

**FACULTY OF MANAGEMENT STUDIES (FMS)**  
*(An ISO 9001:2015 Certified)*

**SCHEME OF EXAMINATION  
AND  
COURSE OF STUDY**

**For**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
*(Under Choice Based Credit System)*

**Session: 2020 onwards**  
**(Semester: I - IV)**



**GURUKULA KANGRI VISHWAVIDYALAYA, HARIDWAR- 249404**  
**"Deemed to be university u/s 3 of UGC Act 1956"**

C/ GE/ FC	Subject Code	Subject Title	Hours per week			Cre dit	Evaluation Scheme			Subject Total
			L	P/ CS	T		Internal Assessment		ES E	
							CT	TA		
<b>M.B.A. I Year</b>										
<b>Semester – I</b>										
C	MBA – C101	Vedic Management	3	-	-	3	20	10	70	100
C	MBA – C102	Managerial Economics	3	-	-	3	20	10	70	100
C	MBA – C103	Business Law	3	-	-	3	20	10	70	100
C	MBA – C104	Management Process & Organisational Behaviour	3	-	-	3	20	10	70	100
C	MBA – C105	Quantitative Methods	2	-	1	3	20	10	70	100
C	MBA – C106	Business Communication	2	1		3	20	10	70	100
C	MBA – C107	Accounting For Managers	2	-	1	3	20	10	70	100
C	MBA – C108	Computer Applications in Management	2	1	-	3	20	10	70	100
						<b>24</b>	<b>TOTAL</b>			<b>800</b>
<b>Semester – II</b>										
C	MBA – C201	Business Environment	3	-	-	3	20	10	70	100
C	MBA – C202	Management Science	2	-	1	3	20	10	70	100
C	MBA – C203	Research Methodology	3	-	-	3	20	10	70	100
C	MBA – C204	Human Resource Management	2	1	-	3	20	10	70	100
C	MBA – C205	Financial Management	2	1	-	3	20	10	70	100
C	MBA – C206	Marketing Management	2	1	-	3	20	10	70	100
C	MBA – C207	Production and Operations Management	2	1	-	3	20	10	70	100
C	MBA – C208	Indian Ethos and Human Quality Development (HQD)	3	-	-	3	20	10	70	100
						<b>24</b>	<b>TOTAL</b>			<b>800</b>
<b>M. B.A. II Year</b>										
<b>Semester – III</b>										
C	MBA – C301	Summer Project (Viva)	-	3	-	3	20	10	70	100
C	MBA – C302	Project Management	3	-	-	3	20	10	70	100
C	MBA – C303	Management Information System	3	-	-	3	20	10	70	100
C	MBA - C304	Strategic Management	3	-	-	3	20	10	70	100
DSE	MBA-E---	Group I Elective I	2	1	-	3	20	10	70	100
DSE	MBA-E---	Group I Elective II	2	1	-	3	20	10	70	100
DSE	MBA-E---	Group II Elective I	2	1	-	3	20	10	70	100
DSE	MBA-E---	Group II Elective II	2	1	-	3	20	10	70	100
						<b>24</b>	<b>TOTAL</b>			<b>800</b>
<b>Semester – IV</b>										
C	MBA – C401	Dissertation (Specialization)*	-	6	-	6	40	20	140	200
C	MBA – C402	Business Analytics	2	1	-	3	20	10	70	100
C	MBA – C403	Entrepreneurship Development	3	-	-	3	20	10	70	100
DSE	MBA-E---	Group I Elective III	2	1	-	3	20	10	70	100
DSE	MBA-E---	Group II Elective III	2	1	-	3	20	10	70	100
						<b>18</b>	<b>TOTAL</b>			<b>400</b>
<b>TOTAL CREDITS</b>						<b>90</b>	<b>G. TOTAL</b>			<b>2800</b>

**L=Lecture P=Practical CS=CaseStudy CT=Class Test TA=TeacherAssessment ESE=End semester Examination C=Core Paper DSE=Discipline Specific Elective**  
**LIST OF DISCIPLINE SPECIFIC ELECTIVES(DSE) III & IV SEMESTER**

**Note:** Student can take any **Two** of the following groups/specialization each having two papers with the conditions that a minimum of 10 students are in a group.

**Group: MARKETING**

MBA – E301/401 Sales Management  
MBA – E302/402 Advertising Management  
MBA – E303/403 Marketing of Services  
MBA – E304/404 Rural Marketing  
MBA – E305/405 International Marketing Management

**Group: FINANCE**

MBA – E306/406 Management of Financial Services  
MBA – E307/407 Taxation  
MBA – E308/408 Investment Management and Financial Engineering  
MBA – E309/409 Working Capital Management  
MBA – E310/410 Management of Banks

**Group: HUMAN RESOURCES**

MBA – E311/411 Industrial Relations  
MBA – E312/412 Human Resource Development  
MBA – E313/413 Labour Laws  
MBA – E314/414 Competency Mapping and Development  
MBA – E315/415 Organisational Change and Development

**Group: INFORMATION TECHNOLOGY**

MBA – E316/416 Information System Analysis and Design  
MBA – E317/417 Technology Management  
MBA – E318/418 E-Business  
MBA – E319/419 Information Security and Cyber Laws in Business  
MBA – E320/420 E-Governance

**Group: PRODUCTION AND OPERATIONS MANAGEMENT**

MBA – E321/421 Logistics and Supply Chain Management  
MBA – E322/422 Total Quality Management  
MBA – E323/423 World Class Manufacturing  
MBA – E324/424 Managing Technology and Innovation  
MBA – E325/425 Production Planning and Control

**Group: SMALL BUSINESS & ENTREPRENEURSHIP MANAGEMENT**

MBA – E326/426 Start-up Studies  
MBA – E327/427 Small Business Environment and Management  
MBA – E328/428 New Enterprise Management  
MBA – E329/429 Ethics and Business Governance  
MBA – E330/430 Legal Aspects of Business

**Group: INTERNATIONAL BUSINESS**

MBA – E331/431 International Trade Practices, Procedures and Documentation  
MBA – E332/432 International Financial Management  
MBA – E333/433 International Financial System and Markets  
MBA – E334/434 India's Foreign Trade Policy  
MBA – E335/435 International Brand Management

**Group: ORGANIZATIONAL BEHAVIOR**

MBA – E336/436 Organizational Structure, Design and Change

MBA – E337/437 Corporate Leadership

MBA – E338/438 Stress Management

MBA – E339/439 Groups and Teams in Organizations

MBA – E340/440 Change Management

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

The M.B.A. course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the eight offered: Marketing, Finance, IT, HR, Production and Operations Management, Small Business and Entrepreneurship Management, Organizational Behaviour and International Business. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role plays etc. keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, first two semesters having eight papers of 40 sessions each of one-hour duration. The third and fourth semesters contain a combo of core papers and discipline specific elective papers. There is a system of dual specialization. The students will have to opt for two functional areas for their specialization, having four papers (TWO in third semester and TWO in the fourth semester) from discipline specific electictive groups 1 and 2. Summer Training of 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Dissertation and Viva are the integral part of the course.

### **EVALUATION OF PAPERS:**

Every paper/course will carry maximum marks of 100 (70 marks for semester examination and 30 marks for internal assessment, as per rules). Internal Assessment will consist of two components (i) Class Test (20 marks) (ii) Teacher Assessment (10 marks).

The question paper shall consist of two sections (Sec.-A and Sec.-B ). Sec.-A shall contain 10 short answer type questions out of which any 5 have to be answered carrying 6 marks each. Sec.-B shall contain 8 long answer type questions of 10 marks each and student shall be required to attempt any four questions. Examiners can give case study( case based questions) in lieu of two questions(case study of 20 marks). Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the syllabus should be strictly followed while setting the question paper.

### **SUMMER TRAINING AND ITS PROJECT REPORT:**

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.
2. During the training, the student is expected to learn about the organization and analyse/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31<sup>st</sup> August during third semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary

data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to 100 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

6. The Report should have one certificate duly signed by the Reporting Officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.
7. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 70 marks and internal evaluation of 30 marks.
8. A late fee of Rs. 1000 will be paid by the student, if he/she fails to submit the report by 31<sup>st</sup> August.

### **DISSERTATION AND ITS REPORT**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department under the supervision of a faculty member of the department. The research project report will carry 200 marks. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 140 marks and internal evaluation of 60 marks. The report will contain the objectives, scope of the study, significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 100-125 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

### **NOTE :**

1. Students having more than 70% marks (Aggregate) in previous semesters can only take Dissertation. Students who have Job/Training offers from reputed organizations can also take/do dissertation.
2. Students doing dissertation shall study only **two core** subjects. Dissertation field work shall start after completion of courses( Core Subjects) in the first month of IV<sup>th</sup> semester.( Latest by 28<sup>th</sup> February)
3. Students not doing dissertation shall study FOUR Subjects(TWO CORE + TWO ELECTIVES)

MBA I Year	MBA-C101		Semester-I		
	Vedic Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The basic purpose of this course is to develop an insight into ancient Indian tradition of vedic management.

- Introduction to Vedas, ManuSmriti: Code of ideal human conduct, Management Practices from Kautilya's Arthashastra **(9 hours)**
- Purusarthas (Absolute Attainments), The Role of a Manager, Leadership: an Indian vision–Qualities of a leader, Lessons taught by Indian Scriptures. **Case study1:** Organisational Leadership. **(8 hours)**
- Self-management, Management of Men and Motivation-as viewed in Vedic Philosophy, Managerial and Corporate Excellence. **(6 hours)**
- Business Ethics, Managing Ethics, Ethical Decision-Making, Indian Ethos for Management, Value-Oriented Holistic Management. Corporate Ethics. **Case Study2:** Ethical Dilemma, **Case Study3:** Sahara India. **(9 hours)**
- Theory of Karma Siddhanta, Gita and the Art of Successful Management, Individual Discipline, Family and Social Discipline, National Discipline. **(8 hours)**

**SUGGESTED READINGS:**

1. Chakravarty, A. E. (2001). *The Geeta And The Art of Successful Management* .Harper Collins Publishers India Pvt. Ltd, New Delhi.
2. Dave, N. V. ( 2003). *Vedanta and Management*. Deep & Deep Publications Pvt. Ltd. New Delhi.
3. Dwivedi, R.S. (2000). *Corporate Excellence (The Eternal Quest)*..Macmillan India Limited. New Delhi.
4. Ganeshdas,A. S.(1996). *Dharma Ratnam*. Roop Nagar. Sadhubela Foundation. New Delhi.
5. Murthy, C.S.V. (2006). *Business Ethics (Text and Cases)*. Himalaya Publishing House. New Delhi.
6. Ranganathananda ,Swami. (2000). *Human Values in Management ( 3rd ed.)*. Bhartiya Vidya Bhawan. Mumbai.
7. Sharma, R. N. (1998). *Manusmriti*. Chaukhamba Sanskrit Pratishtan, New Delhi.
8. Sherlekar, S. A. (1998). *Ethics in Management*. Himalaya Publishing House, New Delhi.
9. Vaidya, C.V. (2005). *History of Sanskrit Literature*. Parimal Publications. New Delhi.
10. Anubhavananda, S., & Kumar, A. (2017). *Ethics in Management (Insights from Ancient Indian Wisdom)*.NewDelhi: Ane Books Pvt.Ltd.
11. **Case Study 1:** Anubhavananda, S., & Kumar, A.(2017). *Ethics in Management (Insights from Ancient Indian Wisdom)*. (PP:331-343), NewDelhi: Ane Books Pvt.Ltd.
12. **Case Study 2:** Murthy, C.S.V. (2015). *Business Ethics:Text and Cases*. (PP:594-595), Mumbai: Himalaya Publishing House.
13. **Case Study 3:** Sharma,J.P. (2018). *Corporate Governance:Business Ethics and CSR*. (PP:590-616), NewDelhi: Ane Books Pvt.Ltd.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA I Year	MBA-C102		Semester-I		
	Managerial Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

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

- Concepts and Techniques of Managerial Economics, Nature of Business decision making, Marginal Analysis. **(8 hours)**
- Theory of Demand: Demand Function, Income and Substitution Effects, Revealed Preference approach and Demand Forecasts, Production and Cost, Returns to Scale, Cost Curves and Break-Even Analysis. **Case Study 1:** Shopping centre Europa– when threats become opportunities **(8 hours)**
- Theory of Firm: Profit Maximization, Sales Maximization, Market Structure, Perfect Competition, Monopoly, Oligopoly, Non-Price Competition. **(8 hours)**
- Macro Economics : Aggregates and Concepts. GNP and GDP, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation. **(8 hours)**
- Balance of Payments, Money Supply, Monetary Policy, Fiscal Policy, Concept and Measurement of National Income, Determination of National Income . **Case Study 2:** Economics behind the internationalization of Biocon India Ltd. **(8 hours)**

#### SUGGESTED READINGS:

1. Adhikary, M., (2001). *Business Economics*. Excel Books, New Delhi.
2. Peters, Lewis & Jain, (2008). *Managerial Economics*. Prentice Hall, New Delhi.
3. Dwivedi, D.N., (2009). *Managerial Economics*. Vikas Publishing House Pvt Ltd, New Delhi.
4. Gupta, G.S., (2001). *Managerial Economics*. Tata McGraw Hill Education, New Delhi
5. Keat, P., & Young, P.K., (2008). *Managerial Economics*. Prentice Hall, New Delhi.
6. McGuigan, J.R., & Moyer, R.C., (2007). *Managerial Economics; Application, Strategies, and Tactics*. South-Western College Publication, USA.
7. **Case Study 1:** Ieva Kvedaravičienė, Lilija Vilkančiene, (2013) "Shopping centre Europa – when threats become opportunities", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 6, pp.1-5, <https://doi.org/10.1108/EEMCS-06-2013-0076> Permanent link to this document: <https://doi.org/10.1108/EEMCS-06-2013-0076>
8. **Case Study 2:** Palakh Jain, (2013) "Economics behind the internationalization of Biocon India Ltd", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 7, pp.1-20, <https://doi.org/10.1108/EEMCS-08-2013-0163> Permanent link to this document: <https://doi.org/10.1108/EEMCS-08-2013-0163>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



MBA I Year	MBA-C103		Semester-I		
	Business Law				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

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

- Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee. **(8 hours)**
- Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. **Case Study1:** Feixiang to FOTILE: growth of a family business. **(8 hours)**
- Sale of Good Act, 1930 Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. **(8 hours)**
- Negotiable Instrument Act, 1881 Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques. **(8 hours)**
- Companies Act, 1956 Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up. Addons in companies act 2013 **Case Study2:** A new business model to Chinese style agricultural industrialization **(8 hours)**

#### SUGGESTED READINGS:

1. Gulshan J.J. (2014). *Business Law Including Company Law*. New Age International Publisher, New Delhi.
2. Kuchhal M.C. (2014). *Business Law*. Vikas Publication, New Delhi.
3. Avtar Singh.(2012). *Principles of Mercantile Law*. Eastern Book Company, Lucknow.
4. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211312910>.
5. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211312956>.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C104		Semester-I		
	Management Process And Organisational Behaviour				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organisation.

- Evolution of Management Thought, Systems and Contingency approach for understanding organisations. **(8 hours)**
- Managerial Processes, Skills and Roles in an Organisation, Social Responsibility of Business. **(8 hours)**
- Understanding and Managing Individual Behavior- Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual Decision making and problem solving. **Case Study 1: Equity in Academia. (8 hours)**
- Understanding and Managing Group Processes- Interpersonal and Group Dynamics, Group Decision Making. **Case Study 2: Group Dynamics: A Difficult Task Force. (8 hours)**
- Leadership and Influence Process, Understanding and Managing Organisational System, Organisational Design and Structure, Work Stress and Stress Management. **Case Study 3: Managing Stress and Worklife Balance, Stress takes its toll. (8 hours)**

#### SUGGESTED READINGS:

1. Koontz, H. & Wehrich, H. (1995). *Management*. McGraw Hill, New York.
2. Luthans F. (1995). *Organizational Behaviour*. McGraw Hill, New York.
3. Robbins S.P (1996) *Management*, New Jersey, Englewood Cliffs, Prentice Hall Inc.
4. Robbins S.P (1996). *Organizational Behaviour*; 7th ed. Prentice Hall of India, New Delhi.
5. Singh, Dalip (2000). *Emotional Intelligence at Work*, Sage Publications, Delhi.
6. Staw, B.M., Englewood, Cliffs (1995). *Psychological Dimensions of Organizational Behaviour*; 2nd Ed. Prentice Hall Inc., New Jersey.
7. Stoner J. (1996). *Management*; 6th ed. Prentice Hall of India, New Delhi.
8. Udapa, Yoga, K.N, Mohan (2000). *Stress and its Management*. Motilal Banarasi Das, Varanasi.
9. **Case Study 1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 6, Equity in Academia. *Organizational Change And Development : Spooked by Computers. Institute of Management Studies, Mangalore-575001*. pp. 17-18
10. **Case Study 2:**  
<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>
11. **Case Study 3:**  
<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-C105		Semester-I		
	<b>Quantitative Methods</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30(20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this paper is to make the students familiar with some basic statistical tools and linear programming technique. The main focus however is on their applications in business decision making.

- Mathematical basis of Managerial Decision-Concepts, steps in decision theory, Matrices- Addition, subtraction, Multiplication, Inverse of Matrices by cramer's Rules, Frequency Distribution and their Analysis. **(7hours)**
- Probability Theory and Probability Distributions- Binomial, Poisson, Normal distribution. **(6hours)**
- Correlation and Regression Analysis- Karl Pearson's coefficient of correlation, Rank correlation, Simple regression, Test of Hypothesis —t, Z and chi square tests, F- test, **Case Study1-** Statistics work - Loveland computers (simple regression and correlation related) Regression **(12hours)**
- Analysis of Time Series: Components of a Time Series, Determination of secular Trend and Seasonal Variations in business data, Least Squares Method as a Tool for Forecasting. **Case Study2-** Statistics at work- Loveland computers(time series) **(8hours)**
- Linear Programming—Basic Concepts Formulation, Graphical Methods, Simplex Methods. **(7hours)**

#### SUGGESTED READINGS:

1. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., Cochran, J.J., Fry, M.J., & Ohlmann, J.W., (2013). Quantitative Methods for Business. Cengage Learning, New Delhi.
2. Beri,G.C. (2005). Business Statistics. Tata McGraw Hill, New Delhi.
3. Brandimarte, P., (2012). Quantitative Methods: An Introduction for Business Management. John Wiley & Sons,USA.
4. Curwin, J., & Slater, R., (2008). Quantitative Methods for Business Decisions. Thomson Learning, London.
5. Dewhurst, F. (2006). Quantitative Methods for Business and Management. McGraw Hill, New Delhi.
6. Curwin, J., & Slater, R., (2004). Quantitative Methods: A Short Course. Thomson Learning, London.
7. Keller, G.(2009) Introduction to Statistics. Cengage Learning, New Delhi
8. Levine, D.M, Kribbeil ,T. C, Berenson.M and Vishawanath, P.K.(2011). Basic Statistics: A First Course. Pearson Education. New Delhi.
9. Levin, R.I., & Rubin, D.S., (2009). Statistics for Management. Pearson Education Inc, New Delhi.
10. Sharma, J.K. (2007). Business Statistics. Pearson Education. New Delhi.
11. Sharma, J.K., (2009). Quantitative Techniques for Managerial Decisions. Macmillan Publishers India Ltd, New Delhi.
12. **Case Study 1.** Richard I. Levin and David S. Rubin(1995). Statistics for Management, Sixth Edition, Hall of Indi Private Limited, New Delhi
13. **Case Study 2.** Richard I. Levin and David S. Rubin(1995) .Statistics for Management, Sixth Edition, Hall of Indi Private Limited, New Delhi

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C106		Semester-I		
	Business Communication				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The Course is aimed at equipping the students with the necessary concepts, techniques and skills of communication to inform others and to inspire and motivate them to get their cooperation in the performance of their jobs. Students are encouraged to follow these skills as self-study and self-driven process.

- Introduction, Importance, Role and Process of Business Communication, Verbal and Non Verbal Communication, Effective Communication, Directions of Communication and Barriers to Communication. **Case Study1:** Profile of an Effective Communicator. **(8 hours)**
- Individual Communication. Letters and Memos, Group Communication. Circulars and Notices, The Process of Writing Commercial letters. Routine Requests & Replies, Claim & Adjustment letter. **(8 hours)**
- Meetings. Agenda and Notice, Press Release, Seminars & Conferences, Group Discussions, Public Speaking, Legal Issues in Communication, Public Relations. **(8 hours)**
- Negotiation Skills, Presentation Skills, Writing a Business Report, Resume and Job Application letter, The Job Interview. **Case Study2:** The Presentation Effect. **(8 hours)**
- Electronic Communication, Fax, E.mail, Internet and Multimedia, Office Administration and Management, Business Etiquette. **(8hours)**

#### SUGGESTED READINGS:

1. Baugh, Frrayer & Thomas (1995). *How to write first class Business Correspondence*. MacGraw Hills, New Delhi.
2. Borg J, (2008). *Body Language. (7 easy lessons to master the silent language)*. Pearson Education, New Delhi.
3. Chaturvedi, P.D. & Chaturvedi, M. (2004). *Business Communication (Concepts, Cases and Applications)*, Pearson Education, New Delhi.
4. Hudson, R.H., (2006). *Business Communication*. 5<sup>th</sup> Edition. Jaico Publishing House, Mumbai.
5. Kitty Locker & Kaczmarek (2010). *Business Communication, Building Critical Skills*. McGraw.Hill, New Delhi.
6. Krishna Mohan & Meera Banerji (2000). *Developing Communication Skills*. Macmillan India Ltd, New Delhi.
7. Lesikar, R.V., Flatley, M.E., Rentz, K. and Pande, N. (2008). *Business Communication: Making Connections in a Digital World*; 11<sup>th</sup> Edition. Tata McGraw.Hill, New Delhi.
8. Murphy Herta A & Peck (1997). *Effective Business Communications*. Tata McGraw Hill, New Delhi.
9. Chopra, R. K. & Chopra, A. (2009). *Office Management*. Himalaya Publishing House, New Delhi.
10. Ober, S. (2007). *Contemporary Business Communication*. PHI, New Delhi.
11. Treece, Malra, (1994). *Successful Business Communication*. Allyn and Bacon, Boston.
12. **Case Study 1:** Chaturvedi, P. D., & Chaturvedi, M. (2013). *Business Communication: Skills, Concepts, and Applications*. PP 1-6. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
13. **Case Study 2:** Chaturvedi, P. D., & Chaturvedi, M. (2013). *Business Communication: Skills, Concepts, and Applications*. PP 240. New Delhi: Dorling Kindersley (India) Pvt. Ltd

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA I Year	MBA-C107		Semester-I		
	Accounting for Managers				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The basic purpose of this course is to develop an insight of Postulates, Principles and Techniques of accounting and utilization of financial accounting information for planning, decision making and control.

- Financial Accounting . Concept, Importance and Scope, Generally Accepted Accounting Principles, Recording of Financial transactions. Journals, Ledger, Cash book, Subsidiary books, Trial balance, Adjustments and Rectification of errors. **(8 hours)**
- Revenue Recognition and measurement, matching of revenue and expenses: Inventory pricing and Valuation. Long term assets and Depreciation Accounting Preparation of Financial Statements: Profit and Loss account, Balance Sheet and related concepts. **(8 hours)**
- Management Accounting . Concept, Need, Importance and Scope, Accounting Ratios: Meaning, Significance and Limitation. Classification, Computation and Interpretation of Liquidity Ratios, Leverage Ratios, Activity/Turnover Ratio and Profitability Ratios. **Case Study1:** Details of project M/S Swarupa Bamboo Works. **(8 hours)**
- Techniques of Financial Analysis: Meaning and need, Preparation and Interpretation. Cash flow analysis. Concept, Preparation & Interpretation, Budget and Budgetary Control, Zero.BaseBudgeting. **Case Study2:** Investing in brewpub: a capital budgeting analysis. **(8 hours)**
- Human resources accounting, Inflation accounting, Replacement of machinery, NPV, Payback period, Internal Rate of return, International accounting standards. **(8 hours)**

#### SUGGESTED READINGS:

1. Bhattacharyya, D. (2010). *Management Accounting*. Pearson education India, New Delhi.
2. Kumar, G.A. (2010). *Management Accounting*. Pearson Publication, New Delhi
3. Kuppapally, J. J. (2008). *Accounting for Managers*. Prentice Hall of India, New Delhi.
4. Lucey T. (2003). *Management Accounting*. Cengage Learning EMEA.
5. Mathur, S.B. (2010). *Management Accounting*. Tata McGraw Hills, New Delhi.
6. Noreen, Brewer And Garrison (2011). *Managerial Accounting For Managers*. Tata McGraw Hill Education.
7. Noreen, E.W. (2011). *Managerial Accounting For Managers*. Tata McGraw Hill, New Delhi
8. Pandey, I.M. (2006). *Management Accounting*. Vikas Publishing House, New Delhi.
9. Schatzberg, J. (2010). *Introduction to Management Accounting*. Pearson Publication, New Delhi.
10. **Case Study 1:** <http://www.scdl.net/downloads/samplecsfin.pdf>
11. **Case Study 2**  
<https://nebula.wsimg.com/98959ad3e517da1fd3b2599897591449?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C108		Semester-I		
	Computer Applications In Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The purpose of this paper is to develop a basic understanding of computers & management information system and their use in the business organizations. The students are required to know only basics of hardware and software.

- Evolution of Computers, Computer Generations, Basic Computer organization, Classification of Computers. Lab **(1 hour)** **(7 hours)**
- Input Devices, Processor and Memory Hierarchy. Read Only Memory. Ram, Rom and CPU Interaction. Types of Secondary Storage Devices. Magnetic Tape. Magnetic Disk. Types of Magnetic Disks, Optical Disk. Magneto-Optical Storage Devices. Universal Serial Bus, Mass Storage Devices, Output devices . Lab **(1 hour)** **(7 hours)**
- Computer Software, Application Software Packages. Basics of Word Processing package (MS.Word), Spreadsheet Package (MS.Excel), Presentation Graphics Package (MS.PowerPoint), Basics of PageMaker Basics of CorelDraw, Adobes Photoshop. Lab **(1 hour)** **(7 hours)**
- Business Data Processing – Definition, Data Storage, Hierarchy, Standard Methods of Organizing Data, Database Management System, Computer Networks (LAN and WAN only) Computer Security: Computer Security. Malicious Programs. Cryptography. Digital Signature. Firewal. User Identification and Authentication. Data Backup and Recovery. Lab **(1 hour)** **(7 hours)**
- Internet-Brief History, Web page, Website Browsers, URL, Hypertext, IS Web server applicatione-mail Instant messaging, Internet telephony, Video conferencing, Role of IT in Business, Information Systems-Introduction, Definition and Categories. Lab **(1 hour)** **(7 hours)**

#### SUGGESTED READINGS:

1. Goel, A. (2010). *Computer Fundamentals*. Pearson Education, New Delhi.
2. Leon, A., & Leon, M. (2005). *Principles of IT*. Vikas Publishing House Pvt. Ltd. New Delhi.
3. Madan, S. (2011). *Student's Guide to IT*. Taxmann Allied Services Pvt. Ltd, New Delhi.
4. Madan, S.(2006). *Introduction to Essential Tools*. Mayur Paperbacks,Noida.
5. Murthy, C.S.V. (2001). *Management Information Systems – Text & Applications*. Himalaya Publishing House, New Delhi.
6. McLeod, Raymond, Schell, & George, P. (2007). *Management Information System* (10th ed.). Pearson Education Inc, USA..
7. Prasad,L.M. & Prasad,Usha. (2010). *Management Information Systems*. Sultan Chand & Sons, New Delhi.
8. Rainer, Turban & Potter. (2005). *Introduction to Information Technology*. John Wiley & Sons Inc.USA.
9. Sinha, P. K., & Sinha, U. (2004). *Computer Fundamentals* (3<sup>rd</sup> Ed). BPB Pulications, New Delhi.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

## SECOND SEMESTER

MBA I Year	MBA-C201		Semester-II		
	Business Environment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The primary objective of this course is to acquaint the students with emerging global trends in business environment.

- **Economic Systems:** Globalization of Indian Economy, Aspects of Human Development, Introduction to International Business, Modes of International Business, Absolute advantage, Comparative advantage, theory of Country size. **(8 hours)**
- **The Business Environment:** The Economic and Political Environment, The Human and Cultural Environment, Trade and Investment—Governmental Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, Country Evaluation and Selection, Scanning for Alternatives, Country Comparison Considerations, Tools for Comparing Countries, Diversification vs. Concentration Strategies, Investment Proposal Evaluation. **Case Study 1:** Industrial relations in Botswana – workplace conflict: behind the diamond sparkle. **(8hours)**
- **Marketing:** Market size analysis, Product Policy, Pricing Promotion and Distribution, Finance: Internal Sources of Funds, Global Cash Management, Financing International Trade, Risk Management and Financial Aspects of the Investment Decisions, Multinational Accounting and Tax Functions: Factors Influencing the Development of Accounting, Transactions in Foreign Currency, Translating of Foreign Currency, Financial Statements, Taxation of Foreign, source income, Double.Tax Treaties **(8 hours)**
- **Human Resource Management:** Management Qualifications and Characteristics, International Managerial Transfers, Management Recruitment and Selection, International Development of Managers, Training, Market Differences. **Production:** Production and Export Strategies, Forms of Foreign Involvement. **(8 hours)**
- **Regional Blocks :** Cross – National Cooperation and Agreement, GATT and UNCTAD, Trading Blocks — EC, NAFTA, East Asia, Special Trading Arrangements of Trading Blocks with Developing Countries, Monetary Block, International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Multilateral Settlements, Consortium Approaches, External Relations Approach. **Case Study 2:** Going international through successful partnerships: the case of GIAS. **(8 hours)**

**SUGGESTED READINGS:**

1. Alworth, & Julian, S.(1988). *The Finance, Investment & Taxation Decisions of Multinationals*. Basil & Blackwell. London.
2. Bhalla, V.K. (1990). *World Economy in 90's; A Portfolio Approach*.:Anmol Publications.,New Delhi.
3. Daniel, J.D. & Radebanh. (2001). *International Business*..A.Wesley, NY,USA
4. Eiteman, D.K., & Stonchill, A.I.(1992). *Multinational Business Finance*.A.Wesley, NY,USA
5. Kreinin, Mordechel, E.H.(1979). *International Economics*, Brace, USA.
6. Rugman, A. M.(1979). *International Diversification & the Multinational*. Lexington Books, Toronto.
7. **Case Study1:** Motsomi Ndala Marobela, "Industrial relations in Botswana – workplace conflict: behind the diamond sparkle", Emerald Emerging Markets Case Studies, (2011), <https://doi.org/10.1108/20450621111170649>
8. **Case Study 2:** Yamen Koubaa, Rym Srarfi Tabbane, Manel Hamouda, (2013) "Going international through successful partnerships: the case of GIAS", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 1, pp.1-10, <https://doi.org/10.1108/EEMCS-11-2012-0193> Permanent link to this document: <https://doi.org/10.1108/EEMCS-11-2012-0193>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C202		Semester-II		
	Management Science				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:**The objective of this paper is to familiarize the students with the principles and practice of Management Science

- Management Science: Basic Concepts and its role in decision making, Applications of Management Science in Business Organizations, Introduction to Linear Programming, Non-Linear Programming, Graphical and Simplex Method. **Case Study1:** Kiwanis Pancake Day– a service operations management. **(8 hours)**
- Assignment Models: Mathematical Formulation of Assignment Fundamental theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. **(8 hours)**
- Mathematical Formulation, Metric form Transportation Problem, Feasible Solution, Basic Feasible Solution and Optimum Solution, Moving towards Optimum Solution.Solution by N.W. Corner Rule, Least Cost Method & Vogel's Approximation Method. **Case Study2:** Bharat Tobacco: vendor selection and vendor rating. **(8 hours)**
- Simulation: Definition, Types, Uses, Limitations & Phases of Simulation, Even Type, Monte Carlo Simulation, Application of Simulation, Decision Theory: Types, Components of Decision Making, Decision Models, Decision Making under Uncertainty, Decision Tree Analysis. **Case Study3:** Customer asset management at DHL in Asia. **(8 hours)**
- Queuing Theory: Waiting Line Models, Inventory Management, Job Sequencing, Project Management by PERT and CPM.Game theory: Characteristic of Game Theory, Minimax Criterion & Optimal Strategy. Theoretical Introduction to Gamification. **(8 hours)**

#### SUGGESTED READINGS:

1. Barry, Render, Ralph, M. & Michael, E., Hanna(2011).Quantitative Analysis, PHI, New Delhi.
2. Budnik ,Frank, S., Dennis, Mcleavey & Richard, Mojena (2003). Principles of Operations Research. All India
3. Traveller Booksheller, New Delhi,
4. Gupta, R. K. (2010).Operation Research. Krishna Prakash Media, Meerut.
5. Sharma, J. K.(2009). Operations Research.Theories and Applications. Macmillian India Ltd., New Delhi.
6. Sharma, S. D.(2007). Operation Research. Kedarnath & Co. Meerut.
7. Taha, H. A.( 2008). Operation Research.An Introduction. Mc.Millan, New York.
8. Andrew Tiger, Robert Howard, (2011) "Kiwanis Pancake Day – a service operations management case study", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 4, pp.1-5, <https://doi.org/10.1108/20450621111186147>
9. Monica Singhania, Gagan Gandhi, (2013) "Bharat Tobacco: vendor selection and vendor rating", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 2, pp.1-8, <https://doi.org/10.1108/EEMCS-02-2013-0019>
10. Jochen Wirtz, Indranil Sen, Singh Singh, (2011) "Customer asset management at DHL in Asia", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-6, <https://doi.org/10.1108/2045062111117413>

**Case Study1:** Kiwanis Pancake Day– a service operations management

**Case Study2:** Bharat Tobacco: vendor selection and vendor rating.

**Case Study3:** Customer asset management at DHL in Asia

**NOTE:** The list of cases, specific references and books including recentarticles will be announced in the class by concerned teachers from time to time.



MBA I Year	MBA-C203		Semester-II		
	Research Methodology				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** 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.

- Research in Management: Definitions, Meaning, Scope and Objectives of Research, Different Approaches to Research – Scientific Methods and Non scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research. **(8 hours)**
- 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). **(8 hours)**
- 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. **Case Study 1:** Attitudes Towards Technology and Lifestyle **(8 hours)**
- 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. **Case Study 2:** Telephonic Survey in South India **(8hours)**
- Basic Data Analysis – Overview of Univariate, Bivariate and Multivariate analysis, Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis, Importance of the Report & Presentation; Business Report Format; Report Writing. **(8hours)**

**SUGGESTED READINGS:**

1. Beri, G.C. (2008). Marketing Research. Tata McGraw Hill, New Delhi.
2. David, J. L., Ronald, S., Rubin. (1994). Marketing Research. PHI Learning Pvt. Ltd, New Delhi.
3. Donald R.C. & Pamela, Schindler (2010). Business Research Methods. McGraw Hill, New Delhi.
4. Kothari C.R. (2009). Research Methodology. Vishwa Prakashan, New Delhi.
5. Madan P., Paliwal V., Bhardwaj. R. (2010). Research Methodology. Global Vision Publishing House, New Delhi.
6. Malhotra, N.K. (2008). Marketing Research – An Applied Orientation. Pearson Education, New Delhi.
7. Panneerselvam, R. (2004). Research Methodology. PHI Learning Pvt. Ltd, New Delhi.
8. Saunders, Lewis & Thornhill (2003). Research Methods for Business Students. Pearson Education.
9. Tripathi P.C. (2002). Research Methodology. Sultan Chand & Co., New Delhi.
10. Wilkinson & Bhandarkar (2003). Methodology & Techniques of Social Research. Himalaya Publishing House, New Delhi.
11. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A. & Griffin, M. (2017). Business Research Methods: A South-Asian Perspective. Cengage Learning India Pvt. Ltd, New Delhi.
12. **Case Study 1:** Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, A. & Griffin, M. (2017). Business Research Methods: A South-Asian Perspective. Cengage Learning India Pvt. Ltd, New Delhi.  
**Case Study 2:** Telephonic Survey in South India

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C204		Semester-II		
	Human Resource Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The objective of this course is to sensitize to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

- Concepts, Nature ,Scope and significance of HRM, Evolution , Human Resource Management in a Changing Environment. **(8 hours)**
- Human Resource Planning, Factors effecting HRP, Process of Human Resource Planning, Demand and Supply Forecasting. **(8 hours)**
- Job analysis, Recruitment & Selection, Induction, Transfer, Promotion, Whistle Blowing, Demotions and separations. **Case study1:** A “hotel within a hotel” in Bangkok. **(8 hours)**
- Training and Development, Performance Appraisal and Potential Appraisal, Job Evaluation, Wage and salary administration. **(8 hours)**
- Employee Welfare, Grievance Management and Employee Empowerment, Counselling, Safety and Health, Collective Bargaining; **Case study2:** Anand Automotive Limited: leadership development process for creating strategic impact. **(8 hours)**

**SUGGESTED READINGS:**

1. Ashwathappa, K. (2011). *Human Resource Management: Text & Cases*. Tata McGraw Hill, New Delhi.
2. Amos, L.T., Ristow, A., Ristow, L & Pearse, J.N. (2008). *Human Resource Management*. Juta & Co. Ltd, Cape Town.
3. Armstrong, M. (2008). *Strategic Human Resource Management: A Guide to Action*. Kogan Page Ltd, London.
4. Banfield, P., & Kay, R. (2012). *Introduction to Human Resource Management*. Oxford University Press, New York,
5. Bhardwaj, Rajul(2012). *Human Resource Management*. D.P.S, Publishing House,New Delhi.
6. Kumar, R. (2011). *Human Resource Management: Text & Cases*. I.K International Publishing House Pvt. Ltd, New Delhi.
7. Mathis, L. R., & Jackson, H.J. (2011). *Human Resource Management: Essential Perspective*. South.Western Cengage Learning, USA.
8. Price, A. (2011). *Human Resource Management*. South Western Cengage Learning, USA.
9. Martin, J. (2009). *Human Resource Management*. Sage Publication, California.
10. **Case study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211291860>
11. **Case study2:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-02-2013-0013>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C205		Semester-II		
	Financial Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this paper is to familiarize the students with the principles and practice of Financial Management.

- Concepts of Financial Management: Nature, Objective & Scope of Financial Management, Techniques of Financial Management, Time Value of Money. **(8 hours)**
- Capital Budgeting: Nature and features of capital budgeting decisions, Evaluation Techniques, Cost of Capital. Cost of Different Sources of Capital, Weighted Average Cost of Capital significance of cost of capital. **Case Study1:** Case Of Agthia Group. **(8 hours)**
- Leverages & Capital Structure: Operating, Financial & Combined Leverages, Indifference Point, Capital Structure. Approaches to Capital Structure, Optimum Capital Structure. **(8 hours)**
- Working Capital Management: Concept of working capital Determinants, Computation by Current Assets and Current Liability Method, Working Capital Financing, Inventory Management Techniques. **Case Study2:** M/S Vithal Enterprise **(8 hours)**
- CVP analysis and Dividend policy: Cost Volume Profits Analysis, Dividend Policies. Determinants and Models of Dividend Policy. **(8 hours)**

#### SUGGESTED READINGS:

1. Brigham E.F. & Ehrhardt C.M. (2008). *Financial Management*. Cengage Learning, Mason USA.
2. Chandra P.(1997). *Financial Management*. Tata McGraw Hill, NewDelhi.
3. Chandra P.(1997). *Fundamentals of Financial Management*, Tata McGraw Hill, NewDelhi.
4. Horne V. & James C. (1997). *Financial Management and Policy*. Prentice Hall Inc., NewDelhi.
5. Khan, J. (2012). *Basic Financial Management*. Tata McGraw Hill, NewDelhi.
6. Madura J. (2011). *International Financial Management*. Cengage Learning, Mason USA.
7. Pandey I. M. (2004). *Financial Management*. Vikas Publishing House (P) Ltd, NewDelhi.
8. Paramasivam, C. And Subramaniam, T.(2018). *Financial Management*. New Age International Publisher.
9. Richard A B. (1996). *Principles of Corporate Finance*. Tata McGraw Hill, NewDelhi.
10. Tyagi, C.L. and Tyagi, M.(2003). *Financial and Management Accounting*. Atlantic Publication, New Delhi.
11. **Case Study1:** <https://nebula.wsimg.com/80ac192c668bd78189e53fa809d5ff19?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
12. **Case Study 2:** <http://www.scdl.net/downloads/samplecsfin.pdf>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C206		Semester-II		
	Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The purpose of this course is to develop understanding of the underlying concepts, strategies and issues involved in the marketing of products.

- Nature and scope of marketing, Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions, critical role of marketing in organization/Society, Marketing planning and research, Customer Value, Holistic Marketing. **(7 hours)**
- Understanding Consumer and Industrial Markets: Demand measurement and Forecasting, Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision. Making Process in Buying segmentation, Bases of Segmenting Consumer Markets; Market Selection Strategies; Targeting and positioning Consumer and Industrial Market. **Case Study 1:** Maruti Ertiga launch in India by new category creation **(9 hours)**
- Product Decisions: Product mix, Product life cycle, New product development, Branding and Packaging decisions, Pricing methods and strategies, Promotion decisions—Promotion mix, Advertising and Personal selling, Channel management—selection, co-operation and conflict management, Vertical marketing systems, Organizing and implementing marketing in the Organization, Gandola management. **Case Study 2:** Managing natural gas business: a case of Bharat Natural Gas Company Limited **(9 hours)**
- Evaluation and Control of Marketing Efforts: Scope, Steps, Designing, Tools and Techniques of marketing controller, The marketing controller concept, Organizing & Implementing marketing programs **(7 hours)**
- New Issues in Marketing: Globalization, Consumerism, Green marketing, Legal, Ethical and Social Aspects of Marketing: Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India, Rural marketing, e.marketing, retailing **(8 hours)**

#### SUGGESTED READINGS:

1. Kotler, P. & Keller, K.L. (2015). *Marketing Management (15th Global Edition)*. New Delhi: PHI.
2. Kotler, Philip & Armstrong, G.(2016). *Principles of Marketing*. New Delhi: PHI.
3. Neelamegham, S. (2000). *Indian Cases in Marketing*. New Delhi: Vikas Publishing House.
4. Palmer. (2015). *Introduction to Marketing*. London: Oxford University Press.
5. Paliwoda, S. & Andrews, T. (2012). *Marketing Management in Asia*. UK: Routledge.
6. Singh, V.K. & Sharma, N. (2015). *Mini Cases & Caselets for Would Be Managers*. Germany: Lambert Academic Publishing.
7. Winer, R. & Dhar, R. (2013). *Marketing Management*. New Delhi: Pearson.
8. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th ed.). New Delhi: Tata McGraw-Hill.
9. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). *Marketing Management: A South Asian Perspective* (13th ed.). New Delhi: Pearson.
10. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-08-2012-0147>
11. **Case Study 2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211214450>

**NOTE:** The list of casespecific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C207		Semester-II		
	Production and Operations Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** This course is designed to acquaint the students with decision making in planning, scheduling and control of Production/Operation function and the effective acquisition, storage and flow of materials in both manufacturing and service organizations so as to achieve total productivity

- Managing Operations: Nature and scope of Production and Operations Management. **(8 hours)**
- Planning (Designing) the Conversion System: Designing of Products, Services & Processes, Facility Location, Type of Manufacturing Systems and Layout. **Case study1:** Coping with capacity expansion: Go-Goal Hydro's panache **(8 hours)**
- Organizing the Conversion System: Job Design, Production and Operation standards and Work Measurement, Scheduling System, Aggregate Planning for Production and Services. **(8 hours)**
- Controlling the Conversion Process: Inventory Control, MRP, Purchasing. **(8 hours)**
- Modern Operation Systems: Introduction to modern management system— JIT, KANBAN, FMS, TQM—Quality Control, Quality Assurance and Total Quality. **Case study 2:** Enabling excellence in operations through technological innovation **(8 hours)**

#### SUGGESTED READINGS:

1. Adam, Ebert, & Ronald J. (1992). *Production and Operation Management*. Concepts, Models & Behaviour, PHI, New Delhi
2. Aswathappa, K., & Bhat, Shridhara K. (2011). *Production and Operations Management*. TMH, Delhi.
3. Baff, E.S. (1993). *Modern Production Management*. John Wiley, New York.
4. Charry, S.N. (2005). *Production and Operation Management*. Concepts Methods and Strategy. PHI, New Delhi.
5. Chase, B., Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J. (2009). *Operations and Supply Management*. TMH, Delhi.
6. Garg, Ajay (2011). *Production and Operations Management*. TMH, Delhi.
7. Madan, Pankaj. (2010). *Production and Operation Management*. New Delhi.
8. Mahadevan, B. (2004). *Operations Management; Theory and Practices*. Pearson Education, Delhi.
9. Martinich, J.S. (1997). *Production and Operations Management*. John Wiley and Sons, New York.
10. Pannesseluam, R. (2009). *Production and Operations Management*. PHT, Delhi.
11. William J. S. (2009). *Operation Management*. TMH, New Delhi
12. **Case Study1:** Saroj Koul Mayank Arora, (2012). "Coping with capacity expansion: Go-Goal Hydro's panache", Emerald Emerging Markets Case Studies, Vol. 2 Iss 2 pp. 1 – 11. <http://dx.doi.org/10.1108/20450621211228392>
13. **Case Study2:** Meeta Dasgupta, (2011), "Enabling excellence in operations through technological innovation", Emerald Emerging Markets Case Studies, Vol. 1 Iss 2 pp. 1 – 22. <http://dx.doi.org/10.1108/20450621111151767>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned Teachers from time to time.

MBA I Year	MBA-C208		Semester-II		
	Indian Ethos and Human Quality Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** This course is designed to acquaint the students with Indian Ethos and Human Quality Development

- Business Ethics: Introduction, Business Ethics and Management, Business Ethics and Moral Obligations; Indian Heritage in Business Management: Values and Ethics; Requisites for Ethics globally, Work Ethics, Corporate Management, Secular versus Spiritual Values in Management. **(9 hours)**
- Environmental Concerns and Corporations, Ethical Issues related with Funds, Advertisement and Marketing; **Case Study1:** Satyam Computers Ltd. **(9 hours)**
- Relevance of Values in Management; Gandhian Approach in Management and Trusteeship; Social Values and Political Environment. **(8 hours)**
- Corporate Social Responsibility; Corporate Governance; Report of the Kumar Mangalam Birla Committee on Corporate Governance; Role of Media in Ensuring Corporate Governance; **Case Study2:** Reebok India Company. **(8 hours)**
- A Holistic Management System; Work Ethos (Indian Ethos for Management). **Case Study3:** Metro turns to Bhagvad Gita for Management Lessons. **(6 hours)**

#### SUGGESTED READINGS:

1. Bhatta, S.K. *Business Ethics & Managerial Values*.
2. Dave, Nalini V: *Vedanta and Management*, Deep and Deep Publication 1997.
3. Chakraborty, S.K.: *Foundation of Managerial Work-Contributions from Indian Thought*, Himalaya Publishing House, Delhi 1998
4. Chakraborty, S.K.: *Managerial Effectiveness and Quality of Work life – Indian Insights*, Tata McGraw Hill Publishing Company, New Delhi – 1987
5. Chakraborty, S.K.: *Management by Values*, Oxford University Press 1991.
6. Sherlekar, SA, *Ethics in Management*, Himalaya Publishing House.
7. Agarwal, T. & Chandorkar, N. (2018). *Indian Ethos in Management*. Mumbai: Himalaya Publishing House.
8. Murthy, C.S.V. (2015). *Business Ethics: Text and Cases*. Mumbai: Himalaya Publishing House.
9. Vasishth, N. & Rajput, N. (2016). *Business Ethics and Values*. New Delhi: Taxman Publications Pvt. Ltd.
10. **Case Study1:** Sharma, J.P. (2018). *Corporate Governance: Business Ethics and CSR*, 548-585, New Delhi: Ane Books Pvt. Ltd.
11. **Case Study2:** Sharma, J.P. (2018). *Corporate Governance: Business Ethics and CSR*, 585-590, New Delhi: Ane Books Pvt. Ltd.
12. **Case Study3:** Vasishth, N. & Rajput, N. (2016). *Business Ethics and Values*. 43-44, New Delhi: Taxman Publications Pvt. Ltd.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

### THIRD SEMESTER MBA-C301 SUMMER PROJECT

#### SUMMER TRAINING AND ITS PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.
2. During the training, the student is expected to learn about the organization and analyse/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31<sup>st</sup> August during third semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to 100 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.
6. The Report should have one certificate duly signed by the Reporting Officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.
7. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 70 marks and internal evaluation of 30 marks.
8. A late fee of Rs. 1000 will be paid by the student, if he/she fails to submit the report by 31<sup>st</sup> August.

<b>MBA II Year</b>	<b>MBA-C302</b>	<b>Semester-III</b>
	<b>Project Management</b>	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** Project management is about systematically incorporating the voice of the customer, working concurrently on all aspects of the project with multi-functional teams and implementation of specific tools and techniques. This course aims to provide learning to address issues of project management including strategic, financial, design, and feasibility with a holistic approach by interfacing other relevant subjects that helps in completion of a project.

- Introduction: Definitions, Classification, Need and Importance of Project Management, Project risk, Concepts and Characteristics of Project, Project plan, Tools and techniques of project management, Project management life Cycles and uncertainty.  
Project Planning: Project Planning, Need of Project Planning, Roles, Responsibility and Team Work, Risk Management, Cost Benefit Analysis, Feasibility study, Project Planning Process, Work Breakdown Structure (WBS).  
**Case Study1:** A Day in the Life  
**Case Study(Assignment1):** (a) Manchester United Soccer Club (WBS)  
(b) Sharp Printing  
**(9hours)**
- Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts.  
**Case Study2:** Franklin Equipment Ltd.  
**Case Study(Assignment2):** Mattson Project  
**(9hours)**
- Project Financing: Project Cost Estimation, Sources of Finance, Resource Allocation, Cost Forecasts, Multiple Project and Constraints, Project Closure.  
**Case Study3:** Aurora Project  
**Case Study(Assignment3):** Case Bujagali Dam Project  
**(6hours)**
- Project Implementation and Monitoring: Project Resource Requirements, Type of Resources, Multi-project Resources scheduling, Resources Allocation method, Project Monitoring and control, Project network Technique.(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling. Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.  
  
**Case Study4:** TCS  
**Case Study(Assignment4):**The Critical Chain Project Management (CCPM) Dilemma  
**(9hours)**
- Project Direction and Control: Project Direction, Project Execution, Project Termination, Termination Procedure and Strategies, Project Control Process, Features of Future Indian Projects.  
**Case Study5:** Politics, Institutions and project Finance: The Dabhol Power Project /Launch and Closure of Indian Cement Plant  
**Case Study (Assignment5):** Enrol and The Dabhol Power Company/Launch and Closure of Indian Cement Plant  
**(7hours)**

#### **SUGGESTED READINGS:**

1. Beenet, P. L.& Kathryn. (1995). *Project management.for 21st century*. Pearson education, New Delhi.
2. David, I. Cleland. (1999). *Project management*. McGraw Hill International Edition, USA
3. Dennis lock. (2001). *The essentials of project management*. Grower, USA.
4. Gray,C., & Larson,E. (2010). *Project Management*.Tata McGraw Hill, New Delhi.



5. Gopalakrishnan, P. (1993). *Project management*. New Delhi, India: McMillan India Ltd, New Delhi.
6. Harry, Naylor. (1987). *Project Management*. Pearson Publication, New Delhi.
7. Prasanna, C. (2008). *Project Management*. Tata McGraw Hill, New Delhi.
8. Desai, V. (2018). *Project Management*. Himalaya Publishing House Pvt. Ltd, Mumbai.
9. K. Nagarajan (2005). *Elements of Project Management*. New Age International Publications, New Delhi.
10. Clifford F. Gray, Erik W. Larson, Gautam V. Desai (2014). *Project Management The Managerial Process*. McGraw Hill (Indian) Education, New Delhi.
11. Nagarjan, K. (2017). *Project management*. New Age International Publishers.
12. Chandra (2014). *Projects*. McGraw Hill Education (Indian) Private Ltd.
13. Bhavesh P. (2010). *Project Management*. Vikas Publishing House Pvt. Ltd., Noida.
14. **Case Study (Assignment 1b)**: (<https://www.scribd.com/doc/100384582/Case-Sharp-Printing-Assignment>)
15. **Case Study 2**: <https://www.bartleby.com/essay/Case-Study-of-Franklin-Equipment-Ltd-PKBFPPBZRFA>.
16. **Case Study 3**: <https://www.ugllimited.com/en/case-studies/current/aurora>.
17. **Case Study 5**: <https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Politics%2C+Institutions+and+project+Finance%3A+The+Dabhol+Power+Project+case+study>
18. **Case Study (Assignment 5)**: <https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=The+Dabhol+Power+Project+case+study>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

<b>MBA II Year</b>	<b>MBA-C303</b>	<b>Semester-III</b>
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	Management Information System				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of the course to develop the basic understanding of the decision support system and management information system for business organization.

- Importance of MIS, Concept of Management Information Systems, Definition of MIS, Nature and Scope of MIS, Structure and Classification of MIS. **Case Study1:** Information Systems at Tata Motors. **(8 hours)**
- System Development Stages, System Development Approaches– Lifecycle, Waterfall and Prototype Approach, Definition of System, Kinds of Systems **(8 hours)**
- Concept of Decision Making, Simon's Model of Decision Making, Decision Support system, Relevance and Scope of DSS, Characteristics and Capabilities of DSS, Components of DSS. **(8 hours)**
- Conceptual Model of a DSS, Database Management System (DBMS), Model base Management System (MBMS) and Dialogue Generation Management System (DGMS). **(8 hours)**
- Group Decision Support System (GDSS), Components of GDSS, DSS Generators, DSS Tools, Comparison between MIS and DSS. **Case Study2:** Video Surveillance at Jindal Steel. **(8 hours)**

**SUGGESTED READINGS:**

1. Goyal, D.P. (2006). *Management Information Systems – Managerial Perspectives* (2<sup>nd</sup> Ed.) Macmillan India Ltd, New Delhi.
2. Janakiraman, V.S., & Sarukesi, K. (1999). *Decision Support Systems*. Prentice Hall of India Pvt, Ltd. New Delhi.
3. Leod, Raymond, & Me. JR. (1993). *Management Information Systems*. Macmillan Publishing Company. New York.
4. Murthy, C.S.V. (2001). *Management Information Systems– Text & Applications*. Himalaya Publishing House. New Delhi.
5. Marakas (2003). *Decision Support Systems*. Pearson Education., New Delhi.
6. Turban, Efrain. (1988). *Decision Support & Expert Systems. Management Perspective*. New York, USA: Macmillan Publishing Company. Mumbai.
7. Theierauff, Robert, J. (1982). *Decision Support System for effective planning*. Prentice Hall, New Delhi.
8. **Case Study 1:** DE, R. (2016). MIS: Managing Information Systems in Business Government and Society. PP 5-6. New Delhi: Wiley India Pvt. Ltd.
9. **Case Study 2:** DE, R. (2016). MIS: Managing Information Systems in Business Government and Society. PP 127-128. New Delhi: Wiley India Pvt. Ltd.

**NOTE:** The list of Cases and specific references including recent articles will be announced in the class.

MBA II Year	MBA-C304		Semester-III		
	Strategic Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

- The nature of corporate strategy, Value of corporate strategy, Levels of strategy, Process of Strategic Management, Strategic Management in different contexts, Role of different strategists **(8 hours)**
- Defining the Company Mission, Corporate Philosophy, Corporate Governance and Strategy, Strategy and Ethics. **(8 hours)**
- The External Environment analysis, Industry Analysis, organizational analysis during industry evolution, Globalization and Industry structure. **Case study1: A tough choice. (8 hours)**
- Formulating corporate strategies, Business level Strategies, Functional Strategies, Strategic choice, Strategy in the Global Environment. **(8 hours)**
- Implementing strategy, Designing organizational. structure, Designing strategic control systems, Strategic leadership, Structure and control to strategy, Implementing Strategic change, Technology Strategy. **Case study2: Satya Bharti School Program: the kaizen way. (8 hours)**

#### SUGGESTED READINGS:

1. Charles, W.L.H., & Gareth, R. J. (2012). *Strategic Management Theory – An Integrated Approach*. USA: South Western Cengage Publishing, USA.
2. David, F. R. (2012). *Strategic Management A Competitive Advantage Approach Concepts*. Prentice Hall, New Delhi.
3. Jayarathnam, M. (2007). *Business Policy and Strategic Management*. Mumbai, India: Himalaya Publishing House, New Delhi.
4. Gerry, J., & Kevan, S. (2009). *Exploring Corporate Strategy*. Prentice Hall of India, New Delhi.
5. Singh, S.P. (2004). *Corporate Strategy*. AITBS. New Delhi.
6. Srinivasan. (2007). *Strategic Management: the Indian Context*. New Delhi, India: Prentice Hall of India, New Delhi.
7. **Case Study 1:** Nataliya A. Kravchenko Svetlana A. Kuznetsova, (2012), "A tough choice", Emerald Emerging Markets Case Studies, Vol. 2, Iss 7 pp. 1 – 10. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211284624>.
8. **Case Study 2:** Jyoti Kainth, (2012), "Satya Bharti School Program: the kaizen way", Emerald Emerging Markets Case Studies, Vol. 2 Iss 8 pp. 1 – 13. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211292382>.

**NOTE:** The list of cases and specific references including recent articles will be announced in the class.

**FOURTH SEMESTER  
MBA-C401 DISSERTATION**

**DISSERTATION AND ITS REPORT**

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department under the supervision of a faculty member of the department. The research project report will carry 200 marks. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 140 marks and internal evaluation of 60 marks. The report will contain the objectives, scope of the study, significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 100-125 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

<b>MBA II Year</b>	<b>MBA-C402</b>	<b>Semester-IV</b>
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	Business Analytics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** Analytics is the scientific process of deriving business insights from raw data to support decision making. This course aims to provide a basic introduction to the use of analytical techniques to solve business problems, and how a business organization can create a competitive advantage by leveraging on data derived from its multiple business processes.

- Business analytics: introduction, types of analytics, characteristics of analytics, business analytics, and business intelligence; business analytics process and its relationship with decision making process; Advantage of business analytics: informed decisions, creating competitive advantage, key attributes of analytical competitors, OLAP and OLTP.

**Case Study 1:** Sabre Helps Its Clients through Dashboards and Analytics.

**Case Study (Assignment 1):** Nationwide Insurance Used BI to Enhance Customer Service. (8 hours)

- Analytical methods and models: Descriptive analytics-overview of its tools and techniques, role in business analytics process and its importance in business decision making.

**Assignment:** Questions related to Descriptive Analytics.

**SPSS Assignment:** Converting ungrouped data into grouped data and find out its measures of central tendency. (8 hours)

- Business analytics in action: applicability and importance of business analytics in different areas financial analytics, human resource analytics, marketing analytics, CRM, health care analytics, supply chain analytics, sport analytics and analytics for Government and non profit organization.

**Case Study 2:** Analyzing Athletic Injuries.

**Case Study (Assignment 2):** Eliminating Inefficiencies at Setro Children's Hospital. (8 hours)

- Developing analytics: kinds of statistics, statistical tests, big data and its analyst, important analytics softwares, Job opportunities in business analytics, skills required for analytics, data analytics for modern engineers and scientists, IoT.

**Class Assignment:** ANOVA.

**SPSS Assignment:** t-test and Chi-Square. (8 hours)

- Predictive analytics- data modeling, types of data model, data modeling technique, basics of data mining and machine learning environment; Prescriptive analytics: basics of its tools and modeling, role in business analytics process, model based decision making.

**Case Study 3:** Text Mining for Patent Analysis

**Case Study (Assignment 3):** Harnessing Analytics to Combat Crime: Predictive Analytics Helps Delhi Police Department Pinpoint Crime and Focus Police Resources. (8 hours)

#### SUGGESTED READINGS:

1. Davenport,H., Harris J.G. (2007), *Competing on Analytics: The New Science of Winning*, Harvard Business Review Press, USA.
2. Davenport H., Harris J.G. and Morison R.(2010). *Analytics at Work: Smarter Decisions, Better Results*,Harvard Business Review Press, USA.
3. SchniederjansM.J., SchniederjansD.G. and Starkey C.M. (2014). *Business Analytics Principles, Concepts, and Applications with SAS: What, Why, and How*, FT Press Analytics, New Jersey.
4. Provost F., Fawcett T. (2013). *Data Science for Business: What you need to know about data mining and data-analytic thinking*, O'Reilly Media, Canada.

5. Siegel E. (2013). *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*, Wiley, New Jersey.
6. Fitz-enz J. and Mattox J. (2014). *Predictive Analytics for Human Resources*, Wiley and SAS Business Series, New Jersey.
7. Maisel L. and Gokins G.(2014). *Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance*, Wiley, New Jersey.
8. Granville V. (2014). *Developing Analytic Talent: Becoming a Data Scientist*, Wiley Publishers, Indiana
9. Watson M. , Nelson D. and Cacioppi P.(2013) *Managerial Analytics: An Applied Guide to Principles, Methods, Tools, and Best Practices*, FT Press Analytics, New Jersey.
10. Prasad R.N. and Acharya S. (2018). *Fundamentals of Business Analytics*, Wiley Publishers, New Delhi
11. Turban, E., Sharda, R., &Delen, D. (2014). *Business intelligence and analytics: systems for decision support*. Pearson Higher Ed, England.
12. **Case Study1:** <https://www.chegg.com/homework-help/questions-and-answers/application-case-11-sabre-helps-clients-dashboards-analytics-sabre-one-world-leaders-trave-q26618322>
13. Case Study(Assignment1): <https://www.coursehero.com/file/22692809/Nationwide-Insurance-Used-BI-to-Enhance-Customer-Service/>
14. **Case Study2:** <https://www.chegg.com/homework-help/questions-and-answers/analyzing-athletic-injuries-athletic-activity-prone-injuries-inju-ries-handled-properly-te-q25624717>
15. **Case Study3:** <https://www.chegg.com/homework-help/text-mining-patent-analysisa-patent-set-exclusive-rights-gra-chapter-7.1ac-problem-2qd-solution-9780133868906-exc>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

<b>MBA II Year</b>	<b>MBA-C403</b>	<b>Semester-IV</b>
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	Entrepreneurship Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

- Introduction: Meaning, Nature and Process of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneurship, Characteristics and Skills of Entrepreneurs, Factors Affecting Entrepreneurship, Tools of Entrepreneurships, Role of entrepreneurs in Entrepreneurship and Economic Development, Barriers to Entrepreneurship.

**(7hours)**

- Types of Entrepreneur, Functions of Entrepreneurs, Role of Entrepreneurs, Competing theories of entrepreneurship, Tools of Entrepreneurship, Role of Government-Role of Central Government and State Government in promoting Entrepreneurship, MSMEs policy in India, Support, Objective, Cause of Entrepreneurial Failure. **Case Study1**-Social Entrepreneurship with Vedic Wisdom.

**(9hours)**

- Govt. Policy towards SSI's, Entrepreneurial behavior and motivation, Difference between Owner-Manager vs. Entrepreneur, Managers vs. Entrepreneurs, Owner Manager vs. Professional Manager, Entrepreneur vs. Administrator, Entrepreneur VS Entrepreneurship, Ethics and Social Responsibilities of Entrepreneurs, 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)

**(9hours)**

- Women Entrepreneurship, Constraints for the Development of Women Entrepreneurship, Barriers to Women Entrepreneurs, Importance of Women Entrepreneurship, Process of Woman Entrepreneurship Development, Important Women Entrepreneurs of India, Schemes for Women Entrepreneurs, Entrepreneurial success in rural area, Innovation & entrepreneur, Establishing Entrepreneurs System, Search for business idea, sources of ideas, idea processing, input requirements. **Case Study2**.Sherenman: The Entrepreneur

**(7hours)**

- Characteristics of Small Scale Business, Scope and Objectives of Small Scale Business, Classification and Types, Agencies for Financial Support-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs, Business Plan Development, raising Funds, Registering SSI Unit Business Plan: Meaning, Objectives, and Benefits, Business Planning Process, Technical assistance, marketing assistance, sickness of units and remedial assistance. **Case Study3**- Darden Business Publishing (Jonathan Virginia Corporation)

**(8hours)**

#### SUGGESTED READINGS:

1. Cliffton, Davis,S.andFyfie,David, E. (1977).Project Feasibility Analysis. John Wiley, New York.
2. Desai.A .N(1990). Entrepreneur& Environment. New Delhi.
3. Drucker,F., Peter (1985). Innovation and Entrepreneurship,S, Heinemann, London.
4. Jain, Rajiv(1984). Planning a Small Scale Industry .A Guide to Entrepreneurs. S. S. Books, New Delhi.
5. Kumar,S .A. (1990). Entrepreneurship in Small Industry. Discovery, NewDelhi.
6. McClelland,D.C. and Winter.(1969). Motivating Economic Achievement, ,Free Press, NewYork..
7. Udai, Pareek and Rao, Venkateswara (1978). Developing Entrepreneurship–A Hand book on Learning Systems. Learning Systems, New Delhi.
8. **Case Study 1**- Amit, Mihir(2018): Case Studies in Management- The Indian Context, New Delhi
9. **Case Study 2** Pankaj Madan, (2017) "Social entrepreneurship with vedic wisdom", The CASE Journal, Vol. 13 Issue: 4, pp.528-545, <https://doi.org/10.1108/TCJ-07-2016-0056>

10. **Case Study 3.** Edward D. Hess(2009) . Jonathan Virginia Incorporation, Darden Business Publishing, University of Verginia.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

**DISCIPLINE SPECIFIC ELECTIVES(DSE)**

**Group: MARKETING**



MBA II Year	MBA-E301/401		Semester-III/IV		
	Sales Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The purpose of this paper is to acquaint the students with the concepts, which are helpful in developing sound sales, distributions policy and in organizing, managing sales forces and marketing channels.

- Sales Executive as a Coordinator, Sales Management & Control, Sales Control. Formal & Informal, Theories of Selling. AIDA, Behavioral Equation, Prospecting, Sales Resistance, Closing Sales, Selling Personal Objectives. Types of Personal Setting Objectives, Analysing Marketing Potential, Sales Potential, Sales Forecasting & Its Method.  
(7 hours)
- Formulating Personal Selling Strategy. Competitive Selling & Personal Selling Strategy, Personal Selling Objectives & Personal Selling Strategy, Determining the Kind of Sales Personnel, Determining the Size of Sales Force, Individualizing Selling Strategies to Customers.  
(8 hours)
- Recruitment Selection & training of Sales Personnel. Organization for Recruiting, Selecting and Training, Sources of Sales Force Recruits, The recruiting effort. Pre Interview Screening: Formal Application Form, The Interview, References, Credit Checks, Psychological Tests, Physical Examination, Building Sales Training Programs, Defining Training Aims, Deciding Training Contents, Selecting Training Methods. **Case Study 1:** One life, one chance: Cordlife Sciences India Pvt. Ltd. Preserving the precious gift. (9 hours)
- Compensation Sales Personnel . Requirements of a Good Sales Compensation Plan, Devising a Sales Compensation Plan, Types of Compensation Plan, Fringe Benefits, Incentives, Subsidies. (7 hours)
- Controlling Sales Personnel . Standards of Performance, Relation of Performance, Standard to Personal Selling Objectives, Recording Actual Performance, Evaluating Actual Performance with Standards, Taking Action . The Dynamic Phase of Control, Controlling Sales Personnel through Supervision. **Case Study 2:** Managing word of mouth: the referral incentive programme that backfired  
(9 hours)

#### SUGGESTED READINGS:

1. Charles, F. (2000). *Selling*. New Delhi: AITBS.
2. Chunawalla, S.A. (2016). *Sales Management*. New Delhi: Himalaya Publishing House Pvt. Ltd.
3. Cundiff & Govani. (2017). *Sales Management. Decisions, Strategies & Cases*. New Delhi: PHI.
4. Ingram, T.H., Laforge, R.W. (2015). *Sales Management: Analysis and Decision Making*. US: Routledge.
5. Johnston, M.W., & Marshall, G.W. (2013). *Sales Force Management: Leadership, Innovation, Technology*. US: Routledge.
6. Ramachandran. (2010). *Field Sales Management*. New Delhi: Allied Publication.
7. Tracy, B. (2015). *Sales Management*. US: Amacom.
8. Dalrymple, D. J. (1995). *Sales Management: Concepts and Cases*. New York: John Wiley.
9. Jobber, D. (2008). *Selling and sales management (7th ed.)*. New Delhi: Pearson.
10. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211284660>
11. **Case Study 2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110519>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA- E302/402	Semester-III/IV
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	Advertising Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The purpose of this paper is to acquaint the students with the concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

- Introduction: Concept, Purpose, Functions, Benefits, Needs of Advertising, Ethics in Advertising, Attributes, Personal Selling, Sales Promotion, Publicity, Propagandas, emerging concepts & issues, Customer behaviour and advertising: segmentation, motivation analyses, and value proposition. Advertising Objectives: goals and objectives, DAGMAR. **(9 hours)**
- Advertising Process: Consumer Psychology, Angle of Communication, Effectiveness of Advertising, Buyer Behaviour, Speed of Response, Perception of Audience, Strategy Planning & Organisation. Contribution, Objectives, Strategy, Planning, Levels of Decision Making, Advertising Situation, Organisation of Advertising. **Case Study 1:** ABIL's dilemma: to brand or not to brand in India **(9 hours)**
- Creative Strategy Execution & Judgment: Purchase Proposition, Creative Execution. Visualization, Ad theme, Ad Copy Writing, Copy Research, Candidness and Creativity, Types of Ad Copy, Headlines, Slogans, Copy, Illustrations, Layout & Functions of Layout. **Case Study 2:** Round two: repositioning the Tata Nano **(9 hours)**
- Media Decision: Role of Media, Types of Media, e.Media, Media Related Decisions, Media Selection, Media Planing, Media Strategy, Media Mix, Media Scheduling, Media Cost, Advertising & Media Research Decisions. **(6 hours)**
- Promotion media & methods: *Evaluation* of Advertising Effectiveness (What, When & How to Test) Advertising Objectives and Plans, Area of Assessment, Pre.Placement Evaluation and Post.Testing, Interpretation of Research Funding, PACT, Principles of Advertising, Govt. Regulations, Code of Conduct of ASCI, Consumer & Self Regulations, Future of Adverting in India. **Case Study2:** Corporate brand building at SRF: Challenge of selecting the brand consultant **(7 hours)**

#### SUGGESTED READINGS:

1. Drewniany, A.& Jerome, J.(2011).*Creative Advertising*. New Delhi: Cengage Learning.
2. Batra, A.(2011). *Advertising Management*. New Delhi: Prentice Hall of India.
3. Chunawala, S.A. & Sethia, K.C. (2000). *Advertising Theory & Practices*. New Delhi: HPH.
4. Clow, K.E. (2013). *Integrated Advertising, Promotion and Marketing Communications*. New York: Pearson.
5. MacRury, Hawkin, Hardy & Powell. (2011).*Advertising Handbook*.US: T&F.
6. Ogilvy, D.(2015).*The Unpublished David Ogilvy*. London: Profile Books Ltd.
7. Sharma, S. & Singh, R.(2012).*Advertising: Planning And Implementation*.New Delhi: PHI.
8. Sandage, C. H., Fryburger, V., & Rotzoll, K. B. (1983). Advertising theory and practice. Homewood: Richard D Irvin.
9. Moriarty, S., Mitchell, N., & Wells, W. (2008). Advertising Principles and Practice (8th ed.). New Delhi: Pearson Education.
10. **Case Study 1:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621111128583>
11. **Case Study 2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621111187371>

**NOTE:**The listof cases,specifircere ferences and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E303/403		Semester-III/IV		
	Marketing of Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The main objective of the course is to help students to learn the various concepts, motivational techniques and policies of marketing of services.

- Marketing of services: Concept & Issues, Conceptual Framework.Reasons, Characteristics, Type & Marketing Implication, Significance of Service Marketing, MIS in Service Marketing, Service. Classification, Services,Encounters and Consumer Satisfaction, Trends in Services Marketing.(8 hours)
- Designing Services Strategy: Service Mission and Market Segmentation, Elements of Service, Marketing Mix, Designing, Service Market Plan, Service Design, Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service, Competitive differentiation; competitive advantage and value chain analysis. **Case Study 1:** Customer retention at Hyundai Motor India Ltd. (9 hours)
- Marketing of Financial Services: Marketing of Banking Services, Classification of Customers, Insurance Marketing, Event Management. (7 hours)
- Marketing of Health Services: Health Services in India, Hospital Marketing, ITES, 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. **Case Study 2:** Taj: I will prevail. Exemplifying customer service in times ofcrisis. (9 hours)
- Marketing of Selected Services: Professional Service Marketing, Marketing of Public Utilities. Marketing of Educational Service, Formulation of Marketing Mix in Hotel Industry. Hotel Level Services & Tourism Services, Pricing Decisions Production, Consultancy Marketing. Marketing Segmentation in Consultancy Marketing, Contemporary Issues in Services Marketing. (7 hours)

#### SUGGESTED READINGS:

1. Balaji, B. (2010).*Services Marketing And Management*. New Delhi: S. Chand Publishing.
2. Kapoor, Paul & Halder (2010). *Services Marketing : Concepts and Practices*. New Delhi: Mcgraw Hill.
3. Lovelock, C(2011).*Services Marketing*. New Delhi:Pearson India.
4. Rao, K.R.(2013). *Service Marketing*.New Delhi: Pearson India.
5. Srinivasan, R (2014). *Services Marketing : The Indian Context*. New Delhi: PHI.
6. Verma, H. (2012). *Marketing of Services*. New Delhi: PHI.
7. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2009). *Services Marketing: Integrating Customer Focus Across the Firm*. New Delhi: McGraw Hill.
8. Fisk, R. P., Grove, S. J., & John, J. (2008). *Interactive Services Marketing*.New York: Houghton Mifflin.
9. Gronroos, C. (2004). *Service Management and Marketing: A Customer Relationship Management Approach*. New York: John Wiley.
10. **Case Study 1:**<https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-06-2013-0078>
11. **Case Study 2:**<https://www.emeraldinsight.com/doi/full/10.1108/20450621211304289>

**NOTE:**The list of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E304/404		Semester-III/IV		
	Rural Marketing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

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

- Introduction: Meaning -Evolution –Nature and Characteristics of Rural Market –Understanding the Indian Rural Economy –Rural Marketing Models –Rural Marketing Vs Urban Marketing –Parameters differentiating Urban & Rural Market -Differences in consumer behavior in Rural and Urban market.

**(7 hours)**

- Rural Market Research: Sources of Information-Factors influencing rural consumers during purchase of products –Rural consumer Life style –Approaches and Tools of Marketing Research -Rural Business Research-Evolution of Rural Marketing Research –Sources and methods of data collection , data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.**Case Study 1:**Vinamilk: from local cooperatives to international corporation.

**(9 hours)**

- Rural Marketing Mix: Rural Marketing Mix –Additional Ps in Rural Marketing –4As of Rural Marketing Mix –New Product Development for Rural Market –Rural Market Product Life Cycle – Objectives behind new product launch –New Product development process.

**(7 hours)**

- Rural Market Brand & Channel Management: Brand Loyalty in Rural Market –Regional Brands Vs National Brands –Channel Management –Indian Rural Retail Market –Rural Retail Channel Management –Strategies of Rural Retail Channel Management.**Case Study 2:**Aavaran: creating niche through contemporary traditional textiles.

**(9 hours)**

- Applications and Innovations: Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products-Innovation for Rural Market –Marketing Strategies –e-Rural Marketing –Agricultural Co –operative Marketing –Rural Market Mapping –Corporate Social Responsibility –Organized Rural Marketing –IT for Rural Development –e-Governance for Rural India.

**(8 hours)**

#### **SUGGESTED READINGS:**

1. Aggarwal, M. (2011). *Consumer Behaviour and Rural Marketing in India*. New Delhi: New Century Publication.
2. Dogra, B. & Ghuman, K. (2009). *Rural Marketing*. New Delhi: TMH.
3. Kashyap, P. (2016). *Rural Marketing*. New Delhi: Pearson India.
4. Krishnamacharyulu, C.G. & Ramakrishnan, L. (2011). *Rural Marketing Text and Cases*. New Delhi: Pearson Education.
5. Minouti, Kamat & Krishnamoorthy, R. (2013). *Co-operatives & Rural Markets*. New Delhi: HPH.
6. Rahman, H. (2011). *Rural Marketing*. New Delhi: HPH.
7. Velayudhan, S. K. (2007). *Rural Marketing*. New Delhi: SAGE Publication
8. Balram Dogra & Karminder Ghuman, (2009) *Rural Marketing*, TMH.
9. Sanal Kumar Velayudhan, (2012). *Rural Marketing* , 2eSage publication.
10. T P Gopaldaswamy, Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications, 2016
11. **Case Study 1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211228400>
12. **Case Study 2:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-Aug-2012-0143>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E305/405		Semester-III/IV		
	International Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** 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

- 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. **Case Study1:** Cilantro Café goes global: reflections on internationalization in Egypt 2.0.  
(8 hours)
- Analysis of International Marketing Environment and Identifying Foreign Markets Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences, Trends in WTO, UNCTAD, IMF, WORLD BANK.  
(8 hours)
- International Marketing Intelligence and Research-Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Ê Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.  
(8 hours)
- International Product Policies and pricing decisions-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.  
(8 hours)
- 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, Risk management in international marketing, Institutional set-up for promoters, export assistance. **Case Study2:** Piping hot dogs: a case of a Malaysian franchise.  
(8 hours)

#### SUGGESTED READINGS:

1. Brady, D.L. (2011). *Essentials of International Marketing*. New Delhi: Jaico.
2. Cateora, P.R., Graham, J.L., Gilly, M.C. (2014). *International Marketing*. New Delhi: Mcgraw Hill Education.
3. Cherunilam, F. (2012). *International Marketing*. New Delhi: HPH.
4. Ghauri, P. & Cateora, P. (2010). *International Marketing*. New Delhi: TMH.
5. Ilkka, A.R. & Czinkota, M.R. (2013). *International Marketing*. New Delhi: Cengage Learning.
6. Jain, S. & Moitra, R. (2013). *International Marketing*. New Delhi: HPH.
7. Jain, S.C. (2014). *International Marketing Management*. New Delhi: CBS Publishers.

8. **Case 1:** Menatallah Darrag, Noha El Bassiouny, (2011) "Cilantro Café goes global: reflections on internationalization in Egypt 2.0", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 3, pp.1-5, <https://doi.org/10.1108/20450621111172403> Permanent link to this document: <https://doi.org/10.1108/20450621111172403>
9. **Case 2:** Sethela June, Asmat-Nizam Abdul-Talib, "Piping hot dogs: a case of a Malaysian franchise", Emerald Emerging Markets Case Studies, (2011), <https://doi.org/10.1108/20450621111127421>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

**Group: FINANCE**

<b>MBA II Year</b>	<b>MBA-E306/406</b>		<b>Semester-III/IV</b>		
	<b>Management of Financial Services</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to apprise the students with the concepts and practices of Merchant Banking and Financial Services.

- Origin, meaning, need, functions and growth of merchant banking institutions in India, steps involved in the establishment of merchant banking outfit, Nature and scope of financial services, management of risk in financial services.  
(8 hours)
- Merchant Banking Activities, Project counseling, appraisal and financing. **Case Study1:** Merchant's bank (in organization). (8 hours)
- Non Banking Finance companies (NBFCs), Meaning, Types and services rendered by NBFCs, Debt Securitization, Leasing and hire purchase. **Case Study2:** Apollo manufacturing corporation. (8 hours)
- Factoring, forfeiting and Bill discounting, Housing Finance and credit rating, Types of credit and credit regulations.  
(8 hours)
- Banking and Insurance, Credit cards, Venture Capital, Forex markets regulation and control. (8 hours)

**SUGGESTED READINGS:**

1. Batra, G. S., & Bhatia, B. S. (2008). *Management of Financial Services*. Deep & Deep Publication Pvt. Ltd., New Delhi.
2. Croft, L. (2009). *Management & Organization in Financial Services*. Ane Book India, New Delhi.
3. Gurusamy, S. (2009). *Financial Services*. (N.D) Prentice Hall of India, New Delhi.
4. Mcgrill, Ross, (2008). *Technology Management in Financial Services*. Palgrave Macmillan, New York.
5. Padmalatha, S. & Justin, P. (2017). *Management of Banking and Financial Services*. Pearson Editing.
6. Suresh, P. & Paul, J. (2010). *Management of Banking and Financial Services*, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
7. Sharma, M. (2008). *Management of Financial Institution with Emphasis on Bank & Risk Management*. Prentice Hall of India, New Delhi.
8. Rose, P. S. & Hudgins, S. C. (2005). *Bank Management and Financial Services*. Tata McGraw Hill, New Delhi.
9. Tripathy, N. P. (2004). *Financial Instruments and Services*. Prentice Hall of India, New Delhi.
10. **Case Study 1:** <https://www.aabri.com/manuscripts/11892.pdf>
11. **Case Study 2:** <https://nebula.wsimg.com/5e5475f0f07950ceabf8c66e12b9fefe?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E307/407		Semester-III		
	TAXATION				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to apprise the students with the concepts and practices of corporate tax planning & management.

- Basic concepts of Income tax act and New Direct Tax Code 2009, Tax Relief, Tax Refund Tax avoidance and Tax evasion, Significance and Problem of tax planning, Recognized methods of Tax Planning, Tax Planning and Tax Management. **Case Study 1:** Investing in tax-free versus taxable bonds. . (8 Hours)
- Residential Status and its implications for Tax Planning, Assessment Procedures under Salaries. (8 Hours)
- House Property, Profits and Gains of Business or Profession, Capital Gains and income from other Sources. E-filing: Compulsory filing of return based on economic criterion, Forms of return, Procedure of e-filing. **Case Study 2:** House property under income tax. (8 Hours)
- Corporate Tax Planning, Tax Planning for new business, Choice of nature and types of business location, Tax Planning for financial structure, amalgamation and restructuring, Implication of avoidance of Double Taxation Agreement. . (8 Hours)
- Basic concepts of GST-Direct and Indirect tax, Pre GST Indirect tax structure in India, Law regulating GST, Concept of supply-Taxable event, significance of consideration, activities which are treated as supply under schedule I and II, activities given in negative list, Significance of expression, relevant to attract GST, types of supply. Levy of GST, basic charges, inter and intra state supply, GST rates notified for supply of various goods and services. . (8 Hours)

#### SUGGESTED READINGS:

1. Agarwal, K. K. (2007), "Corporate Tax Planning" New Delhi: Atlantic Publishers & Distributors.
2. Ahuja, G., & Gupta, R., (2013). Simplified Approach to Corporate Tax Planning and Management. New Delhi: Bharat Book Depot.
3. Singhania, V.. K. & Singhania, K, (2015). Direct Taxes: Law and Practice (54th edition). New Delhi: Taxmanns Publications.
4. Dr. Pant, Kamal. (2015) Procedure to e-filing of tax. New Delhi: Luxmi Publications
5. Lakhota, R.N., & Lakhota, S., (2012). How to Save Income Tax through Tax Planning. New Delhi: Vision Books India Ltd.
6. Rajaratnam, S., & Venkataramaiah, B.V., (2012). Tax Planning: Issues, Ideas, Innovations. New Delhi: Bharat Book Publishing House.
7. Singhania, M., (2012). Corporate Tax and Dividend Policy. New Delhi: Jain Book Depot.
8. Singhania, V., & Singhania, M., (2009). Corporate Tax Planning and Business Tax Procedures. New Delhi: Taxmanns Publications.
9. **Case Study 1:**  
<https://nebula.wsimg.com/37382c20f0c8eb00669d0aefbb63f6c6?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
10. **Case Study 2:** <http://www.pkmadvisory.com/wp-content/uploads/2016/12/house-property-under->



income-tax.pdf

**NOTE:**The list of cases,specific references and books including recent articles will be announced in the class by concerned teachers from time to time

**On Line Reading / Supporting Material:**

1. Finance Act of the relevany assessment year.
2. CBDT Circulations.
3. Latest Court judgements for the relevent assessment year

	<b>Investment Management and Financial Engineering</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to apprise the students with the concepts and practices of Investment Management.

- Introduction – Securities Market, Mobilization of Savings, Objectives of Investors, Investment Avenues, Investment Media, Features of an Investment Programme. Difference between Investment and Speculation  
(8 hours)
- Development of Financial System in India, Structure of Financial Markets, Financial Institutions, New Developments in the Financial System. (8 hours)
- Government Securities- Types, Life Insurance, Kinds of Policies, Procedure for taking a policy, Investment in Units, Different Unit Schemes, Tax Benefits, Provident Funds, National Saving Schemes—Post Office Savings and other Alternative Forms of Investment. **Case Study 1:** Impact of FDI on insurance sector of India.  
(8 hours)
- Stock Markets in India, Role of New Issues Market, Mechanics of Security Trading in Stock Exchanges, Kinds of Trading Activity, Listing of Securities, Legal Control of Stock Exchange in India.  
(8 hours)
- Derivatives and Latest trading practices, Forward contracts, future contracts, options and other derivatives, future market and use of futures for hedging, interest rate futures, SWAPS, Black Scholes Analysis. **Case Study 2:** Forward premium and forward contracts.  
(8 hours)

#### SUGGESTED READINGS:

1. Avadhani, V.A.(1992). *Investment & Securities Market in India: Investment Management*. New Delhi.: Himalayan Publication,.
2. Beder, S.T., & Marshall, M.C. (2011). *Financial Engineering: The Evolution of Profession*. New Jersey: John Wiley & Sons,.
3. Bhalla, V.K. (2008). *Investment Management*. , New Delhi: S. Chand Publication.
4. Kaptan, S.S. (2001). *Investment Management*. New Delhi: Sarup & Sons.
5. Litterman, B. (2004). *Modern Investment Management: A Equilibrium Approach*. New Jersey: John Wiley & Sons.
6. Maheshwari, Y. (2008). *Investment Management*. New Delhi: Prentice Hall of India.
7. Neftci, N. S. (2008). *Principles of Financial Engineering*. United States: Academic Press.
8. Ruppert, D. (2011). *Statistic & Data Analysis for financial Engineering*. New York: Springer.
9. Vishwanathan, R. & Krishnamurthy, C. (2009), *Investment Management: A Modern Guide to Security Analysis and Stock Selection*. New York: Springer.
10. **Case Study 1:** <http://www.worldscientificnews.com/wp-content/uploads/2015/10/WSN-472-2016-190-201.pdf>
11. **Case Study 2:**  
<https://nebula.wsimg.com/2463c30752c14c11e477df3199f855c8?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E309/409		Semester-III/IV		
	Working Capital Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to appraise the student with working capital.

- Introduction to Working Capital: Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Overview of Working Capital Management. **(8 hours)**
- Management of Cash and Marketable Securities, Cash Budget, Flexible budget, Marketable Securities: Concept, types, reasons for holding marketable securities, Cash Management Practices in India **(8 hours)**
- Management of Receivables: Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables. **(8 hours)**
- Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management . Classification, order quantity, order point etc. **Case Study1:** Antioack Hardware. **(8 hours)**
- Working Capital Financing: Need and objectives of financing of working capital, short term credit, mechanism and cost benefit analysis of alternative strategies for financing working capital : Pattern and sources of Working Capital Financing in India. **Case Study2 :** Working capital management of Bajaj Auto Ltd. **(8 hours)**

**SUGGESTED READINGS:**

1. Prere, L. (2010). *Working Capital Management*. USA: Oxford University Press.
2. Bhattacharya, H. (2006). *Working Capital Management: Strategies & Techniques*. New Delhi: Prentice Hall of India.
3. Vijaykumar, A. (2006). *Working Capital Management*. New Delhi: Northern Book Centre.
4. Jain, N. K. (2004). *Working Capital Management*. New Delhi: Prentice Hall of India.
5. **Case Study1:** <https://nebula.wsimg.com/31e7fe0eb2af33d8ae962b1d8edaa6d5?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
6. **Case Study2:** <http://cbasmohali.org/img/Working%20Capital%20Management%20of%20Bajaj%20Auto%20Ltd..pdf>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E310/410		Semester-III/IV		
	Management of Banks				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to appraise the students with the banking law and practices and develop an understanding of various laws affecting banks.

- Evolution of banking law, Main provisions of The Banking Regulation Act 1949, The RBI Act 1934, The Negotiable Instruments Act 1881, Capital Adequacy in Banks. RBI and its Functions. **Case Study1:** The case of Taiwan's futures commission merchants.  
(8 hours)
- Cheques- Requisite of cheque, crossing and endorsement, Refusal of cheque payment by Bank, Protection to a paying Banker, The collecting Banker- Duties and legal Protection.  
(8 hours)
- Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these Securities. (8 hours)
- Guarantees- Contract of Guarantee and contract of indemnity, Guarantee as Banker's Security, Legal decisions relating to Guarantees, Law relating to Letter of credit, Parties to a Letter of credit, Types of Letter of credit, writing reports on Bank visits and prevailing practices in Banking- Case studies.  
(8 hours)
- Banker Customer Relationship- Special customers including lunatics, Un-discharged Bankrupts Agents, Executors and Administrators, Partnerships, Joint Stock companies and Trusts, Contemporary issues in Bank Management -An overview. **Case Study2:** A case study of ICICI bank.  
(8 hours)

#### SUGGESTED READINGS:

1. Ghosh, A. (2012). *Managing Risk in Commercial retail Banking*. New Delhi: Wiley.
2. Indian Institute of Banking & Finance (IIBF). (2010). *Bank Financial Management*. New Delhi: Macmillan.
3. Indian Institute of Banking & Finance (IIBF). (2010). *Principles & Practices of Banking*. New Delhi: Macmillan.
4. Koch, T. W. & Scott S. (2009). *Bank Management*. USA : Cengage Learning.
5. Padamalatha, S. And Justin, P. (2017). *Management Of Banking And Financial Services*. Pearson Edition
6. Ruozi, R., & Ferrari, P. (2013). *Liquidity Risk Management in Bank Economic & Regulatory Issues*, London. Heidelberg New York: Springer.
7. Rose, P.S. & Hudgins, P.S. (2005). *Banking Management & Financial Services*. New Delhi: Tata McGraw Hill.
8. Suresh, P., & Paul, J. (2011). *Management of Banking & Financial Services*. New Delhi: Dorling Kindersley (India) Pvt. Ltd.
9. Varshney P.N. (2001). *Banking Law & Practice*. New Delhi: Sultan Chand & Sons.
10. **Case Study1:** <https://nebula.wsimg.com/c02440ba64f00ca8b9d2608d1c29d33b?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
11. **Case Study2:** <https://www.mbaknol.com/management-case-studies/customer-relationship-management-crm-in-banking-a-case-study-of-icici-bank/>

**NOTE:**The list of cases ,specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

**Group: HUMAN RESOURCES**

MBA II Year	MBA-E311/411		Semester-III/IV		
	Industrial Relations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to acquaint the students with the concepts and practices of Industrial Relations.

- Industrial Relations, Meaning, Objectives, Scope, Conditions for Good Industrial Relations, Causes of Poor Industrial Relations, Effects of Poor IR, Suggestions to Improve Industrial Relations, IR in India, IR in Public Sector. Evolution of Industrial System, Essentials of Modern Industrial System, Impact of Industrial System. **Case Study1:** Anhui Xuanjiu Group: creating happiness for employees  
(8 hours)
- Industrial Dispute: Forms of Dispute, Causes of Disputes, Methods of Prevention and settlement of Industrial Disputes. (8 hours)
- Trade Unionism, Nature, Objectives and Functions, Growth and Development of the Trade Union Movement in India, Problems of Trade Unions, Rights of the Recognized Trade Unions, Essentials for Success of a Trade Union. (8 hours)
- Collective Bargaining, Structure of Collective Bargaining, Benefits of Collective Bargaining, Conditions for Successful Collective Bargaining, Collective Bargaining in India, Worker's participation in Management. **Case Study2:** Quota for the employment of disabled people in Russia: strategies for compliance.  
(8 hours)
- Absenteeism, Labor Turnover, Grievance Management. (8 hours)

**SUGGESTED READINGS:**

1. Dwivedi, R.S. (2002). *Industrial Relations in Indian Enterprises*.Galgotia Publishing Company,New Delhi.
2. Lal Das, D.K. (2003). *Industrial Relations in India*.S. Chand &Co,New Delhi.
3. Monappa, A. (1990). *Industrial Relations*. McGraw.Hill,New Delhi.
4. Mammoria, C.B., &Mammoria, S. (1997). *Dynamics of I.R. in India*, New.Himalaya Publishing Co. Ltd,New Delhi.
5. Sinha, P.R.N., Sinha, I.B., & Shekhar, S.M. (2009). *Industrial Relations, Trade Unions, and Labour Legislation*, New Delhi: Pearson Education.
6. Sen, R. (2003). *Industrial Relations in India: Shifting Paradigms*, Macmillan Publishers Inida.
7. Sarma, A.M. (2005). *Industrial Relations: Conceptual and Legal Framework*, Himalaya Publishing House,Delhi.
8. Tripathi, P.C. (2010). *Personnel Management and Industrial Relations*, 20<sup>th</sup>Ed.Jain Book Depot,New Delhi.
9. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-12-2012-0209>.
10. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111186165>.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E312/412		Semester-III/IV		
	Human Resource Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The main objective of the course is to help students to learn the various issues, trends and training and development in human resources.

- Foundation of Human Resource Development: Introduction to Human Resource Development, Influence on Employee Behavior, Learning and HRD, Performance and its Determinant, Competency Mapping, knowledge management.  
(8 hours)
- Framework for Human Resource Development: Assessing HRD needs, Designing effective HRD programs, Implementing HRD programs and Evaluating the HRD programs. Line Managers and HRD. **Case Study1:** Talent management and succession planning in emerging Asia. (8 hours)
- Human Resource Development Applications: Employees Socialization and Orientation, Skills and Technical Training, Coaching, Mentoring and Performance Management, Multi Source Feedback Systems (MAFs).  
(8 hours)
- Employees Counselling and Wellness Services, Career Management and Management Development, Organization and change, HRD and Diversity. **Case Study2:** Global outsourcing- USTC's entry into India: HR issues.  
(8 hours)
- HRD issues and experience: HRD strategies and experiences of Indian Companies, HRD in Health Care, Government and Public system, Human Resource Audit. (8 hours)

#### SUGGESTED READINGS:

1. Haldar, U.,K.(2009). *Human Resource Development*(1st Ed.). USA:OxfordUniv.Press.
2. Mcgoldrick, J., Stewart, J. & Watson, S. (2012).*Understanding Human Resource Development: A Research.based Approach*. New York:Rout ledge Tylor & Francis Group
3. Pareek, U. & Purohit (2009), *Training Instruments in HRD & OD*. New Delhi:Tata McGraw Hill.
4. Gupta, S. & .Gupta, S. (2008), *Human Resource Development.Concepts and Practices*.NewDelhi:DDP.
5. IGNOU(updated). Study Material of HRD (MS-22). New Delhi
6. Rao, T.V. (2008), *Readings in Human Resource Development*. New Delhi:Oxford& IBH Publishing Co. Pvt. Ltd.
7. Singh, S. K. (2008), *Human Resource Development*. New Delhi:AltanticPublisher:New Delhi.
8. Sahu, B. P. (2004). *Human Resource Development For Industrial Workers*. New Delhi:Mittal Publications.
9. Werner, J. M. & DeSimone, R. L.(2012). *Human Resource Development* (5 Ed). New Delhi:Cengage learning.
10. Wilson, J. P.(2005). *Human Resource Development: Learning and Training for Individuals & Organizations* (2Ed). London:.Kogan Page Limited.
11. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-06-2013-0106>.

12. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111149805>.

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E313/413		Semester-III/IV		
	Labour Laws				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The purpose of this paper is to acquaint the student with various labour laws.

- Introduction, A brief over view of Fundamental Rights and Directive Principles of State Policy, Factories Act: 1948; **Case Study1:** Automating attendance recording of contingent labours at a large construction site.  
(8 hours)
- Payment of Wages Act 1936, Payment of Bonus Act. 1936. Payment of Gratuity Act 1972. (8 hours)
- Trade Unions Act 1926. Industrial Dispute Act 1947, Employment (Standing Orders) Act 1947 and Arbitration Act; **Case Study2:** Maruti Manesar lockout: the flip side of people management. (8 hours)
- Workmen's Compensation Act 1923, Employment State Insurance Act 1952, Maternity Benefit Act 1961.  
(8 hours)
- Labour policy and laws :Labour Policy of Government of India, ILO and Indian Labour, Case Law.  
(8 hours)

#### SUGGESTED READINGS:

1. Cihon, P. J., & Castagnera, J. O. (2011). *Employment and Labour Law*. South. Western Conage Learning, U.S.A.
2. Servais, J. M. (2011). *International Labour Law*. Kluwer law International. Netherland
3. Blanpain, R., & Baker, J. (2010). *Comparative labour law & Industrial relation in Industrialised Market*. Kluwer law International. Netherland.
4. Hepple, B. (2005). *Labour Law & Global Trade*. Hart Publishing Company, Portland.
5. Davis, A.C.L (2004). *Perspective on labour Law*. Cambridge Press, U.K.
6. Blanpain, R.(2001). *Labour law Human Rights & social Justice*. Kluwer law International, Netherland.
7. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211294407>.
8. **Case Study2:** <https://www.emeraldinsight.com/doi/pdfplus/10.1108/EEMCS-02-2014-0042>

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E314/414		Semester-III/IV		
	Competency Mapping and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to appraise the student with competency mapping and development.

- History & Origin of Competency , Reasons for Popularity of Competency, Views Against Competency, Definitions.  
(8 hours)
- Skill, Knowledge & Motive , Trait & Self Concept , Iceberg Model of Competency, Traits of Competency. **Case Study1:** Talent management at Telekom Malaysia Berhad.  
(8 hours)
- Threshold Competencies , Differentiating Competencies, Generic or Key Competencies, Functional or Technical Competencies , Leadership or Managerial Competencies. (8 hours)
- Determining the objective & Scope , Clarifying Implementation Goals & Standards , Create an Action Plan, Define Performance, Effectiveness Criteria . Identify a Criterion Sample , Data Gathering & Interim Competency Model. **Case Study2:** The perception of employer value propositions and the contrast between Dutch and Chinese graduates: A case study of TNT.  
(8 hours)
- Leadership and managerial competency models , Delphi Technique , Competencies & Generic Indicators , 360 Degree Feedback . HR Generic Competency Model , Supervisory Generic Competency Model.  
(8 hours)

**SUGGESTED READINGS:**

1. Decenzo , D.A., & Robbins, S.P.(2005). Human resource management. John Wiley & Sons, USA.
2. Hall, Calvin S. et al .(1998).. Theories of Personality. Wiley Publication. USA.
3. Newstrom, J.W., & Keith, D.( 2003). Organizational Behaviour – Human Behavior at work. Tata McGraw Hill. New Delhi.
4. Parek, U., & Khanna, S.(2011). Understanding Organizational Behaviour. Oxford University Press., USA.
5. Parek , U., & Lynton, R.P. (1990). Training for development. Vistaar Publications. New Delhi.
6. Robert , N. L. (2009). Human Relations in Organizations: Applications and Skill Building (6<sup>th</sup> ed.). India: McGraw Hill Education, New Delhi
7. Stephen, R. Et al. (2006). Training in Interpersonal Skills – tips for managing People at work. Pearson, New Delhi.
8. Whetten, & Cameron.(2002). Development Management Skills(7<sup>th</sup> Ed.). Prentice Hall, New Delhi
9. Whetten & Cameron.(2007). Development Management Skills; 7<sup>th</sup> Ed. Pearson PHI, New Delhi.
10. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110645>.
11. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111117125>.



**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E315/415		Semester-III/IV		
	Organizational Change and Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To familiar with interventions, and components of organisations

- Organizational Development: Concept; Foundations of Organizational Development; Planned Organizational Change. **(8 hours)**
- Organizational Diagnosis; Feedback and Organizational Development, Achieving organizational improvement with organizational development; **Case Study1:** ABC Development Organization. **(8 hours)**
- OD Interventions: Team. Building Interventions; Personal, Interpersonal and Group Process Interventions; Conditions for successful OD interventions. **(8 hours)**
- Organizational Transformation; OD Consultant: Role and Skills, Value and Belief Systems of Change Agent; **Case Study2:** Anglo Gold Ashanti: the dawning of a new age. **(8 hours)**
- Operational Component of OD: Diagnostic Component, Action.Taking Component and Process Maintenance Component. The Future of OD and New Perspectives. **(8 hours)**

**SUGGESTED READINGS:**

1. Burton, R.M. (2004). *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*, Kluwer, Boston.
2. Clayton, A.P. (2011). *The Practice of Organizational Diagnosis: Theory & Methods*, New York: Oxford University Press, USA.
3. Lippitt, G. (2006). *Organization Renewal: Achieving Viability in a Changing World*, Appleton. Century, Crofts.
4. Rao, M.G., & Rao, V.S.P. (1999). *Organization Design, Change & Development*, Discovery Publishing House, New Delhi.
5. Singh, K. (2009). *Change Management*, Excel Books India, New Delhi.
6. Wendell, L.F., Cecil, H., & Bell, J. (2006). *Organizational Development: Behavioral Science Interventions for Organization Improvement*, Mishawaka: Better World Books, New Delhi.
7. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-07-2013-0132>.
8. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211289476>.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

**Group: INFORMATION TECHNOLOGY**

MBA II Year	MBA-E316/416		Semester-III/IV		
	<b>Information System Analysis And Design</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

- Types of Information, Need for a Computer based Information System, Management Structure, Management and Information Requirements, Qualities of Information. **Case Study1:** Hotel Stay Cool. **(8 hours)**
- Overview of Design of an information System, The Role and Tasks of a System Analyst, Attributes of a System Analyst, Tools used by System Analyst, Approaches to System Development (JAD & RAD). **(8 hours)**
- Information Sources, Interview Techniques, Questionnaires, Other Methods, System Requirement Specification, Data Requirements, Modularizing Requirement Specifications, Cost benefit Analysis, Payback Period, Feasibility Report. **Case Study2:** System Requirement specificatio: An Illustrative case. **(8 hours)**
- Symbols used in Data Flow Diagrams (DFDs), Describing a System with a DFD, Conventions in Developing DFDs, Levelling of DFDs, Logical and Physical DFDs, Process Specification Methods, Structured English. **(8 hours)**
- Control in Information Systems, Audit of Information Systems, Testing of Information Systems, Security of Information Systems. **(8 hours)**

**SUGGESTED READINGS:**

1. Arthur, M.L. (2008). *Analysis and Design of Information Systems (3<sup>rd</sup> Ed.)*. Springer.Verlag London Ltd, London.
2. Dixit, J. B.,& Kumar, R. (2007). *Structured System analysis and Design*. Laxmi Publications (P) Ltd, New Delhi.
3. Rajaraman, V. (1991). *Analysis and Design of Information System*. PHI, New Delhi.
4. Shelly, G. B., Rosenblatt, & Harry J. (2012). *System Analysis and Design (9<sup>th</sup> Ed.)*. Cengage Learning,New Delhi.
5. Whitten, J. L., Bentley, L. D.,& Dittman ,K. C. (2004). *Systems Analysis and design Methods*.Tata McGraw Publishing Company Limited, New Delhi.

6. **Case Study1:** Goel, D. P., (2012). *Management Information System*. 2nd Ed (2), New Delhi: Mc Millan Publishers, 20-21
7. **Case Study2:** Goel, D. P., (2012). *Management Information System*. 2nd Ed (2), New Delhi: Mc Millan Publishers, 264-278.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E317/417		Semester-III/IV		
	Technology Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To develop an integrated approach to technology management through life cycle of technology.

- Process and perspectives of technology management, scanning, acquisition, assimilation, absorption, business strategy and technology strategy adaptation, critical factors in managing technology, improvement and planning. **(8 hours)**
- Technology life cycle and forecasting, technology transfer, technology development: Management of R&D, product design and development, commercialisation of R&D, R&D manufacturing. marketing interface, R&D project management. **Case Study1:** Enabling excellence in operations through technological innovation. **(8 hours)**
- Technology development and competitiveness, technology and business strategy. **(8 hours)**
- Technology innovation and creative transformation in the knowledge age; critical trajectories, Technology entrepreneurship, assessing the need, market dynamics. **(8 hours)**
- IPR, technology and role of government; International protocols. treaties, standards; International comparisons of technology management. **Case Study2:** Vodafone Egypt (A): the investment decision. **(8 hours)**

**SUGGESTED READINGS:**

1. Khalil, T.(2009). *Management of Technology: The Key to Competitiveness and Wealth Creation*. International Edition. Tata McGraw.Hill, New Delhi.
2. Langlois, S. L. (2008). *Technocrime: Technology, Crime and Social Control*. Willan Publishing.
3. Sherif, H. and Khalil, T.(2007). *New Direction in Technology Management*. Elsevier Publisher
4. Thamhain, H. J., (2005). *Management of Technology: Managing Effectively in Technology Intensive Organisations*. 2<sup>nd</sup> Ed. John Wiley and Sons, New Delhi.
5. Megantz, R.C.(2002). *Technology Management: Developing and Implementing Effective Licensing Programs*”, John Wiley and Sons, New Delhi.
6. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111151767>
7. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110456>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E318/418		Semester-III/IV		
	E-Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The key to competing in the digital economy is business model innovation that exploits the power of business webs. Information Technology (IT) is becoming the main driving force in every sector of the Indian economy. To manage public affairs for the benefit of the citizens, the Governments at the National, State and local levels, are increasingly adopting e.Government technologies in public service delivery.

- Electronic Commerce. Technology and prospects, Introduction, Economic Potential, Incentive and Mechanics of E.commerce, Internet Commerce architecture. **(8 hours)**
- Internet based E.commerce Issues problems and prospects. E.commerce and Internet, benefits of Internet for E.commerce, Impediments & issues, Development of Technology of EDI, Internet & the WWW. **Case Study1:** m-Junction. **(8 hours)**
- Overview of e.Government and e.Governance, National Egovernance Plan (NeGP), e.Governance Project Management Practices, Models of e.Governance Projects. **(8 hours)**
- Payment Systems & Security . Role of Payment, Real world Payment Systems, Smart Cards, On line Credit Card Payment, Electronic Cheques and Funds, Transfer Security Design, EDI Security Concept, Security Mechanisms, Internet Security, Achieving Application Security, Authentication. **Case Study 2:**E-commerce capabilities of a Ghanaian used car retailer **(8 hours)**
- E.Commerce Issues & Opportunities in Implementation and Role of Government . Commercial Issues, Infrastructure Issues, Social and cultural issues, Role of Govt. and Policy Recommendations, Overview of TCP/IP Protocol, Information Technology Act 2000 and Emerging trends in E-Commerce. **(8 hours)**

**SUGGESTED READINGS:**

1. Bagga, R.K. & Gupta P. (2009). *Transforming Government: e.Governance Initiatives in India*, ICFAI Press, Hyderabad
2. Diwan, Parag & Sharma, Sushil (2005). *E-commerce. A Manger's Guide to E.Business*, Excel Books, Delhi.
3. Forouzan, B. A.(2007). *Cryptography And Network Security*.Tata McGraw Hill,New Delhi.
4. Gupta, M.P., Kumar P., & Bhattacharya, J.(2004). *Government Online*, 2004, Tata McGraw.Hill,New Delhi.

5. Kalakota,R. & Maricia.(1996). *Frontiers in eCommerce*.Addison Wesley, NY,USA.
6. Kalakota,R. & Robinson,M.(1999). *e.Business. Road Map for Success* .Addison Wesley, NY,USA
7. Kalakota& Robinson (2004) . *eBusiness 2.0:Road Map for Success*, Pearson Education, New Delhi
8. Richard, H.(2006) . *Implementing and Managing e.Government*. Sage Publication, New Delhi.
9. Winfield G., Treese, & Lawrance C. S. (1998). *Designing Systems for Internet Commerce*. Addison Wesley,USA.
10. **Case Study1: m-Junction**. (2016). MIS in business environment and security, Mumbai: Wiley Publishers. 277-279.
11. **Case Study 2:**E-commerce capabilities of a Ghanaian used car retailer <https://www.emeraldinsight.com/doi/full/10.1108/20450621211214496>

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E319/419		Semester-III/IV		
	<b>Information Security and Cyber Laws in Business</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** This course will assist students in their career preparation as information system security managers. The course would enable the students to articulate current and developing legal issues in the information assurance field, Analyze and interpret how relevant case and statutory law has been applied to legal problems in information assurance; also, to identify and articulate legal issues in the discipline not adequately covered by current law. Topics will include such issues as Indian and international jurisdiction, computer security, intellectual property, electronic commerce, information privacy, freedom of expression, and cyber crime.

- Basics of Information Technology, Basics of Indian Legal System, Overview of IT Law, Cyber Law in India, I.T Act, 2000 . Introduction and its application, Relevant amendments in all other law, Constitutional protection under Cyber law, Freedom of speech and expression, Human Rights violations, Revisiting industrial and Labour Laws, E.Media and Print Media. **Case Study1:** The Stuxnet Worm.

**(8 hours)**

- The Law of Contract, Construction of Electronic contracts, Issues of security, Employment Contracts, Consultant Agreements, and Digital Signature. **(8 hours)**

- Crime : Meaning & Concept, Rights and liability.Civil, Criminal and tortuous, Offences. concept and Legal parameters, under I.T Law, Offences.detection and investigation, Offences and punishments.global scenario, Rights & liabilities of Intermediaries, Overlapping between IPC & ITA.

**(8 hours)**

- Understanding Copy right in information, Technology, Legal issues in Internet and Software Copy right, Patents ,Trade Marks & Data Base. **Case Study2:** Unique Identification Number In India.

**(8 hours)**

- Concept of Jurisdiction, Indian context of Jurisdiction, Information Technology Amendment Bill, 2006, Information Technology Rules.

**(8 hours)**

#### **SUGGESTED READINGS:**

1. Baxi,P.N.,& Suri ,R.K. (1994). *Cyber and E.Commerce laws*. Bharat Pub House. New Delhi.
2. John R.Vacca. (2005). *Computer Forensic : Computer Crime Scene Investigation*, Charles River Media, USA.
3. Nandan, K.(2009). *Law relating to Computers, Internet and e-Commerce*. Universal Law Publishing, New Delhi.

4. Raheja, R., & Ahmed, S.( 2001). : *A Guide to Information technology( Cyber law and E. Commerce)*. Capital Law House ,New Delhi.
5. Singh,R.,& Singh,G. S.(2004). *Cyber Space & The Law Issues & Challenges*.Nalsar University,Hydrabad.
6. Rodney D Ryder (2007). *Business Process Outsourcing, Date Protection and Information Security*. Wadhwa & Co, NewDelhi.
7. Jozgao,S.V.(2000). *Computer Contracts and Information Technology Law. India:Wadhawa & Co, New Delhi*.
8. *Sharma, V. (2007). Information Technology: Law & Practice (2<sup>nd</sup> Ed)*. Delhi, India: Universal Law Publisher.
9. Singh,Y.(2010). *Cyber Laws Justice*. India:*Universal Law Publishing Co.*, New Delhi.
10. **Case Study1:** De, Rahul, (2016). *MIS in business environment and security*, Mumbai: Wiley Publishers. 215-217.
11. **Case Study2:** *Unique Identification Number in India*. (2016). *MIS in business environment and security*, Mumbai: Wiley Publishers. 277-279.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E320/420		Semester-III/IV		
	E-Governance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To Understand the different models of e-governance, and to describe the e-governance projects at the Union and State Government levels. Finally to understand the benefits and reasons for the introduction of e-governance at the local level.

- E-Governance Meaning, Nature, Definition and Scope of E-Governance- Domains- Taxonomy - Current Status Indian and Global Foundations- Citizen Centric Government- E-Government Services Differentiation of G2C, G2B, G2B, G2E - Four Stages of E-Governance **(8 hours)**
- Models in E-Governance E-Governance Maturity Model - 6C Model - Concept of Public Private Partnership- Technology Frame work for E-governance - E-governance and Good Governance - Benefits and Reasons for the Introduction of E-Governance – Current Status. **(8 hours)**
- E-governance at Union and State level National E-Governance Plan - Central Mission Mode Projects- State Mission Mode Projects Integrated Mission Mode Projects - Implementation Strategy - Components – National E-Governance Plan Programme Management Unit - Major E-governance Projects: Gyandoot, Warna, E-choupal, E-Bhoomi, E-Governance in Nioda City, Raj Nidhi, Raksha Bhoomi. **Case Study1:** Transparency and effective e-Governance: a case of telecentres in the Indian State of Karnataka **(8 hours)**
- E-Governance at Local Level E-Sewa (Electronic Citizen Services) - E-governance in Rural Local Bodies - Urban Local Bodies- E-Management of Development Projects at Rural and Urban local bodies (JNNURM) - Effective Service Delivery through E-Governance - Transparency and Accountability at Grassroot Level. **(8 hours)**
- Issues and Challenges of E-governance Cyber Security – Surveillance - Cyber Crimes - Socio-Economic Issues - Digital Divide - Capacity Building - Socio-Political implications of E-Governance - Issues of integration – Networking with NGOs, CBOs - Government resource planning and process re-engineering - Government Process Re-engineering - Best Practices and Lessons from other E-governance reengineering projects. **Case Study2:** A “Big Bath” in China: accounting and corporate **(8 hours)**

#### SUGGESTED READINGS:

1. Ashok Agarwal (Ed.), *Governance - Case Studies*, University Press India Pvt. Limited, Hyderabad, 2007.
2. B Srinivas Raj, *E-Governance Techniques – Indian and Global Experiences*, New Century Publications, New Delhi, 2008.

3. Subhash Bhatnagar, *Unlocking E-Government Potential – Concepts, Cases and Practical Insights*, Sage, New Delhi, 2009.
4. G Desai, *Information Growth and Economic Growth*, Rawat Publications, Jaipur, 2005.
5. RP Sinha, *E-Governance in India, Initiatives and Issues in India*, Center for Public Policy, 2006.
6. Y.Parthasaradhi et.al., *E-governance and Indian Society*, Kanishka, New Delhi, 2009.
7. B.C.Smith and D.C .Pitt *Computer Revolution and Public Administration*, Palgrave, 2007
8. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/TG-12-2016-0092>
9. **Case Study 2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110663>

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.



**Group :PRODUCTION AND OPERATIONS MANAGEMENT**

MBA II Year	MBA-E321/421		Semester-III/IV		
	Logistics and Supply Chain Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To make students aware of logistics and supply chain management and its current issues.

- Introduction to Logistics and Supply Chain: Evolution, Nature and concepts, function and contribution, Supply Chain Models, Integration with other functional areas of management. **Case Study1:** Economic Zones World (EZW) – supply chain strategy  
(8 hours)
- Demand Forecasting, Inventory Management, Functions of Warehousing and Distribution centers  
(8 hours)
- Value Chain and Value delivery system, Transportation, docking strategy, protective packaging, order processing. (8 hours)
- Material handling, purchasing and sourcing **Case Study2 :** Implementing strategic stock to improve humanitarian aid response. (8 hours)
- Contemporary Issues in SCM: Measuring performance in supply chain, Role of IT in SCM, Green SCM; Reverse Logistics.  
(8 hours)

**SUGGESTED READINGS:**

1. Agrawal, D.K., (2003). *Textbook of Logistics and Supply Chain Management*. Macmillan, New Delhi.
2. Chopra Sunil & Meindell. P. (2010). *Supply Chain Management*. Pearson Pub., New Delhi.
3. Christopher, M & Richard Irwin.(2005). *Logistics and Supply Chain Management*. PHI, New Delhi.
4. Gattorna, J.(1994). *The gower handbook of logistics and distribution management*. Gower press, USA.
5. Gattorna, J. & Walter, D. (1996). *Supply Chain Management: Managing The Supply Chain*. Macmillan, New Delhi.
6. Harmon. R., (1993). *Reinventing the Warehouse; World Class Distribution Logistics*. Free press, USA.
7. Lambert, R and Stock.R.(1994). *Strategic Physical Distribution Management*. Irwin, USA.
8. Madan P and Anand P(2012). *Supply Chain Management*. Global Academic Publisher, New Delhi.
9. Thomas .F.(1992). *Customer Driven Strategies*. Oliverwight Publication, New Delhi.
10. **Case Study1:** Balan Sundarakani , (2011)," Economic Zones World (EZW) – supply chain strategy ", Emerald Emerging Markets Case Studies, Vol. 1 Iss 1 pp. 1 – 5. Permanent link to this document: <http://dx.doi.org/10.1108/20450621111097588>
11. **Case Study2:** Joakim Kembro, (2012),"Implementing strategic stock to improve humanitarian aid response", Emerald Emerging Markets Case Studies, Vol. 2 Iss 7 pp. 1 – 6. Permanent link to this document: <http://dx.doi.org/10.1108/20450621211284642>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E322/422		Semester-III/IV		
	Total Quality Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to acquaint the students with basics of Total Quality (TQ) from design assurance to service assurance, to give emphasis on International Quality Certification Systems – ISO 9000 and other standards and their applicability in design manufacturing quality control and services, to closely inter link management of quality, reliability and maintainability for total product assurance and to focus on quality of services in contemporary environment.

- Total Quality and Organizational change, Basic Concept of Total Quality (TQ), Evolution of Total Quality Management, Components of TQM. **Case Study1:** Customer Servicemen. **(8 hours)**
- How to implement TQM, pitfalls in operating TQM, Reengineering to change, Employee Involvement, Teams and Groups. **(8 hours)**
- Statistical Process control and Improvement, Statistical quality control, manufacturing to specification versus manufacturing to reduce variations. **Case Study2:** The human factor in 5S implementation: perspectives from Poland. **(8 hours)**
- Total Productive Maintenance (TPM), Quality Audits, Lead Assessment and ISO.9000 Standards, Six Sigma. **(8 hours)**
- Total Quality of Services, Total Quality and ERP, TQM and World Class Manufacturing. **(8 hours)**

#### SUGGESTED READINGS:

1. Bank, J.(1992). *The Essence of Total Quality Management*. Prentice Hall, New Delhi.
2. Carruba, Eugene. R & Gorden, Ronald, D.( 1991). *Product Assurance Principles. Integrating Design Assurance & Quality Assurance*. McGraw Hill, New York.
3. Dale, B. G.ed.(1999). *Managing Quality*. PHI, New Delhi.
4. Feigenbaum, A.V. (1991). *Total Quality Control*, McGraw Hill, New Delhi.
5. Grant, Eugene, L. & Leavenworth, Richards(1991). *Statistical Quality Control*. McGraw Hill, New York.
6. Ireson, W.G. & Coombas, C.P.( 1988). *Hand book of Reliability Engineering & Management*. McGraw Hill, New York.
7. Juran, J.M.ed.(1988). *Quality Control Handbook*. McGraw Hill, New York.
8. Lochner, Robert. H., Matar, Joseph, E.( 1990). *Designing for Quality*. Chapman & Hill, London.
9. Madan, P. (2006). *Total Quality Management*. Krishna Prakashan, Delhi.
10. Pike, John & Barnes, Richard.( 1994). *TQM in Action*. Chapman & Hill, London.
11. **Case Study1:** Wieslaw Urban Agnieszka Mazurek , (2011)," The human factor in 5S implementation: perspectives from Poland ", Emerald Emerging Markets Case Studies, Vol. 1 Iss 3 pp. 1 – 8. Permanent link to this document: <http://dx.doi.org/10.1108/20450621111163322>.
12. **Case Study2:** Krzykowski, B. (2008). *Customer Servicemen*. Quality Progress. Vol 41(6) pp. 30–34. <http://asq.org/qic/display-item/index.html?item=24480>

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E323/423		Semester-III/IV		
	World Class Manufacturing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To make students aware of manufacturing practices and current world class manufacturing trends.

- Manufacturing's role in corporate strategy, New emerging paradigm in manufacturing, manufacturing flexibility, value creation, dependability, quality; cost and innovation; analysis and enhancement of the manufacturing advantage. **(8 hours)**
- Gaining Competitive Edge through WCM: Meaning of WCM and its models, Philosophy and Practices of WCM, Quality in WCM. **(8 hours)**
- Manufacturing technology strategies, its Systems and Tools for WCM: vertical integration, sourcing and outsourcing; organization focus and manuf. strategy, selecting, developing and exploiting manu. Overview of Systems and Tools, Information Management Tools, Material Processing and Material Handling Tools, Assessment of Manufacturing Systems and Tools. **Case Study1:** Enabling excellence in operations through technological innovation **(8 hours)**
- Manufacturing infrastructure development. Monitoring World Class Performance. Implementation of WCM, Need for Performance Management, Monitoring and Controlling Performance Tools. **(8 hours)**
- The Indian Scenario of WCM: Competitiveness and Performance of Indian Manufacturers, Objectives and Strategies, Use of IT in WCM. **Case Study2:** Entrepreneurship and engineering: the triumph of All India Warehousing Private Ltd **(8 hours)**

**SUGGESTED READINGS:**

1. Hill and Hills (1993). *Manufacturing Strategy*, McGraw Hills, New Delhi.
2. Sahay, Saxena and Ashish Kumar (2000). *World Class Manufacturing. A Strategic Perspective*. Macmillan, New Delhi.
3. Todd, Jim. (1995). *World Class Manufacturing*. McGraw Hill, New Delhi.
4. Miltenmurg, John. (1995). *Manufacturing Strategy*, 1st Edition: How to Formulate and Implement a Winning Plan (Manufacturing & Production)., Productivity Press. Chennai.
5. Kim, Hua, Tan & Matthews, Rupert. (2009). *Operations Strategy in Action: A Guide to the Theory and Practice of Implementation*. Edward Elgar Publishing, UK.
6. **Case Study1:** Meeta Dasgupta, (2011), "Enabling excellence in operations through technological innovation", Emerald Emerging Markets Case Studies, Vol. 1 Iss 2 pp. 1 – 22. Permanent link to this document: <http://dx.doi.org/10.1108/20450621111151767>.
7. **Case Study2:** Ankush Guha Saroj Koul, (2013), "Entrepreneurship and engineering: the triumph of All India Warehousing Private Ltd", Emerald Emerging Markets Case Studies, Vol. 3 Iss 4 pp. 1 – 8. Permanent link to this document: <http://dx.doi.org/10.1108/EEMCS-06-2013-0073>

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E324/424		Semester-III/IV		
	Managing Technology and Innovation				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** This course intends to introduce the innovation process and its management; to provide insights into the process to be followed in order to manage technological change; to explore the effects of technology on the work force and the quality of work life. Technology and innovation are value drivers and that management decisions should be anchored in the fundamental objective of the creating competitive advantage.

- Technology: Definition and Characteristics, Management of Technology, Two contemporary perspectives in Management, Key concepts. Technological Environment. Environment and Technological Environment, Actors in the Technological Environment, Changes in the Technological Environment, Major current developments in the Technological Environment. **Case Study1:** Emerging Technologies, UAE **(8 hours)**
- Innovation. Overview of the Dynamics of Technological Change, Concept of Innovation, Innovation Dynamics at the firm level, Technology Evolution, Characteristics of Innovative Firms. Process of Technologies Change. Diffusion – Concept of Diffusion, Dynamics of Diffusion, A model of Innovation Adoption, Factors that Drive the Process of Diffusion, Influence of Environmental Trends on Diffusion. **(8 hours)**
- Competitive Domains, Competitive consequences of Technological Change, Technological Characteristics of Competitive Domains. Process Innovation, Value chains and Organization. Drivers of change in value chain, Modes of Value chain configuration, Value chain configuration and Organizational characteristics, Design of work and careers, Influence of Environmental Trends. **Case Study2:** Enabling excellence in operations through technological innovation **(8 hours)**
- Introduction, Mapping Technology Environment, Mechanism for Data Collection, Analytic tools, Managing Environmental Analysis in Organizations. Technology Strategy. Overview. Technology Business Connection, Technology Strategy: Definition, The key Principles Underlying Technology Strategy, Technology Strategy Types, A frameworks for formulating Technology Strategy. **(8 hours)**
- Evolution of Technology Appropriation Principles, 3G Approach for the Appropriation of Technology, Productivity of In. House R&D. Organizing for Innovation. Organizational Mechanism for Innovation, Principles & Process of organizing, Characteristics of continuously innovative organizations, Role of Leadership. **(8 hours)**

#### SUGGESTED READINGS:

1. Burgelman R. A., Christensen C. M., & Wheelwright S. C. (2004). *Strategic Management of Technology and Innovation*. Tata McGraw Hill Education Pvt. Ltd, New Delhi.
2. Nord, W., & Tucker, S. (1987). *Implementing routine and Radical Innovations*. Lexington Books, USA.
3. M.E. Porter. (1985). *Competitive Advantage*. Free Press, NY.
4. Makridakis. S. (1989). *Forecasting Methods for Management*, Wiley. Inter Science, USA
5. Maidique, eds M.A. (2008). *Strategic Management of Technology & Innovation*. Homewood.
6. Singh V.K. and Madan P. (2014). *Managing Innovations*, McGrawhill.
7. Pritchett, Price. (1994). *New Habits for a Radically Changing World*. Pritchett & Associates, USA

8. Rogers, E. M.(1995). *Diffusion of Innovation*. Free Press, NY.
9. Rao, A.S. (1994). *Managing of Technology Change*. Global Business Press, USA.
10. Edosomwan, J. A.(1989). *Integrating Innovation and Technology Management*. John Wiley & Sons, USA.
11. Steele, L.W. (1989). *Managing technology. The Strategic View*. McGraw Hill, New Delhi.
12. **Case Study1:** Jawahitha Sarabdeen Kamal Jaafar, (2011), "Emerging Technologies, UAE", Emerald Emerging Markets Case Studies, Vol. 1 Iss 1 pp. 1 – 4. Permanent link to this document: <http://dx.doi.org/10.1108/20450621111110276>
13. **Case Study2:** Meeta Dasgupta, (2011), "Enabling excellence in operations through technological innovation", Emerald Emerging Markets Case Studies, Vol. 1 Iss 2 pp. 1 – 22. Permanent link to this document: <http://dx.doi.org/10.1108/20450621111151767>.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E325/425		Semester-III/IV		
	Production Planning and Control				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control. • To know the recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP)..

- Introduction Objectives and benefits of planning and control-Functions of production control-Types of production job- batch and continuous-Product development and design-Marketing aspect - Functional aspects- Operational aspect-Durability and dependability aspect-aesthetic aspect. Profit consideration-Standardization, Simplification & specialization-Break even analysis-Economics of a new design. **(8 hours)**
- Work Study Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards. **(8 hours)**
- Product Planning And Process Planning Product planning-Extending the original product information-Value analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning- Steps in process planning-Quantity determination in batch production-Machine capacity, balancing- Analysis of process capabilities in a multi product system **(8 hours)**
- Production Scheduling Production Control Systems-Loading and scheduling-Master Scheduling-Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance - Flow production scheduling- Batch production scheduling-Product sequencing - Production Control systems-Periodic batch control- Material requirement planning kanban – Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates. **Case Study1:** Bharat Tobacco: vendor selection and vendor rating **(8 hours)**
- Inventory Control And Recent Trends In PPC- Inventory control-Purpose of holding stock-Effect of demand on inventories-Ordering procedures. Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size- ABC analysis-Recorder procedure-Introduction to computer integrated production planning systems- elements of JUST IN TIME SYSTEMS Fundamentals of MRP II and ERP. **Case Study2:** Health Pharma: managing supply chain:Need of ERP system **(8 hours)**

#### SUGGESTED READINGS:

1. Samson Eilon, “*Elements of Production Planning and Control*”, Universal Book Corpn.1984
2. Elwood S.Buffa, and Rakesh K.Sarin, “*Modern Production / b Operations Management*”, 8th Ed. John Wiley and Sons, 2000. 3. Kanishka Bedi, “*Production and Operations management*”, 2 nd Edition, Oxford university press, 2007.
3. Melynck, Denzler, “*Operations Management – A value driven approach*” Irwin Mcgrawhill.
4. Norman Gaither, G. Frazier, “*Operations Management*” Thomson learning 9th edition IE, 2007
5. K.C.Jain & L.N. Aggarwal, “*Production Planning Control and Industrial Management*”, Khanna Publishers, 1990.
6. S.N.Chary, “*Theory and Problems in Production & Operations Management*”, Tata McGraw Hill, 1995.

7. Upendra Kachru, “ *Production and Operations Management – Text and cases*” Excel books 1st edition 2007.
8. **Case Study1:** Monica Singhanian Gagan Gandhi , (2013)," Bharat Tobacco: vendor selection and vendor rating ", Emerald EmergingMarkets Case Studies, Vol. 3 Iss 2 pp. 1 – 8. Permanent link to this document:<http://dx.doi.org/10.1108/EEMCS-02-2013-0019>
9. **Case Study2:** Surajit Ghosh Dastidar Rahul Thakurta Anusha Sreeram , (2012),"Health Pharma: managing supply chain", Emerald Emerging MarketsCase Studies, Vol. 2 Iss 6 pp. 1 – 5. Permanent link to this document:<http://dx.doi.org/10.1108/20450621211275156>

**NOTE:** The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

**Group: SMALL BUSINESS AND ENTREPRENEURSHIP MANAGEMENT**

MBA II Year	MBA-E326/426		Semester-III/IV		
	Start-up Studies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** Understand different forms of business organisations, the environments in which businesses operate and business functions such as marketing, operations and finance • appreciate the role of people in business success.

- Understanding Business Activity, Classification of Start-ups businesses Enterprise, business growth and size, Types of business organisation, Business objectives and stakeholder objectives **(8 hours)**
- People in business, Motivating workers, Organisation and management, Recruitment, Selection and training of workers, Internal and external communication. **(8 hours)**
- Operations management, Production of goods and services, Costs, scale of production and break-even analysis, Achieving quality production, Location decisions **(8 hours)**
- Financial information and decisions, Business finance: needs and sources, Cash-flow forecasting and working capital, Income statements, Balance sheets, Analysis of accounts. **Case Study1: Financing technology startups: an entrepreneur's dilemma (8 hours)**
- External influences on business activity. **Case Study2: Ommune IT Solutions: make or break (8 hours)**

**SUGGESTED READINGS:**

1. Hall, Jones and others, *Business Studies, AS (AQA)* 4th edition, (2008), Causeway Press. ISBN 978-1-4058-9220-9
2. Reiersen, V. (Ed.). (1995). *Start your business: A beginner's guide*. Oasis Press.
3. Stolze, W. J. (1997). *Start Up Financing: An Entrepreneur's Guide to Financing a New Or Growing Business*. Career PressInc.
4. Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Random House LLC.
5. Singh V.K. and Madan P.(2014) *Managing Innovations*, McGrawhill.
6. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211311560>
7. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211311597>

**NOTE:** The list of cases and specific references including recent articles will be announced in the class.



MBA II Year	MBA-E327/427		Semester-III/IV		
	Small Business Environment And Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to expose the students about the growth of SSI's and how it's managed in India.

- Definition of Small Business, Steps for Starting Small Business, Small Business in Indian Environment. Economic, Social, Political, Cultural and Legal, Policies Governing small Scale units, Industrial Policies and Strategies Relating to Small Scale Sector. **(8 hours)**
- Technological Know how and Appropriate Technology, Quality Circles and Productivity, Linkage between Small and Big Business. **Case Study1:** Twiga Hosting Ltd – providing affordable information and communication technologies services to small and medium enterprises **(8 hours)**
- Special Problems in Management of Small Business. Finance, Marketing, Production and Personnel, Sickness in the Small Sector, Reasons and Remedies. **(8 hours)**
- Modernization of Small and Village Industries, Training Programs and Consultancy Services, Incentives and Subsidies. **Case Study2:** VNFPP Ltd: using holistic marketing in a small enterprise context. **(8 hours)**
- Exploring Export Possibilities, Institutions Assisting Export Promotion of Small Business in India, Export Promotion Councils, Global Prospective of Small Business in Selected Countries. **(8 hours)**

#### SUGGESTED READINGS:

1. Abrahamjon & Royce. L & Pickle (1990), *Small Business Management*. John Wiley, New York.
2. Batra, G. S. (2002). *Development of Entrepreneurship*. Deep & Deep Publications, New Delhi.
3. Desai Vasant (2004). *Dynamics of Entrepreneurial Development and Management*. Himalayan Publishing House, New Delhi.
4. Desai Vasant (1995). *Small Scale Industries and Entrepreneurship*. Himalayan Publishing House, New Delhi.
5. Gupta, C. B., Srinivasan, N. P. (2000). *Entrepreneurial Development*. Sultanchand & Sons., New Delhi.
6. Papola, T. S. (1982). *Rural Industrialization Approaches and Potentials*. Himalayan Publishing House, New Delhi.
7. Vepa, Ram, N. (1983). *How to Success in Small Industries*. Vikas Publication, New Delhi.
8. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111197163>
9. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211294399>

**NOTE:** The list of cases and specific references including recent articles will be announced in the class.

MBA II Year	MBA-E328/428		Semester-III/IV		
	New Enterprise Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to expose the students to the managerial aspects of new enterprise and to help them to understand the working of these enterprises and measure, evaluate their performance and efficiency.

- Entrepreneurship and its role in economic development, Problems of industrialization in Underdeveloped countries with special reference to India. **(8 hours)**
- Industrial policy, Regulation and control of Industries in India, Mechanics of setting of new enterprises – size and location, optimum units – its meaning and determinants, size of industrial units of India. **Case Study1:** FieldTurf Tarkett India: challenges and opportunities in new markets **(8 hours)**
- Theory of industrial location factors determining the industrial location, Regional distribution of industrial activity in India. **(8 hours)**
- Recent trends in the localisation of industrial activity in India: Regional planning of industrial activity in India, Feasibility studies: Technical, Marketing and financial, Managerial problems of New Enterprise, Production Purchasing. **Case Study2:** “Eldorado” family: the survival and succession plan **(8 hours)**
- Financing labour and marketing problems, Facilities provided by different Institutions and Agencies in India, financing facilities for new enterprises, marketing and other facilities. **(8 hours)**

**SUGGESTED READINGS:**

1. Drucker, Peter (2012). *Innovation and Entrepreneurship*. East – Elsevier, USA.
2. Gupta, C. B. and Srinivasan (1997). *Entrepreneurial Development in India*. Sultan Chand. New Delhi.
3. Hisrich, Robert, D., Peters, Micheal, P.( 2010). *Entrepreneurship*.TMH, New Delhi.
4. Holt, David. H., Englewood Cliffs (1992.). *Entrepreneurship – New Venture Creation*. Prentice Hall Inc.New Jersey.
5. McClelland, D. C. and Winter, D. G.( 1969). *Motivating Economic Achievement*.Free Press, New York.
6. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111195660>
7. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-11-2012-0197>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E329/429		Semester-III/IV		
	Ethics and Business Governance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To inculcate the moral knowledge of Business Governance to the budding managers.

- What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development (Kohlberg's 6 stages of Moral Development), Ethics and Business, Myth of a moral business. Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick). **Case Study1:** A "Big Bath" in China: accounting and corporate governance  
(8 hours)
- Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. HR: Workers Right and Duties: Work place safety, sexual harassment, whistle blowing. (8 hours)
- Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stakeholder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment. **Case Study2:** "Doing" the act: Lenovo and corporate reputation  
(8 hours)
- Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non-executive Director, Role of Auditor. Role of Government, Corporate governance in India.  
(8 hours)
- Introduction to Patents, Designs, Trademarks & Geographical Indications. (8 hours)

**SUGGESTED READINGS:**

1. Francis & Mishra. (2009). *Business Ethics*. TMH, New Delhi.
2. Fernando. (2009). *Corporate governance*. PHI, New Delhi. Murthy C.S.V(2004). *Business Ethics and Corporate Governance*. HPH, New Delhi.
3. Mishra, J.P. (2009). *An Introduction to Intellectual Property Rights*. Paper back, New Delhi.
4. Mallin. (2007). *Corporate Governance*,. Oxford, USA.
5. Mathur, U.C.(2005). *Corporate Governance & Business Ethics*. MacMillan, New Delhi.
6. Prabakaran.S.(2010). *Business Ethics & Corporate Governance*. EB, New Delhi.
7. Paliwal, Manisha.(2007). *Business Ethics*. Newage International press. New Delhi.
8. Patyrick, J. A. & Quinn, J. F. (1997). *Management Ethics*, Response Publishing, New Delhi.
9. Sherlekar,.(1998). *Ethics in Management*. Himalaya Publishing, New Delhi.
10. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621111110663>
11. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211299547>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E330/430		Semester-III/IV		
	Legal Aspects of Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:.** To develop an awareness of the legal framework within which business operates in India and to give to the students the basic understanding of some of the important legal aspects of business.

- The Contract Act, 1871 Nature and classification of contracts - Essential elements of a valid contract Offer and Acceptance - Consideration - Capacities of Parties Provisions relating to free consent, void agreements Provisions relating to performance and discharge of contract Breach of contract - Meaning and remedies  
(8 hours)
- Contract Act, 1872 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee 15 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency. **Case Study1:** The changing landscape for Chinese small business: the case of “Bags of Luck” .  
(8 hours)
- Sales of Goods Act, 1930 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of ale Provisions relating to conditions and Warranties Provisions relating to transfer of property or ownership Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller – Rules as to delivery of goods.  
(8 hours)
- The Negotiable Instruments Act, 1881 Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course Negotiation and Types of Endorsements 4.3 Dishonour of Negotiable Instrument - Noting and Protest Liability of parties on Negotiable Instrument.  
(8 hours)
- The Companies Act, 1956 Company - Definition, Meaning, Features and Types of companies Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus Share Capital. **Case Study2:** Tax me not: Vodafone's plea to India  
(8 hours)

#### SUGGESTED READINGS:

1. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2010.
2. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.
3. Pathak, A. (2010). Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2007.
4. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2012.
5. V. S. Datey, Taxman Publication, 21st Edition, 2009 1. Business Laws - Balchandani
6. **Case Study1:** <https://www.emeraldinsight.com/doi/full/10.1108/2045062111126783>
7. **Case Study2:** <https://www.emeraldinsight.com/doi/full/10.1108/20450621211298089>

**NOTE:** The list of cases and specific references including recent articles will be announced in the class.

**Group: INTERNATIONAL BUSINESS**

<b>MBA II Year</b>	<b>MBA-E331/431</b>		<b>Semester-III/IV</b>		
	<b>International Trade Practices, Procedures and Documentation</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this paper is to acquaint the students with the trade practices, procedures and documentation of international trade.

- EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Policy overview – Facilities and restrictions; Getting started in export business.  
(8 hours)
- Foreign Exchange Facilities and Regulations: Legal framework in India FEMA. Origin and objectives, Main provision of FEMA; Other relevant acts .International Trade Terms:Trade contract and trade terms; Trade terms and need for standardization; INCO terms. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms. Advance payment, open account, documentary collection, documentary credit– Documentary collection –DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC.Major clauses; Consignment sale.**Case Study1:** Cross rate in foreign exchange.  
(8 hours)
- Trade Finance: Sources and schemes of trade finance; Pre and post-shipment export credit schemes and methods of financing; Packing credit advance details; Post-shipment advance; Import financing. Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved – Insurer/assured, Insurance policy and certificate; Cargo loss claims – Procedure and documentation. Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks– procedures and documentary requirements.  
(8 hours)
- Central Excise Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond– Rules 12, 13 and 14 Procedures and documentary requirements.**Case Study2:** documentary credit: M/S Auto India.  
(8 hours)
- Customs Clearance of Export and Import Cargo: Legal framework – Introduction to Customs Act 1962;. Introduction to Customs Tariff Act 1975; Introduction to Foreign Trade (Development and Regulations) Act 1992; Valuation and types of duties and Harmonized System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations. Duty Drawback: Concept and rationale; Procedure and documentation. Import Policy and Export Promotion: Duty exemption schemes; Import of capital goods; Export, trading star trading, super star trading house policy and procedures; EoU's/EPZs/SEZs schemes and procedures.  
(8 hours)

**SUGGESTED READINGS:**

1. Bhalla, V.K. and Ramu, S. (2001). International Business Environment and Management, 5th ed. Anmol,

Delhi.

2. Desai, H.B. (1988). Indian Shipping Perspectives. Anupam Publications, Delhi.
3. Government of India. (2012). Handbook of Import. Export Procedures. Government of India, New Delhi.
4. Paras, Ram, (1995). Export What, Where and How. Anupam Pub, New Delhi.
5. **Case Study 1:** <https://nebula.wsimg.com/c4e596dc12fc8b554ce2435a30ae7995?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
6. **Case Study 2:** <http://www.scdl.net/downloads/samplecsib.pdf>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

<b>MBA II Year</b>	<b>MBA-E332/432</b>	<b>Semester-III/IV</b>
	<b>International Financial Management</b>	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this paper is to acquaint the students with the financial management problems of the multinational corporations and prepare them to tackle these problems.

- Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. Acquisitions and mergers. International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks. **Case Study1:** High rise in Ho Chi Minh City.  
(8 hours)
- International Portfolio Management: Decision to invest in portfolio: International CAPM; Identification of optimum portfolio. International Project Financing: Concepts, types techniques and key elements; Capital structure decision.  
(8 hours)
- International Working Capital Management: Cash management; Receivables and inventory management. (8 hours)
- Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; interest rate risk assessment and management. **Case Study2:** foreign exchange exposure and management: case study of two large multinational.  
(8 hours)
- International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens. (8 hours)

**SUGGESTED READINGS:**

1. Apte P.G. (1998) *Multinational Financial Management*, Tata McGraw Hill, New Delhi.
2. Baker J.C. (2000). *International Finance: Management, Markets and Institutions*, Prentice Hall, Englewood Cliffs, Company, New Delhi.
3. Eiteman, David K., Arthur Stonehill and Micheal H. (1998). *Moffett, Multinational Business Finance*, Addison Wesley Publishing Company, New Delhi.
4. Eun, Cheol and Bruce Resnick. (1998) *International Financial Management*, McGraw Hill, New York.
5. Kevin, S. (2009), *Fundamentals Of International Financial Management*. PHI Learning.
6. Levi, Maurice. (1996) *International Finance*, McGraw Hill Inc., New York.
7. Madura, Jeff, *International Financial Management*. (2000.) South Western Publishing Company, Cincinnati.
8. Rathore & Shirin. (1994) *International Accounting*, Prentice Hall of India Pvt. Ltd., New Delhi.
9. Seth, A.K. (2000) *International Financial management*, Galgotia Publishing, New Delhi.
10. Shapiro, Allen C. (2009) *Multinational Financial Management*, John Wiley & Sons, New Delhi.
11. Sharan, V. (2000.) *International Financial Management*, Prentice Hall of India Pvt. Ltd., New Delhi.
12. **Case Study 1:** <https://www.emeraldinsight.com/doi/abs/10.1108/20450621211312947>
13. **Case Study 2:** [https://www.researchgate.net/publication/279647700\\_Foreign\\_Exchange\\_Exposure\\_and\\_Management\\_Case\\_study\\_of\\_two\\_large\\_Multinationals](https://www.researchgate.net/publication/279647700_Foreign_Exchange_Exposure_and_Management_Case_study_of_two_large_Multinationals)

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

<b>MBA II Year</b>	<b>MBA-E333/433</b>	<b>Semester-III/IV</b>
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	<b>International Financial System and Markets</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this paper is to provide students knowledge of international financial system, markets and operations, and also to acquaint them with the macro environment in which the international financial transactions are conducted.

- Introduction to International Financial System: International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods system to free float and convertibility; Pegging of currencies –target zone arrangement; European monetary system; Internationalliquidity. **(8 hours)**
- Foreign Exchange Markets and its Activities: Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation. **Case Study1** :Currency Arbitrage **(8 hours)**
- Exchange Rate Determination: Exchange rate determination in spot and forward market – Interest rate parity (IRP), purchasing power parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and growth theory; Forecasting exchange rate. **Case Study2**: Analyzing the balance of payment position of India. **(8 hours)**
- International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro – currency markets; International securities markets and instruments .Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial intermediaries; Financialswaps.**(8 hours)**
- International Debt Problem: Problem of debt servicing and developing countries(with special reference to India). **(8 hours)**

#### **SUGGESTED READINGS:**

1. Apte, P. G.( 1998). Multinational Financial Management, Tata.McGraw Hill, NewDelhi.
2. Baker, J.C.( 1998). International Finance: Management, Markets and Institutions. Prentice Hall,NeDelhi.
3. Eitemean, David K., Arthur Stone.hill and Michael H. Moffett, (1998). Multinational Business Finance. Addison.Wesley Publishing Company, USA.
4. Levi & Maurice ( 1996). International Finance, McGraw Hill Inc., NewYork.
5. Kevin,S.(2009), Fundamentals Of International Financial Management. PHI Learning.
6. Seth, A.K. (2000). International Financial Management, Galgotia Publishing Company, NewDelhi.
7. Shapiro,AllenC. (1995). MultinationalFinancialManagement,PrenticeHallIndiaPvtLtd.,NewDelhi.
8. Sharan, V. (2000) International Financial Management, Prentice Hall of India Private Ltd. NewDelhi.
9. **CaseStudy1**:<https://nebula.wsimg.com/86614b44134ed2231231d1ac8a7f2b5a?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1>
10. **CaseStudy2**:[https://www.researchgate.net/publication/318529330\\_Analyzing\\_the\\_Balance\\_of\\_payment\\_position\\_of\\_India](https://www.researchgate.net/publication/318529330_Analyzing_the_Balance_of_payment_position_of_India)

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.



MBA II Year	MBA-E334/434		Semester-III/IV		
	India's Foreign Trade Policy				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To acquaint the students with recent trends in India's foreign trade, management and policy related issues in foreign trade in the global context.

- India's Foreign Trade: India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade, Directional Pattern.  
(8 hours)
- Major export commodities: Thrust area commodities their trends problems and prospects, Major competitors, Major Import Commodity Groups, Trade Control in India. **Case Study 1:** Analysis of trade before and after the WTO: a case study of India. (8 hours)
- Foreign Trade Regulations: Foreign Trade (Development and Regulation) Act, Import and Export Control Orders, Import and Export Licensing System, Exchange Control in India, Blanket Permit System, Import Substitution and Export Promotion Policies, Export Incentives: Financial and Fiscal, Deferred Payment System and the Role of EXIM Bank of India. **Case Study 2:** Financing the foreign trade: the case of an Indian textile exporter. (8 hours)
- Export Credit & Promotion: Export Credit Insurance, Infrastructure support for Export Promotion, Export promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions. (8 hours)
- Role of State Trading Organizations: Role of State Trading Organizations in Foreign Trade, Export Processing Zones, Export Oriented Units and Export and Trading House Schemes, Multilateralism and Bilateralism in India's International Business. (8 hours)

#### SUGGESTED READINGS:

1. Bhalla, V.K. (2010). International Business Environment and Management 12<sup>th</sup> ed. Anmol publication, New Delhi.
2. Bhashyam, S. (1998). Export Promotion in India: The Institutional Infrastructure. Common wealth Pub., New Delhi.
3. Government of India. (2012). Foreign Trade Policy & Handbook of Procedures. Government of India.
4. Khanna, Sri, Ram (1986). Export Marketing in India's New Manufactures. University of Delhi, New Delhi.
5. Jain, S. K., (1988). Export Performance and Export Marketing Strategies. Common wealth Pub., New Delhi.
6. Nayyar Deepak (1960). India's Export and Export Policies in the 1960s. Cambridge University press, USA.
7. **Case Study 1:** <https://www.emeraldinsight.com/doi/abs/10.1108/EEMCS-08-2014-0201>
8. **Case Study 2:** [https://www.ripublication.com/gjfm-spl/gjfmv6n8\\_17.pdf](https://www.ripublication.com/gjfm-spl/gjfmv6n8_17.pdf)

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E335/435		Semester-III/IV		
	International Brand Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** To provide a comprehensive knowledge of International Brand Management in the context of intensifying competition between brands in the global landscape.

- Concept of a brand, classification of brands, Brand Vs product, Brand Vs Trademarks, evolution of brand, brand perspectives, branding challenges and opportunities, concept of brand equity. Programme. **Case Study1:** ABIL's dilemma: to brand or not to brand in India  
(8 hours)
- Brand development – Extension, rejuvenation, re-launch product Vs Brands, The brand equity concept , establishing a brand equity concept, identity and image, brand leveraging & brand performance-establishing a brand equity management system, measuring sources of brand equity and consumer mind set, co-branding, celebrity endorsement.  
(8 hours)
- Designing and implementing brand strategies: brand product matrix, brand hierarchy, brand extensions, advantage and disadvantages of brand extension, evaluation of brand extension, managing brands over time, reinforcing brands, revitalizing brands, and adjustment to the brand portfolio.  
(8 hours)
- Rationale for going international, making brands to go global, need of geographical extensions of brands, opportunities of global branding, consumers & globalization, conditions favoring global brands, organizing for a global brands, advantages and disadvantages of global marketing.  
(8 hours)
- Global consumer based brand equity, global brand positioning, building global customer based brand equity, similarities and differences in the global branding landscape, steps in global brand building, marketing infrastructure for global branding, brand partnership, global & local control, balanced standardization Vs customization, implantation of global brand equity measurement system, leverage brand elements. **Case Study2:** Corporate brand building at SRF: challenge of selecting the brand consultant  
(8 hours)

#### SUGGESTED READINGS:

1. Jean Noel, Kapferer. (2011). *Strategic Brand Management*, Kogan Page, London.
2. Kevin Lane Keller. (2010). *Building, Measuring and Managing brand equity* Prentice Hall. London
3. Y.L.R. Murthy. (2008). *Brand Management*, Vikas Publishing House, Meerut.
4. Subrato Sen Gupta. (2012). *Brand Positioning*, Tata McGraw Hill, Mumbai.
5. Chunawala. (2008). *Compendium of Brand Management* , Himalayan Publishing House, New Delhi.
6. Harsh. V. Verma. (2010). *Brand Management*, Excel books. Meerut.
7. Dr. S.L. Gupta. (2012). *Brand Management Text & cases ( an Indian perspective)* Himalayan Publishing House, New Delhi.
8. **Case Study1:** Sonal Sisodia, Nimit Chowdhary, (2011) "ABIL's dilemma: to brand or not to brand in India", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-11, <https://doi.org/10.1108/20450621111128583> Permanent link to this document: <https://doi.org/10.1108/20450621111128583>
9. **Case Study2:** Jaydeep Mukherjee, Mukund Trivedy, (2011) "Corporate brand building at SRF: challenge of selecting the brand consultant", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 4,

pp.1-18, <https://doi.org/10.1108/20450621111201257> Permanent link to this document:  
<https://doi.org/10.1108/20450621111201257>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

**Group: ORGANIZATIONAL BEHAVIOR**

MBA II Year	MBA-E336/436		Semester-III/IV		
	Organizational Structure, Design and Change				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The basic purpose of this course is to develop the concept of organisational structure in the students. It aims to develop and intimate understanding of the organisational environment, culture and the process of organisational change.

- Concept of Organisational Structure; Determinants of Organisational Structure, Why do Structures Differ? Types of Organisational Structure, Work Systems and People. **Case Study 1: Organisational Design: A Structural Straitjacket at Wild Wear. (8 hours)**
- Determinants of Organisational Design; Parameters of Organisational Design; Emerging Organisational Design. **(8 hours)**
- Organisation and Environment; Organisational Strategy; Power and Conflicts in Organisation. **(8 hours)**
- Organisational Decision Making and Strategy formulation; Organisational Culture; Organisational Failure. **Case Study 2: Managing Global and Workforce Diversity: Culture shock. (8 hours)**
- Organisational Change; Organisational Learning and Transformation, Process of Organisational Change. **(8 hours)**

**SUGGESTED READINGS:**

1. Basil, D.C. & Cook, C.W. (1997). The Management of Change, McGraw Hill, Michigan.
2. Miles, R.E. (1978). Organizational Strategy, Structure and Process. New York: McGraw Hill, New Delhi
3. Nilakant, V., & Ramnarayan, S. (1998) Managing Organizational Change, Response Books, New Delhi.
4. Paton, R.A., & McCalman, J. (2008). Change Management: A Guide to Effective Implementation, Sage Publication Lt, New Delhi.
5. Rao, M.G., & Rao, V.S.P. (1999). Organization Design, Change & Development, Discovery Publishing House, New Delhi.
6. Singh, K. (2009). Change Management, Excel Books India. Thornhill, A., Lewis, P., Millmore, M., & Saunders, M. (2000). Managing Change: A Human Resources Strategy Approach, Harlow.Pearson Education, New Delhi.
7. Sinha, J.B.P. (2009). Culture & Organizational Behaviour. Sage Publications Pvt. Ltd, New Delhi.
8. Srivastava, S.K., & Kumari, P. (2011). Organizational Behaviour: A Comprehensive Study. New Delhi: Global Vision Publishing House, New Delhi.
9. Harigopal, K. (2006). Management of Organizational Change: Leveraging Transformation, Response Books, New Delhi.
10. Hersey, P.H., Blanchard, K.H., & Johnson, D.E. (2012). Management of Organizational Behaviour, Prentice Hall, New Delhi.

11. **CaseStudy1:**<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html> .

12. **CaseStudy2:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases>

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E337/437		Semester-III/IV		
	Corporate Leadership				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to impart the leadership qualities in the students.

- Corporate Leadership: Concept and Styles of Leadership; Leadership Traits; Theories of Leadership: Trait, Behavioral and Contingency Theories; Leadership Effectiveness. **Case Study1:** Leadership Models and Concepts, Right Boss, Wrong Company **(8 Hours)**
- Managerial Communication: Types, Objectives, Models, Process, Importance; Understanding Barriers to Communication and Ways to Handle and Improve Barriers. Presentation Skills – Its Purpose in Business World. Non-verbal Communication **(8 Hours)**
- Power and Politics: Meaning of Power and Politics; Bases of Power; Managing with Power; Where does power come from? Types of Power. **Case Study2:** Leadership and Influence Process, The Struggle for Power at Ramsey Electronics. **(8 Hours)**
- Team Leadership: Leader / Follower Relations, Team Leadership and Self-Managed Teams, Enhancing Morale and Motivation. Time management. **(8 Hours)**
- Ethics in Leadership, Strategic Leadership, Emerging Trends in Corporate Leadership, Developing Leadership for Tomorrow, Mechanisms for Leadership Development. **(8 Hours)**

#### SUGGESTED READINGS:

1. Hughes, R. (2005). *Leadership: Enhancing the Lessons of Experience*, McGraw Hill., New Delhi.
2. James, M.G. (2010). *Leadership*. Harper.Perennial, New York.
3. Northouse, P.G. (2007). *Leadership: Theory & Practice*, Sage Publications, California.
4. Northouse, P.G. (2013). *Leadership: Theory & Practice*. Sage Publication, USA.
5. Sadler, P. (2003). *Leadership*. Kogan Page Publishers, UK.
6. Topping, P. (2005). *Managerial Leadership*, McGraw.Hill, New Delhi.
7. Weiss, T., & Kolberg, S. (2003). *Coaching Competencies and Corporate Leadership*, CRC Press, NewYork.
8. Western, S. (2008). *Leadership: A Critical Text*. Sage Publications, London.
9. Yukl, G.A. (2007). *Leadership in Organizations*. Pearson Education Limited, New Delhi.
10. **CaseStudy1:**<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html> .
11. **CaseStudy2:**<http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html> .

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E338/438		Semester-III/IV		
	Stress Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to make students aware of stress and its management techniques.

- Meaning; Nature of Stress; Occupational Stressors: Role Stress, Managerial Stress; Sources and Causes. **Case Study 1:** Managing Stress and Worklife Balance, Stress Takes its Toll.  
(8 hours)
- Stress and Personality: Behavioral and Situational Modifiers; Stress Motivation and Performance.  
(8hours)
- Managerial Implications of Stress: Leadership Styles in Stressful Situations and non-stressful situations; Decision making and Stress. **Case Study 2:** More than Paychecks.  
(8hours)
- Sources of Stress: Individual Stressors, Group Stressors, Organisational Stressors; Physical, psychological and Behavioral indicators of stress.  
(8hours)
- Stress Management Techniques: Coping with Stress; Individual Coping Strategies, Organisational Coping Strategies, Relaxation Techniques.  
(8hours)

**SUGGESTED READINGS:**

1. Cranwell, J., & Abbey, A. (2005). *Organizational Stress*, Palgrave Macmillan, USA.
2. Clayton, M. (2011). *Brilliant Stress Management: How to Manage Stress in Any Situation*. Prentice Hall, New York
3. Greenberg, J.S. (2008). *Comprehensive Stress Management*, McGraw Hill, New Delhi.
4. Herbert, B. (2006). *Stress Management: Techniques for Easing and Preventing Stress*, Harvard Health Publications, USA.
5. Lehrer, P.M., Woolfolk, R.L., & Sime, W.E. (2007). *Principles and Practice of Stress Management*, Guildford Press, New York
6. Quick, J.C. (2013). *Preventive Stress Management in Organizations*, Washington DC: American Psychological Association, USA
7. Sutherland. V.J. & Cooper, C.L. (2000) *Strategic Stress Management: An Organizational Approach*, London: Macmillan Business, New Delhi.
8. Short, E. (2001). *Strategic Stress Management: An Organizational Approach*, Emerald Group Publishing Limited, UK
9. Turkington, C. (1997). *Stress Management for Busy People*, McGraw Hill, New Delhi.
10. **Case Study 1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 9, Managing Stress And Worklife Balance : Stress Takes Its Toll. Organizational Change And Development : Spooked by Computres. *Institute of Management Studies, Manglore-575001*.pp. 21-22

11. **Case Study 2:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 5, More than Paycheck. *Institute of Management Studies, Mangalore-575001*. pp. 16-17

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E339/439		Semester-III/IV		
	Groups and Teams in Organizations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:** The objective of this course is to make students aware of groups and teams in organisations.

- Group Dynamics: Dynamics of formal groups, Dynamics of Informal groups; Group performance factors: Composition, size, norms, conformity, group cohesiveness; Helping and hindering roles in groups; Group process: Group roles, group communication, group leadership, group conflict; Managing groups in organisation.  
**(8hours)**
- Teams: Types of teams; Stages of team development; Team roles; Team effectiveness; Team building: Approaches; Analysis of interpersonal relationship: Transactional analysis. **Case Study 1:** Using Teams In Organization: Teams At Evans RV Wholesale Supply And Distribution Company  
**(8hours)**
- Conflict: Conflict process; Transition in conflict thoughts; Types and sources of conflict; Management of conflict: Approaches (modes and Tactics); Negotiation: Towards conflict resolution, conflict prevention.  
**(8hours)**
- Organisational culture: Concepts of organisational culture; Characteristics of culture; Types of culture; Functions of culture; Formation of organisational culture: The working group, the style of leadership of the manager, the organisational characteristics; Learning culture; Measuring culture; Communicating culture; Managing diversity in the global work culture. **Case Study 2:** Managing Global And Workforce Diversity: Culture Shock.  
**(8hours)**
- Power and Politics: Bases of power (coercive and persuasive); Dependency: The key to power; power tactics; Power in groups: Coalitions; Multiplying power in organisations; Strategies of acquiring power; Nature of organisational politics; Political frame of decision making; Factors contributing to political behavior: Individual factors and organisational factors.  
**(8hours)**

**.SUGGESTED READINGS:**

1. Harris, P.R. (2004). Managing cultural difference; 6<sup>th</sup> Ed. Elsevier, New Delhi.
2. Hersey, P.H., Blanchard, K.H., & Johnson, D.E. (2012). Management of organizational behavior. Prentice Hall, New Delhi.
3. Luthans, F. (2010). Organizational Behavior; 12<sup>th</sup> Ed. McGraw Hill, New York.
4. Robbins, S.P. (2007). Organizational behavior; 12<sup>th</sup> Ed. Prentice Hall, New York.
5. Srivastava, S.K., & Kumari, P. (2010). Organizational Behavior: A comprehensive study; 1<sup>st</sup> Ed. Global Vision Publishers, New Delhi.

**CaseStudy1:** <http://college.cengage.com/business/moorhead/organizational/6e/students/cases/index.html> **Case Study 2:** Managing Global And Workforce Diversity: Culture Shock.

**Note:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time

MBA II Year	MBA-E340/440		Semester-III/IV		
	Change Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>03</b>	<b>40</b>

**OBJECTIVE:.** To teach relevant, practical and applicable change management skills to equip students to proactively engage with change processes in the workplace

- Introduction to change concepts Understanding behavior change challenges Ego defences and creating change Deutchman's 3R Change Model. **Case study 1 :** Organization Change And Development: Spooked by Computers.  
(8hours)
- Strategic renewal: incremental and transformational Effecting change at Grand Union Employee behavior Triggers for change.  
(8hours)
- Kurt Lewin and organisational change Organisational development and effectiveness Resistance to change Organisational diagnosis .**Case Study 2:** Dimensions Of Organization Structure:Changing The Rules At Cosmo Plastics  
(8hours)
- Organisational dialogue and organisational silence Communicating change to stakeholders Communications strategy and measures of justice Communicating bad news to stakeholders  
(8hours)
- Managing personal transitions The Social Readjustment Ratings Scale Change Transition Model Stages of psychological reaction to change. Facilitating employee change transitions change intervention styles Effective helping behaviors Orbit Newspapers case review. **Case Study 3:** Humanized Robots.  
(8hours)

**SUGGESTED READINGS:**

1. Spector, B. (2007), Implementing Organizational Change, Pearson Prentice Hall, Upper Saddle River, New Jersey.
2. Herold, D.M. and Fedor, D.B. (2009), Leading Change Management, Kogan Page, London.
3. Deutschman, A. (2007), Change or Die, Harper, New York.
4. Hayes, J. (2010), The Theory and Practice of Change Management, Palgrave Macmillan, London.
4. **Case Study 1:** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 17, Organizational Change And Development : Spooked by Computres. *Institute of Management Studies, Manglore-575001*.pp. 32-33
5. **Case Study 2 :** Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 2, Humanized Robots. *Institute of Management Studies, Manglore-575001*.pp. 12-13
6. **Case Study 3:** (2016) Case Studies & Term Papers. *Institute of Distance & Open Learning, University of Mumbai*

**NOTE:**The list of cases and specific references including recentarticleswill be announced in theclass.

