolios, Brand Association, Positioning and Repositioning, PoP's and PoD's, Brand Differentiation, Brand Personality

Product-Brand Interface-Brand Deluge, Challenges to Brands- Mature Markets, Brand Proliferation, failures, Media costs fragmentation, Retailer power, Branding in Services, B2B markets, Building Global Branding.

Product Management: facts vs. fiction & a system, Need for Product Management; Product Management System fit with marketing concept and market planning, success of PMS, Role of a Product Manager, Development of Product Plan: Relations with market, product, SWOT Analysis, Marketing Mix, PLC-a Strategic planning tool. Marketing Planning, Competitive set definition, category, and Competitor Customer analysis, Market Potential and Sales Forecasting, New Products.

REFERENCE

1. Lehmann : Product Management, Tata McGraw-Hill Education
: Successful product management: A guide to Strategy, planning and development, Kogan Page Publishers
2. Stephen Morse : Product management: Sharpening the Competitive Edge Macmillan Education,
Edgar A.
3. John Legge : Product Management: Strategy and Organization R.E. Kreiger Pub. Co
4. Pessemier : Product Management: Strategy and Organization R.E. Kreiger Pub. Co
5. T. Heding & C. F. Knudtzen : Brand management: Research, Theory and Practice, Mogens Bjerre Publisher Taylor & Francis,
6. R. Riezebos, H. J. Riezebos, : Kist Brand Management : A Theoretical and Practical

&B.

Approach - 2003,

Financial Times Prentice
Hall,

7. Paul Temporal : Advanced Brand Management: Managing Brands in A Changing World John Wiley and Sons
8. Rita Clifton, Sameena Ahmad : Brands and Branding, John Wiley & Sons

MBA-MO-43 e-MARKETING

Course Objective:

Total periods: 40

It will acquaint the students the basics of e marketing, enhancing E marketing performance, enhancing customer experience, evaluating and measuring e marketing campaigns.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Know about evolution of e-Marketing, its characteristics and the barriers and benefits of Internet marketing.
- Identify the micro and macro factors that impact e-marketing.
- Integrate the knowledge of marketing, its strategies and tactics into online experiences for enhancing business growth.
- Aware about the appropriate online tools for achieving business outcomes.

Course Structure:

Framework for E marketing-Evolution, Commercial beginnings of the Web, Characteristics, Drivers of Internet Economy; Internet Business models and Strategies; E marketing Plan, Internet as a marketing platform: opportunities, challenges, barriers and benefits of Internet marketing

Marketing Environment-Ethical, legal, Social and regulatory issues in Internet Marketing, Internet as a direct Response Medium, Understanding the Internet Consumer, Internet Consumer Behavior, Internet User Segments, Customer Acquisition on Internet, Building Internet Brands, Interactive Brand Building, Recent Trends

Differentiation and Positioning-Strategies in E marketing, Distribution in E marketing, E marketing Communication, Online Advertising, Search Email, and other marketing tools, Customer Relationship in Internet Marketing, Customer Service and Support in web space, Recent Trends

Developing and maintaining-website for E marketing, Measuring and Evaluating Web Marketing Programs, Variables used to measure website traffic, audiences and marketing campaigns, Measuring internet advertising effectiveness, Recent Trends

Applications of Web 2.0-in Marketing, tools of web 2.0, Blogs, Applications of web 2.0 in India, Internet communities and marketing: the creation and transfer of value within communities, Overview of Global E marketing, Future of Internet Marketing

Case Studies in E marketing

REFERENCE

1. Mohammed, Fisher, Jaworski and Cahill : Internet marketing – building Advantage in a networked

economy Tat McGraw-Hill

Strauss and

2. Frost : E-Marketing, Prentice-Hall
3. Mary Roberts : Internet Marketing, Cengage Learning
: Strategic Internet Marketing – Practical e-commerce and branding Tactics,
4. Vassos Que Books
5. Chaffey, Meyer, Johnston and Ellis – Chadwick : Internet Marketing, Prentice-Hall/Financial Times

MBA-MO-44 RETAIL MANAGEMENT

Course Objective:

Total periods: 40

The present course aims at familiarizing the participants with the global dynamism of retail practices and provides a specialized platform for developing cutting edge skills in retail. It also facilitates an understanding of synergies created by integration of retail concepts and practices. Class participation will be fundamental to the development of these skills.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the concepts, theories and functions of retail management.
- Identify the factors influencing Retail Shoppers, Branding and Pricing.
- Discuss about the importance of Retail location and factors that should be considered while selecting Retail location.

Course structure:

Overview of Retailing-Retailing Defined, Functions of Retailing, Retail Theories, Models, & Formats, Global Retail Industry, Drivers and Challenges for Indian Retail Industry.

Retailing Strategy-Factors Influencing the Retail Shoppers, Branding Strategy, Pricing Strategy, SCM Strategy

Retail Location -Levels of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site.

Store Layout, Design and Visual Merchandising-Importance of Design, Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent.

Merchandise Assortment-Concept of the Private Label, Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.

REFERENCE

- 1) Berman B and Evans J R : Retail Management, Prentice Hall
Michael Lervy M and Weitz
- 2) B W : Retailing Management, Tata McGraw- Hill
Newman A J and Cullen P- : Environment and Operations, Harcourt Publishers Ltd
- 3) Retailing : Principles of Retail Management, Palgrave Macmillan, Basingstoke
- 4) Varley R and Rafiq M
- 5) A.J. Lamba : The Art of Retailing , McGrawHill
: Retailing Management – Text & Cases, McGraw-Hill
- 6) Swapna Pradhan
- 7) Suja Nair : Retail Management, Himalaya Publication
: Retailing – An Introduction, Financial Times
- 8) Roger Cox & Paul Brittain : Retail Management, Prentice Hall

MBA-MO-45 STRATEGIC MARKETING

Course Objective:

Total Periods: 40

The object of the present course is to develop analytical skills for the formulation and implementation of market driven strategies. It also aims at recognizing, embracing, and managing change by focusing on higher-level strategic issues and decision making to deliver superior value to customers in global market and competitive situations. Class participation through case discussion will be fundamental to the development of these skills.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understanding about Strategic Marketing, its evolution and challenges.
- Segment market according to the needs and demand of the product.
- Explore different pricing strategies and product life cycle strategies.
- Collect, process, and analyze consumer and market data to make informed decisions.

Course Structure:

- Introduction**-An Introduction to Strategic Marketing: The Changing Role of Marketing – Marketing in 21st century, Factors responsible for the change and their impact, Dimensions of Strategic Marketing, Challenges of Strategic Marketing. Market Driven Strategy – Identifying Distinctive Capabilities, Creating Value for Customer, Establishing Strategic Focus, Setting Marketing Objectives.
- Relationship Strategy**-Market Segmentation Strategy – Creating New Market Space, Matching Value Opportunities and Capabilities, Target Market Strategies, Positioning Strategy
- Product Strategy**-Product Strategies - Product Strategy Issues & Challenges, Product Life-Cycle Strategies, Strategies New Product, Branding Strategies, Packaging Strategies
- Pricing Strategies** – Analyzing Customer Price Sensitivity and Competitors' Response, Legal & Ethical Issues in Pricing, Price Positioning, Pricing Strategies & Pricing models
- Product Strategy**-Integrated Marketing Communication Strategies – Setting IMC Objectives, Deciding Role of Promotion, Pull vs. Push Strategies, Advertising Strategy, Creative Strategy, Media Strategy, Strategies for Sales Promotion, Publicity & Direct Marketing.
- Distribution Strategy**-Channel Objectives, Role Performed by Distribution System, Strategies at different Channel Levels, Implementation Strategies
- Suggested Case Readings**-State Bank of India Competitive Strategies of a Market Leader; Sony Ericsson's Mobile Music Strategy; Monster Inc. Strategic Growth in India; Starbucks : Selling Experience; Bausch & Lomb Effective Positioning; Horlicks' & Cadbury's Repositioning Strategies; The Nirma Story; Pepsico's 'Focus' Strategy; Launch of Amaron Automotive Batteries; Hindustan Times Vs Times Of India; Promotional Strategies of Cellular Service Providers in India; Cox and Kings Service with a Difference; Social Marketing Lessons from CRY in India; Dell's Distributions System.

REFERENCE

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt
2. D. W. Cravens & N. F. : Strategic Marketing, McGraw Hill/Irwin

- Piercy
O.C. Ferrell, Michael D.
3. Hartline : Strategic Marketing, South-Western Cengage
Boyod Wlker, Mullins
 4. Larrech : Marketing Strategy, McGraw Hill
: Strategic Marketing Management; Planning, Implementation
& Control:
 5. Colin, David J. : Strategic Marketing, Wiley-India
Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
 6. Aaker, David : Market Driven Strategy Day; Process of Creating Value,
Free Press
 7. George S. :Marketing Management Strategies and Programs,
J. P. Gultinan, G. W. Paul, T. J. McGraw-Hill
 8. Madden
Companies : Marketing; Planning and Strategy, South-Western
College Pub
 9. Jain, Subhash
Kerin Roger, Peterson
 10. Robert : Strategic Marketing Management, Allyn and Bacon
 11. P. Baines, R. Brennan & P Garneau : Contemporary Strategic Marketing, Palgrave
-

MBA-MO-46 ADVANCED MARKETING RESEARCH

Course Objective:

Total periods: 40

The course aims to start a discussion on the challenges of marketing research and analyzing consumer behavior in the dynamically developing global environment. Relevant advanced marketing research approaches, concepts and tools are being presented, discussed and applied by students within a course project.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understanding about role, design and implementation of marketing research.
- Evaluate and analyze data collection process.
- Aware about different statistical techniques for data analysis.
- Apply knowledge of marketing research on a practical project.

Course Structure:

Introduction to Marketing Research-Nature and Scope of Marketing Research; Role of Marketing Research in the Designing and Implementation of Marketing Programs; the Marketing Research Process; Marketing Research Designs

The Source & Collection of Data-Observational Methods; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys – Methods & Techniques, Use of Questionnaire & Schedules.

Introduction to Marketing Data Analysis-Review of Basic Descriptive Statistics; Introduction to SPSS; Data Reading & Coding; Simple Inferential Statistical Analysis Tools

Multivariate Data Analysis Techniques-Regression Analysis (Advertising Budget Decisions etc.) – Violation of Assumptions in Regression Analysis & Therapy, Types of Regression Analysis Factor Analysis (Questionnaire Development & Advertising Theme Decisions etc.) – Fundamental Theorem & Central Concept, Factor Extraction Methods & Criteria, Factor Rotation & Scores Cluster Analysis (Market Segmentation etc.) – Concepts and Process, Hierarchical versus Non-hierarchical Cluster Algorithms, Linkage Methods, Determination of Cluster Number, Interpretation and Profiling of Cluster Solutions Discriminant Function Analysis (Brand & Product Line Decisions etc.) - Significance Tests and Wilks Lambda, Standardized Canonical Discriminant Function Coefficients, Structure Matrix, Interpreting Discriminant Functions and Classification. Multidimensional Scaling (Strategy Formulation) - Basic Principles and Application in Marketing, Data Collection Methods, Determining Proximity, The MDS Algorithm, Number of Dimensions and their Interpretation, Assessing Reliability and Validity.

Marketing Research Project-The student or group of students needs to apply this course learning in a real marketing research project of their interest area with submission of research project report and class presentation of the same.

REFERENCE

1. Malhotra N.K. : Marketing Research – An Applied Orientation, Pearson Education, New Delhi
 2. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
 3. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi
 4. Beri G.C : Marketing Research, Tata McGraw Hill, Karlinger, Fred
 5. N. : Foundations of Behavioural Research. Aaker, Kumar, and
 6. Day : Marketing Research, John Willey Churchill and Iaccubucci : Marketing Research: Methodological Foundations, Cengage
 7. Learning Coakes, Sheridan and Clara Ong : SPSS Version 18.0 for Windows: Analysis without
 8. Anguish, John Wiley & Sons, Inc. List of cases and specific references including research papers, articles and
 9. announced in the books will be class.
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FINANCE

S. No.	Paper Name (Core Elective)	Credits	Code
1.	Corporate Financial Decisions	3	MB-FM-31
2.	International Financial Management	3	MB-FM-32
3.	Security Analysis & Portfolio Management	3	MB-FM-33
	(Open Elective IV) (any one)		
4.	Corporate Tax Planning & Management	3	MB-FO-31
5.	Financial Inclusion	3	MB-FO-32
6.	Behavioral Finance	3	MB-FO-33
	(Open Elective V) (any one)		
7.	Banking & Financial Services	4	MB-FO-41
8.	Capital Markets & Regulatory Systems	4	MB-FO-42
9.	International Accounting and Financial Reporting	4	MB-FO-43
	(Open Elective VI) (any one)		
10.	Financial Derivatives	4	MB-FO-44
11.	Principles of Insurance & Risk Management	4	MB-FO-45
12.	Corporate Valuation & Mergers	4	MB-FO-46

AB-FC-31 CORPORATE FINANCIAL DECISIONS

Course Objectives: Total Periods: 40

To equip the students with the knowledge and skills needed by the finance professionals in addressing practical problems in corporate finance. From a finance professional's point of view, a good understanding of Corporate Finance is crucial to assist a company.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understanding about primary objective of the organization (Profit Maximization vs Wealth Maximization).
- Assess financial statements based on comparative and common size statement and making informed decision making on it.
- Synthesize different project financing techniques used for making financing decisions.

Course Structure:

Introduction-Corporate Objectives, Wealth maximization – Profit maximization, Social welfare and Corporate growth, Impediments to Wealth maximization, Financial Market – Money Market and Capital Market.

Financial Statement Analysis-Common Size Statement and Comparative Statement, Ratio Analysis, Financial Forecasting,

Valuation of Corporate Bonds and Stocks-Basics of Debt Instruments, Valuation of Bonds - Price, Coupon and Yield relationships, Yield to Maturity, Bond Pricing Theorems, Valuation of Stocks - Dividend Discount Model – Constant, Growth Model and Two Stage Growth Model, P/E Valuation Model.

Project Financing-Introduction, Sharing of Risk, Agency Cost of Debt, Free Cash Flow, Types of Project, Contracts, Financial Agreements, Public -Private Partnerships (PPP), Funding Aspects, Project, Feasibility Studies,

Mergers and AcquisitionsTypes of Mergers, Rationale for Mergers, Gains from Mergers, Target Valuation, Valuation by Parts, Seller's Perspective, Critical Factors for Success of Merger.

REFERENCE

1. Fundamental of Corporate Finance, Stephen A Ross, Westerfield & Jordan, Tata McGraw Hill Publication
2. Financial Management & Policy, Vanhorne James C, TMH Publication
3. Principal of Corporate Finance , Brealy , Myes, Allen & Mohanty, TMH Publication
4. Corporate Finance- Theory and Practice, Vishwanath S.R., Response Books (A division of Sage Publications)
5. Corporate Finance, Theory and Practice, Pierre Vernimmen, John Wiley & Sons
6. Corporate Finance, Stephen A Ross, Tata McGraw Hill
7. Corporate Finance, Ashwath Damodaran, John Wiley

MBA-FC-32 INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective:

Total Periods: 40

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand international monetary system and foreign & capital exchange market
- Identify investment opportunities in the international environment
- Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
- Identify and evaluate foreign direct investment through different approaches like NPA etc.

Course Structure:

Global Financial Environment: Overview, International Monetary System: Exchange Rate Regimes, IMF, Euro Currency Market, EURO Market, Capital Market, Role of Finance Manager in Global context, Balance of Payments : Understandings, Analysis & Interpretation.

Foreign Exchange Market: Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange Market in India: Nature, Structure, Operations & Limitations.

Exchange Rate Determination: Structural Models of Exchange Rate Determination, Exchange Rate Forecasting, The Exchange Rate of Rupee, Foreign Exchange Risk Exposure: Types of Risk, The Risk management Process: Hedging, Swaps, Futures, Options, Types of Derivatives,

Role SEBI.

Foreign Investment Decision: International Project Appraisal, Exchange Rate Risk & Cost of Capital, International Joint Ventures, A review of NPV Approach, Repositioning of Funds, FDI & FII in India.

Management of exposure & risk-Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.

REFERENCE

1. Apte, P.G. – International Financial Management (Tata Mcgraw–Hill)
2. Sharan – International Financial Management (Prentice–Hall)
3. Vij M – International Financial Management (Excel Books)
4. Shapiro – Multinational Financial Management (Prentice–Hall)

MBA-FC-33 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

Total Periods: 40

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understanding to the solution of familiar and unfamiliar problems pertaining to securities analysis and portfolio management
- Aware about appropriate theories, principles, and concepts pertaining to securities analysis and portfolio management.
- Formulate appropriate judgment in selecting and presenting information using various methods and techniques relevant to securities analysis and portfolio management.

Course Structure:

Introduction to Investment and Securities-Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities,

Primary Market and Secondary Market-Relationship between primary and secondary market. Function of primary market, Parties involved in new issues _ Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Over the counter exchange of India (OTCEI). Listing of securities.

Regulatory Framework-Securities and Exchange Board of India_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE sensx , NSE 50 (NIFTY). S& P CNX 500.

Valuation of Securities-The three steps process of valuation- economic analysis, industry analysis, and company analysis. General framework of valuation. Value- price relationship. Valuation of fixed income securities. Valuation of preference share and valuation of equity shares.

Efficient Market Theory-Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. Earning of company, Growth in earnings. Technical analysis. Tools of technical analysis. Dow Theory, tread – primary intermediate and short term trends. ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies

Portfolio Analysis: Traditional portfolio analysis. Effects of combining securities. Markowitz Risk-returns optimization.

Portfolio Selection-Risk and investor preference, constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.

Capital Market Theory-Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.

Portfolio Revision-Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision

REFERENCE

1. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Van Horne : Financial Management & Policy, Prentice-Hall
4. Weston J.F. & Brigham E.F.: Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E.W. :Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk : Fundamentals of Investing, Pearson Addison Wesley

MBA -FO-31 CORPORATE TAX PLANNING & MANAGEMENT

Course Objectives:

Total Periods: 40

Course aims to provide understanding of Direct Tax including Rules pertaining there to and application to different business situations &to understand principles underlying the Service Tax along with basic concepts of VAT.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understand about nature and scope of Tax Planning.
- Assess tax on individual and corporate income.
- Identify various provisions and clause relating VAT and Service Tax and making informed decision on it.

Course Structure:

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assesses – types, Residential status, Non-resident Indians.

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

Service Tax-Service Tax: Applicability and Services covered – Valuation of taxable services for service tax, Payment of Service Tax – Registration

VAT-The Basic concept of VAT-how VAT operates-merits& demerits of VAT-a brief overview of state level VAT in India. (VAT is not to be studied with reference to any particular State VAT Law.), Introduction to GST

REFERENCE

- 1) Bhatia H L - Public Finance (Vikas)
- 2) Lakhotia R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
- 3) Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)

- 4) Santaram R - Tax Planning by Reports (Taxmann, 1978).
- 5) Singhanian V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
- 6) Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)
- 7). Bhagawati Prasad : Direct Taxes, New Age International Pub
- 8). Girish Ahuja and Ravi Gupta : Direct Taxes, Bharat Law House

MBA -FO-32 FINANCIAL INCLUSION

Course Objectives:

Total Periods: 40

The course is designed to provide a resourceful insight of the various pillars of financial inclusion such as micro-remittance, micro-savings, micro-credit and micro-insurance. The Course will discuss the causes for ineffectiveness of formal lending & evaluates a few current initiatives that attempt to promote higher financial inclusion in the country under different models.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand about the concept of Financial Inclusion, its differences with Financial Exclusion and factors that play crucial role in Financial Inclusion.
- Know about the evolution of Financial Inclusion in India.
- Aware about various schemes and strategies for the upliftment of poor through Financial Inclusion.

Course Structure:

Financial Inclusion-Meaning and Definition, Problems of Financial Inclusion, Factors Affecting Access to Financial Services,

Financial Exclusion-Meaning, Nature, Participants Causes and Consequences Benefits Of Inclusive Financial Growth, Relationship between Financial Inclusion and Development Indicators.

Initiatives of Financial Inclusion In India-Cooperative Societies Act, Rural Credit Survey Committee, Nationalization of banks, Introduction of Lead Bank Scheme, Setting up of Regional Rural banks, Introduction of Kisan Credit Card

Genesis and Evolution of Microfinance-different models of microfinance operating in India Emerging Trends in Microfinance Micro-insurance- Concept, Practices and Innovations, Understanding Rural Debt, Safe Remittances for the Poor; **SHG**: Study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.

Extending Financial Services to Poor- Linkages between Formal and Informal Financial Institutions to Extend Financial Service to Poor People, Efforts in reducing Transaction Costs for Banks and Their Clients, Business Correspondent and Business Facilitator Outreach Model for Banks, The Post Office model, Financial Literacy and Counseling of Rural People.

Challenges for the Future-Inclusive Growth through Rural Employment, the Micro-enterprises Model, Unique Identification Number and Financial Inclusion, Best Practices in Financial Inclusion and Case Studies

REFERENCE

1. K G Karmarkar, G D Banerjee, N P Mohapatra: Towards Financial Inclusion In India Sage Publication
2. Desai, Vasant : Rural Development in India. Himalaya Publishing House
3. Rohtagi : Rural Banking & Overdues Management Cybertech
4. Patnaik UC : Rural Banking in India Anmol Publications
5. Basu Priy : Improving Access to Finance for India's Rural Poor World Bank Publications
6. Bhatnagar Amitabh : Rural Micro finance & Microenterprise Concept Publishing
7. Sohano & Balakrishna : Indian Rural Banking – the Changing Paradigm, ICFAI
8. Sujatha B : Financial Inclusion: Concepts and Strategies, ICFAI

9. Ravichandran Krishnamurthy :Financial Inclusion VDM Verlag

10. Sameer Kocchar, K C Chakrabarty and C Rangarajan: Speeding Financial Inclusion Academic Foundation

MBA -FO-33 BEHAVIOURAL FINANCE

Course Objectives:

Total Periods: 40

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behaviour.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Demonstrate analytical skills for financial decision making through behavioural traits of investors.
- Identify the behavioural bias and psychological characteristics of investors through theories and models pertaining behavioural finance.
- Develop strategies to manage wealth effectively and wisely from mispriced assets.

Course Structure:

Conventional finance and challenges-to market efficiency, Building Blocks of Behavioural Finance – Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes

Brief History of Rational Thought-Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi- Rational Choice

Decision-making-under risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective, Allais and Elsberg's paradoxes, Errors in Decision-Making

Prospect theory, Loss aversion theory, and Mental Accounting Heuristics and biases, overconfidence and emotion, financial decision-making stemming from heuristics and biases, over confidence and emotion

Group Behaviour-Conformism, herding, fatal attractions

REFERENCE

1. H. Kent Baker, John R. Nofsinger :Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons

2. William Forbes: Behavioural Finance, John Wiley and Sons

3. Lucy Ackert, Richard Deaves: Behavioral Finance: Psychology, Decision- Making, and Markets, Cengage Learning

MBA-FO-41 BANKING AND FINANCIAL SERVICES

Course Objective:

Total Periods: 40

The present course aims to familiarize the students about banking and financial services and strengthen their analytical understanding about Indian financial environment.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Explore the evolution of Banking System in India.
- Aware about the role and duties of central and commercial banks and its functioning.
- Demonstrate broad and coherent knowledge of the theoretical and professional disciplines of banking, finance, mutual funds, insurance services and products, housing finance and the Financial Services Industry.

Course Structure:

Introduction-Changing role of Banking in India

Reserve Bank of India-Objectives, Traditional and Development functions and Instruments of Monetary Policy used by RBI

Commercial Banks-Objectives, functions of commercial banks and recent developments and challenges of commercial banks in India

Management of Deposits-Relevance of marketing approach to deposit mobilization in a bank, formulating marketing strategies for deposits mobilization by a bank in India

Development Banks-Objectives, functions, financing policies and practices of development banks in India and promotional roles of Developments Banks and their financial services

Credit Management-Principles of lending, new credit policies of commercial banks in India and their implementation, contents of credit policy of a bank, credit appraisal by a commercial bank, Assets Classification and Management of NPA's, Concept and advantages of assets securitization.

Mutual Funds-Concepts, objectives and functions of mutual funds in India, policies and practices of Indian mutual funds in regard to mobilization of resources and their deployment.

Insurance Services and Products-Introduction, policies and practices of LIC and GIC, evaluation of insurance in India, new trends in insurance sector and development of micro-insurance and its prospects.

Venture Capital Funds-Objective, policies and operations of venture capital in India

Management of Capital Fund-Function, adequacy of capital- its concepts and norms, present state of capital funds in Indian commercial banks.

Credit Rating-Objective, functions of credit rating agencies and evaluation of credit rating agencies in India

Bank Products-Commercial credit products, retail credit product, deposit products and fee based products.

Overview of Housing Finance-Housing and economic development, evolution of housing finance in India, leading financier in housing finance sector and equity support to housing finance system.

REFERENCE

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- | | |
|-----------------------------------|---|
| 1) Hajela T.N. | : Money Banking and International Trade, Ane Books Pvt Ltd |
| 2) Nalini P.Tripathi
Batra and | : Financial Instruments and Services, PHI Learning Pvt. Ltd |
| 3) Dangwal | : Financial Services, Deep and Deep Publications |
| 4) M.Y.Khan | :Financial Services, Tata McGraw-Hill Education |
| 5) David L.Hershan | :Book of Home Finance, Hershman Group |
| 6) Joetta Colquitt | :Credit Risk Management, McGraw-Hill Professional |

MBA-FO-42 CAPITAL MARKET AND REGULATORY FRAMEWORK

Course Objective:

Total Periods: 40

The course aims to familiarize the students about the working and regulation of Indian capital market. It also aims to make the students aware about the role of capital market in the economic growth of the country.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Outline the components of Indian Financial System and its role in developing Indian Economy.
- Explain the concept of Capital and Monetary Market in India.
- Calculate the risk structure of stock and financial derivatives
- Analyze bond and other capital market instruments
- Perform the fundamental and technical analysis
- Outline the differences in Primary and Secondary Market in India.

Course Structure:

Indian Financial System-Components of Indian Financial System, Institutions, Instruments, Market and Services, Nature and role of Financial system and Economic Development, Financial Sector Reforms.

Capital Market-Constituents, Functions, Capital Market Instruments, New Issue Market, Private Placements

New Issue Market-Meaning, Evolution of Primary Market in India, mode of issuing Securities, IPO Grading, Employee Stock option plan, Green shoe option, On-line IPO's, steps to improve Primary Market Infrastructure.

Secondary Market-Introduction, Post reforms stock market scenario, Organization, Management and Memberships of stock exchanges, Market Mechanisms, Margin Systems, and Drawbacks of Indian Stock Markets.

Indian Stock Exchanges-Meaning of Stock exchange, Organization of Stock exchanges in India, Functions of Stock exchange, BSE, NSEI, OTCEI, National and Regional Exchanges, Reasons for failure of OTCEI, Barometer of Stock markets, Market indices

Bond Market-Meaning, Classification of debt securities, Concepts and Types of Risks, Concepts and types of Return or Yield, Bond Valuation, Bond Value Theorem, Yield curve, Risk return Trade off.

Financial Derivatives Market-Derivatives meaning, Types- Future, Forward vs Future, options-General features, Types of Options, Factors affecting Price of Option contract, Derivatives trading at NSE, Eligibility criteria for individual stock at F& O , currency Derivatives (Future) Market, Valuation or Pricing of Derivatives, Critique of Derivatives.

Depositories and Custodians-Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, The Depository Act 1996. **Regulation of the Market**-Genesis of Regulation, Principles of Regulation, Governing Laws, The Securities Contract(Regulation) ACT 1956, Forms of Regulation , Self regulation by Stock Exchanges and Supervision by SEBI, Risk Management, Effectiveness of the Regulatory mechanism.

The Securities and Exchange Board of India-THE SECURITIES AND EXCHANGE BOARD OF INDIA ACT 1992, Genesis of SEBI, Constitution and Organization, Objectives and Regulatory approach, Power Scope and Functions of SEBI, Highlights of SEBI's Performance and appraisal of its working

- Primary Securities Market
- Secondary Market and Intermediaries
- Investors Protection Measures

Investors' Protection-Loss of confidence of Small investors- Causes, Rights of Investors, Facilities by BSE, Insider Trading – Rationale, Categories, Connected Persons, Need for control, Prohibition of Insider's Trading, Capital Market scams, Ombudsman

REFERENCE

1. Alan R. Kanuk
Rajesh Chakrabarti &
: Capital Markets of India: An Investor's Guide, John Wiley and Sons
 2. Sankar De
: Capital Markets in India, SAGE Publications Ltd
:Financial Markets Institutions and Financial Services, PHI Learning Pvt.
 3. Gomez
Ltd.
: A Profile of Indian Capital Market, Kanishka Publishers Distributors
 4. N. Vinayakam
: Capital Market Instruments: Analysis and Valuation, FT Press
 5. Moorad Choudhry
 6. Frank J. Fabozzi & Franco Modigliani: Capital Markets: Institutions and Instruments, Prentice Hall
-

MBA -FO-43 INTERNATIONAL ACCOUNTING AND FINANCIAL REPORTING

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Develop an understanding about GAAP and IFRS.
- Compare Indian Accounting Standards with International Financial Reporting Standards.

Introduction of the concepts of IFRS.

Dissemination of knowledge on IFRS;

Comparison of IFRS with existing Indian Accounting Standards;

Issues in relation to IFRS;

Conversion of Financial Statements prepared on the basis of Indian GAAP to IFRS based financial statements.

Apart from the comprehensive theoretical aspects, this course, the first of its kind in India, will sharpen the expertise and excellence of our members through multiple case studies across the industry and service sector.

REFERENCE

1. William R. Lasher : Practical Financial Management, 5th Edition
 2. Barry, Ellinger, Hopkin, and Baker: Financial Management in Agriculture, (Sixth Edition)
-

MBA-FO-44 FINANCIAL DERIVATIVES

Course Objective:

Total Periods: 40

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Explain the fundamental features of key financial derivative instruments
- Decide which securities to use for hedging and/or speculative purposes
- Acquire knowledge of how forward contracts, futures contracts, swaps and options work, how they are used and how they are priced

Course Structure:

Derivative-Introduction to derivatives, meaning, Classification, type, and uses. The need for derivative market, characteristics of forward transaction, characteristics of derivative market instrument, right and obligations of buyers and sellers. Hedging and risk sharing, Effects of derivatives markets on the financial system.

Futures-Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.

Swaps and Options-Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps. Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.

Derivative pricing methodologies-Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black-scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricing derivative, market risk management.

Derivative in India-Prospects and policies. Commodity trading in India. Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

REFERENCES

- | | |
|----------------------------------|--|
| 1. Rajeev P.V & Mathur H.P. | : Fundamental of derivatives and Commodities Derivatives, Vijay Prakashan Mandir |
| 2. P Vijay Bhasker & B.Mahapatra | : Derivatives Simplified, Sage Publications |
| 3. A.V.Rajwade | : Currency Exposure and Derivatives, McGraw Hill |
| 4. A.V.Rajwade | : Handbook of debt Securities and Interest rate Derivative, McGraw Hill Pub |
-

Course objective:

Total Periods: 40

To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Explain the concept of Risk and its significance in Insurance Industry.
- Discuss about the costs and benefits of Insurance and its key concepts.
- Develop an understanding about different types of insurance.

Course Structure:

Risk – Conceptual Framework -Meaning of risk, Risk versus Uncertainty. Risk distinguished from peril and hazards. Classification of Risk – Financial and Non-financial Risks & Static and Dynamic Risk. Scope of Risk management, Process, Identification and Risk Control. Risk Retention and Transfer, Alternatives to buying commercial Insurance.

Insurance – An Introduction-Meaning and significance of Insurance. Cost and Benefits of Insurance. Principles – Indemnity, Utmost good faith, Subrogation and Insurable Interest. Basic Principles of Insurance – utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause.

Classification of Insurance Business-Life and General Insurance Business, Personal and Commercial (Business) Insurances, Voluntary (Private) and Compulsory Insurance. Types of Life Insurance – Whole Life, Endowment, Assurance for children, Term Assurance, Participating and non-participating policies. Termination of Life Insurance policies – surrender, lapses and paid-up. Classification of General Insurance Business – Fire, Marine, Motor, Miscellaneous etc.

Insurance Devices-Probability theory and its usage in Insurance. Dual application of the law of Large Numbers. Pooling in Insurance – forms, cost, benefits and advantages.

Financial Aspects of Insurance-Share Capital – Authorized, Issued & subscribed and Called-up & Paid-up. Reserves - General and Specialized. Solvency of an Insurance company.

REFERENCE

- James S. Reichmann, Robert Hoyt : Risk Management and Insurance, South-Western, & David Sommer College Publication.
- K P Singh, M C Garg, B S Bodla Insurance: Fundamentals, Environment and Procedures Deep & Deep Publications
- Prava Nalini Tripathy & Prabir Pal : Insurance – Theory and Practice PHI Learning
- Ajay Kumar,,D.P. Chatterjee,C.Chandrasekhar D. G. PatwardhanAjay Kumar: Risk

Management, Macmillan India

- Mrinal Chandra Sengupta & Mrinal Chandra Sengupta : Insurance Finance
Progressive Publishers

Course Objective:

Total Periods: 40

To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an Understanding of Merger as significant economic activity taking place in today's economy.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Clarify the importance, approaches, techniques and principles of mergers and acquisitions in the terms of the company's value;
- Show the ways of capturing the value drivers through mergers and acquisitions;
- Achieve skills in evaluation of target companies and the deals' value
- Understand sources of funding for mergers and acquisitions and income tax related laws pertaining mergers and acquisitions.

Course Structure:

Corporate Valuation-Meaning, approaches, Principles and techniques of valuation, Asset valuation, Earnings valuation, Cash flow valuation, other valuation basis, Efficient market hypothesis, Impact of changing capital structure on the market value of the company, Priorities of different stakeholders in terms of business valuation.

Mergers-Nature and process of Merger, acquisitions and amalgamations, types of mergers, motives behind mergers , theories of mergers , Merger as a strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A-SWOT analysis, BCG matrix, Porter's Five forces model.

Corporate restructuring-different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)

Valuation in Mergers -Valuation approaches – discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Assets and cash flows, Selection of appropriate cost of capital for valuation, Forms of consideration and terms of acquisitions, Implications of regulations for business combinations.

Legal and regulatory frame work of M & A-provisions of companies act 1956, Indian Income Tax act 1961 , SEBI takeover code, Provisions of Competition Act, Case Studies on Mergers.

REFERENCE

1. Fred Weston, Kwang S Chung, Susan E :Mergers, Restructuring and Corporate Control,
Hoia Education Pearson
2. Thomas E. Copeland Valuation : Measuring and Managing the value of

- Companies, Wiley
Ravindhar
3. Vadapalli : Mergers acquisitions and Business Valuation, Excel Books,
4. K. G. Palupu, P M. Healy & V. L. Bernard :Business Analysis and Valuation; Using Financial Statements Text and Cases, South-Western Pub
Ashwath
5. Damodaran : Corporate Finance-Theory And Practice John Wiley & Sons
6. Shukla & Grewal : Advanced Accounts, S. Chand & Sons

RURAL MANAGEMENT

S. No.	Paper name (Core Elective)	Credits	Code
1.	Rural and Agriculture Development	3	MB-RM-31
2.	Policies and Programmes for Rural Development	3	MB-RM-32
3.	Managing not for Profit Organisation	3	MB-RM-33
	(open Elective IV) (Any One)		
4.	Management for Microfinance	3	MB-RO-31
5.	Small Business Management	3	MB-RO-32
6.	Stakeholders in Rural Development	3	MB-RO-33
	(Open Elective V) (any one)		
7.	Supply Chain Management in Agriculture	4	MB-RO-41
8.	Management of Rural Financing and Micro Finance, Micro Credit	4	MB-RO-42
9.	ICT For rural Management	4	MB-RO-43
	(Open Elective VI) (Any one)		
10.	Contemporary Rural marketing	4	MB-RO-44
11.	Livelihood and Resource management	4	MB-RO-45
12.	Rural Society and Policy	4	MB-RO-46

MB-RM-31 RURAL & AGRICULTURAL DEVELOPMENT

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Synthesize the concept and importance of Rural Management in India.
- Identify the source of factors in rural poverty that influence the dynamics of deprivation.
- Discuss about the evolution of rural management from ancient to modern development.
- Aware about the models used in agricultural practices and appropriate implementation of it.
- Explain about the system of taxation in Agricultural practices and initiative taken for upliftment of the field.

Unit-1

Rural poverty and development- Meaning and definition of rural, The concept of rural management, Meaning and, definition of rural poverty, Social divisions and poverty (Meaning-Defintion-Concepts Identifying poverty, The extent of poverty, The dynamics of deprivation, Deprivation indicators)

Unit-II

Development- Development-sociological, Economic, Psychological, political, Anthropological, historical and Ecological dimensions of development. Conventional Indicators of Development, Local Economic Development, Gender and Development

UNIT-III

Rural Development in India- Evolution of rural Development programmes in India, Meaning and definition of project, Programme- Policy-Public policy, Rural Development policies, Special group and area specific programmes, The small farmer development agency, The marginal farmers and agricultural labourers schemes, The drought prone area programme, The dessert development, Other rural development programme. Tribal welfare and problems, Forest policies and its impact Impact of science and technology in tribal life

Unit IV - Agricultural Prices: Nature and Demand for and Supply of Agricultural Products, Forward-Backward Linkage, Supply Response, Price Movements and Fluctuations, Cobweb Model. State Policy-Agricultural Costs & Price Commission. Issues of Agricultural Taxation & Subsidies in India, Rural Industries for Rural Technological Progress. Contribution of W A Lewis, Fei-Ranis, Jorgenson, Mellor and Schultz, Robert Chambers

Unit-V Contemporary Issues in Rural And Agricultural Development:

General Agreement on Tariffs and Trade(GATT), World Trade Organisation(WTO), Agreement on Agriculture(AOA). Issues concerning Indian Rural & Agricultural Scenario.

Suggested Readings:

- ❖ Asian Development Bank: Agriculture, Food Security and Rural Development. Oxford University Press.2010.
- ❖ Reports of The Commission For Agricultural Costs and Prices. CACP, Department of Agriculture and Cooperation, Ministry of Agriculture. Government of India.
- ❖ Rao,C.H.Hanumantha : “Agriculture Growth, Farm Size and Rural Poverty Alleviation in In India”. Selected Papers. Academic Foundaton.2005
- ❖ Swaminathan, M.S: “Agricultrue Cannot Wait: New Horizons in India Agriculture. National Academy of Agricultural Sciences. Academic Foundation. 2007.
- ❖ Swaminathan, M.S: From Green to Evergreen Revolution –Indian Agriculture: Performance and Challenges.Academic Foundation. 2010
- ❖ Thrift,Nigel.Paul Cloke. Marcus Doel, David Matless and Martin Phillips: “Writing The Rural five cultural geograhies”. Paul Chapman Publishing Limited, London. 1994
- ❖ State of the Indian Farmer: A MILLENNIUM STUDY. Department of \agriculture & Cooperation, Ministry of Agriculture, Government of India. 27 Volumes +CD-Rom. Academic Foundation. 2004

MB-RM-32 POLICIES AND PROGRAMMES FOR RURAL DEVELOPMENT

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Aware about the various policies and programmes adopted by the government of India for Rural Development.
- Discuss about the policies and programmes in agricultural, social and social security sectors.

Rural development policies in pre-independent India.

Approaches of Rural Development in India. Approaches of Rural Development in Independent India.: institutional, technological, area and target group, participatory, individualistic etc.

Rural Development Policies during different plan periods.

Strategies of Rural Development – growth oriented strategy, Welfare strategy ,Responsive strategy, Holistic strategy,right-based strategy , etc.

Recent models of rural development programmes. PURA models Result based monitoring system (RBM/PIME).

Review of Rural Development Programmes in the area of agricultural sector – crop, non- crop, livestock, fishery, forestry etc.

Review of Rural Development Programmes in area of Social Sectors – Health, Sanitation and Education.

Review of Rural Development Programmes in the area of Social Security. Programmes for disabled and destitute.

Review of recent poverty removal and employment generation programmes in rural India.

Foreign funds and rural development programmes in India

MB-RM-33- MANAGING NOT FOR PROFIT ORGANISATION

Objectives:-

The Objective of this course is to develop clear understanding regarding the evolving credit needs of people and to help to learn various approaches methodologies, tools and techniques in making micro finance and its institutions sustainable for growth with social justice.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Explain about the concept of Micro Financé and Institutions that are dealing in Micro Finance, its types and Importance.
- Outline various subsidy schemes and programmes initiated by Government of India (PMRY, SGSY etc.)
- Aware about the role of various stakeholders in regulation of Micro Finance.

Course contents

Unit 1: Rural credit system: An overview, Micro – Finance- concept, meaning, genesis and evolution, Microfinance Institutions and their sustainability: Types and Importance, Models of microfinance operating In India.

Units 2: Micro Finance delivery Models, Regulation and Co-Ordination of Microfinance Institutions, Success Stories of Microfinance.

Unit 3: The roles of various stakeholders like the government, the non- government organization (NGOs) and the civil society.

(a) Evolution of the concept of priority sector in lending and stipulation of quantitative targets therefor;

(b) Nationalisation of major commercial banks: and (c) Introduction of Lead Bank Scheme (LBS) followed by Service Area Approach (SAA), etc.

Unit 4: Outline of subsidy –linked credit programmes of the Government like PMRY , SGSY ,SJSRY, SLRS, etc Initiative of Government (without subsidy -link) like Kisan Credit Card (KCC) scheme, Financing of Agriclincs / agribusiness Centers etc. and the Differential Rate of Interest (DRI) scheme.

Unit 5: Identification of major problems encountered in implementation of social banking initiative in India including, notably,

(a) Inter – spatial disparity manifested, among other things, by varying credit – deposit ratio (CDR) across areas,

(b) Inadequate linkage support and

(c) Unsatisfactory repayment climate etc.

Suggested Readings

1. Reddy, S. and Raghu Ram, P. agricultural Finance. And Management, Oxford and IBH, New Delhi, 1996
2. Pandey U.K. An Introduction to Agricultural Finance. Kalyani Publishers, New Delhi, 1990

3. Renson (Jr), John B. and David, A.L. , "Agricultural Finance. An Introduction to India" New Delhi, 1998
4. Karmakar, K. G. Rural Credit and Self- Help Groups: Micro – finance Needs and Concepts in India. Sage Publications, New Delhi, 1999
5. Ledger wood, J. 1999. Sustainable Banking with the Poor – Microfinance Hand Book – An Institutional and Financial Perspective. The World Bank, Washington D.C.
6. Bright, H. 2006 2006. Access for All – Buildings Inclusive Financial System. The International Bank for Reconstruction and Development. The World Bank, Washington D.C.

MB-RO-31 MANAGEMENT FOR MICROFINANCE

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Discuss about the evolution and growth of Rural Credit System in India.
- Develop an understanding about different models of Micro-Finance.
- Aware about Government/ Semi Government / Quasi- Government Institutions working in Indian Rural Credit System.

Rural Credit System, Role of Rural Credit in Rural Development. Evolution and Growth of Rural Credit System in India.

Agricultural Credit, Agricultural Credit Review Committee, Report of different Committees and Commissions, Problems and Prospects.

Rural Credit to Non-farm Sector, Credit for small and marginal entrepreneurs.

Role of Government Institutions towards facilitating Rural Credit.

Role of Non- Government/ Semi Government / Quasi- Government Institutions. Growth and Present trend of Rural Financing towards Small scale and Cottage Industries.

Concept of Micro Finance/ Micro-Credit, Evolution and Growth.

Micro- Finance and Social Security, Micro-Finance and Livelihood approach.

Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.). Success Stories, Problems and Prospects of MicroFinancing in Rural India. Micro-Finance and Entrepreneurial Development, Rural Women, Self-Help Groups.

MB-RO-32 SMALL BUSINESS MANAGEMENT

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Discuss about the evolution, development and concept of Small Business and its management.
- Explain about the Growth Strategy and different government and non-government institutions working for the development of Small Businesses.

Introduction to Small Business and Management: Evolution and development of Small Business, Definition and concept of Small Business, Importance of Small Business, Small business

Definition and meaning, of rural industries. Relevance of rural industries in solving socio-economic problems .Rural industrial sector- classification and nature. ii) Policies, acts and laws of rural industries in India. Consortium Approach, .Growth Centre Strategy;, Industrial Estates , cluster approach Status of rural industries in India and its regional variations. iii) Problems of rural industries in India- organisational, financial, technical, personnel, managerial , marketing and information. iv) Policies , programmes, areas, organizational structures and methods of operations of government and non-government Agencies for promotion of rural industries in India. v) Problems, prospects and policies of rural industries in India in the post liberalization era.,

Socio economic aspects of Small Business: Socio-economic aspects of business, Models in adoption, Linkages established, Image building mechanism, Roping in other agencies

MB-RO-33 STAKEHOLDERS IN RURAL DEVELOPMENT

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Differentiate between Rural and Urban Societies and their importance & structure.
- Explain about the role of Heredity and Environment in shaping human Behaviour.
- Discuss about the social problems like untouchability etc.
- Synthesize the concept of Social Change and related theories and concepts.

i) Introduction to Sociology – differences between rural and urban societies – Rural Social Structure - Important Rural Social Institutions: Family . Marriage .Religion.

ii) Individual and Society . Role of Heredity and Environment in shaping Human Behaviour , Socialization . Social Control Features of rural society – caste , education, gender, and their changing pattern over time.

iii)Rural Social Problems: Untouchability . Juvenile Delinquency . Problems of the Disabled . Beggary . Prostitution . Child Labour . Problems of the Aged . Bonded Labour . HIV/AIDS Affected Families.

iv)Changing power structure and emerging leadership : Rural Leadership: Concept, Characteristics and Types of Village Leaders . Emerging Patterns of Rural Leadership . Role of Leadership in Social Change.

v)Concept of Social Change . Theories and Factors of Social Change: Cyclical Theories .Linear Theories . Conflict Theories. Social Change in India: Sanskritization. Westernization .Modernization Innovation . Diffusion of Innovation . Resistance to Change . Socio-cultural Barriers for Rural Development

MB-RO-41 SUPPLY CHAIN MANAGEMENT IN AGRICULTURE

Course Objectives

- Learn the basic elements of supply chain management.
- Develop ability to analyze and solve supply chain related problems.
- Learn how to use mathematical models and IT tools in supply chain management.

Learning Objectives:

After successful completion of the syllabus, learners will be able to:

- Synthesize the concept of Supply Chain Management.
- Demonstrate the skills of designing Supply Chain Network.
- Discuss about the Importance of Information Technology in Supply Chain Management.

Unit I: Introduction to Supply Chain Management

Fundamentals; SCM processes-plan, source, make, deliver, return; SC decision areas- facilities, inventory, transportation, information; Operations strategy and SC designs; SC dynamics; SC performance measurement.

Unit II: Inventory Management in SC

Revision of inventory fundamentals; Basic EOQ models; Various models of order quantities and order points; Lot sizing with multiple products; Inventory review policies; Materials requirements planning; Just-in-time manufacturing; Enterprise resource planning.

Unit III: Designing a Supply Chain Network

Decisions in SC network design; Factors influencing network design; Phases of network design; Network optimization model for regional configuration of facilities;

Unit IV: Distribution and Transportation Networks

Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Types of transportation network; Trade-offs in transportation design.

Unit V: Information Technology and SCM

Use of IT in SC; SC macro processes; E-business and its impact on supply chain's responsiveness and costs.

Suggested Readings

1. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, ed.ii, 2004, PHI.
2. Gaither N. and Frazier, G., Operations Management, ed. ix, 2002, Thomson.
3. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, ed.vii, First impression, 2006, Pearson Education.
4. Simchi-Levi, D., Kaminsky, P. and Simchi-Levi, E., Designing and Managing the Supply Chain, ed. ii, 2004, TMH.

MB-RO-42 MANAGEMENT OF RURAL FINANCING AND MICRO FINANCE, MICRO CREDIT

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Discuss about the knowledge of Rural Credit System and its evolution.
- Outline the role of Non- Government/ Semi Government / Quasi- Government Institutions for the growth of rural credit.
- Know about various models of Micro-Finance.

Rural Credit System, Role of Rural Credit in Rural Development. Evolution and Growth of Rural Credit System in India.

Agricultural Credit, Agricultural Credit Review Committee, Report of different Committees and Commissions, Problems and Prospects.

Rural Credit to Non-farm Sector, Credit for small and marginal entrepreneurs.

Role of Government Institutions towards facilitating Rural Credit. Role of Non- Government/ Semi Government / Quasi- Government Institutions. Growth and Present trend of Rural Financing towards Small scale and Cottage Industries.

Concept of Micro Finance/ Micro-Credit, Evolution and Growth.

Micro- Finance and Social Security, Micro-Finance and Livelihood approach.

Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.). Success Stories, Problems and Prospects of Micro Financing in Rural India.

Micro- Finance and Entrepreneurial Development, Rural Women, Self-Help Groups.

MB-RO-43 ICT FOR RURAL MANAGEMENT

Course Objectives

- To provide an overview of Management Information Systems fundamentals
- To discuss the basics of Telecommunications and Networking
- To introduce the concepts of Database Management Systems
- To explain the alternatives for Information System Development

- To discuss issues like Ethics, Security, and Outsourcing as they relate to computer based information systems

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Integrate the knowledge of ICT into Rural Management.
- Explain the concepts of Telecommunication and Networking.
- Demonstrate the skills of taking informed decision making through use of data mining and data warehousing.

Unit I: Introduction to Information Systems

Information Concepts, Types of Information Systems, Key Information System Applications in Business, Strategic Role of Information Systems, IS and Business Alignment Migration Certificate

Unit II: Organizing Data and Information

Data Management, Data Modeling, Database Management Systems, Database Applications, Object-oriented databases, Data Warehouse, Data Mart, Data Mining, Knowledge Management

Unit III: Building Information Systems

Introduction to System Analysis and Design, System Development Lifecycle, Alternative Systems Building Approaches-Prototyping, End user computing, Application packages

Unit IV: Telecommunications and Networking

Basic concepts, OSI and TCP/IP models, Network topologies, expert systems, applications of AI, Fuzzy, and GA in business

Unit V: IS outsourcing and Latest Development in the Area of Information Systems

IS outsourcing concepts, Latest development in the area of IS outsourcing, Information Systems Security and Control; Ethical and Social Impact of Information Systems

The course will be supplemented by case studies and group projects

Suggested Readings:

1. K. C. Laudon and J. P. Laudon, J. P. Management Information Systems: Managing the Digital Firm. ed. xi, Upper Saddle River, NJ: Prentice Hall, 2006.
2. James A O'Brien and George M Marakas, Introduction to Information Systems, ed. xiii, 2007, McGraw-Hill.
3. Ralph M Stair and George W Reynolds, Principles of Information Systems, ed. iii, Thomson Learning.
4. Steven Alter, Information Systems, ed. iii, Pearson Education Asia

MB-RO-44 CONTEMPORARY RURAL MARKETING

Course Objectives

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
- To familiarise with the special problems related to sales in rural markets.
- To help understand the working of rural marketing institutions and agricultural products.

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Apply concepts, techniques and processes of marketing in rural context.
- Develops an understanding about the problems in rural marketing.
- Explain about the selling and distribution system in rural marketing and integrating the knowledge of both.

Unit I: Rural Markets

Characteristics and salient features of rural markets; and evolution of rural markets and marketing in India.

Unit II: Products for Rural Markets

Product planning; market research; segmentation and product identification; and forecasting.

Unit III: Pricing and Marketing Communication

Pricing strategies and policies for the rural markets; price determination; price discounts; marketing communication for rural markets; and special characteristics of rural advertising and promotion.

Unit IV: Selling and Distribution

Sales management for rural markets; special features of sales planning and programming for rural markets; marketing channels and distribution strategies; and logistics and support systems for rural markets.

Unit V: Special Aspects of Rural Marketing

Agricultural marketing; cooperative marketing, marketing of animal products; etc.

Suggested Readings

1. Philip Kotler: Marketing Management, Analysis, Planning Implementation and Control.
2. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York.
3. Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay.
4. Rajagopal: Rural Marketing in India, Renaissance, Delhi.

MB-RO-45 LIVELIHOOD AND RESOURCE MANAGEMENT

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Critically analyze the importance of rural livelihoods in development processes.
- Outline the characteristics which define peasant livelihoods and discuss their relevance to rural livelihood analysis.
- Explain the livelihoods concept and critically appraise the use of sustainable livelihoods frameworks for rural livelihood analysis.

Concept and definition of rural livelihood, Indicators of rural livelihood.

Levels of living, Framework for livelihood analysis, Livelihood strategies.

Utilizing the framework for livelihood analysis.

Lifelong learning/continuing education towards livelihood development.

Status of living condition in rural India, Income and consumption pattern of rural people, Economic and social inequality

Livelihood in Developing countries: Diversity and Diversification

Sustainability

Meaning Nature and Scope of Resource Study. Man and Nature Interaction in Resource Development, Environment and Resource utilization..

Natural resources— types, use, conservation and management of a) land and soil, b)water, c) fisheries, d) forestry, and e) bio-diversity(including wildlife) with special reference to India.(Land and soil as Resource, Types of Land and its uses. Land use dynamics and Decisions , Land and soil Degradation Problem and Strategies of Development of land and soil .Water as Resource Water use ,Conservation and Management. Issues related to Sweet water and marine fishing Forest as Resource; Factors of Forest Growth, Indian Forest Types; Social Forestry; Forest Conservation and Management Practices. Wildlife Resource Conservation and the use of Wildlife Resources with special reference to India.)

Conventional and Non-Conventional Sources of Energy, Energy and Environment.

MB-RO-46 RURAL SOCIETY AND POLICY

Learning Outcomes:

After successful completion of the syllabus, learners will be able to:

- Understand the past and present trend of Rural Decentralization.
- Outline the nature and characteristics of Indian Rural Society.
- Develop an understanding about the concept of Religion in Rural Society Context.
- Aware about the laws and Institutions pertaining Rural Society.

Rural Decentralization: Past and present Scenario

Indian Rural society – Nature and Characteristics.

Factors of Indian Society- Tribal- Rural- Urban- Rural Urban continuum.

Problems of Weaker Sections- Schedule Casts, Schedule Tribes and Women.

Religious- Concept, Nature, Function and its Changing Structure.

Education- Objectives, Functions and Importance.

Co-operation- Concept, Nature, Scope, Role and Significance in Rural Development.

Evolution of Local Self Government and Panchayati Raj Institutions in India

Constitutional provisions, functions and finance of PRIs

Rural Institutions – evolution, types and progress

Administrative Structures and financing

Types, Role, progress, financing and Laws of Rural Institutions

Case Studie

BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY
(CENTRAL UNIVERSITY)

Course Structure of
BACHELOR OF BUSINESS ADMINISTRATION (BBA)

Offered By
SCHOOL FOR MANAGEMENT STUDIES



BBA SEMESTER I

CODE	Paper Name	Nature	CREDITS
BBA 101	Practices & Principles of Management	Core	4 credits
BBA 102	Financial Accounting	Core	4 credits
BBA 103	Managerial Accounting	Core	4 credits
BBA 104	Business Statistics	Core	4 credits
BBA 105	Communicative English	Core	4 credits
BBA 106	Computer Fundamental	Core	4 credits
BBA 107	Environmental Studies	Core	4 credits
			Total 24 Credits
Add on course:			
BBAC 108	Business, Government & Society	Open elective	2 credits

BBA Semester II

CODE	Paper Name	Nature	CREDITS
BBA 201	Business Mathematics	Core	4 credits
BBA 202	Cost Accounting	Core	4 credits
BBA 203	Business Communication	Core	4 credits
BBA 204	Business Environment	Core	4 credits
BBA 205	Business Law	Core	4 credits
BBA 206	Comprehensive Viva Voce	Core	4 credits
Total			24 Credits
Add on course:			
BBAC 207	E- Business	Open elective	2 credits

BBA Semester III

CODE	Paper Name	Nature	CREDITS
BBA 301	Marketing Management	Core	4 credits
BBA 302	Production and Operations Management	Core	4 credits
BBA 303	Financial Management	Core	4 credits
BBA 304	Business Organization	Core	4 credits
BBA 305	Human Resource Management	Core	4 credits
BBA 306	Indian Public Finance	Core	4 credits
Total			24 Credits
Add on course:			
BBAC 307	Creativity and Change in Organisations	Open elective	2 credits

BBA Semester IV

CODE	Paper Name	Nature	CREDITS
BBA 401	Indian Financial System	Core	4 credits
BBA 402	Research Methodology	Core	4 credits
BBA 403	Management Accounting	Core	4 credits
BBA 404	Industrial Law and Relations	Core	4 credits
BBA 405	Operations Research	Core	4 credits
BBA 406	Comprehensive viva voce	Core	4 credits
Total			24 Credits
Add on course:			
BBAC 407	Social Entrepreneurship	Open elective	2 credits

BBA Semester V

CODE	Paper Name	Nature	CREDITS
BBA 501	Managing Personal Finance	Core	4 credits
BBA 502	Financial Services	Core	4 credits
BBA 503	Emerging Areas of Management	Core	4 credits
BBA 504	Consumer Behaviour	Core	4 credits
BBA 505	Project Management	Core	4 credits
BBA 506	Summer Internship Project	Core	4 credits
Total			24 Credits
Add on course:			
BBAC 507	Performance Management	Open elective	2 credits

BBA Semester VI

CODE	Paper Name	Nature	CREDITS
BBA 601	Business Policy and Strategic Management	Core	4 credits
BBA 602	Management Information System	Core	4 credits
BBA 603	Management of Non -Profit Organization	Core	4 credits
BBA 604	Entrepreneurship and Small Businesses	Core	4 credits
BBA 605	Corporate Governance & Business Ethics	Core	4 credits
BBA 606	Comprehensive viva voce	Core	4 credits

		Total	24 Credits
Add on course:			
BBAC 607	Environment and Global Competitiveness	Open elective	2 credits

Semester	First
Course Code	BBA 101
Course Title	Practices and Principles of Management
Credits	04
Course Objectives: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Understand the concept, nature and functions of management. • Outline the roles of management thinkers and their contribution in the field. • Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction: Concept, Nature, Functions and Significance of Management. Levels of Management. Henry Mintberg's Management Roles. Contributions of F.W. Taylor and Henri Fayol to Modern Management Thoughts. Conceptual Framework of Planning, Decision-making and Management by Objectives.	08
2	Organizing: Concept, Process and Significance of Organisation. Types of Organisation Structure. Delegation of Authority. Centralisation and Decentralisation of Authority. Span of Management.	08
3	Staffing : Concept, Scope and Process of Staffing. Recruitment – Meaning and Sources. Selection – Process of Selection. Types of Interviews and Essentials of Successful Interview. Training – Concept, Significance and Methods.	08
4	Directing and Coordination : Meaning, Elements and Significance of Directing. Principles of Directing. Leadership : Concept, Significance and Types of Leaders. Style of Leadership. Coordination – Concept and Techniques.	08
5	Motivation and Control : Concept and Significance of Motivation. Types of Incentives. Theories of Motivation. Controlling-Concept, Process and Techniques of Controlling.	08

Suggested Readings		
Book	Author's Name	Publisher

Fundamentals of Management	Robbins, S.P. and Decenzo, D.A.	Pearson Education Asia, New Delhi
Management	Koontz and Wechrich	Tata McGraw Hill
Management	Stoner	Prentice Hall of India, New Delhi

Semester	First
Course Code	BBA 102
Course Title	Financial Accounting
Credits	04
Course Objectives: The aim is to provide an understanding of the basic principles of accounting and their application in business.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Describe, explain, and integrate fundamental concepts underlying financial accounting. • Use information to support partnership related business problems. • Apply quantitative skills to help analyze and solve business problems. 	

Syllabus		
Unit	Course Contents	Lectures
1	Definition of Accounting, Accounting-Principles, Concepts and Conventions. Journal, Cash Book, Subsidiary Books and Ledger, Capital Expenditure and Revenue Expenditure.	08
2	Trial Balance, Rectification of Errors, Final Accounts, Provisions and Reserves, Methods of Depreciation –Fixed Installment Method and Diminishing Balance Method.	08
3	Concept of Partnership, Partnership Deed, Fixed and Fluctuating. Capital Accounts, Valuation of Goodwill, Profit Sharing Ratio. Admission of Partners: Revaluation of Assets and Liabilities, Preparation of Profit and Loss Adjustment Account and Balance-Sheet.	08
4	Retirement and Death of Partners: Revaluation of Assets and Liabilities, Settlement of Accounts, Joint Life Policy and Annuities.	08
5	Dissolution of Firm, Preparation of Realisation Account, Insolvency of Partner(s).	08

Suggested Readings:

Book	Author's Name	Publisher
Financial Accounting for Managers	Sanjay Dhamija	Pearson Publications
Financial Accounting	S N Maheshwari	Vikas Publishers

Semester	First
Course Code	BBA 103
Course Title	Managerial Economics
Credits	04
Course Objectives: The aim is to provide an understanding of the basic principles of economics and their application in business.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Understand the nature and scope of Managerial Economics. • Discuss and explain about the theories used in managerial economics. • Outline the characteristics and key elements of different forms of market in economics. 	

Syllabus		
Unit	Course Contents	Lectures
1	Nature and Scope of Managerial Economics - Definition of Economics - Important concept of Economics - Basic Economic problem - Relationship between Micro and Macro economics - Managerial Economics - Nature and Scope - Objectives of the Firm.	08
2	Theory of Consumer behaviour - Managerial Utility Analysis indifference curve and analysis. Meaning of Demand - Law of Demand - Types of	08

	Demand - Determinants of demand - Elasticity of Demand - Demand Forecasting.	
3	Production and Cost Analysis - Law of returns to scale and Economies of scale - Cost analysis - different cost concepts - Cost - output relationship - Short run and long run - Revenue curves of firms - Supply Analysis.	08
4	Pricing Methods and Strategies - Objectives - Factors - General Considerations of Pricing - Methods of pricing - Role of Government - Dual pricing - price Discrimination.	08
5	Market forms - Market structure - Basis of Market classification - Output determination - Perfect Competition - Monopoly - Monopolistic Competition - Duopoly - Oligopoly.	08

Suggested Readings:		
Book	Author's Name	Publisher
Business Economics	Mankar	Macmilan Ltd.
Managerial Economics	Yogesh Maheshwari	Prentice-Hall of India
Micro Economics	M.L.Jhingan	Vrinda Publications (P) Ltd.

Semester	First
Course Code	BBA 104
Course Title	Business Statistics
Credits	04
<p>Course Objectives: To develop an understanding about the fundamentals of statistics and its application in Indian scenario.</p> <p>Learning Outcomes: After successful completion of the syllabus, learners will be able to:</p> <ul style="list-style-type: none"> • Demonstrate the knowledge of statistical data and its significance. • Produce appropriate graphical and numerical descriptive statistics for different types of data. • Demonstrate the knowledge of statistical techniques like, correlation, regression etc. 	

Syllabus		
Unit	Course Contents	Lectures
1	Statistical Data- Types of Data, Preparation of Frequency Distributions and their Graphic Presentation including Histogram; Frequency Polygon; Frequency Curve and Ogive.	06

2	Measures of Central Tendency- Mathematical Averages including Arithmetic mean, Geometric mean and Harmonic mean; Median; Quartiles; Deciles; Percentiles; Mode; Properties and Applications of Mean, Median and Mode.	08
3	Measures of Dispersion- Range; Quartile deviation; Inter Quartile Range; Mean Deviation; Standard Deviation; Variance & Coefficient of Variation; Moments; Skewness; Kurtosis.	08
4	Correlation Analysis- Meaning of Correlation; Causation & Correlation; Scatter Diagram; Simple, Multiple & Partial Correlation; Linear & Non-linear Correlation; Pearson's Coefficient of Correlation- Calculation and Properties; Rank Correlation.	10
5	Regression Analysis- Meaning; Estimation of Regression Coefficients; Standard Error of Estimates; Coefficient of Determination.	08

Suggested Readings		
Book	Author's Name	Publisher
Business Statistics	S. P. Gupta & M. P. Gupta	Sultan chand and Sons
Statistical Methods	S. P. Gupta & M. P. Gupta	Sultan chand and Sons

Semester	First
Course Code	BBA 105
Course Title	Communicative English
Credits	03
<p>Course Objectives: The main aim of this course is to develop the reading, listening, writing and presentation skills of the undergraduate students.</p> <p>Learning Outcomes: After successful completion of the syllabus, learners will be able to:</p> <ul style="list-style-type: none"> • Develop an understanding about grammar in English language. • Enhance English Vocabulary and Phonetics. • Improve academic and business writing, listening and reading skills. 	

Syllabus		
Unit	Course Contents	Lectures
1	Linguistics and Phonetics (basic concept) Phonetics and phonology, The syllable , Vowels & Consonants.	06
2	The Articles, Parts of Speech, Linking Verbs, Negative Sentences, Questions, Agreement or Concord, Verbs – Transitive / Intransitive, Regular/irregular; Tense & their uses, Helping Verbs, Verbs & Adverbs, question Tags, Transformation.	06
3	Confusion of Adjectives and Adverbs: Adverbial use of No, Not, None. Difficulties with comparative and superlative Confusion of Participles. Active and Passive Voice.	06
4	Prepositions; Negative Verbs; Use of who & whom, Much and Many; still & yet; So that, So As; Make and Do. Errors in the use of individual word – the courtesy words – Please & thank you, greeting & salutation.	06
5	Language Lab for the use of developing speaking skill particularly in English Accent and Intonation patterns.	06

Suggested Readings		
Book	Author's Name	Publisher
Basic English Usage	M. Swan	Oxford
Remedial English Grammar	F. T. Wood.	MacMillan

Semester	First
Course Code	BBA 106
Course Title	Computer fundamentals
Credits	03
Course Objectives: The objective of the basic paper is to familiarize the students with computer and its applications in the relevant fields and exposes them with its utility.	

Learning Outcomes: After successful completion of the syllabus, learners will be able to:

- **Bridge the existing level of knowledge with fundamental concepts of computer.**
- **Demonstrate the skills related to MS PowerPoint, Excel, Access and Excel.**
- **Design basic business web pages using current HTML/CSS coding standards**

Syllabus		
Unit	Course Contents	Lectures
1	Introduction, Characteristics of Computers. Types of computers and features: Mini Computers, Micro Computers, Mainframe Computers, Super Computers. Types of Programming Languages: Machine Languages, Assembly Languages, High Level Languages, Translators: Assemblers, Compilers, Interpreters and Linkers, Operating System concepts, Types of OS, Functions of OS.	06
2	MS Power Point –Creation of Presentation, Built-in-Wizard. Working with Text, list, color and transitions. Header and Footer, Drawing tools, Animation and sound, Importing Objects from other applications.	06
3	MS Word –Menus, Toolbars, Formatting, Editing Text, Find and Replace, Header and Footer, Working with text boxes, columns, pictures, Tables, Formatting Tables, Word Art, Mail Merge.	06
4	MS Excel –An overview of worksheet, Creating work-sheet and work book, Opening and saving work book and existing Excel, Formatting, conditional Formatting, Cell Formatting, Producing Charts, Macros, Data menu: Filter, Sort, Table, validation. Using files with other Programme.	06
5	MS Access –Understanding Databases, Primary Key, Foreign Key, Composite Key, Create Tables and Queries, Forms, Create Report, Data organization.	06

Suggested Readings		
Book	Author's Name	Publisher
Fundamental of Computers	Rajaraman	Prentice Hall India Pvt Ltd.
Computer Fundamentals	Anita Goel	Pearson

Semester	First
Course Code	BBA 107
Course Title	Environmental Studies
Credits	02
Course Objectives: The aim is to provide an understanding of the basic principles of accounting and their application in business.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Understand key concepts pertaining Eco System and Evaluate environmental policies. • Develop understanding about the Natural Resources and deterioration of Natural Resources. • Identify the causes of Pollution and various forms of Pollution. 	

Syllabus		
Unit	Course Contents	Lecture s
1	Definition, Scope & Importance, Need For Public Awareness- Environment definition, Eco system – Balanced ecosystem, Human activities – Food, Shelter, Economic and social Security. Effects of human activities on environment-Agriculture, Housing, Industry, Mining and Transportation activities, Basics of Environmental Impact Assessment. Sustainable Development.	04
2	Natural Resources- Water Resources- Availability and Quality aspects. Water borne diseases, Water induced diseases, Fluoride problem in drinking water. Mineral Resources, Forest Wealth, Material cycles- Carbon, Nitrogen and Sulphur Cycles.	04
3	Energy – Different types of energy, Electro-magnetic radiation. Conventional and Non-Conventional sources – Hydro Electric, Fossil Fuel based, Nuclear, Solar, Biomass and Bio-gas. Hydrogen as an alternative future source of Energy	04
4	Environmental Pollution and their effects. Water pollution, Land pollution. Noise pollution, Public Health aspects, Air Pollution, Solid waste management.	04
5	Current Environmental Issues of Importance : Population Growth, Climate Change and Global warming- Effects, Urbanization, Automobile pollution. Acid Rain, Ozone Layer depletion, Animal Husbandry. Environmental Protection- Role of Government, Legal aspects, Initiatives by Non-governmental Organizations (NGO), Environmental Education, Women Education.	04

Suggested Readings:		
Book	Author's Name	Publisher
Environmental Studies	Benny Joseph	Tata McgrawHill-2005
Environmental Studies	Dr. D.L. Manjunath	Pearson Education-2006
Environmental Studies	R. Rajagopalan	Oxford Publication - 2005.

Semester	First
Course Code	BBAC 108
Course Title	Business, Government and society
Credits	02
Course Objectives: The aim is to provide an understanding of the basic principles of business execution and government administration	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Critically evaluate the complex, responsible relationships among business, government, and society. • Recognize ethical issues and understand their implications for business and stakeholders as the foundation for free market systems of production and exchange. • Understand the role of PPP and MNCs in developing business market. 	

Syllabus		
Unit	Course Contents	Lectures
1	Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Intersectoral linkages and role of foreign direct investment The Constitutional environment, Macroeconomic crises: explaining the experiences around the world.	04
2	Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.	04
3	Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.	04
4	Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Business in a Global Environment: Business as Blending of People	04

	Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities.	
5	Changing Workplace: Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.	04

Suggested Readings:

Book	Author's Name	Publisher
Business, Government and Society: A Managerial Perspective	John Steiner, George Steiner	TMGH
Business, Government, and Society	Douglas E. Greer	Prentice Hall , 3rd Edition

Semester	Second
Course Code	BBA 201
Course Title	Business Mathematics
Credits	04

Course Objectives: This course is designed to prepared students for mathematical and analytical applications required in subsequent business and economic courses

Learning Outcomes: After successful completion of the syllabus, learners will be able to:

- **Demonstrate skills of mathematical concepts that are foundational in business mathematics, including functions and descriptive statistics and their applications.**
- **Develop an understanding about Permutation, Combination and Calculus.**
- **Apply business statistical techniques to solve business related problems.**

Syllabus

Unit	Course Contents	Lectures
1	Arithmetic Progression: Concept of Sequence and Series; Meaning and Properties of Arithmetic Progression; Finding General Term; Sum and Means; Miscellaneous Problems of Arithmetic Progression.	06
2	Geometric Progression: Meaning and Properties of Geometric Progression; Finding General Term; Sum of Finite & Infinite Series; Means; Miscellaneous Problem of Geometric Progression	08
3	Permutation and Combination: Meaning of Permutation and Combination; Fundamental Theorems of Permutation-Multiplication and Addition; Factorial Notation; Calculation of number of permutations and combinations of 'n' different things taking 'r' at a time; Miscellaneous Problems of Permutation and Combinations.	10
4	Binomial Theorem: Meaning and its Expansion; Special Features of Expansion; Finding the Particular term, Middle term, Independent	06

	Term and Coefficient of a particular term for Positive Integral Index.	
5	Calculus: Function; Limits; Differential Coefficient; Sum; Difference; Product; Quotient; Function of function and Integration (Excluding Trigonometrical and Hyperbolic Functions).	10

Suggested Readings		
Book	Author's Name	Publisher
Business Mathematics	B.M. Agarwal	Ane Books Pvt Ltd
Problems & Solution in Business Mathematics	B.M. Agarwal	Ane Books Pvt Ltd

Semester	Second
Course Code	BBA 202
Course Title	Cost Accounting
Credits	04
Course Objectives: The objective of this paper is to help the students to acquire knowledge of cost accounting and their application	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Describe how cost accounting is used for decision making and performance evaluation. • Explain the basic concept of cost and how costs are presented in financial statements. • Demonstrate how materials, labor and overhead costs are added to a product. • Develop an understanding about Unit, Process and Contract Costing. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction: Concept of Cost, Classification of Cost – Material, Labour & Overhead Cost; Costing and Cost Accounting; Need for and Importance of Cost Accounting; Cost Accounting Vs Financial Accounting; Methods of Costing; Limitations of Cost Accounting.	10
2	Material- Pricing the Issue of Material; Labour- Time Keeping, Time Booking, Idle Time and Labour Turnover; Overheads- Types of	08

	Overheads and Methods of Absorption of Overheads (Practical Problems on Machine Hour Rate only).	
3	Unit Costing: Concept of and Need for Unit Costing; Preparation of Cost Sheet and Tender Price; Preparation of Reconciliation Statement.	08
4	Process Costing: Preparation of Process Accounts; Treatment of Normal and Abnormal Wastage; Treatment of Joint Product and By-product.	10
5	Contract Costing: Preparation of Contract Account, Determination of Profit on Completed and Uncompleted Contracts; Preparation of Work-in-progress Account and Balance Sheet.	08

Suggested Readings		
Book	Author's Name	Publisher
Cost Accounting	M.L. Agarwal	SAhitya Bhawan
Cost Accounting	VSP Rao	Vrinda Publications

Semester	Second
Course Code	BBA 203
Course Title	Business Communication
Credits	04
Course Objectives: The objective of this paper is to develop effective communication skills of our student.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Draft impressive business correspondence with brevity and clarity. • Stimulate their Critical thinking by designing and developing clean and lucid writing skills. • Demonstrate his communication through report writing etc. 	

Syllabus

Unit	Course Contents	Lectures
1	Introduction: Principles of effective communication, Barriers of Communication, Feedback. Principles of Nonverbal Communication: Professional dressing and body language. Role Playing, Debates and Quiz. Group communication: Meetings, group discussions.	06
2	Managerial Writing: Business letters, Routine letters, Bad news and persuasion letters, sales letters, collection letters, Maintaining a Diary, Resume/CV , job application letters, proposals. Internal communication through - notices, circulars, memos, agenda and minutes, reports. Case Studies. Exercises on Corporate Writing, Executive Summary of Documents, Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions, Preparing Press Release and Press Notes.	10
3	Effective Presentations: Principles of Effective Presentations, Principles governing the use of audiovisual media.	06
4	Interview Skills: Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.	08
5	Report Writing: Objectives of report, types of report, Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing.	10

Suggested Readings:		
Book	Author's Name	Publisher
Essentials of Business Communication	by Rajendra Pal & J.S. Korlahalli	Sultan Chand & Sons, 8th Edition
Business Communication	Meenakshi Raman & Prakash Singh	Oxford, 2006

Semester	Second
Course Code	BBA 204
Course Title	Business Environment
Credits	04
Course Objectives: To appraise the students regarding the basic concepts relating to business environment and business governance.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	

- **Familiarize the nature and concept of Business Environment.**
- **Discuss about the components of Economic, Industrial and International Environment.**
- **Outline how corporates operates in a business environment**

Syllabus		
Unit	Course Contents	Lectures
1	Introduction: Concept, Components and Significance of Business Environment. Economic Systems. A Brief Profile of Indian Financial System.	08
2	Economic Environment: Components of Economic Environment. Planning Machinery in India. Regional Imbalance Privatization, Devaluation. Trade Agreements – Bilateral and Multilateral Agreement.	08
3	Industrial Environment: Role of Government in Business-Profile of Public Sector, Private Sector, Joint Sector and Co-operative Sector in India, Pattern of Industrial Development in India.	08
4	Socio-Cultural Environment: Nature of Indian Society and Ethos, Social Interest, Institutions and Values vis-à-vis Industrial Development. Social Responsibility of Business.	06
5	International Environment: Concept and Rationale of Globalisation of Indian Business, Foreign Capital Investment. Choice and Transfer of Technology and Problems of Debt Servicing in India. Important Provisions of FEMA, Multinationals and Indian Business. International Economic Institution – WTO, UNCTAD, MOUs.	10

Suggested Readings		
Book	Author's Name	Publisher
Business environment	Francis Cherunilam	Himalaya Publishing House
Business environment	V Neelamegam	Vrinda Publications (P) Limited
Business environment	Sudesh Bedi	Pearson
Business environment	A.C. Fernando	

Semester	Third
Course Code	BBA 205
Course Title	Business Laws

Credits	04
Course Objectives: The course aims at providing an understanding of Indian Contract Act, Sale of goods act and Negotiable instruments act.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Explain the concepts in business laws in Indian context. • Apply the business laws to current business environment • Develop an understanding about different laws applicable to relevant context. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction to Indian Contract Act, 1872: Concept and Essentials of a Valid Contract; Agreement Vs. Contract; Classification of Contract; Offer and Acceptance. Capacity of Parties to Contract; Free Consent; Consideration; Legality of Object and Consideration.	10
2	Void Agreements; Quasi Contracts; Contingent Contract; Performance of Contract; Discharge of Contract; Breach of Contract.	08
3	Contracts of Indemnity and Guarantee. Contracts of Bailment and Pledge; Agency. Sale of Goods Act, 1930: Definitions; Sale and Agreement to Sell; Conditions and Warranties; Transfer of Title; Unpaid Seller; Sale by Auction.	08
4	Negotiable Instrument Act, 1881: Concepts and Features of Negotiable Instruments; Holder and Holder in due course; Promissory Note; Bills of Exchange and Cheques. Crossing of Cheques; Negotiation; Discharge of Negotiable Instruments; Dishonour of Negotiable Instruments; Discharge of Parties from Liabilities.	08
5	Indian Partnership Act, 1932: Nature, Concept and Kinds of Partnership; Partnership Deed; Registration of Partnership Firm; Dissolution of Partnership and Dissolution of Firm. Consumer Protection Act, 1986: Definitions; Consumer Protection Council; Consumer Disputes Redressal Agencies.	06

Suggested Readings		
Book	Author's Name	Publisher
Business Law	M.C. Kuchhal	Vikas Publishing House
Business Law	N.D. Kapoor	S Chand

Semester	Second
Course Code	BBAC 207
Course Title	E Business
Credits	02
Course Objectives: The objective of this paper is to help the students to acquire knowledge of e-business	
Learning Objectives: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Understand the background of E-Business and current status of E-Business. • Analyze different types electronic domain like e-Marketing, e-SCM etc. • Analyze the effectiveness of e-Business strategies. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction, Background and Current Status, Case studies	04
2	e-Business Architecture - Enabling Technologies- Information distribution and messaging Technologies- Information Publishing Technology	04
3	e-Business Infrastructure - e-Business Design, Capacity Planning, Performance Modeling- Mobile commerce- framework and models	04
4	e-Business Models - e-Marketing, e-CRM, Internet advertising - e-Business Security/Payment Services - e-SCM, e-Procurement - Portals- Search Engines – Online Community building	04
5	e-Business Strategy into Action, Challenges, Legal Issues - Business Plan	04

Suggested Readings		
Book	Author's Name	Publisher
E-business	Rayudu	Himalaya Publication

Semester	Third
Course Code	BBA 301
Course Title	Marketing Management
Credits	04
Course Objectives: The course seeks to provide an understanding of marketing management and its functional areas.	
Learning Objectives: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Develop an understanding about the nature, concept and function of Marketing. • Outline the importance of understanding consumer behaviour in segmentation of customer market. • Discuss and explain about the significance of pricing and distribution policies for enhancing products demand. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction: Nature and scope of marketing; Importance of marketing as a business function, and in the economy; Marketing concepts –traditional and modern; Selling vs. marketing; Marketing mix; Marketing environment.	06
2	Consumer Behaviour and Market Segmentation: Nature, scope and significance of consumer behaviour; Market segmentation – concept and importance; Bases for market segmentation.	08
3	Product: Concept of product, consumer, and industrial goods; Product planning and development; Packaging – role and function, Brand name and trade mark; After-sales service; Product life cycle concept.	08
4	Price: Importance of price in the marketing mix; Factors affecting price of a product/service; Methods of Pricing – A brief study.	06
5	Distributions Channels and Physical Distribution: Distribution channels – concept and role; Types of distribution channels; Factors affecting choice of a distribution channel; Promotion: Methods of promotion; Advertising, concept and media – their relative merits and limitations; Personal selling; Concept, merits and demerits; Sales Promotion – concept and types.	10

Suggested Readings		
Book	Author's Name	Publisher
Marketing Management	Phillip Kotler	Pearson Education
Marketing Management	Rama Swami & Nama Kumari	MacMillan

Semester	Third
Course Code	BBA 302
Course Title	Production and Operation Management
Credits	04
Course Objectives: The objective of this course is to provide understanding about various operations and process involved in conversion process.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Understand the basic concepts and theories of the production & operations management. • Synthesize issues in production and operations processes they may face during their careers • Enhance knowledge of Plant Location & Material Handling. • Apply knowledge of production & operations management in taking business decisions. 	

Syllabus		
Unit	Course Contents	Lectures
1	Operations Management: Duties and responsibilities of operations management. Production function, systems approach to operations management, Manufacturing systems, Types of manufacturing systems - continuous & intermittent.	04
2	Plant location: Nature, factors considered in location, methods and type of areas, Plant layout: objective of good layout, factors influencing layout and types of layout.	06
3	Material handling equipment: Importance, objective, principles, factors affecting selection of equipment & types of handling equipments.	06
4	Work study: Method study and work measurement - importance, objectives, Steps in method study and techniques of work	

	management, Production planning and control, role and scope of PPC in operations management, factors influencing production planning and benefits of production control.	08
5	Inventory management: Factors influencing and objectives of inventory management, Techniques of inventory management - ABC and EOQ model, Quality Control, Control chart p & np Chart, Materials Management.	06

Suggested Readings		
Book	Author's Name	Publisher
Production and Operations management	P Rama Murthy	New Age Internaional Publishers
Production and Operations management	Badi & Badi	Vrinda Publications (P) Limited

Semester	Third
Course Code	BBA 303
Course Title	Financial Management
Credits	04
<p>Course Objectives: This course aims to equip the students with the fundamental principles & techniques of financial management concerned with the acquisition & use of funds by a business firm.</p> <p>Learning Outcomes: After successful completion of the syllabus, learners will be able to:</p> <ul style="list-style-type: none"> • Understand the basic nature and concept of Financial Management. • Explain the fundamental concepts of finance and time value of money. • Manifest the knowledge of quantitative techniques used in financial management. • Discuss about the capital structure theories and different dividend models. 	

Syllabus		
Unit	Course Contents	Lectures
1	Financial Management-meaning and scope. Functions of financial managers, various decisions under financial management, Wealth maximisation vs Profit maximization objective, financial planning.	06

2	Capital budgeting-various techniques of capital budgeting decision- Payback period, NPV method, Profitability Index, IRR method.	06
3	sources of long term financing, Cost of Capital-cost of debt, cost of preference shares, cost of equity shares and weighted average cost of capital	08
4	Capital Structure-theory and practice, Leverage-Operating, Financial, Combined leverage, Dividend decision and models- Gordon and Walter model.	10
5	Working Capital Management-Working capital cycle, determinants of working capital, Practical problems based on working capital computation, Tools for the analysis of financial statements(theoretical aspects) and Accounting Ratios (liquidity, solvency, turnover and profitability)	10

Suggested Readings		
Book	Author's Name	Publisher
Financial Management	I M Pandey	Vikas Publishers
Financial Management	R.P . Rustagi	Taxman

Semester	Third
Course Code	BBA 304
Course Title	Business Organisation
Credits	04
Course Objectives: The course aims to familiarize the students with the basic concepts of business and its organization.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Explain the basic fundamentals of the business, and organizational theory. • Understand and critically evaluate the information of different forms of combination in the industry. • Aware about Partnership and its terminology and other important provisions 	

pertaining to partnership firm.

- **Explain about the concept of Rationalization.**

Syllabus		
Unit	Course Contents	Lectures
1	Business-Meaning, Nature, Scope, Objectives of Business, classification- trade, Industry and Commerce, Social Responsibilities of a Business, Profit Maximization and its arguments, Business & Society,	08
2	Factors influencing the choice of a suitable form of Business organization. Sole Proprietorship-Meaning, Features, Advantages & Disadvantages. Partnership- Meaning, features, Merits, Demerits, partnership deed, touchstone of partnership. Registration of Partnership firm, Limited Partnership, dissolution of firm. Company- Definition, characteristics, Merits, Demerits, private co. vs. public co. Privileges of Pvt. Co.	08
3	Size of a business unit- Meaning and factors affecting the size of a business unit. Optimum size, Location of Business Unit.	08
4	Business Combination – Meaning Causes, merits and demerits of business Combinations, types of Business combinations-Horizontal, vertical, diagonal, lateral & Circular combinations	08
5	Rationalization- Meaning, Objectives, Techniques of rationalization, merits and demerits of Rationalization, Rationalization without tears. Methods of labour Remuneration- Time, Piece & Incentive plans, Factors affecting wages, Essentials of an ideal or good wage system	08

Suggested Readings		
Book	Author's Name	Publisher
Business Organization and Management	Y K Bhushan	S.Chand
Long-range planning, organization, and management	Jagdish Prakash	Goodyear Pub. Co

Semester	Third
Course Code	BBA 305
Course Title	Human Resource Management
Credits	04

Course Objectives: The course aims to familiarize the students with the importance of human resource in the present-day organization and its subsequent management as a "resource"

Learning Outcomes: After successful completion of the syllabus, learners will be able to:

- **Understand the concept of human resource management.**
- **Understand its significance and relevance in organizations.**
- **Develop necessary skill set for application of various HR issues.**
- **Critically analyze the strategic issues and strategies required to select and develop human resource.**
- **Integrate the knowledge of HR concepts to take quality business decisions.**

Syllabus		
Unit	Course Contents	Lectures
1	Introduction : Concept, Importance and Scope of Human Resource Management, Relation of HRM with other Sciences, Functions of a Human Resource Manager, Qualities of a Successful Human Resource Manager; Personnel Policies – Need, Sources, Process, Types & Contents; A Conceptual Framework of Human Resource Planning and Job-Analysis.	08
2	Recruitment, Selection & Training : Recruitment – Meaning and Sources; Selection – Process, Recruitment vs. Selection, Types of Interviews, Guidelines for Effective Group Discussion and Interview; Placement & Induction – Conceptual Framework; Training-Meaning and Methods, Essentials of an Ideal Training Programme.	08
3	Executive Development and Remuneration : Executive Development Programme-Meaning, Significance, Contents and Methods; Performance Appraisal – Need, Methods and Problems;	08
4	Job Evaluation – Conceptual Framework; Methods of Remuneration – An Elementary Knowledge of Methods of Wage Payment and Fringe Benefits.	08
5	Morale & Discipline : Morale – Meaning, Factors Affecting, Methods of Measurement, Suggestions for Improving; Discipline – Need, Causes of Indiscipline, Suggestions for Effective Discipline, Procedure for Disciplinary Action; A Conceptual Framework of Human Resource Audit.	08

Suggested Readings		
Book	Author's Name	Publisher
Human Resource Management: Text and Cases	V S P Rao	Excel Books
Human Resources Management	Mirza Saiyadain	TMH Publications

Semester	Third
Course Code	BCH 306
Course Title	Indian Public Finance
Credits	04
Course Objectives: The course aims at familiarizing the students with the government policies and the structure of government revenue and expenditure.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Explain the concept of Public Finance in Indian context. • Synthesize the concepts, theories and public revenue & expenditure model. • Aware about the structure of Tax System in India. • Discuss about Private and Public Debt, its effect and limitations. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction: Meaning, Nature and Scope of Public Finance; Public Finance and Private Finance; Public Finance & other Sciences; Theory of Maximum Social Advantage- Concept and Limitations.	10
2	Public Expenditure: Meaning, Nature, Objectives and Classification; Canons of Public Expenditure; Effects of Public Expenditure; Public Expenditure in India.	06
3	Public Revenue: Meaning and Classification; Sources of Public Revenue; Tax & Non Tax Revenues; Features of Sound Tax System; Theories of Taxation.	10
4	Tax Structure and Burden: Concept of Tax Burden; Impact of Tax, Shifting and Incidence of Taxes; Theories of Tax Shifting- Concentration Theory, Diffusion Theory and Modern Theory; Indian Tax Structure- Salient Features.	08
5	Public Debt: Meaning and Significance; Private and Public Debt; Classification and Sources of Public Debt; Effects of Public Debt; Methods of Repayment of Public Debt; Limitations of Public Debt; Deficit Financing- Concepts, Objectives, Significance and Limitations.	06

Suggested Readings		
Book	Author's Name	Publisher
Public Finance	Ghosh Ambar, <u>Ghosh Chandana</u>	Prentice Hall of India
Public Finance	<u>S.N. Chand</u>	Atlantic; 2 edition
Public Finance	H.L Bhatia	Vikas Publishing House
Public Finance	Harvey Rosen	McGraw Hill Education

Semester	Third
Course Code	BBAC 307
Course Title	Creativity and Change in Organisations
Credits	02
Course Objectives: The objective of this paper is to help the students to acquire knowledge of change processes in an organization.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Manifest the significance of Creativity and Innovation in Organizational Growth. • Explain about the concept of Critical Thinking and Cognitive factors that influence it. • Understand the importance of Groups and Teams for Organizational Growth. • Demonstrate the knowledge of key concepts pertaining internal environment of organization. 	

Syllabus		
Unit	Course Contents	Lectures
1	The Process of Change, Creativity & Innovation: Organizational Change – Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	04
2	The Individual – Promoting Critical Thinking: Cognitive factors - Implications for HRM, Personality Traits - Implications for HRM, Knowledge – Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation.	04
3	The Group – Nurturing Team Work: Difference between groups and teams, Why do people join teams? Team Development process, Why do teams fail? Blind conformity, Group Think, Social loafing. Team Inputs - size, longevity, task, Knowledge, Skills and Abilities (KSAs), Resourcing of the team, Team	04

	composition. Team processes – Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust – Conflict – Team cohesiveness. Moderators of Team Performance – Task Type, Task Leadership. Team outcomes.	
4	The Leader – Promoting New Ideas at Work: Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Trait approaches to Leadership, Behavioural approaches to Leadership, Managerial Grid, Ingredients of leadership for creativity & Innovation. Challenges in leading for creativity & Innovation.	04
5	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors – Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms	04

Suggested Readings		
Book	Author's Name	Publisher
Managing Change, Creativity & Innovation	Constantine Andriopoulos and Patrick Dawson	Sage Publications.
Semester	Fourth	
Course Code	BBA 401	
Course Title	Indian Financial System	
Credits	04	
Course Objectives: The objective is to facilitate the student to learn the principles and practice of Indian Financial System.		
Learning Outcomes: After successful completion of the syllabus, learners will be able to:		
<ul style="list-style-type: none"> • Outline the functions of Indian Financial System- Organized and Unorganized. • Aware about Financial Intermediaries and their roles in Indian Financial Market. • Explain about Capital and Money market of India. 		

Syllabus		
Unit	Course Contents	Lectures
1	Meaning, role and functions of a financial system, Organised and unorganised financial sytem. Components: Financial Assets, Financial Intermediaries, Financial Markets (money and capital markets in India) Relevance of various interest/return rates, Regulatory framework, Financial Instruments (in brief).	06

2	Financial Institutions: Achievements and Limitations. Money market institutions: Meaning, Role of the Central Bank(RBI) in money markets. Commercial banks: Meaning and Functions Indigenous Financial Agencies: Bankers, Money lenders, Discount houses, Accepting houses(only meaning and features)	08
3	Capital Market institutions: (Meaning and functions) Merchant Banks, Investment companies, Management Investment companies, Development banks, Mutual Funds. Special Financial Institutions: Factors for their growth (need) Objectives and functions, Meaning, definition, principles, Features and Structure.	10
4	Money Market: Its various components, Example-Call money, treasury bill, Commercial Papers, Commercial bill, Financial Guarantee, Discount market etc. Present Position of Indian Money Market.	08
5	Capital Markets: Meaning, Role and importance, Development initiatives and reforms (in brief). Composition: Primary-Secondary . Primary Markets: Meaning, instruments, New Issue Market: Features, objectives and functions, Constituents or players, Secondary Markets.: Meaning, Functions of the stock exchange, Benefits to the community-investors-companies, Listing of securities and its benefits.	08

Suggested Readings		
Book	Author's Name	Publisher
Financial Markets and Institutions	Dr. S. Gurusamy	Tata McGraw Hill
The Indian Financial System	Bharti Pathak	Pearson.
Indian Financial System	M.Y.Khan	Mc.Graw Hill

Semester	Fourth
Course Code	BBA 402
Course Title	Research Methodology
Credits	04
Course Objectives: The course aims at providing knowledge and skills to understand the methods and techniques of research.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Demonstrate the ability to choose appropriate research methods and techniques compatible with the nature of the research. • Understand the limitations of particular research methods • Develop skills in different statistical techniques of data analysis and presentation. • Develop advanced critical thinking skills. 	

- **Demonstrate improved scientific writing skills**

Syllabus		
Unit	Course Contents	Lectures
1	Introduction to RM; Meaning, Objectives, Categories of research, Features of good research studies, types of research studies, Scientific and non scientific methods, Research methods & research methodology. Importance of Research in Management Decisions	08
2	Defining Research Problems, Research design, Types of research design, research design in case of different research studies	06
3	Methods and techniques of data collection; Types of data collection .Methods used for collection of different data types. Sampling and sampling distribution: importance of sampling, methods of sampling, sampling errors, Attitude measurement and Scales, Introduction to attitude- various methods to measure attitude.	10
4	Data presentation, preparation and preliminary analysis, Concept, Sources and Types of Hypotheses; Formulation of Hypothesis; criteria of a good hypothesis, types of research hypothesis, advantages of Hypothesis. Hypothesis Testing Procedure, Type I and II Error, Chi-square test (Theoretical concepts & very simple numerical problems only).	10
5	Report writing and presentation, Writing and Formatting of reports, Essentials of a Good Research Report, Presenting your research reports & tables, Graphical Presentation.	06

Suggested Readings		
Book	Author's Name	Publisher
Research Methodology	C.R Kothari	New Age
Research Methodology	Dr. Kumar	APH Publishing Corporation

Semester	Fourth
Course Code	BBA 403
Course Title	Management Accounting
Credits	04
Course Objectives: This course aims to develop the competency for making correct	

analysis of relevant information required for managerial decision making

Learning Outcomes: After successful completion of the syllabus, learners will be able to:

- Explains the differences and relationship between cost accounting-financial accounting and managerial accounting
- Explains the importance of management accounting for businesses
- Explains fixed, variable, semi-fixed and semi-variable cost concepts
- Analyzes the relationship between the cost-volume and profit, and standard costing.
- Prepare budgets and defines budgeting and different categories of budget concepts

Syllabus		
Unit	Course Contents	Lectures
1	Introduction: Concept, Nature, Scope of Management Accounting, its importance and limitations. Distinguishing features of Management accounting, cost accounting and financial accounting, Role and responsibilities of Management accountant.	06
2	Analysis and interpretation of Financial Statements: Meaning , Objectives, procedure and types, its significance and limitations, Comparative statements, Common size statements and ratio Analysis, Techniques of analysis and interpretation of Financial statements.	08
3	Marginal Costing: Meaning , concept and basic characteristics of marginal costing, its utility and limitations, marginal costing vs. absorption costing, Marginal approach to profit determination, cost – volume- profit analysis.	10
4	Budgeting: Concept of Budget; Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control.	08
5	Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.	08

Suggested Readings		
Book	Author's Name	Publisher
Introduction to Management Accounting	Hornigren et al	Pearson, 12th edition, 2002
Management Accounting	Khan and Jain	Tata McGraw-Hill, 2000, 3rd edition
Management Accounting	Pandey I M	Vikas, 3rd edition, 2004

Semester	Fourth
Course Code	BBA 404
Course Title	Industrial Relations and Law
Credits	04
Course Objectives: An overview of the basic provisions of the laws concerning Factories, Wages, Bonus and Trade Union Act.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Develops an understanding about the concept of Industrial Relation. • Discuss about the theories related Trade Union, its objectives and functions. • Aware about various Labour Laws and its provisions. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction: Meaning, Nature, Objective and Significance of Industrial Relation, Approaches to the study of Industrial Relation, Causes and Effects of Poor Industrial Relation, Suggestion to improve Industrial Relations.	08
2	Growth of Trade Unionism: Trade Union Theories, Need, Objectives and Functions of Trade Union, Historical Development of Trade Unions in India, Obstacles in the Growth of Strong Trade Unionism, Salient Features of Trade Union Act, 1926	08
3	Industrial Disputes: Meaning, Forms, Causes and Consequences of Industrial Disputes, Industrial Disputes Act, 1948.	08
4	Collective Bargaining: Concept, Significance and Types of Collective Bargaining, Conditions for Collective Bargaining, Factors Influencing Collective Bargaining, Collective Bargaining in India.	06
5	Labour Laws: Salient Features of Factories Act, 1948; Payment of Wages Act, 1936; Minimum Wages Act, 1948.	10

Suggested Readings		
Book	Author's Name	Publisher
Industrial Law	N. D. Kapoor	Sultan Chand and Sons
Labour Laws	Kulshrestha	Uppal Pub House

Semester	Fourth
Course Code	BBA 405
Course Title	Operations Research
Credits	04
<p>Course Objectives: An overview of the basic of techniques and skills involved in managing various operations of an enterprise</p> <p>Learning Outcomes: After successful completion of the syllabus, learners will be able to:</p> <ul style="list-style-type: none"> • Understand meaning and significance of Operation Research. • Demonstrate skills to solve problems as networks and graphs. • Develop an understanding of linear programming (LP) models for shortest path, maximum flow, minimal spanning tree, critical path, minimum cost flow, and transshipment problems. • Use CPM and PERT techniques, to plan, schedule, and control project activities. 	

Syllabus		
Unit	Course Contents	Lectures
1	Operation Research (OR) - Nature and significance of OR - Various models in OR - Applications and scope of OR - linear Programming Problem (LPP) - Characteristics of LPP and its formulation - Graphical method of solving LPP.	08
2	Simplex method of solving LPP - Big M method - Assignment problem and its solution - Transportation problem - Method of finding initial basic solution - Simple problems.	08
3	Game theory - Two-person Zero sum games - Pure and mixed strategies - saddle point - Dominance Rules - Graphical solution of Rectangular games.	08
4	Sequencing problem - Processing n jobs through two machines - Processing n jobs through three machines - Replacement models - Replacement of items whose efficiency deteriorates with time - simple problems.	06
5	Basic difference between PERT - CPM - Construction of Network diagram - Critical path analysis - Three time estimates.	10

Suggested Readings		
Book	Author's Name	Publisher
Operations Research - Theory and Applications	J.K. Sharma	Macmillan
Operations Research	R.Panneer Selvam	PHI
Operations Research - An Introduction	Taha. H. A	PHI

Semester	Fourth
Course Code	BBAC 407
Course Title	Social Entrepreneurship
Credits	02
Course Objectives: The objective of this paper is to help the students to acquire knowledge of entrepreneurial processes in a society.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Discuss about the concept of social entrepreneurship and how it differs from business entrepreneurship • Identify areas of our economy/society where social entrepreneurs work • Identify characteristics of successful social entrepreneurs • Aware about the challenges and risk of innovation in social entrepreneurship. 	

Syllabus		
Unit	Course Contents	Lectures
1	Social Entrepreneurship & Social Enterprises: What is a social business? How is it different from social entrepreneurship? Definition & Objectives of Social Entrepreneurship. Recognizing Opportunities. Characteristics of social enterprises.	04
2	What is a social enterprise? Is it a new idea? What is causing these new kinds of companies to be formed worldwide, i.e. why are entrepreneurs creating them? What need are they filling? What kinds of businesses fall into this field? How are they the same or different from any other companies?	04
3	Challenges and Risk of Innovation in Social Entrepreneurship –	04

	Conceptualizing innovation and its ethics, Analyzing for innovation system skills, Implementing innovation – mind set shifts. Distinctive leadership.	
4	How are they similar and/or different than nonprofit organizations and other social service providers? Who is creating social enterprises? Are they successful? In what terms? What are some examples? Where is all this activity and innovation heading?	04
5	Newer business models at the BoP – Social Entrepreneurs, Challenges for social entrepreneurs – creating a successful business model and finding funding, generating income, scaling and replicating to increase impact , social entrepreneur’s point of view, New opportunities for collaborative ventures at the BoP. Evaluating the social impact of BoP ventures.	04

Suggested Readings		
Book	Author’s Name	Publisher
Social Entrepreneurship: A Skills Approach	Robert Gunn, Chris Durkin	

Semester	Fifth
Course Code	BBA 501
Course Title	Managing Personal Finance
Credits	04
Course Objectives: The course aims to familiarize the students with the basics of managing intricacies of personal finance.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Demonstrate knowledge about different investment opportunities for managing personal finance. • Aware about investment complexities of systematic or unsystematic risk. • Develop basic understanding of fundamental financial accounting concepts. • Discuss about Insurance Policies for Managing Personal Finance. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction, Investor’s Need and Nature, Avenues for Investments,	

	Investment in Gold, Silver, Diamonds and Antiques. Invest in Land and Building. Investment in Bank Deposits. Investment in Securities- Government, Government Undertaking Companies. Investment in Fixed Assets.	08
2	Analysis of Investment in Equity and Shares. Analysis of Systematic and Unsystematic Risk. Personal Income Tax Planning. Tax Evasion. Tax Avoidance & Tax Planning.	08
3	Basics of Financial Accounting - Nature of Financial Statement and their Analysis. Concept of Discounted Cash Flows. Investment Valuation. Analysis of Lease Finance. Analysis of Investment in Mutual Funds.	08
4	Management of Cash and Cash Forecasting. Financial Security. How to become wealthy on a small budget. Avoiding poverty trap and bankruptcy. Building Economic independence.	08
5	Investment in Insurance Policies of LIC and other Companies. Investment in Provident Funds and Gratuity. Investment in Education.	08

Suggested Readings		
Book	Author's Name	Publisher
Personal Finance	Jack Kapoor	TMH
Personal Finance	Shaikh M W	Jaico

Semester	Fifth
Course Code	BBA 502
Course Title	Financial Services
Credits	04
<p>Course Objectives: The course aims to provide knowledge of contemporary financial services in the present day scenario</p> <p>Learning Outcomes: After successful completion of the syllabus, learners will be able to:</p> <ul style="list-style-type: none"> • Demonstrate coherent and theoretical knowledge of Financial Services. • Explain the concept of leasing, its types and parties role in the contract of 	

leasing.

- **Aware about various credit rating agencies.**
- **Understand the concept of Factoring and Merchant Banking.**

Syllabus		
Unit	Course Contents	Lectures
1	Introduction to financial services: meaning, types of financial services, features, Fund and Fee based services, Utility and significance of financial services in current scenario, NBFCs : meaning, types of NBFC and Prudential norms governing NBFC	08
2	Concept of Leasing, parties in lease contract, lease agreement, process of leasing ,Types of Lease- operating lease, financial lease, sale and lease back, domestic and off-shore lease, Determination of Lease rentals, Concept of Hire Purchase, Comparison between HirePurchase & Leasing	08
3	Factoring-Concept, Types, process of factoring, Utility & Importance, Bill Discounting-Concept, Types of bills, Utility, Bill Discounting in Indian Scenario	08
4	Credit Rating- Concept, process of credit rating,Credit rating Agencies :ICRA,CRISIL,CARE, Utility & Importance.	08
5	Merchant Banking- meaning ,pre and post issue management services ,advisory services- portfolio management, Corporate Restructuring : meaning and forms of restructuring, benefits and problems associated with restructuring.	08

Suggested Readings		
Book	Author's Name	Publisher
Financial Services	M. Y. Khan	McGraw Hill
Merchant Banking & Financial Services	Mohan Rao	Himalaya

Semester	Fifth
Course Code	BBA 503
Course Title	Emerging areas of Management

Credits	04
Course Objectives: The course aims to provide students with new dimensions and emerging areas of Management.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Develop an understanding about the emerging trends in Management. • Understand the concept of Business Intelligence and its need in present scenario. • Demonstrate knowledge of Green Logistics, Knowledge Management and Web Analytics. 	

Syllabus		
Unit	Course Contents	Lectures
1	Business Intelligence: Definition , concept and need for Business Intelligence, Case studies, BI Basics : Data, information and knowledge, Role of Mathematical models	08
2	Business Analytics at the strategic level: Strategy and BA , Link between strategy and Business Analytics, BA supporting strategy at functional level, dialogue between strategy and BA functions, information as strategic resource.	08
3	Environmental Sustainability & Green Logistics: Concept of Green Logistics, Green Logistics – Rhetoric & reality, Key drivers for greening of Logistics & Supply Chains, Benefits of Green Supply Chains	08
4	Introduction to Knowledge Management (KM): Meaning of Knowledge Management, Forces Driving Organizational issues in KM, KM Systems & their role, Relevance of KM in today’s dynamic & complex environment, Future of Knowledge Management	08
5	Web analytics & marketing metrics: Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi-Touch Analytics, Mobile Analytics, The Future of Digital Analytics: Big Data.	08

Suggested Readings		
Book	Author’s Name	Publisher
Business Intelligence: Practices, Technologies, and Management	Rajiv Sabherwal	Pearson
Knowledge Management	Elias M. Awad, Hassan M. Ghaziri	Prentice Hall

Semester	Fifth
Course Code	BBA 504
Course Title	Consumer Behaviour
Credits	04
Course Objectives: The course aims to equip students with various dimensions of consumer behavior affecting business mindset.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Understand the key theories and models that explain consumers' behaviours • Understand how consumer's attitude, and its perceptual process effects buying pattern. • Develop a skill set for outlining consumer segmentation and integrating on the basis of behavioural traits. • Understand how patterns of future sales depends on factors that impact consumer behaviour 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction to consumer Behavior (CB)- Importance, Scope, need for studying CB, Consumer research process.	08
2	Consumer models: Economic model, Psychoanalytic model, Sociological model, Howard & Seth model, Nicosia model, Engel-kollat-Blackwell model.	08
3	Individual determinates: Perceptual process, consumer learning process, consumer attitude formation, attitude measurement, meaning and nature of personality, self concept.	08
4	Influences & Consumer Decision making: Family, reference group, personal, social and cultural influence on CB, Consumer Decision making process, Consumer Communication process, consumer satisfaction.	08
5	Industrial Buying Behaviour: Participants, characteristics of industrial markets, factors influencing industrial markets, stages of industrial buying process, Customer and marketing of services.	08

Suggested Readings

Book	Author's Name	Publisher
Consumer Behaviour in Indian Perspective	Suja. R. Nair	Himalaya Publishing House
Consumer Behaviour	Schifman & Kanuk	Prentice Hall

Semester	Fourth
Course Code	BBA 505
Course Title	Project Management
Credits	04
Course Objectives: The course aims to familiarize the students with the basic tenets of project management.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Explain the concept of Project Management and Project Life Cycle Phases. • Understand project characteristics and various stages of a project. • Understand the conceptual clarity about project organization and feasibility analyses. • Articulate knowledge of Planning, Scheduling and Monitoring of Projects. 	

Syllabus		
Unit	Course Contents	Lectures
1	Concepts of project management - concept of a project categories of projects - project life - cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager.	08
2	Project formulation - formulation stages - bottlenecks - feasibility report - financing arrangements - finalization of project implementation schedule.	08
3	Administrative agencies for project approval Ministry of Finance - Bureau of public enterprises planning commission public investment board. Organizing human resources and contracting - delegation project manager's authority - project organization - accountability in project execution - contracts - 'R' of contracting - tendering and selection of contractors - team building.	08
4	Organizing systems and procedures - working of systems - design of systems - project work system' design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts	08

	and project diary.	
5	Project implementation stages project direction - communications in a project - coordination guidelines for effective implementation reporting in project management - project evaluation and its objectives, types and methods.	08

Suggested Readings		
Book	Author's Name	Publisher
Project Management	Choudhary	Tata McGraw Hill Pub.
Projects : Planning, Analysis, Selection, Financing, implementation and Review	Prasanna Chandra	Tata McGraw Hill Pub.

Semester	Fifth
Course Code	BBAC 507
Course Title	Performance Management
Credits	02
Course Objectives: The objective of the course is to acquaint students with basic practices and skills enhancing performance levels.	
Learning Objectives: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Aware about the evolution of Performance Management. • Demonstrate the knowledge of Performance Management Process. • Discuss about the Ethics in Performance Management. • Synthesize the concept of Reward System in Organization. 	

Syllabus		
Unit	Course Contents	Lectures
1	Introduction to Performance Management System: Definition, concerns and scope - Historical developments in Performance Management – Performance appraisal Vs. performance management - performance management Vs. Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal	04
2	Performance Management Process: Performance planning Setting objectives - Organizational and individual performance plans - Components of Manager's performance and	04

	development plan - setting mutual expectations and performance criteria.	
3	Implementing Performance Management: Strategies for effective implementation of performance management-Top Management agreement commitment and leadership, Building Performance oriented Work culture. Factors affecting effective use of performance management-Corporate culture, alignment, Review and update	04
4	Reward for Performance: Reward System, Components of Reward System, Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and Remedies, Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices	04
5	Ethics in Performance Management: Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	04

Suggested Readings		
Book	Author's Name	Publisher
Performance Management	A.S. Kolhi & T. Deb,	

Semester	Sixth
Course Code	BBA 601
Course Title	Business Policy and Strategic Management
Credits	04
Course Objectives: The course aims to familiarize the students with various principles and strategies pursued by the modern-day business.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Demonstrate an understanding of the significance of in-depth analysis of both the organization and the external business environment (SWOT). • Explain different corporate strategies like BCG etc. • Critically review the core areas of corporate and business level strategy. 	

Syllabus		
Unit	Course Contents	Lectures
1	The business system - objectives of the business - setting up and	

	balancing the objectives, mission - vision - goals strategic analysis of functional areas production - marketing - human resources - finance - analyzing corporate capabilities - SWOT.	08
2	Corporate strategy - nature and scope - process of strategic planning - formulation of strategy - project life cycle - portfolio analysis : BCG matrix - G.E matrix - step high strategy - directional policy matrix strategic management - strategic decision making - business level sub strategies.	08
3	Generic strategic alternatives - horizontal, vertical diversification - active and passive alternatives.	08
4	External growth strategy - merger acquisition - amalgamation - joint venture - problems organizational structure and corporate development - line and staff function - evaluation of organization structure - management of change.	08
5	Implementation of strategy - elements of strategy - leadership and organizational climate - planning and control of implementation. ERP - features and applications, packages : Baan, Marshall, SAP - Functional feature and implementation difficulties.	08

Suggested Readings		
Book	Author's Name	Publisher
Kazmi	Business policy & Strategic Management	Tata McGraw-Hill pub.
S.C. Bhattacharya	Strategic Management Concepts & cases	S.Chand

Semester	Sixth
Course Code	BBA 602
Course Title	Management Information System
Credits	04
Course Objectives: The course aims to equip students with newer information systems facilitating management decision making.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Aware about the role of Management Information System in Business. • How Management Information System works effectively to enhance the 	

quality of decisions in business.

- **Understand various concepts of MIS like Decision support System, AI and TPS etc.**

Syllabus		
Unit	Course Contents	Lectures
1	Management Information System(MIS): Concept & definition, Role of MIS, Process of Management, MIS-A tool for management process, Impact of MIS, MIS & computers, MIS & the user, IMS- a support to the Management.	08
2	Planning & Decision making: The concept of corporate planning, Strategic planning, Type of strategic, Tools of Planning, MIS-Business Planning; Decision making concepts, Methods, tools and procedures, Organizational Decision making, MIS & Decision making concepts.	08
3	Information & System: Information concepts, Information: A quality product classification of the information, Methods of data & information collection, Value of information, MIS & System concept, MIS & System analysis, Computer System design.	08
4	Development of MIS: Development of long range plans of the MIS. Ascertaining the class of information, determining the information requirement, Development and implementation of the MIS, Management of quality in the MIS, organization for development of the MIS, MIS: the factors of success and failure.	08
5	Decision Support System (DSS): Concept and Philosophy, DSS: Deterministic Systems, Artificial intelligence(AI) System, Knowledge based expert system(KBES), MIS & the role of DSS, Transaction Processing System(TPS), Enterprise Management System(EMS), Enterprise Resource Planning (ERP) System, Benefits of ERP, EMS & ERP	08

Suggested Readings		
Book	Author's Name	Publisher
Management Information System	Jawadekar W S	TMH
Management Information System	Louden & Loudon	Prentice Hall

Semester	Sixth
Course Code	BBA 603
Course Title	Management of Non-Profit ORganisation

Credits	04
Course Objectives: The course aims to have the knowledge and skills to improve the effectiveness of a non-profit organisations.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Articulate knowledge of Non-profit Organizations and challenges faced by NGOs. • Understand the function and importance of finance in NGOs. • Discuss about the performance measurement of NGOs and trends in NGOs. 	

Syllabus		
Unit	Course Contents	Lectures
1	Role and significance of Non-Profit Organisations (NPOs). Understanding Non-Profit Organisations.. Trends and challenges of Non Profit Organisations. Formation and management of a society. Non-Government Organisations (NPOs). Non-Government Organisations (NPOs) and Government Policy.	08
2	Management and organisation of NPO. Strategic management in NPOs. Marketing Social Change. Understanding client's needs through social research methodology. Managing Perceived Costs. Formulating Communication Strategies.	08
3	Finance functions in NPOs. Financial systems in NPOs Management control and process. Management Accounting in NPOs, Effective and reliable controls. Accountability and financial transparency for NPOs.	08
4	Evaluation of NPOs performance process. A model for performance assessment of Mutual expectations -- society and organisations. Scalability and Replication of Non-Profit Success. Social Entrepreneurship. Role of a Social Entrepreneur. Qualities of Social Entrepreneurs.	08
5	Trends in NPOs. Legal Framework of NPOs in India. Government involvement in the nonprofit sector, Government – nonprofit relationships, Tax exemption: requirements for exemption, nature of exemptions, Charitable solicitations, Political activity	08

Suggested Readings		
Book	Author's Name	Publisher
How to Change the World: Social Entrepreneurs and the Power of New Ideas	Bornstein David	Penguin India.
Strategic Marketing for Nonprofit Organizations	Kotler, Philip and Alan Andreasen	Pearson Hall Publishing

Semester	Sixth
Course Code	BBA 604
Course Title	Entrepreneurship and Small Businesses
Credits	04
Course Objectives: The course aims to equip students with the basics of entrepreneurship and small-scale businesses.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Develop an understanding about the theories of Entrepreneurship. • Understand the key differences between Entrepreneurs and Managers. • Articulate skills on Project design and Network analysis. • Explain about different type of organizations like Sole Proprietorship etc. 	

Syllabus		
Unit	Course Contents	Lectures
1	Theories of Entrepreneurship traits of entrepreneur, entrepreneurs Vs professional managers, problems faced by entrepreneurs.	08
2	Entrepreneurial Development, Significance and role of environment infrastructural network, environmental analysis, E.D. programmes (EDP), problems of EDP.	08
3	Project & Reports, Search for business idea, transformation of idea into reality: projects and classification. Identification of projects	08
4	Project design and network analysis, project appraisal plant layout.	08
5	Small industry setup, Types of organization-sole proprietorship, partnership, joint stock company, co-operative organization, their merits, limitations, suitability. Organisational locations, steps in starting a small industry, incentives and subsidies available, export possibilities.	08

Suggested Readings		
Book	Author's Name	Publisher
Entrepreneurship Development	Vasant Desai	Himalaya Publishing

Semester	Sixth
Course Code	BBA 605
Course Title	Corporate Governance & Business Ethics
Credits	04
<p>Course Objectives: The course aims to equip students with the awareness of Corporate governance and business ethics.</p> <p>Learning Outcomes: After successful completion of the syllabus, learners will be able to:</p> <ul style="list-style-type: none"> • Explains the relationship between Corporate Governance & Business Ethics. • Precisely differentiate between Values, Ethics and Morals. • Discuss about different theories pertaining Ethics. • Demonstrate knowledge on Intellectual Property Rights. 	

Syllabus		
Unit	Course Contents	Lectures
1	Values – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, Values across Cultures; Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management.	08
2	The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.	08
3	Law and Ethics – Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics; Social Responsibilities of Business – Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers.	08
4	Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad, corporate social responsibility	08
5	Ethics impact in Business: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and	08

	Information Technology. Ethical theories and approaches, Intellectual property rights like designs, patents, trade marks, copy rights.	
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Suggested Readings		
Book	Author's Name	Publisher
The Ethics of Management	L. T. Hosmer	Universal Book
Values and Ethics in Organisation	S. K. Chakraborty	Springer

Semester	Sixth
Course Code	BBAC 607
Course Title	Environment and Global Competitiveness
Credits	02
Course Objectives: The objective of this paper is to help the students to acquire knowledge of Global business.	
Learning Outcomes: After successful completion of the syllabus, learners will be able to:	
<ul style="list-style-type: none"> • Develop an understanding of Competitiveness and its relation with macro economy. • Articulate Michael Porter's five factor competitive theory. • Analyze economic, political, social, cultural, legal and technological forces that influence competition. • Explain the concept of Sustainable Competitiveness and Innovation Management. 	

Syllabus		
Unit	Course Contents	Lectures
1	Measuring Competiveness: Defining Competiveness, Macro Economic Indicators – Global Competitiveness Index – Pillars of competitiveness. Michael Porter's five force and competitive advantage theory. Indicators of world competitiveness. Ranking of the current year and India's position. Changes in the top 5 rankings in last 3 year and lessons thereof	04
2	Globalization & Business: Overview of commercial geography. Impact of geographical aspects on international business and business strategies.	04

	Global dynamics: interplay of local, national, regional and worldwide forces OECD / WEF/ G8 / G33. Economic, political, social, cultural, legal, technological forces	
3	Sustainable Competitiveness: Economic Growth – Problem or Solution? -Growth, Free Markets, and Business Responsibility – The failure of marketbased policies - Sustainable Production and Sustainable Products - Sustainable Consumption - The Sustainable Competitiveness Index framework.	04
4	Innovation Management : Reducing Uncertainty - Virtualizing the Business Model to Drive Innovation, Agility, and Value Creation - Globalization for Innovations	04
5	Global Strategy, Structure and Implementation: Country Evaluation and Selection – Export and Import Strategies – Direct Investment and Collaborative Strategies.	04

Suggested Readings		
Book	Author's Name	Publisher
International Business, 6/E	Hill and Jain	The McGraw – Hill Companies