



**Dr. Bhimrao Ambedkar University, Agra**

A State University of Uttar Pradesh (Paliwal Park, Agra -282004)

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A Documentary Support  
for

*Matric No. – 1.1.1*

**Programme Outcomes & Course Outcomes**

*under the  
Criteria – I*

**(Curriculum Design and Development)**

*Key Indicator - 1.1*

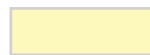
*in  
Matric No. – 1.1.1*

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

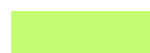
Global Need



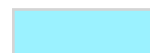
Local Need



Regional Need



National Need



  
Registrar  
Dr. B.R.A. University, Agra

## **Applicable from Academic Session 2020-21 Onwards**

### **(M.B.A) Master of Business Administration (Full Time)**

**PO1.** Recognize the functioning of business opportunities involvement of business enterprises and exploring the entrepreneurial opportunities.

**PO2.** Develop entrepreneurship by providing eco system like incubation center and entrepreneurship development center for students who intent to take up start up or grow existing business.

**PO3.** Develop skills for analyzing the business data, application of relevant analysis and problem solving.

**PO4.** Demonstrate a global outlook with the ability to identify aspects of the global business and cross cultural understanding

**PO5.** Identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethics in organizational decision making.

**PO6.** Develop effective communication especially in business applications, with the use of appropriate technology.

**PO7.** Collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the uses of diverse skills of team members in the related context.

### **Semester I**

101	Management Concepts & Application	36 hrs	3 credits
102	Quantitative Techniques for Management	40 hrs	4 credits
103	Managerial Economics	40 hrs	4 credits
104	Organizational Behaviour	40 hrs	4 credits
105	Accounting for Managers	40 hrs	4 credits
106	Computer Application & MIS	36 hrs	3 credits
107	Business Communication	36 hrs	3 credits
108	Business Environment	36 hrs	3 credits
109	Proficiency in English	20 hrs	2 credits
		Total =	30 credits

### **Semester II**

201	Marketing Management	36 hrs	3 credits
202	Human Resource Management	36 hrs	3 credits
203	Research Methodology	40 hrs	4 credits
204	Financial Management	40 hrs	4 credits
205	Self Management	36 hrs	3 credits
206	Legal Aspects of Business	40 hrs	4 credits
207	Production Management	40 hrs	4 credits
208	General Proficiency	20 hrs	2 credits
209	Comprehensive Viva voce		3 credits
	<b>Summer Internship (6 to 8 weeks)</b>		<b>Total = 30 credits</b>

### **Semester III**

301	Creativity & Innovation Management	36 hrs	3credits
302	Entrepreneurship & Small Business Development	36 hrs	3 credits
303	E-Business	36 hrs	3 credits
304	Operations Research	40 hrs	4 credits
305	Specialization I	40 hrs	4 credits
306	Specialization II	40 hrs	4 credits
307	Elective I	20 hrs	2 credits
308	<b>Viva Voce based on Summer Project Report</b>		4 credits
		<b>Total =</b>	<b>27 Credits</b>

## List of Specialization & II

### Area of Specialization:

**(HR, Marketing, Finance, International Business & Operations Management)**  
**(The student will have to select two paper from the Specialization opted by them)**

### MARKETING

- MM01 : Consumer Behaviour and Market Research  
MM02 : Sales and Distribution Management  
MM03 : Integrated Marketing Communication

### FINANCE

- FM01 : Security Analysis & Portfolio Management  
FM02 : Financial Institutions and Markets  
FM03 : Merchant Banking & Financial Services

### HUMAN RESOURCE MANAGEMENT

- HRM01 : Industrial Relations and Labour Laws  
HRM02 : Organizational Development and HRD Practices  
HRM03 : Training and Development

### INTERNATIONAL BUSINESS MANAGEMENT

- IB01 : Export Documentation and Procedures  
IB02 : Foreign Trade Policy  
IB03 : International Business Law

### OPERATIONS MANAGEMENT

- OM01 : Project Management System  
OM02 : Material Management  
OM03 : Supply Chain Management

### ELECTIVE I

- EV-I : Skills for Life Management  
EE-I : Disaster Management  
EC-I : Advanced Excel

### Semester IV

401	Corporate Strategic Management	40 hrs	4 credits
402	International Business Management	40 hrs	4 credits
403	Governance and Business value system	36 hrs	3 credits
404	Specialization III	40 hrs	4 credits
405	Specialization IV	40 hrs	4 credits
406	Elective II	20 hrs	2 credits
407	Project Report	60 hrs	6 credits
			<b>27 Credits</b>

## **List of Specialization III & IV**

**Area of Specialization:**  
**(HR, Marketing, Finance, International Business & Operations Management)**  
**(The student will have to select two paper from the Specialization opted by them)**

### **MARKETING**

- MM04 : International Marketing
- MM05 : Customer Relationship Management
- MM06 : Service Marketing

### **FINANCE**

- FM04 : International Financial Management
- FM05 : Tax Planning & Management
- FM06 : Corporate Restructuring, Mergers and Acquisitions

### **HUMAN RESOURCE MANAGEMENT**

- HR04 : Negotiation and Conflict Management
- HR05 : Performance Management System
- HR06 : Strategic Human Resource Management

### **INTERNATIONAL BUSINESS MANAGEMENT**

- IB04 : Management of Cultural Diversity
- IB02 : International Logistics and Supply Chain Management
- IB03 : International Commodity Management

### **OPERATIONS MANAGEMENT**

- OM04 : Total Quality Management
- OM05 : Service Operations Management
- OM06 : World Class Manufacturing

### **ELECTIVE II**

- EV-II : Emotional Intelligence
- EE-II : Sustainability and Industrial Pollution
- EC-II : Advanced Word and PowerPoint

**LEARNING OBJECTIVES:**

The basic purpose of this course is to make the students understand that management as practice is an art in which the underlying theory and science are applied in the light of situations. Efforts shall also be made to make a student abreast with the management skills of planning, staffing and control and ultimately to become an effective manager and an asset for any organization.

**Course Credit: 3**

**Contact Hours: 36 hours**

**UNIT-I INTRODUCTION (6 lectures)**

Management : Meaning, concept, Significance, Scope & Process, Principles of Management, Evolution of Management thoughts; Different levels of Management, Managerial Skills, Roles & Functions of managers.

**UNIT-II PLANNING & DECISION MAKING (8 lectures)**

Planning: Meaning and Importance , Planning Process, Types of Plans , Planning Vs Forecasting. Decision Making: Decision Process & Techniques, Making Effective Decision

**UNIT-III ORGANIZING & STAFFING (8 lectures)**

Meaning of Organization, Types of Organization, Line and Staff Relationship, Delegation – Centralization and Decentralization of Authority Meaning and concept of Staffing.

**UNIT-IV DIRECTING & CONTROLLING (8 lectures)**

Directing: Elements, Principles and Techniques; Essence of Co-Ordination. Control: Process and Techniques of Control, Management by Objectives (M.B.O).

**UNIT-V INTERNATIONAL PERSPECTIVE OF MANAGEMENT (6 lectures)**

Contemporary issues in management. Total Quality Management (TQM), 5S system as given by Mc Kinsey.

**LEARNING OUTCOME:**

After the completion of this course a student shall be equipped with the basic managerial knowledge and he will be able to apply the management theories in real life situations

**SUGGESTED READINGS**

- Essentials of Management-- Harold Koontz & Heinz Weihrich
- The Practice of Management -- Drucker, Peter F.
- Principles of Management-- Teray, George, R & Franklin.Sc.
- Management Concepts & Strategies-- J.S. Chand
- Principles & Practices of Management-- L.M. Prasad.
- Management James F.Stoner
- Principles of Management George R. Terry & S.G. Franklin

## **MBA -102 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop a sense of computation amongst the students and this course shall be helpful in developing the knowledge of control tendency, symmetrical & asymmetrical distribution pattern, index number, probability and hypothesis testing etc.

**Course Credit: 4**

**Contact Hours: 40 hours**

#### **UNIT- I DESCRIPTIVE STATISTICS (6 lectures)**

Descriptive Statistics: Scope, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location, Skewness and Kurtosis, Chebyshev's Theorem

#### **UNIT- II CORRELATION & REGRESSION ANALYSIS (8 lectures)**

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

#### **UNIT- III TIME SERIES ANALYSIS (10 lectures)**

Concept, Additive and Multiplicative models, Components of Time Series. Trend Analysis: Least Square method – Linear and Non-Linear equations, Applications in business decision making  
Index Numbers – Meaning, Types & Uses of index numbers, Construction of Price, Quantity and Volume indices – Fixed base and Chain base methods.

#### **UNIT- IV PROBABILITY AND PROBABILITY DISTRIBUTION (8 lectures)**

Basic Concepts of Probability, theory of probability, Discrete Probability Distribution, Continuous Probability Distribution, Additive and Multiplicative Laws, Baye's Theorem. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

#### **UNIT- V SAMPLING AND SAMPLING DISTRIBUTION (8 lectures)**

Sampling methods, Sampling distribution, Large Sample test, Small Sample Test (T, F, Z Test & Chi-Square test)

Testing of Hypothesis – Null and Alternative Hypotheses; Type I and Type II errors, T-test, Z-test.

### **LEARNING OUTCOME:**

After the completion of this course a student shall be able to analyse and interpret data in the most useful manner. A sound understanding of research data shall also be acumen.

### **SUGGESTED READINGS**

- |                             |                             |
|-----------------------------|-----------------------------|
| • Statistics For Management | Levin & Rubin               |
| • Statistical Method        | P.Gupta                     |
| • Quantitative Technique    | Srivastava, Shanoy & Sharma |
| • Quantitative Technique    | C.R. Kothari                |
| • Business Statistics       | G.C.Beri                    |

**LEARNING OBJECTIVES**

The basic objectives of this course is to make a student abreast with the tools and techniques of modern decision making and optimization. This course shall be helpful in brushing the knowledge of a student on various other topics viz. demand forecasting, Pricing, Elasticity of demand and macro environment.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT- I INTRODUCTION (6 lectures)**

The Economics Background to Management: Nature and Scope of Managerial economics its relationship with other Disciplines. It's Significance in Decision Making, Decision Making in Uncertainty.

**UNIT- II DEMAND ANALYSIS (8 lectures)**

Demand: Concepts, Determinants of Demand, Law of Demand, Elasticity of Demand, Types of Elasticity of Demand and Demand Forecasting- Concept, Methods. Supply Analysis- Law of Supply & Elasticity of Supply.

**UNIT- III INPUT-OUTPUT DECISION (12 lectures)**

Production Concepts and Analysis, Factor of Production, Law of Production- short run & Long run Production Function.

Cost Concept – Types of cost, Cost output relationship in Short run & Long run.

Revenue – Concept, Break Even Analysis.

**UNIT- IV PRICING DECISION (8 lectures)**

Market Structures: Perfect Competition, Monopoly, Monopolistic, Oligopoly and Duopoly Markets, Pricing under different market structures. Business Cycle.

**UNIT -V NATIONAL INCOME CONCEPT (6 lectures)**

National Income & Its measurements. Inflation & Deflation - Measures to control inflation & deflation. Profit Concept, Theories of Profit.

**LEARNING OUTCOME:**

After the completion of this course a student shall be equipped to take various critical decisions in the day to day environment of a business and will be able to develop a sound knowledge of input-Output decisions, demand analysis and pricing. A student shall develop an analytical power and will become an asset for the organization.

**SUGGESTED READING**

- |   |                       |
|---|-----------------------|
| • Managerial Economics: Concept & Cases | Mote Paul & Gupta     |
| • Managerial Economics                  | Varshney & Maheshwari |
| • Managerial Economics                  | P.N. Chopra           |
| • Managerial Economics                  | D.N. Dwivedi          |
| • Managerial Economics                  | M. Adhikari           |
| • Managerial Economics                  | G.S. Gupta            |



**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the various aspects of organizational Behaviour which is must for every manager at work. This course will be able to help a student to develop an acumen on dynamics of interaction, interpersonal and group behaviour. It will also develop an understanding of Personality, Power, Politics and Motivation in an organization.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT- I INTRODUCTION (6 lectures)**

Role of Behavioural Science in Management, Concept of Organizational Behaviour, Models of Organizational Behaviour, Approaches to Human Relations, Organization as a Social System.

**UNIT- II INDIVIDUALS BEHAVIOUR I (10 lectures)**

Nature and Models of Individuals Behaviour, Perception: process of perception, barriers of perception. Learning: Theories of learning, Attitude.

**UNIT- III INDIVIDUALS BEHAVIOUR II (8 lectures)**

Personality: meaning, definition, theories of personality, Motivation: meaning, definition, theories of motivation, Moral, Stress and Coping with Stress. Socialization.

**UNIT- IV BEHAVIOURAL DYNAMICS (8 lectures)**

Behavioural Dynamic: Analysis, Inter–Personal Relations, Developing Inter Personal Relationship, Developing Interpersonal Skill, Group Behaviour, Group Formation, Types of Group Implications of Formal and Informal Group on Management, Team Building and Team Functioning, Transactional Analysis.

**UNIT-V ORGNISATIONAL PROCESS (8 lectures)**

Power & Politics- Integration and Control , Organizational Culture, Organizational Effectiveness, Conflict Management- Concept, Sources, Types, Functionality & Dis-functionality of Conflict, Classification of Conflict, Resolution of Conflict.

**LEARNING OUTCOME:**

After completion of this course a student shall be well equipped with the knowledge of handling Power, Politics, Motivational issues and also will be able to take corrective measures on issues like learning, Personality, Socialisation and Stress. The course will make a student the future manager.

**SUGGESTED READING**

- |                           |                     |
|---------------------------|---------------------|
| • Organizational Behavior | Luthans Fred        |
| • Human Behavior at Work  | Devis Keith         |
| • Organizational Behavior | Robins Stephanen P. |
| • Organizational Behavior | Verma&Agarwal       |
| • OrganizationalBehavior  | L.M.Prasad          |

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student a comprehensive knowledge of the fundamental of accounting principles and the process of accounting. This knowledge shall provide them a cutting edge to excel in the real world as they will develop analytical power and shall be able to comprehend things with competence.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT –I INTRODUCTION (8 lectures)**

Overview of Accounting, Objectives of Accounting, Use of Accounting Information, Accounting Concepts, Convention, Accounting Equation. Book Keeping & Accounting Double Entry System, Journal and Ledger and Trial Balance.

**UNIT II PREPARATION OF FINANCIAL STATEMENTS (6 lectures)**

Manufacturing, Trading and Profit & Loss Accounts & Balance-sheet; Subsidiary books.

Accounting Procedures of Nonprofits Making Organizations

**UNIT -III FINANCIAL STATEMENT ANALYSIS (8 lectures)**

Financial Statement Analysis: Meaning, Importance, Limitations.

Ratio Analysis- Solvency Ratio, Profitability Ratio, Activity Ratio, Liquidity Ratio, Market Capitalization Ratio; Common Size Statement; Comparative Balance Sheet. Fund flow and Cash Flow Statements.

**UNIT-IV MARGINAL COSTING AND CVP ANALYSIS (10 lectures)**

Cost and its Classification, cost relevant to managerial classification: concept of Marginal costing, Marginal Costing vs Absorption Costing- Its importance and uses; cost volume profit relationship, quantitative and qualitative application of CVP analysis in decision making.

**UNIT -VBUDGETING AND STANDARD COSTING (8 lectures)**

Concept of standard costing, variance analysis- material, labour.

Responsibility accounting- meaning and significance. Concept of budget, master budget, flexible budget, zero base budgeting, sales budgeting. Cost reduction and value engineering.

**LEARNING OUTCOME:**

After completion of this course a student shall be equipped with the knowledge of basic accounting and its application in organizational environment. This knowledge shall provide them with a cutting edge over others and they shall prove to be a force to reckon with for any organization in which they work with.

**SUGGESTED READING**

- |                           |                 |
|---------------------------|-----------------|
| • Financial Accounting    | Tulsian         |
| • Financial Accounting    | S. M. Shukla    |
| • Accounting for Managers | S.N. Maheshwari |

## **MBA- 106 COMPUTER APPLICATION & MIS**

### **LEARNING OBJECTIVES**

The basic objective of this course is to make a student proficient in handling computers and computing technologies. This course shall work as base for MIS also and will provide a student an in-depth knowledge of the value and usage of the information in the best possible manner.

**Course Credit: 3**

**Contact Hours: 36 Hours**

### **UNIT- I INTRODUCTION TO COMPUTERS (6 lectures)**

Data & Information, Need for Information, Qualities of Information, Capabilities and Drawbacks of Computer Machines, Basic Components of Computers and their Functions, Anatomy of Digital Computers, Types of Computers. Types of software: Application software & System software. Low level Languages and High level languages. Bits, Bytes, Words.

### **UNIT II DATA PROCESSING & SYSTEM DEVELOPMENT LIFE CYCLE (8 lectures)**

Data Processing, Batch Processing, Offline & Online Processing Distributed Processing. Operating system and its functions. Multiprogramming, Multitasking, Multiprocessing and Real time systems. Distributed systems. Overview of systems. System Development Life Cycle.

### **UNIT III DATA COMMUNICATION (8 lectures)**

Components of Data Communication Systems, Functions of Data Communication Systems. Types of Signal: Digital & Analog Signals. Modem. Computer Network, classification of computer networks (LAN, MAN, WAN etc.). Need and Scope of Computer Network. Line Configuration, Transmission Modes Topologies of Network: Star, Ring, Mesh, Bus, Hybrid. Transmission Modes: Simplex, Half-duplex, Full-duplex. Client-Server and Peer to peer network. VPN, ISDN, Broadband connection. Types of Servers.

### **UNIT IV MANAGEMENT INFORMATION SYSTEM (8 lectures)**

Information systems, computer based information system, different kinds of systems (operational level, knowledge level, management level, strategic level, systems). Six major types of systems (TPS, OAS, KWS, DSS, MIS, and ESS). Characteristics of Information processing systems. Levels of decision making,. Types of decision: Structured and unstructured decisions. Stages of decision making. Rational model of decision making. Characteristics of MIS. Steps of System Development Life Cycle.

### **UNIT V INTERNET & OTHER TECHNOLOGIES (6 lectures)**

Introduction to Internet. Applications of Internet..E-Mail, URL, World Wide Web, Types of Internet Connection: Dialup connection, ISDN, B-ISDN connection, DSL connection, VDSL, Cable connection etc. Web Browsers, Intranet, Extranet. Concepts of Bluetooth, Wi-Fi, Search engines. IP Address. Internet Protocols – TCP, IP, FTP, HTTP, Telnet

### **LEARNING OUTCOME:**

After the completion of this course a student will be able to enhance his knowledge of computers and MIS. This knowledge is going to be an asset for any organization for which he or she works.

### **SUGGESTED READING**

- Introduction to Computers Alexis Leon & Mathows Leon
- Fundamental of Computers V. Raja Raman
- Fundamental of Computers P.K. Sinha
- An Introduction to Computers Chethan Srivastava

**LEARNING OBJECTIVES**

Communication and etiquettes are the pillars of one's personality and keeping this in mind the objectives which were set for this course are to provide a student with a sound knowledge of conversation, expression, documentation and research. This knowledge shall provide them exposure in critical thinking and problem solving and will make them sound to handle exposition and arguments.

**Course Credit: 3**

**ContactHours:36 Hours**

**UNIT-I INTRODUCTION (5 lectures)**

Introduction: Role, Definition and Classification and Characteristic Purpose of Communication. Process of Communication. Importance of Communication in Management, Barriers to Communication.

**UNIT-II CHANNELS OF COMMUNICATION (7 lectures)**

Formal Vs Informal, Grapevine- Factors, types, merits , demerits and effectiveness  
Organisational Communication - Factors, Patterns, Limitations of Communication Patterns  
Impact of Technological Advancement on Business Communication, Telecommunications

**UNIT –III VERBAL & NON VERBAL COMMUNICATION (7 lectures)**

Oral Communication: Principles of Oral Communication, formal v/s informal communication, advantages and disadvantages, listening, Interview Skills  
Written Communication: salient features of written communication, advantages and limitation of written communication, Purpose Of Writing – Clarity in Writing – Principles of Effective Writing. Writing CVs .Non Verbal Communication - Kinesics, Paralanguage

**UNIT –IV CORRESPONDENCE (10 lectures)**

Business Letters and Reports: Introduction to Business Letters – Writing Routine and Persuasive Letters, Complaint and Follow up Letters, Memos; Press Releases & Notices. Report, Its Purpose, Kinds and Objectives of Report Writing. Presentation Skills: Elements of Presentation – Designing a Presentation, Advanced Visual Support for Business Presentation, Types Of Visual Aid

**UNIT -V GROUP COMMUNICTAION (7 lectures)**

Group Communication: Meetings – Planning Meetings – Objectives – Participants – Timing – Venue of Meetings – Leading Meetings. Media Management – The Press Release, Press Conference – Media Interviews, Seminars – Workshops – Conferences. Business Etiquettes.

**LEARNING OUTCOME:**

After completion of this course a student will become sound in conversation and will have a basic knowledge of how to present himself before someone. The student shall also be able to conduct critical research and will also be able to handle document of the organisation.

**SUGGESTED READINGS**

- Business Communication Essentials Bovee& Thill
- Business Communication Bisen&Priya
- Business Communication Suryavanshi Kalkar, Sengupta
- Business Communication P D Chaturvedi, MukeshChaturvedi
- Business Communication Asha Kaul

**LEARNING OBJECTIVES**

The basic objective of this course is developing an understanding of the different macro and micro environment which affects any business. A student will also be able to correlate these impacts and the methods to overcome it

**Course Credit: 3**

**Contact Hours: 36 Hours**

**UNIT I INTRODUCTION**

**(8 lectures)**

Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, Customers, Suppliers, Distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural, Economic, Technological, International and Legal, Difference between Macro and Micro environment.

**UNIT II ECONOMIC ENVIRONMENT**

**(8 lectures)**

Economic Environment- Economic System and Economic Policies. Concept of Capitalism, Socialism and Mixed Economy ,Impact of Business on Private Sector, Public Sector and Joint Sector , Competition Act and FEMA, Monetary And Fiscal Policies

**UNIT III POLITICAL & LEGAL ENVIRONMENT**

**(6 lectures)**

Political Institutions- Legislature, Executive, Judiciary, Role of Government In Business, Legal Framework in India

**UNIT IV TECHNOLOGICAL ENVIRONMENT**

**( 8 lectures )**

Innovation, Technological Leadership and Followership, Sources of Technological Dynamics, Impact of Technology on Globalization, Transfer of Technology, Time Lags in Technology Introduction, Status of Technology In India; Management of Technology; Features and Impact of Technology.

**UNIT V SOCIAL & CULTURAL ENVIRONMENT**

**(6 lectures)**

Social And Cultural Environment – Nature, Impact of Foreign Culture on Business, Traditional Values And Its Impact, Social Audit – Meaning And Importance of Corporate Governance and Social Responsibility of Business. Business Ethics.

**LEARNING OUTCOME:**

After the completion of this course a student will be in a position to handle both the internal and external environment of an organization. A student will also be able to draw long term plans for the organization so as to make it sound for the future.

**SUGGESTED READINGS**

- |   |                     |
|---|---------------------|
| • Business Environment  | K.Aswathappa        |
| • Business Environment: Text and Cases                                    | PAUL                |
| • Business Environment  | Francis Cherunilam, |
| • Business Environment  | Shaikh &Saleem      |
| • International Business Environment Ian Weatherstom and Graham Wilkinson | Brooks, Jamie       |

## **MBA- 109      PROFICIENCY IN ENGLISH**

### **LEARNING OBJECTIVES**

This paper will help the student to develop their communication skills in English language. It will also help them in improving their vocabulary as well as common presentation skills

**Course Credit: 2**

**Contact Hour: 20 hours**

#### **UNIT -I            TOOLS OF COMMUNICATION I**

**(4 lectures)**

Punctuation, Building Vocabulary (Denotative & connotative), Mechanics & semantics of sentences.

Writing Sentences that really communicate (Brevity, clarity & simplicity), Improving the tone & style of Sentences.

#### **UNIT -II            TOOLS OF COMMUNICATION II**

**(4 lectures)**

Extensive Vocabulary drills (synonyms, antonyms & homonyms; vocabulary with prefixes & suffixes; One word substitutes; Idioms & phrases; Error correction.

#### **UNIT- III            INTERPERSONAL COMMUNICATION**

**(4 lectures)**

Grooming standards, Mock GD (online & Offline both); Etiquettes for online & offline GDs, Mock personal interviews. (Practical examples and exercises.)

#### **UNIT- IV            CORPORATE COMMUNICATION**

**(4 lectures)**

Developing writing skills: CV writing, Email writing, Internet etiquettes, corporate etiquettes, Agenda & Minutes Writing. Negotiation skills (practical exercises)

#### **UNIT- V            PRESENTATION SKILLS**

**(4 lectures)**

Practical skills: - Preparing Presentations on New product launch (service, courses, goods etc), Sales proposal, new business plan, seminar/ conference presentations.

Team Communication at work place, Role Playing and developing the ability to work together. (practical exercises)

### **LEARNING OUTCOME:**

This course will enable a student to take a revision of the Basic English concepts and help them build up their communication skills. After the completion of this course the student will also be prepared for the competitive examination and it will help them to face any interviews.

***NOTE: The End Semester examination paper will be set from Unit I & Unit II only. The total marks of the external exam will be 30. Internal Assessment of the remaining 20 marks will be done on the basis of Unit III, Unit IV and Unit V. The concerned teacher will give various hands on exercises to the students for the same.***

### **SUGGESTED READINGS**

- Soft Skills Training: A Workbook to develop skills for employment      Fredrick H.Wentz
- High School English Grammar & Composition      Wren & Martin
- Vocabulary Building      Norman Lewis
- Business Communication      K.K.Sinha

## **MBA-201      MARKETING MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of the course is to provide a student with a sound knowledge of marketing concept and theories. This course shall work as a platform for any students to monitor the marketing activities of any organization.

**Course Credit: 3**

**Contact Hours: 36 hours**

### **UNIT- I      INTRODUCTION      (6 lectures)**

Marketing – Concepts, Nature, Scope, Functions, Importance of Marketing, Marketing Orientations, Marketing Process – Marketing Mix, Modern Components of The Mix (Additional 3Ps) Marketing Planning- Implementation & Control, 4A’s of Marketing.

### **UNIT -II      MARKETING ENVIRONMENT      (6 lectures)**

Environment – Concepts, Environmental Scanning- Organizations Micro Environment & Macro Environment, Techniques of Environmental Scanning, Marketing Information System, Concepts and Components. The Marketing Research Procedure.

### **UNIT -III      BUYING BEHAVIOUR & SEGMENTATION      (8 lectures)**

Model Of Consumer Behaviour, Major Factors Influencing Buyer Behaviour, Buying Decision Process, Concepts And Type of Market, Market Segmentation : Importance, Segmentation Procedure, Basis for Segmenting, Market Targeting.

### **UNIT -IV      PRICING & PROMOTIONAL MIX      (10 lectures)**

Pricing - Objectives, Factors Influencing Pricing, Basic Methods of Pricing, Pricing Policies, Product: Concepts and Classification, Product Line & Product Mix, New Product Development Product Life Cycle, Product Positioning, Branding and Packaging. Commercialization Process, Concept of Promotional Mix. Determinants of Promotional Mix. – Personal Selling, Sales Promotion, Advertising And Publicity, Marketing Budget and its Importance.

### **UNIT -V      APPLICATION OF MARKETING IN VARIOUS FIELDS      (6 lectures)**

Rural Marketing: Concept, Scope & Importance, International Marketing: Concept, Scope, Importance. E-Marketing: Concept, Scope & Importance. B2B, B2C & C2C Marketing. Customer Relationship Management - concept and Importance. Green Marketing - Concept, Scope & Importance.

### **LEARNING OUTCOME:**

After the completion of this course a student shall become a mentor of the marketing activities of any organization. A student shall also be able to apply the latest theories and concepts of marketing in the real life of any organization.

### **SUGGESTED READINGS**

- Marketing Management : Philip Kotler
- Marketing Management : Stanton
- Marketing Management : RajanSexena
- Marketing Management : Namaskumari

## **MBA-202 HUMAN RESOURCE MANGEMENT**

### **LEARNING OBJECTIVES**

Human Resource is the biggest and the most challenging of any resource of an organization has, to manage it is a daunting task. This course has been drafted keeping in mind the prospects in future for an HR manager. Student shall familiarize themselves with the various theories of HRM and would be able to apply them in organizations effectively.

**Course Credit: 3  
Hours**

**Contact Hours : 36**

### **UNIT- I INTRODUCTION (6 lectures)**

Human Resource Management: Meaning, Scope, Significance, Objectives and function, Historical evolution of HR.

HRD: Concept, Functions and Importance, HRD Matrix, Profile & Problems of HRD Managers, Task Analysis- Meaning & Process.

### **UNIT- II HUMAN RESOURCE PROCUREMENT (8 lectures)**

Job Analysis & Design- Features, Importance, Job Description & Job Specification, Manpower Planning - Need and Objective, Significance, Process, Benefits & Barriers;

Recruitment – Meaning, Features, Process, Sources; Selection – Meaning, Process, Techniques; Orientation, Placement and Induction.

### **UNIT- III SUCCESSION AND CAREER PLANNING (8 lectures)**

Succession & Career planning – Importance, Process, Techniques, Merits & Demerits; Training and Development – Meaning, Importance, Methods, Process; Transfer, Promotion, Demotion; Human resource Accounting and Audit- Meaning, Importance & Process

### **UNIT- IV EMPLOYEE EVALUATION & COMPENSATION (8 lectures)**

Job evaluation - Performance Appraisal: Meaning, Objectives, Process & Techniques, Compensation- Meaning, Objectives, Concepts, Types, Factors influencing Wages & Salary, Process, Challenges. Incentives & Benefits – Meaning, Objectives, Types

### **UNIT -V EMPLOYEE MOTIVATION AND WELFARE (6 lectures)**

Employee Motivation: Concept, Utilization of Work Motivation, Theories of Motivation, Role of Money in Motivation & Productivity. Quality Work Life, Workers Participation in Management, Grievance Handling & Discipline – Meaning, Importance; Collective Bargaining – Meaning and Importance, Process.

### **LEARNING OUTCOME:**

After the completion of this course a student will be able to handle various issues related to HR in any organization. This course shall provide a student an acumen to motivate the employees and to achieve better results from them.

### **SUGGESTED READINGS**

- |                              |              |
|------------------------------|--------------|
| • Human Resources Management | Pravin Durai |
| • Human Resource Management  | B.Mamoria    |
| • Human Resources Management | Saiyadain    |
| • Human Resources Management | Gary Dessler |



## **MBA-203 RESEARCH METHODOLOGY.**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop an interest in the mindsets of a student towards Research. Through this course they shall be able to learn how to collect and use data and how to find out results from it. A student will also be able to write critical reports and will develop acumen to interpret data.

**Course Credit: 4**

**Contact Hours : 40 Hours**

### **UNIT- 1 INTRODUCTION (6 lectures)**

Introduction: Meaning and Concept of Research, Approaches to Research: Inductive and Deductive Approach, Types of Research, Significance of Research in Business and Management

### **UNIT -II RESEARCH PROBLEM & RESEARCH DESIGN (8 lectures)**

Hypothesis: Meaning, Types. Procedure of hypothesis testing, Type I & Type II error. Research Problem: Meaning, Objectives & Formulation of Research Problem.  
Research Design: Meaning and Various Types of Research Design.

### **UNIT -III DATA COLLECTION & SAMPLING (8 lectures)**

Data: Meaning, Types, and Sources of Data Collection: Primary and Secondary Sources.  
Sampling: Concept and Sampling Procedure, Various Sampling Techniques.

### **UNIT- IV DATA ANALYSIS (10 lectures)**

Analysis of Data: Coding, Editing and Tabulation of Data, Charts and Diagrams Used in Data Analysis. Measures of Central Tendency (mean, median, mode) Measure of Dispersion (mean deviation and standard deviation). Testing of Hypothesis- T-test, Z- test, Chi-square test, F test

### **UNIT -V REPORT WRITING (8 lectures)**

Types and layout of Research Reports; Management perception of Business Research, Role of Computers in Research.

### **LEARNING OUTCOME:**

After completion of this course a student will be able to play with data. An analytical power will be developed in his mindsets and this very power shall prove to be very advantageous for any organization.

### **SUGGESTED READINGS**

- |  |                          |
|--|--------------------------|
| • Research Methodology                       | C.R. Kothari.            |
| • Research Methodology                       | Sadhu & Singh            |
| • Text of Research Methodology               | P.C. Tripathi.           |
| • Research Methods in Economics and Business | R. Ferber & Verdoom P.J. |

**LEARNING OBJECTIVES**

The basic objective of this course is to infuse in the minds of a student the concepts and theories of financial management. A student will gain knowledge about sources of finance, time value, leverage analysis, cost of capital, dividend policy, working capital management, and many other related issues. This knowledge shall make it possible for a student to develop a financial acumen.

**Course Credit: 4**

**Contact Hours: 40 Hours**

**UNIT I INTRODUCTION (6 lectures)**

Scope and Nature of Financial Management, Goal of the firm, Sources of Finance, Time Value of Money, Profit Maximization Vs. Wealth Maximization, Functions of Finance Manager; Indian Financial System- Primary & Secondary Market; Concept of Risk & Return, CAPM Model

**UNIT II FINANCIAL DECISIONS (12 lectures)**

Leverage Analysis: Concept, Types and Application, BIT-EPS Analysis, Point of Indifference. Capital Structure: Concept, Feature and Principles of a Good Capital Structure, Cost of Capital: Meaning, Concept, Importance, Computation of Cost of Debt, Preference Shares, Equity and Retained Earnings, Weighted Average Cost of Capital, Cost of Working Capital.

**UNIT III INVESTMENT DECISIONS (8 lectures)**

Capital Budgeting: Concept, Significance and Process, Capital Budgeting Techniques, Capital rationing, Non Financial Factors in Capital Budgeting, Investment Decision in Uncertainty, Decision Tree Approach.

**UNIT IV DIVIDEND DECISIONS (8 lectures)**

Factor Affecting Dividend Policy, Dividend Models, Dividend Policy in Practice, Management of Retained Earnings; Issue of Bonus Shares, Miller Modigliani Approach.

**UNIT V WORKING CAPITAL DECISIONS (6 lectures)**

Concepts of Working Capital, Estimation and Sources of financing of Working Capital; Risk-Return Trade off in Working Capital, Management of Cash, Receivables and Inventory.

**LEARNING OUTCOME:**

After the completion of this course a student shall become equipped to take managerial decisions on financial issues and to help any organization to come out of financial crisis.

**SUGGESTED READINGS**

- Financial Management I.M. Pandey
- Financial Management Prasanna Chandra
- Financial Management Van Horne
- Financial Management R.M.Srivastava
- Financial Management Ravi M. Kisore

## **MBA- 205 SELF MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop a knowledge base of students about the individual self. A student shall also learn about the various skills of thinking and decision making and its implication in any organization. Overall a student will be able to have an acumen on self awareness and moral development.

**Course Credit: 3**

**Contact Hours : 36**

### **UNIT- I SELF AWARENESS (8 lectures)**

Introduction, concept of self awareness, Importance, Self Awareness & Emotional Intelligence, Johari Window Model, Strategies to increase self awareness.

### **UNIT- II EMOTIONAL INTELLIGENCE (8 lectures)**

Meaning, concept, Theories of multiple Intelligence, Emotional competencies, & its framework,, Measuring Emotional Intelligence, Models of Emotional Intelligence, Ikigai Model.

### **UNIT III THINKING SKILLS (8 lectures)**

Nature, Elements of thoughts, types of coping strategies, types of thinking: Meaning and definition of cognition, Piaget's theory of cognitive development, Concept of Mindfulness.

### **UNIT- IV DECISION MAKING (7 lectures)**

Concept, Process, Decision making techniques – Grid analysis, Pareto Analysis, Decision Tress, Risk Analysis, Delphi Technique.

Problem Solving – Concept, importance, process, Techniques of Problem solving

### **UNIT V MORAL DEVELOPMENT (5 lectures)**

Empathy: Meaning & Definitions, difference between empathy and sympathy, Anger and Distress, Moral Development and social exclusion. Morality and culture.

### **LEARNING OUTCOME:**

After the completion of this course a student shall become a master of self and will be able to develop strategies which are helpful in controlling the self emotional and moral aspects these will be utilised in the overall development of an individual which will be helpful in making an effective organization.

### **SUGGESTED READINGS**

- Working with Emotional intelligence Daniel Goleman
- Leadership secrets from GE's Jack Welch Robert Slater, Jack Welch
- Life skills: personality and leadership Nair V
- Critical thinking and analysis Mary Deane

## **MBA- 206 LEGAL ASPECTS OF BUSINESS**

### **LEARNING OBJECTIVES**

The basic objective of this course is to make a student abreast with the legal formalities and hassles of any company. This course shall be a tool to develop legal acumen and to solve legal problems of an organization as and when need arises.

**Course Credit : 4**

**Contact Hours : 40 Hours**

### **UNIT- I INDIAN CONTRACT ACT -1872 (10 lectures)**

Introduction, Offer and Acceptance, Consideration, Free Consent, Lawful Object, Agreement Expressly Declared Void. Contingent contract, Quasi Contract, performance of contract, Discharge Of Contract, Indemnity and Guarantee, Bailment of Pledge, Agency, Remedies of Breach Of contract.

### **UNIT- II SALE OF GOODS ACT- 1930 (8 lectures)**

Nature of Contract Of Sale, Condition and Warranties, Transfer of Ownership, Performance of Contract of Sale, Right Of an Unpaid Seller, Remedies of Breach Of Contract of Sale.

### **UNIT- III PARTNERSHIP ACT-1932 (9 lectures)**

Meaning and Features of Partnership, Types of partners and Partnership, Formation & Deed, Dissolution of Partnership, Rights and Liabilities of Partners, Position of a Minor in Partnership firm, Registration of Firm & Dissolution of Firm, Effect of non registration.

### **UNIT- IV COMPANY MANAGEMENT (8 lectures)**

Company – Definition & Features, Types of Company, Formation of a Company, Promoters Role, Memorandum of Association, Article of Association, Certificate of Incorporation, prospectus.

Company Management: Share Holders and Members, Allotment of Shares, Dividends, Borrowings Powers, Debentures. Directors: Duties and Right, Qualification and disqualification, Appointment and Removal, Company Meetings & Resolutions Winding up of Company.

### **UNIT- V FEMA (5 lectures)**

Scope, Provisions Relating to Authorized person, duties and power of Authorized person, Regulation and Management of Foreign Exchange.

### **LEARNING OUTCOME:**

After completion of this course a student will have an in depth knowledge of the legal affairs of the company and would be in a position to help a company in an hour of legal crisis.

### **SUGGESTED READINGS**

- |                  |                |
|------------------|----------------|
| • Company Law    | Dr.Avtar Singh |
| • Mercantile law | N.D. Kpoor     |
| • Company Law    | N.D. Kpoor     |
| • Business Law   | M. C. Kuchhal  |
| • Business Law   | N. D. Kapoor   |
| • Mercantile law | Avtaar singh   |

## 207 PRODUCTION MANAGEMENT

### LEARNING OBJECTIVES

This course is going to provide a student the knowledge on production concept and supply chain management. A student will also be trained on quality related issues and will be able to justify what to produce, when produce. A working knowledge on Inventory Control shall also be gained by him.

**Course Credit: 4**

**Contact Hours: 40 hours**

#### **UNIT I INTRODUCTION**

**(4 lectures)**

Production: Meaning and Objectives, Production Technology: Meaning, Classification of Technology, Technological Choice, Forecasting Methods & Techniques.

#### **UNIT II PRODUCTION PROCESS**

**(8 lectures)**

Manufacturing Process: Concepts, Process Selection, Type of Production: Job and Mass Production, Capacity Planning: Long Range Capacity Planning, Types of Capacity. Design of Production System: Product Design, Process Design, Production Design.

#### **UNIT III PRODUCTION ECONOMICS**

**(12 lectures)**

Plant Location, Plant Layout: Product and Process Layout, Maintenance Management: Prevention. Product Life Cycle: Concepts, And Application, Material Handling: Concept, And Modern Material Handling Devices, Robotics, Management of Quality: SQC, Acceptance Sampling, TQM, ISO Standard Series: Meaning, Importance and Procedural Requirements.

#### **UNIT IV PRODUCTION PLANNING AND CONTROL**

**(8 lectures)**

Production Planning: Meaning, Function and Scope, Factors Determining Production Planning Procedure. Production Control: Concept, Function and Production Control System. Aggregate Planning: Cost Associated with Aggregate Planning, Capacity Requirement Planning, Master Production Schedule.

#### **UNIT V WORK SYSTEM AND INVENTORY MANAGEMENT**

**(8 lectures)**

Work System: Concept, Work Study, Time Study, Motion Study, Learning Curve and its Impact on Productivity, Value Engineering. Inventory Management: Cost Associated with Inventory, EOQ Models, Buffer Stock, Re-Order Point, and ABC Analysis.

### LEARNING OUTCOME

After the completion of this course, a student will be in a position to plan and schedule the production activities of the organization in the best possible manner. They will be able to learn the techniques of inventory control and its application in organization.

#### SUGGESTED READINGS

- |  |                |
|--|----------------|
| • Modern production and operation Management | Edwin S. Buffa |
| • Factory & Production Management            | Lockyee K.G.   |
| • Operation Management                       | Roger Schroder |
| • Production Management                      | Chary          |
| • Production Planning                        | C.B. Gupta     |
| • Production Management A Hand Book          | Walley B.H     |

**LEARNING OBJECTIVES**

This course will enable the students to develop a logical thinking and help them in preparing for the competitive examination as well.

**Course Credit: 2**

**Contact Hours; 20**

**UNIT- I VERBAL REASONING-1**

**(4 lectures)**

Logical Reasoning – Number Series; Letter Series; Codes, Relationships, Classifications, Distinguishing deductive and inductive reasoning.

**UNIT- II VERBAL REASONING-2**

**(4 lectures)**

Verbal Analogies- World Analogy – Applied Analogy, Verbal Classification

**UNIT- III            NON VERBAL REASONING**

**(4 Lectures)**

Logical Diagrams – Simple diagrammatic relationship, multi diagrammatic relationship, Venn-diagram, analytical reasoning.

**UNIT -IV            DATA INTERPRETATION**

**(4 lectures)**

Sources, acquisition and interpretation of data - Qualitative & Quantitative data, Graphical representation and mapping of data.

**UNIT -V GENERAL AWARENESS**

**(4 lectures)**

Current affairs and Business Awareness

**LEARNING OUTCOME:**

This course will enable the students to prepare for any competitive examination like bank PO, SSB etc. This will also help the students to take up NET-SLET, TET examination.

**SUGGESTED READINGS**

- Verbal and Non-Verbal Reasoning
- Teaching and Research Aptitude

Arihant Publication  
KVS Madaan

**LEARNING OBJECTIVES**

This course will enable the students to understand the dynamics of a specific industry and will help them to understand the various issues and functioning of that industry

**Course Credit: 3**

**Course Content:**

The students are required to do an analysis of a particular industry keeping in view the following aspects:

1. Nature of the industry, Competitors, Nature of Competition; Positioning & Differentiation Strategies of key Players- Branding strategy, Pricing Policies, Demand & Supply Analysis; Professional Trade Bodies of the Industry
2. Analysis of the External & Internal Environment – Regulatory bodies, Regulatory Policies at all Levels of the Government- Central, State; Key Factors affecting, Government Initiatives; Organizational Structure; Decision Making; Types of ownership, Brief profiles of CMDs, CEOs And top management Personnel; CSR Initiatives
3. Functional Analysis – Analysis of various core functions of an organization viz; Marketing, Human Resource Management, Finance, Production etc.
4. Emerging Trends in the industry; Technological Developments, Alliances,  
On Completion of this study the student is required to prepare a report and presentation.

**LEARNING OUTCOME**

After the completion of the course the student will be able to understand the different types of industries operating in the business world. They will also be able to develop an insight or the challenge and opportunities being faced by an organization and how to overcome them.

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with a sound knowledge of creativity and apply innovation in an organization. The concepts and latest trends shall be taught to him so as to make him vibrant with knowledge and ready to imply change and creativity in organizational situations.

**Course Credit: 3**

**Contact Hours: 36 hours**

**UNIT-I CHANGING BUSINESS ENVIRONMENT (6 lectures)**

Change – Meaning, Definition, factors affecting change, Causes, Models of Organizational change. Types of Change, Change Drivers, Strategies for implementing change.

**UNIT-II CREATIVITY (8 lectures)**

Creativity – Definition, Creative Process, Techniques for Creative Problem Solving, Strategies for Creativity Enhancement, Psychological Approaches to Creativity, Creative Teams – Meaning, Functions. Brainstorming, Nominal Group Techniques (NGT). Group, Difference between Group & Team, Team Development Process, Group Thinking, Social Loafing.

**UNIT-III INNOVATION (8 lectures)**

Innovation – Definition, types of Innovation, innovation process – models, Difference between invention and innovation, factors and barriers affecting innovation in organisations.

**UNIT-IV LEADERSHIP & CHANGE (6 lectures)**

Leadership – Meaning, Difference between Manager & Leaders, Approaches of Leadership – Trait Approach, Behavioural Approach, Contemporary Approach.

**UNIT-V ORGANISING FOR INNOVATION (8 lectures)**

Organization Design, factors influencing organizational Design, characteristics of Creative Organizations, Leadership for Innovation.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to think in a creative manner and will become a change agent. A student will also become an innovator and thus will be able to develop intellectual capital for an organization.

**SUGGESTED READINGS**

- Managing Innovation & Change Nigel King & Neil Anderson;
- Managing Change, Creativity & Innovation ConstantieAndriopoulos& Patrick Dawson;
- Managing Innovations & Change Jane Henry, David Mayle;



## **MBA 302 ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop an entrepreneurial acumen amongst the students, various laws and regulations governing entrepreneurship shall be taught and the advantages and disadvantages of being an entrepreneur shall also be taught.

**Course Credit: 3**

**Contact Hours: 36 hours**

### **UNIT I THE ENTERPRENEUR**

**(6 lectures)**

Entrepreneur – Definition, Concept, Characteristics, Classification, Entrepreneurial Functions, Entrepreneurship- Concept, Entrepreneurship Development – Approches, Various Issues in EDPs, Entrepreneurship Training : Need & Importance.

### **UNIT-II INSTITUTIONAL ARRANGEMENT**

**(8 lectures)**

Institutional support in entrepreneurship : Central Government institutions NABARD, SIDO, NSIC, State Government institution SFC, SSIDC, KVIC, Non-Government Institutions ICSI, LUB Role of Central & State Government in promoting entrepreneurship, Various incentives, subsidies, Role of various agencies in entrepreneurial development – EDII, NIESBUD.

### **UNIT -III DEVELOPING ENTREPRENEURSHIP**

**(8 lectures)**

Idea Generation – sources & approaches, Project Identification and formulation , Feasibility analysis., Opportunities Scanning , Choice of Enterprise, Choice of Technology and Selection of location, .Project Report preparation ,

### **UNIT- IV MANAGEMENT OF SMALL BUSINESS**

**(8 lectures)**

Overview of MSME, Concept, Rule and Establishment Procedure, SME"s Operations, Issues in Functional Management of SME"s. Strategies for growth.

### **UNIT -V TRENDS IN ENTREPRENEURSHIP**

**(6 lectures)**

Women Entrepreneurship - SWOT ANALYSIS of Women entrepreneurship in India, Rural Entrepreneurship – Need & Importance, Role of Government & NGOs. Social Entrepreneurship – Characteristics, Social Enterprises in India.

**LEARNING OUTCOME:** After the completion of this course the students will dare to become an entrepreneur and thus achieving the vision of skill India. All the aspects of being a successful entrepreneur shall be readily understood by a student and they will contribute a lot to a society by their entrepreneurial ventures.

### **SUGGESTED READINGS**

- Organization and Management of small scale Industries V. Desai
- management of small scale industry V. Desai
- Entrepreneurship and venture management C.M. Bamuback, J.R. Maneudo
- Entrepreneurship Management C.B.Gupta
- Entrepreneurship Management Holt

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student hands on knowledge of e-commerce and its impact on today's business. Various concepts and methods of online trading will be grasped by them and ultimately they shall be able to do online trading with ease.

**COURSE CREDIT: 3  
HOURS**

**CONTACT HOURS: 36**

**UNIT- I INTRODUCTION (6 lectures)**

E-Business- Overview, Development & Growth, Strengths, Advantages, Reasons for going online, Limitations, Models & types. E-Business Categories – E-Accounting, E-Banking, E-Engineering, E-Learning, Marketing-Supply-Trading.

**UNIT- II BUSINESS STRATEGIES (8 lectures)**

Designing, Developing of the System – Identification & Development of Business Plan ,Web-Server – Concept, Meanings of server, E-Mail – Benefits, Drawbacks, Spam-its solution; Selling – Online selling to Businesses & Consumers;

**UNIT III STRATEGIC ISSUES (8 lectures)**

E-Business Revenues Models; Strategies Issues- Channel Conflict, Strategic Alliances Logistics & Support Activities – Purchasing- Direct Vs Indirect, Logistics, Support, EDI Payments; Electronic market places & Portals.

**UNIT- IV PAYMENT SYSTEM (6 lectures)**

Payment Cards – Advantages & Disadvantages; Electronic Cash; Micropayments; Holding Electronic Cash – Online & Offline, advantages, disadvantages.  
Electronic Cash System – Electronic Wallets- Stored Value Cards, Magnetic Cards, Smart Cards, Mobile Banking, Phishing & Identity Theft

**UNIT- V IMPLEMENTING E-BUSINESS INITIATIVES (8 lectures)**

Identifying benefits & Objectives; Linking Objectives to business strategies; Measuring Benefits, Estimating Costs, Funding Online Start-ups, Outsourcing. Review of cases – AMAZON,FLIPKART, MYNTRA. Emerging Issues – Business Process Re-engineering, E-Governance, Digital Commerce, M-Commerce.

**LEARNING OUTCOME:**

After the completion of this course a student will become an expert of e-business and will become a problem solver for those who face challenges regarding their e-business venture.

**SUGGESTED READINGS**

- E-Business Gary P.Schneider;Cengage
- Learning E-Business and E-commerce Management Dave chaffey
- Electronic Business Geoffrey Sampson
- E-commerce- An Indian Perspective P.T. Joseph

**LEARNING OBJECTIVES**

The basic objective of this course is to equip student with the OR applications in decision making and to identify right time for replacement of equipment and to understand the activity of a project. Knowledge of Game theory shall be an added advantage for a student for decision making

**Course Credit: 4**  
**hours**

**Contact Hours : 40**

**UNIT- I OPERATION RESEARCH & DECISION MAKING                    (4 lectures)**

Operation Research – Definition, Characteristics, Scope and Objectives, Scientific Methods. Models in Operation Research, Types of Mathematical Models.

**UNIT II LINEAR PROGRAMMING                    (10 lectures)**

LPP - Formulation, general linear programming problem, Canonical and standard forms of LPP, Graphical Method, simplex method, Big M- Method, two Phase Method, Duality, Dual Simplex Method.

**UNIT- III TRANSPORTATION AND ASSIGNMENT                    (10 lectures)**

Transportation Problem – Definition, Various methods of finding initial basic feasible solution- north-west corner method, least cost method, Vogel’s approximation method (VAM), Optimality Analysis.

Assignment Problem – Definition of Assignment Model, Hungarian Method for solving the Assignment Problem, The travelling sales man problem.

**UNIT- IV REPLACEMENT AND SEQUENCING                    (8 lectures)**

Replacement Problem – Replacement of an item that deteriorate, replacement of an item whose maintenance cost increases with time and money value does not change. Replacement of an item whose maintenance cost increases with time and value of money changes, Group Replacement Policy. Sequencing Problem – Johnson’s algorithm for n jobs and two machines, n jobs and three machines, n jobs and m machines, processing of two jobs through m machines

**UNIT -V DECISION ANALYSIS AND GAME THEORY                    (8 lectures)**

Decision theory – Decision making environment, decision making under uncertainty – Laplace criterion, maximum criterion, Minimax criterion, Hurvicz criterion, Expected Monetary value criterion, Expected Opportunity Loss Criterion.

Game Theory – Two person zero sum game, pure and mixed strategies, saddle point, value of the game, Dominance property, Solution of 2X2 game, graphical method for solving mixed strategy game.

**LEARNING OUTCOME:**

After completion of this course a student will be able to apply the various methods of decision making in an organization. A student will also be able to formulate LPP and find out optimal solutions by graphical & Simplex Methods. The overall impact of this course shall be to develop an instinct in the student towards analytical solutions to organizational problems.

**SUGGESTED READINGS**

- |                                    |                |
|------------------------------------|----------------|
| • Operations Research              | J.K.Sharma     |
| • Operations Research              | R.Paneerselvam |
| • Operation Research               | R.K.Gupta      |
| • Introductory Operations Research | S.C.Sharma     |

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the concepts and issues of consumer behaviour & marketing research and to develop in them the habit of analysing things in a critical manner.

**Course Credit: 4  
hours**

**Contact Hours: 40**

**UNIT I INTRODUCTION**

**(6 lectures)**

Consumer Behavior : Meaning and concepts, Factors affecting consumer Behaviour Consumer Behavior as a marketing discipline, Consumer Research and its role in marketing , Organisational Buying Behavior.

**UNIT II THE BUYING BEHAVIOUR**

**(8 lectures)**

Buying Motives, Personality and Psychographics, Communication and Consumer Behavior, Group Dynamics and Consumer Reference Group, Family Buying influence, Family life Cycle and Buying roles, Social and Cultural influences.

**UNIT III THE BUYING PROCESS**

**(10 lectures)**

Buying Decision Process – Five stage Model, Theories of consumer decision making, Consumer needs and Motivation, Consumer perception, Nature of Consumer Attitude, Attitude development , Alternative Evaluation in buying Decision , Purchase decision and Post Purchase- Behaviour.

**UNIT IV MARKETING DECISION AND MARKETING TOOLS**

**(10 lectures)**

Meaning and Importance , Types of Marketing Research, Research Design and Techniques, Data Collection, Sampling Designs, Estimation of sample size, Questionnaire planning and execution of research tools , Statistical evaluation of Data.

**UNIT V APPLICATION OF MARKETING RESEARCH**

**(6 lectures)**

Univariate & Multivariate analysis; Application of marketing research in the Indian scenario; Constraints in using Marketing Research in India; Future Outlook & Direction.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to understand and explain the concepts and contemporary issues of Consumer Behaviour and Market Research and will be in a position to solve complex issues.

**SUGGESTED READINGS**

- Marketing Research
- Marketing Research
- Consumer Behavior

Luck & Rubin  
Boyd & Westfall  
Schiffman

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the concepts and latest trends in sales & Distribution Management and also to familiarize them with the latest development in the field of logistics management

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT- I INTRODUCTION (8 lectures)**

Evolution of Sale Department, Objective of Sales Management, Sales Executive as Coordinator, Sales Management and Control. Role of Sales Department, Strategy in Exchange Process, Interdependence of Sale and distribution, Selling Process and Pre-requisites for Effective Selling, Role of Sales Executives in present Scenario.

**UNIT-II MANAGEMENT OF SALES ACTIVITY (8 lectures)**

Purpose and Procedure for setting a sales organization, Basic type of Sales Organization, Organizational structure, Developing Sales Territory, Sales force Concept Management Recruitment and Selection, Compensation, Motivation Performance Appraisal of Sales Force.

**UNIT-III PLANNING OF SALES EFFORTS (10 lectures)**

Sales Displays: Meaning, Importance, Methods, Sale Forecasting, Meaning, Importance, Methods, Sales Quotas: Meaning, Importance,. Sales Budgeting and Control, Marketing Cost Analysis, Sales Management Audit, Sales Reports: meaning, Methods and Importance.

**UNIT- IV DISTRIBUTION SYSTEM LOGISTICS (8 lectures)**

Warehousing, inventory decision and their Importance, Transportation decisions, Communication Logistics, Distribution Cost Analysis, Customer Services and Physical distribution of Goods.

**UNIT –V DISTRIBUTION PLANNING AND CONTROL (6 lectures)**

Channels of distribution: meaning type and Importance, participants in the Channel System, selection and motivation of Intermediaries, Distribution Analysis and Control. International orientation of Sales management.

**LEARNING OUTCOME:**

After the completion of the above course the student will be able to understand and explain the concepts of Sales and Distribution Management and will be able to take complex decisions with ease. The student shall also become savy to resolve logistic issue as and when necessary.

**SUGGESTED READINGS**

- |                                     |                |
|-------------------------------------|----------------|
| • Sales and Distribution Management | Still &Condiff |
| • Sales and Distribution Management | P.k. Saha      |
| • Sales and Distribution Management | R.S. Davar     |

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the concepts and latest trends in product management and Integrated Marketing communication and also to enhance their skills in advertising and brand management.

**Course Credit: 4  
Hours**

**Contact Hours: 40**

**UNIT I INTRODUCTION**

**(8 lectures)**

Product – Concept, Classification, Levels of product, product hierarchy, product line strategies, product mix strategies. New Product Development: Testing and adoption process. , Product Life Cycle : Normal Marketing strategies, Product portfolio analysis, BCG Model, Gap Analysis, ANSOFF Grid.

Role of Product Manager in the lifecycle of a product.

**UNIT II PRODUCT PACKAGING AND POSITIONING**

**(8 lectures)**

Packaging – types and importance , packaging strategies, product positioning- concept and basis for positioning.

Branding – Advantage and disadvantages of branding, brand equity, brand positioning, brand sponsorship role of Brand Ambassadors, Concept of Trademark, Difference between brand and trademark. Trade mark and Merchandise Act.

**UNIT III MARKETING COMMUNICATION**

**(8 lectures)**

Marketing Communication – Concept, Marketing Communication Mix, Communication Development Process

Integrated Marketing Communication, - Concept , Managing IMC, Co-ordinating Media and implementing IMC.

Methods of Budget Allocation in Marketing Communication.

**UNIT IV MANAGING MASS COMMUNICATION**

**(10 lectures)**

Advertising – Concept, Objectives & Importance, Developing and Managing an advertising programme. Advertising Message – Meaning, and importance, Designing and Development of Advertising Copy, PUNCH Lines- Concept and importance, Sales Promotion – Meaning, Objectives and Methods, Factors affecting sales promotion Decisions. Public Relation – Concept, Methods, Advantages & Role Publicity – Concept, Types, advantages & Disadvantages

**UNIT V PERSONAL COMMUNICATION**

**(6 lectures)**

Personal Selling – Concept, Nature, Need, Approaches, Process, Advantages & Disadvantages Direct Marketing - Meaning, Methods, Advantages & Disadvantages, Issues& Trends in Direct Marketing. Media Planning – Concept, Types of Media, Process of Media Selection

**LEARNING OUTCOME :**

After completion of the above course a student will be able to understand and explain the concepts of IMC and will be able to take complex decisions with ease. The knowledge of IMC shall also equip the students to be savvy in promoting the brand image of a product.

**SUGGESTED READINGS**

- |                             |               |
|-----------------------------|---------------|
| 1. Advertisement Management | Batra& Aaker  |
| 2. Marketing Management     | Philip Kotler |
| 3. Product Management       | Majumdar      |
| 4. Advertising Management   | Chunatullah   |
| 5. Advertising Management   | Mohan         |

## **FINANCE SPECIALIZATION**

### **MBA- FM01 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

#### **LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with a sound knowledge of the concept and theories of security analysis and portfolio management. The student will devote himself whole heartedly for the implementation of these concept in the best possible manner for the overall growth of the organization.

**Course Credit: 4**

**Contact Hours:40 hours**

#### **UNIT-I INTRODUCTION (6 lectures)**

Security Analysis: Concept and importance. Financial Security: Concept, types, suitability, Investment Decisions: Types, and Process, Security Market : Meaning , Instruments, Legal framework. Investment risk: Meaning, Type and models.

#### **UNIT- II VALUATION OF SECURITIES (8 lectures)**

Security Valuation: Needs and importance. Valuation of Equity Share, Bonds, Preference shares, Right shares, warrants, Convertible Claims, Efficient market theory: Concept and Importance.

#### **UNIT- III INVESTMENT ANALYSIS (8 lectures)**

Investment analysis: Importance. Fundamental analysis: Economy Industry Company Analysis. Equity Research: Methods and Importance. Technical Analysis: Importance and Tools, DOW Theory, Chartists Method, Charts and trend lines, ELLIOT WAVE Theory.

#### **UNIT- IV PORTFOLIO MANAGEMENT (10 lectures)**

Portfolio Management: Meaning Concept, Importance, Features, Principals. Portfolio Management Theories: Capital market theory, CAPM Model, Markowitz Model, Modern portfolio Theory. Portfolio analysis, Selection and Management of portfolios, Portfolio Revision.

#### **UNIT- V MANAGEMENT OF MANAGED PORTFOLIOS (8 lectures)**

Managed portfolios: Meaning, Importance and Functioning. Present status in Financial Market. Methods of performance Appraisal of investment companies and mutual funds.Mutual Funds; Concept, Objectives, Types and Importance. Problems and prospects of mutual fund market in India.

#### **LEARNING OUTCOME:**

After the completion of this course a student will master the art of security analysis and portfolio management and will be able to use various strategies of SAPM in the best possible manner.

#### **SUGGESTED READINGS**

- |   |                 |
|---|-----------------|
| 1.Security analysis and Portfolio Management  | V.K. Bhalla     |
| 2. Security analysis and Portfolio Management | V.K. Aadhani    |
| 3. Portfolio Management                       | Barua&Verma     |
| 4. Security and Portfolio Management          | P. Pandain      |
| 5. Security & Portfolio Management            | Fisher & Jordan |

**LEARNING OBJECTIVES**

The basic objective of this course is to develop an understanding of the current financial system, its role and importance in Indian Economy.

**Course Credit: 4  
hours**

**Contact Hours: 40**

**UNIT-I INTRODUCTION**

**(6 lectures)**

Indian Financial System- Overview, Concept, Constituents, functions, types and importance; Financial Sector Reforms in India. RBI: Role and Functions, Recent Monetary & Fiscal Policies of India.

**UNIT-II FINANCIAL INSTITUTIONS**

**(10 lectures)**

Commercial Banks – functions & Objectives; Co-Operative Banks, RRBs, Specialized Institutions- IDBI, ICICI, IFCI, NABARD, SIDBI, State Level Institution NBFCs: Their Status, Types, Working and Strategy for Commercial Viability, Insurance and Mutual Fund Organization Their Types and Working.

**UNIT-III CAPITAL MARKET**

**(10 lectures)**

Primary Market- IPO; Secondary Market; Financial instruments in the financial market- Equity shares preference shares, debentures/bonds, Mutual Funds

BSE, NSE, OTCEI etc. Listing of shares, SENSEX, Nifty-Fifty, on line trading dematting of shares, Securities Contract Regulation, SEBI and Its Role.

**UNIT-IV MONEY MARKET**

**(8 lectures)**

Money Market – Structure, functions, Advantages & Drawbacks; its role in the development of the economy. Instruments -MMMFs, TBs, call money market, commercial paper etc.

DFHI – Structure, role & functions; Role of financial Institutions in the Money Market; Regulatory framework

**UNIT-V FINANCIAL MARKET**

**(6 lectures)**

Government Securities Market; Market for financial guarantees; Industrial Securities Market; Foreign Exchange Market - Meaning, Participants, Structure, Functions

**LEARNING OUTCOME:**

After the completion of the course a student will be in a position to understand the various markets and institutions playing essential role in the mobilisation of the resources.

**SUGGESTED READINGS**

- |                                   |                     |
|-----------------------------------|---------------------|
| • Financial System                | Bharati V, Patnaik  |
| • Financial Institution & Markets | L.M.Bhole           |
| • The Financial System in India   | Subhash Chandra Das |





**LEARNING OBJECTIVES**

The basic objective of this course is to equip a student with the knowledge of the concept and theories of industrial relations and labour laws so that they can apply them as and when the need arises.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT- I INTRODUCTION****(8 lectures)**

Introduction – Concept, objectives, functions, significance & aspects of Industrial Relations, Emerging Challenges of IR in India. Linking Industrial Relations with Economic Growth of a country. Union and unionism,

**UNIT- II INDUSTRIAL DISPUTES****(8 lectures)**

Development of trade Union in India, Type & Structure, Role and functions of Trade Union, Problems & Suggestive Measures of trade unions. Management of Employer's Association. Trade Union Act 1926- objectives, recognition & registration, Industrial Democracy & Participative Management.

**UNIT -III INDUSTRIAL DISPUTES****(8 lectures)**

Causes of Industrial disputes & Consequences, Machinery for the Prevention and Settlement of Industrial Disputes, Grievance handling. Main provisions of Industrial disputes Act, 1947. Payment of Gratuity Act 1972.

**UNIT -IV LABOUR ACT****(8 lectures)**

Factory Act. 1948, Minimum Wage Act, 1948, Payment of Wages Act, 1936, Employee Provident Fund Act 1952, Employee state insurance act 1948.

**UNIT -V COLLECTIVE BARGAINING****(8 lectures)**

Concept of collective Bargaining, Types and process of collective bargaining, worker's participation in Management: Scope and Present Status in India, Directive principles of State policies.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to guide an organization about industrial relations and labour laws. A student will also be in a position to resolve industrial disputes and guide the workers in a proper way.

**SUGGESTED READINGS**

- |                                    |                 |
|------------------------------------|-----------------|
| • Labour Law                       | P.K.Malik       |
| • Labour Law                       | Taxman`s        |
| • Mercantile Law                   | N.D Kapoor      |
| • Mercantile law                   | Sharma & Chawla |
| • Mercantile Law                   | S.S. Gulshan    |
| • Dynamics of Industrial Relations | C.B.Mamoria     |
| • Industrial Relations             | Arunmanappa     |
| • Industrial Relations             | R.S. Davar      |

**LEARNING OBJECTIVES**

The basic objective of this course is to teach a student the various concept and theories of organizational development and HRD Practices and effort will also be made to make a student aware of the latest trends prevalent in this field.

**Course Credit: 4  
hours**

**Contact Hours:40**

**UNIT- I INTRODUCTION (8 lectures)**

Organizational Development: Definition & Objectives, Feature of Organizational Development, Models of Organizational Development, Salient Issues in Organizational Development. Various Forms of HRD Organization, HRD Department and their tasks, HRD Culture & Climate, Functions of HRD. Task Analysis : Contextual Analysis, Activity analysis, Competency analysis. Performance analysis, Discrepancy Analysis

**UNIT- II ORGANISATIONAL DEVELOPMENT INTERVENTIONS (8 lectures)**

History of Organizational Development: The Laboratory Training, Team Intervention, Group Process Intervention, Comprehensive Interventions, Structural Interventions, Conditions for Optimal Success,

**UNIT- III ORGANISATIONAL CULTURE DEVELOPMENT (6 lectures)**

Group Dynamics and Behavior, Socialization, Rationalization, Communication, Communication Networks, Management of Gender Issues.

**UNIT- IV LEARNING ORGANIZATION (10 lectures)**

HRD Systems -Appraisal System, Career System, Training System, Self Renewal System. Concept of Development supervision, Supervisory styles, Bases & Types of power, Building effective teams, Managing dissatisfaction & Frustration.

**UNIT- V MOTIVATIONAL ASPECTS OF HRD (8 lectures)**

Determinants of personality, Personality theories, Perception, Coping up with stress, Aspects of Role Efficacy-Role making, Role centering & Role linking. Counseling & mentoring .Role of Feedback in HRD.

**LEARNING OUTCOME**

After the completion of this course a student will be able to learn and imply the best practices in the field of organizational development. He will also develop an analytical acumen which shall be useful in the application of latest HRD Practices in the Organization.

**SUGGESTED READINGS**

- Designing and Managing Human Resource System UdaiPareek & T.V. Rao
- HRD Missionary HRD Network T.V. Rao
- Management of Change through HRD Maheshwari B.L. Dharni P. Sinha
- Organisational Development French & Bell
- Organisational Behavior Bowditch & Buono

**LEARNING OBJECTIVES**

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill-based exposure to the process of planning, organizing and implementing a training system.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT I INTRODUCTION**

**(8 lectures)**

Training - Meaning, importance, objectives. Methods & Challenges of Training, Criterion for training design, System Approach to training- phases, Role of stakeholders in training – Participants, Organization, Training Agents, Trainers, Training Department., Training & HRD. Phases of training process, Methods of training & Development, Barriers to training.

**UNIT II TRAINING NEED ASSESSMENT**

**(8 lectures)**

Need for training, Training Organizational Support for the needs assessment process – Organizational Analysis, Requirement Analysis, Task & Knowledge, Skill & Ability Analysis, Person Analysis

**UNIT III LEARNING ENVIRONMENT**

**(8 lectures)**

Learning – Definition, Importance, outcome, Principles of Learning, Learning Styles, Barrier to Learning; Stages of Learning, Theories of Learning – Classical, Conditioning, Operant, Social Learning.

**UNIT IV DESIGNING TRAINING PROGRAMS**

**(10 lectures)**

Designing a training program – Contents & Scheduling, study material, selecting a trainer, deciding methods of training, cost & training Budget; Types of teaching aids in Training.

Evaluation – Need, Methods, Designing of Evaluation Process, Effectiveness Models – Anderson Model of learning evaluation, Kaufman’s Model, Procedure for Monitoring & Evaluation of training Programs.

**UNIT V TRAINING DEVELOPMENT**

**(6 lectures)**

Development - Need, Objectives, Importance; Role of Management Development Management Development – purpose, Objectives, techniques, & pre- requisites.

**LEARNING OUTCOME:**

After completion of this course, a student shall be in a position to identify the training needs of the workers of an organization and then to arrange and plan the training activities in the best possible manner.

**SUGGESTED READINGS**

- |   |                                 |
|---|---------------------------------|
| • Training in Organizations                       | Irwin L.Goldstein, J.Kevin Ford |
| • Training Programmes                             | Leslie Rae; Infinity Books      |
| • Training for Organizational Transformation      | Rolf P Lynton, UdaiPareek       |
| • Management Training and Development             | Munish Vohra,;                  |
| • Training for Development                        | R.K.Sahu;                       |
| • Training and Development (Concepts & Practices) | S.K.Bhatia;                     |

## **MBA- ELECTIVE EV01 SKILLS FOR LIFE MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop a sense in the mindsets of the student towards life skills and positive thinking.

**Course Credit: 2**

**Contact Hours - 20 hours**

### **UNIT 1 INTRODUCTION**

**(4 lectures)**

Definition of Life skills, Assumptions about Life skills, concept of skills in life skills, Primary goal of life skill programme, Life skill Process model.

### **UNIT II THINKING SKILLS-1**

**(4 lectures)**

Thinking skills: Nature, Elements of thoughts, Types of Thinking, Meaning and definition of cognitions, Piaget's theory of cognitive development, Role of Goal orientation, Big five Personality, Emotional stability.

### **UNIT III THINKING SKILLS-2**

**(4 lectures)**

Consciousness and agreeableness. Coping: Types of coping strategies- Appraisal focused (adaptive cognitive), problem focused (adaptive behaviour), emotion focused.

### **UNIT IV MORAL DEVELOPMENT-1**

**(4 lectures)**

Empathy: meaning and definitions, difference between sympathy and empathy. Anger and Distress, Concept of Moral, moral development, Interpersonal influences on moral development,

### **UNIT V MORAL DEVELOPMENT-2**

**(4 lectures)**

Moral development and social exclusion, Morality and culture.

### **LEARNING OUTCOME**

After the completion of this course a student will be able to deal with the day to day problems of life in a positive manner.

### **SUGGESTED READINGS**

- Critical thinking and analysis Mary Deane
- Life skills :personality and leadership: Nair V.
- Life Skills: Training for positive behaviour Nair a. Radhakrishnan

## **MBA ELECTIVE EE01      DISASTER MANAGEMENT**

### **LEARNING OBJECTIVES**

The purpose of this course is to provide an understanding of basic concepts of various disasters and its management. In addition, the course will enable them to understand the usage of information system and disaster management.

**Course Credit: 2**

**Contact Hours - 20 hours**

### **UNIT I - INTRODUCTION TO DISASTER (4 lectures)**

Meaning, Nature, Importance of Hazard, Risk, Vulnerability and Disaster- Dimensions & Scope of Disaster Management - India's Key Hazards – Vulnerabilities - National disaster management framework - Disaster Management Cycle.

### **UNIT II –TYPES OF DISASTER (4 lectures)**

Natural Disasters- Meaning and nature of natural disaster; their types and effects. Floods, drought, cyclone, earthquakes, landslides, avalanches, volcanic eruptions, Heat and cold waves, Climatic change: global warming, Sea level rise, ozone depletion.

### **UNIT III – DISASTER & IT'S STRUCTURE (4 lectures)**

Man Made Disasters- Nuclear disasters, chemical disasters, biological disasters, building fire, coal fire, forest fire, oil fire, air pollution, water pollution, deforestation and industrial waste water pollution.

### **UNIT IV - APPROACHES IN DISASTER MANAGEMENT (4 lectures)**

Pre- disaster stage (preparedness) - Preparing hazard zonation maps, Predictability/ forecasting & warning - Preparing disaster preparedness plan - Land use zoning - Preparedness through Information, education. Emergency Stage - Rescue training for search & operation - Immediate relief - Assessment surveys.

### **UNIT V–POST DISASTER STAGE (4 lectures)**

Post Disaster stage – Rehabilitation - Social Aspect - Economic Aspect and Environmental Aspect. Remote sensing and GIS for disaster management.

### **LEARNING OUTCOME:**

After completion of this course a student shall master the art of disaster management and would be able to guide an organization in a better way to stop any sorts of disaster.

### **SUGGESTED READINGS**

Disaster management.  
Geoinformatics for Disaster Management  
Disaster Management.

S.R. Sharma.  
K. VenuGopalRao.K  
H.K. Gupta

## **MBA- ELECTIVE EC01      ADVANCE EXCEL**

### **LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with hands on exposure and experience in handling advance excel.

**Course Credit: 2**

**Contact Hours - 20 hours**

### **UNIT I MS Excel**

**(4 lectures)**

Excel Basics Review – Using Keyboard, Importing and Exporting Data (Access, SPSS). Understanding Excel’s File, Ribbon and Shortcut : Create a Workbook, Enter data in worksheet, Format a worksheet, Format numbers in a worksheet, Create and Excel table, Filter data by using an Auto Filter, Sort Data by using an Auto Filter. Essential Worksheet Operations : Using Help (F1) Key Board Shortcuts. Working with Cells and Ranges : Formatting Cells, Name Manager Visualizing Data Using Conditional Formatting: Apply conditional formatting. Printing Your Work: Print a worksheet, Using Print Preview and other Utilities.

### **UNIT II WORKSHEET CREATION**

**(4 lectures)**

Working with Dates and Times and Text: Working with Data and Time, Creating Formulas that Manipulate Text- Upper Proper, Lower, Concatenate, Text to Column. Creating Formulas that Count, Sum Subtotal: Create a Formula; Use a Function in a formula. Creating Formulas That Look Up Values: V Lookup, HLookup, Match Index.

### **UNIT III FINANCIAL APPLICATIONS**

**(4 lectures)**

Creating Formulas for Financial Applications: Introduction to formulas e.g. PV, PMT, NPER, RATE, Crating Balance Sheet, Investment Calculation, Depreciation Calculations. Creating Charts and Graphics: Chart your data, creating Spark line Graphics, Using Insert Tab Utilities. Using Custom Number Formats: Right click, Format Cells window.

### **UNIT IV DATA ANALYSIS-I**

**(4 lectures)**

Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation and using utilities from Data Tab. Protecting your work : Using Review Tab Utilities Performing Spreadsheet What if Analysis : Create a Macro, Activate and use an add-in. Analyzing Data with the Analysis Tool Pak : Anova, Correlation, Covariance, Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile,

### **UNIT V DATA ANALYSIS -II**

**(4 lectures)**

Regression, t-Test, Z Test. Using Pivot Tables for Data Analysis : Create Data Base for Pivot, Analyzing Date with Pivot Tables, Producing Report with a Pivot Table.

### **LEARNING OUTCOME**

After the completion of this course it would be possible for a student to operate computer and to apply the various formulas of advance excel in practical life. This course will give student the power of playing with worksheets and to analyse data in the best way.

### **SUGGESTED READINGS**

- Microsoft word excel and Power Point: just for beginner
  - A tutorial on windows word and Power Point
- Dorothy House  
V.V. Agarwal

## **MBA-401 CORPORATE STRATEGIC MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is to develop in the mindset of a student a quest for strategic planning and thinking. A student shall be equipped with analytical ability and would be able to raw long term plans for an organisation in the best possible manner.

**Course Credit: 4**

**Contact Hours: 40 hours**

### **UNIT-I INTRODUCTION: (4 lectures)**

Business Policy : meaning, Evolution, nature. Strategic management : Meaning & Concept of strategy, Concept of Vision, Mission, Goals and Objectives.

### **UNIT-II ENVIRONMENTAL SCANNING (10 lectures)**

Environment: Meaning & Definition, External environment analysis: PESTEL Analysis, Porter's Five, Forces Model, Internal Environment Analysis: Organizational Capability Factors. Resource Based View (RBW) Analysis, VRIO Framework, Value Chain Analysis.

### **UNIT-III STRATEGY FORMULATION (10 lectures)**

Strategy Formulation: Corporate, Business, Functional strategy, Corporate Level Strategies: -- Stability, Expansion, Retrenchment and Combination strategies. Concentration Strategies, Integration Strategies: Horizontal & Vertical, Diversification, Cooperative: Mergers & acquisition Strategies, Joint Venture, Strategic Alliance. Blue Ocean Strategy, Red Ocean Strategy.

### **UNIT-IV Strategy Analysis (8 lectures)**

Strategy Analysis : Process, Strategic Choice: BCG Matrix, Ansoff Grid, Hofer's Product market evolution. McKinsey's 7'S framework.

### **UNIT-V Strategy Implementation & Control (8 lectures)**

**Strategy implementation:** Issues in Strategic implementation, Re-engineering & Strategic Implementation – Principles of Re-engineering, Six Sigma

**Strategic Control:** Nature, Importance. Organisational systems and Techniques for strategic evaluation & control.

### **LEARNING OUTCOME:**

After the completion of this course a student shall become vibrant with the knowledge of strategic management and will be in a position to use analytical skills for developing the most appropriate strategy for an organisation. A sound base for critical thinking and implementation of the most dynamic strategy will also be developed.

### **SUGGESTED READINGS**

Business Policy	AzharKazmi
Strategic Management	L.M.Prasad
Strategic Management & Business Policy	B. Hiriyappa
Business Policy and Strategic Management	Sukul Lomash & P. K. Mishra
Business Policy	P.K. Ghosh



## **MBA- 402            INTERNATIONAL BUSINESS MANAGEMENT**

### **LEARNING OBJECTIVES**

The Basic objective of this course is to develop in the mindset of a student the basic understanding of International Business and its environment. During the study of this course a student shall come across with various concepts and theories of International Business Management and will be in a position to deal with any problem and situations effectively.

**Course Credit: 4  
hours**

**Contact Hours: 40**

#### **UNIT-I INTRODUCTION TO INTERNATIONAL BUSINESS (6 lectures)**

International Business: Introduction, Definition, Forms and Facets, International Business Environment, International Economic Tendencies: Liberalization, Privatization and Globalization. Balance of Payment.

#### **UNIT-II TRADE BARRIERS (8 lectures)**

Trade Barriers – Meaning, Importance, Usage, types of barriers, Tariff and Non-Tariff Barriers. Non –Tariff - Subsidies, Import Quotas, And Voluntary Export Restraints, Administrative Policies, Anti Dumping Policy.

#### **UNIT-III ENTRY STRATEGIES FOR GLOBAL PRESENCE (10 lectures)**

Foreign Market Entry Strategies: Exporting, Licensing, Joint Ventures, Strategic Alliances, Franchising, Assembly Operations, Management Contract, Turnkey operation, Free Trade Zones.

#### **UNIT-IV INTERNATIONAL ECONOMIC INSTITUTION (10 lectures)**

GATT, WTO, UNCTAD, WCO, ILO, IMF, Regional Economic Integrations: ASEAN, SAARC, EU, OPEC, BARC.

#### **UNIT-V INTERNATIONAL BUSINESS THEORIES (6 lectures)**

Comparative Cost Theory, Hecksher Ohlin, Product Cycle Theory, Foreign Exchange Basic Concept, Foreign Exchange Market, Factor Affecting Exchange Rates.

### **LEARNING OUTCOME:**

After the completion of this course a student will be in a position to guide an organisation in matters related with International Business. The student will also be in a position to draw concrete plans and strategies to achieve the International goals of any organisation.

### **SUGGESTED READINGS**

- |                                       |                     |
|---------------------------------------|---------------------|
| 1. International Business Environment | Sundram& Black      |
| 2. International Business Environment | V.K.Bhalla&Shivram  |
| 3. International Business Management  | Francis Cherunillam |
| 4. International Business Management  | Shamsher Singh      |
| 5. International Business Management  | F.L. Bascunan       |

## **MBA 403 GOVERNANCE & BUSINESS VALUE SYSTEMS**

### **LEARNING OBJECTIVES**

The objective of this course is to make a student understand the importance of Ethics, Values and Corporate Governance. A student will come across various theories and practices and will be able to develop an environment which is Ethical in practice.

**Course Credit : 3**

**Contact Hours: 36 hours**

### **UNIT-I BUSINESS ETHICS & VALUES (8 lectures)**

Business Ethics :Definition, Nature, Scope, Importance, Three C's of Business Ethics, Need to study Business Ethics, Ethical Dilemma in Making, Ethics Management – Key roles and responsibilities, Benefits of Managing Ethics in the organizations, Code of ethics.

### **UNIT II VALUE BASED MANAGEMENT (6 lectures)**

Basic Principles of Indian Ethos for Management, Work Ethics, Work Culture, Approach to moral reasoning: Consequentialism, Deontology, Teleological reasoning.

Moral Values and Ethics; Values – Concepts, Types and Formation of Values, Managerial Excellence through Human Values, Conflict between personal values and organizational goals.

### **UNIT-III ETHICAL THOUGHTS (10 lectures)**

Historical Perspective of Ethics – Plato, Immanuel Kant, Bhagwat Gita, Buddhism, Sufism, Marxism, Socialism, Utilitarianism.

### **UNIT-IV CORPORATE GOVERNANCE (6 lectures)**

Meaning, & Issues in corporate Governance, Need of corporate governance code, Code of Corporate practices, Corporate Governance and the role of Board (BOD), Corporate Disclosure and Investor Protection in India.

### **UNIT-V SOCIAL RESPONSIBILITY OF BUSINESS (6 lectures)**

Business and Environmental Ethics: ethical Concerns, Whistle blowing and Insider Trading. Social Responsibility: Concept, Corporate Social Responsibility, Promoting Value-based Governance in organizations, Strategic Planning for Corporate Social Responsibility and Corporate Philanthropy.

### **LEARNING OUTCOME:**

After the completion of this course a student will become an expert on the Ethical behaviour of self and others. He shall also become a mentor as far as implementation of corporate Governance strategies are concerned.

### **SUGGESTED READINGS**

- Business Ethics Manisha Paliwal
- Management Ethics, Patyrick J. A. & Quinn J. F
- Ethics in Management, Himalaya Sherlekar,
- Ethical Choices & Business Response. R. C. Sekhar
- Management: Tasks, Responsibilities and Practices. Peter F. Drucker

**LEARNING OBJECTIVES**

The basic objective of this course is To familiarise the students with the concept and issues of international marketing and enable them to be able to analyse the foreign market environment and develop international marketing strategies for a business firm.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT-I INTRODUCTION**

**(8 lectures)**

Introduction to International Business- an overview; International marketing management process, International marketing information system.

International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International marketing information system. International Market Segmentation, Selection and Positioning; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard.

**Unit II INTERNATIONAL PRODUCT PLANNING AND PRICING (10 lectures)**

Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.

**Unit III INTERNATIONAL DISTRIBUTION DECISIONS**

**(8 lectures)**

Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.

**Unit IV INTERNATIONAL PROMOTION STRATEGIES**

**(8 lectures)**

Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.

**Unit V-EMERGING TRENDS IN INTERNATIONAL MARKETING**

**(6 lectures)**

Emerging New Market Barriers. Impact of Information & Communication Technologies on International Marketing Activities, Global E- Marketing/ E-Commerce Models- B2B, B2C, C2B, C2C Ecological concerns and Ethical Issues in international marketing.

**LEARNING OUTCOME :**

After the completion of this course a student shall be able to understand and explain the core concepts of international marketing and will be equipped o take managerial decisions in complex situations.

**SUGGESTED READINGS**

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| • Global Marketing                   | Keegan, Warran J. and Mark C. Green |
| • International Marketing            | Subhash C. Jain                     |
| • International Marketing Management | Bhattacharya and Varshney           |
| • International Marketing            | R.M.Joshi                           |

## **MBA-MM05 CUSTOMER RELATIONSHIP MANAGEMENT**

### **LEARNING OBJECTIVES**

The basic objective of this course is providing a student with the in-depth knowledge of the concept and theories of CRM and their application in field of marketing management.

**Course Credit : 4**

**Contact Hours: 40 Hours**

### **UNIT I CONCEPTUAL FOUNDATION OF CRM (8 lectures)**

Evolution Of CRM, Benefits Of CRM, Defining CRM, Economics Of CRM- Market Share Vs Share Of Customers, Life Time Value Of Customers, Activity Based Costing For CRM

### **UNIT II CRM APPLICATION IN CONSUMER AND BUSINESS MARKETING**

**(8 lectures)**

CRM In B2C Market, CRM In Services, CRM In Product Markets, CRM In B2B, Importance Of CRM In B2B Market, characteristics of business markets. Customer Value Management In Business Market.

### **UNIT III CRM ROAD MAP (8 lectures)**

Defining CRM Strategy, CRM Implementation Road Map, Developing A Relationship Orientation, Customer Centric Marketing And Processes. Building Organizational Capabilities Through Internal Marketing.

### **UNIT –IV E-CRM (8 lectures)**

Introduction, Data Ware Housing, Data Mining In CRM, Campaign Management, Sales Force Automation And Role Of Interactive Technology. Issues In Implementing Technological Solutions In Management.

### **UNIT V OPERATIONAL ISSUES IN IMPLEMENTING CRM (8 lectures)**

Process View Of CRM, Budgeting For Attraction Vs Retention, Learning From Customer Defections, Customer Retention Plans, Evaluating Retention Programmes, Global CRM.

### **LEARNING OUTCOME:**

After the completion of this course a student will be able to apply the concept of CRM in organization and will be able to develop better relationship with the internal and external customer of the organization.

### **SUGGESTED READINGS**

- Customer Relationship Management: G Shainesh ,J N Sheth
- CRM Emerging concepts, tools & Applications: A Chaudhry, G Shainesh
- Customer Relationship Management: A Parvatiyar,J N Sheth
- Relationship Marketing for Competitive L L Berry
- Advantage: Winning & Keeping Customers:The CRM Handbook Jill Dyche

**LEARNING OBJECTIVES**

The basic objective of this course is to familiarize the students with the concepts and latest trends in the service marketing field and to develop in them a feeling of dedication towards consumers.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT-I INTRODUCTION**

(8 lectures)

Definition, Concept, Characteristics, difference between goods and services, nature & scope of services and the service challenge. Brief concept of marketing management & its relationship with service marketing, reasons for growth in Service Sector & role of Services in an Economy

**UNIT –II SERVICE MARKET SEGMENTATION & MARKETING MIX (8 lectures)**

Identification of Service need, Service market segmentation, Concept of marketing mix- 7Ps, Designing and Positioning a service in the Market place , Managing service Demand Creating & Delivering Services. Communicating and Promotion services. Developing and managing the customer Service Function.

**UNIT-III MARKETING STRATEGIES OF SERVICES**

(8 lectures)

The Service Strategy; service Mission; Service Environment; Service Life Cycle; Market Defender Strategies; Occupying the imagination of the customer.

**UNIT-IV RELATIONSHIP MANAGEMENT**

(10 lectures)

Customer expectation & Perception of service understanding, Customer requirements and building relationships and marketing implications.

Relationship management- concept, Need, Importance, Characteristics, CRM and e-CRM - Customer relationship process.

**UNIT-V SERVICE FOR GLOBAL MARKETING**

(6 lectures)

International Marketing of services, Principle Driving Forces, Global Marketing Services, Service Strategy & Organization for Global Marketing

**LEARNING OUTCOME:**

After completion of this course a student will be able to understand and explain the concepts of service marketing. The subject matter shall equip the students to map complex service marketing issues and the ground realities of a service organisation. The student will also gain knowledge on the contemporary issues of service marketing and will be able to serve a service marketing organization in the best possible manner.

**SUGGESTED READINGS**

- |   |  |
|---|--|
| • Marketing for Non-Profit Organization | Kotler, Philip PHI, New Delhi          |
| • Marketing of Services                 | Lovelock, Christopher H, Prentice Hall |
| • Marketing Services                    | Ravi Shanker                           |
| • Financial Service                     | M Y Khan                               |

**LEARNING OBJECTIVES**

The objectives of this course are to strengthen the understanding of International Financial Management and the application of various concepts in the real life situation. A student will be able to understand the pros and cons of International Finance and will become a knowledge wizard in the field of International Financial Management.

**Course Credit: 4****Contact Hours:40 hours****UNIT-I INTRODUCTION****(8 lectures)**

International Financial Systems and Institution, International Financial Flows. Balance of Payments- Concepts, principles & its various components, Current account deficit & surplus and capital account convertibility, Concept & types of disequilibrium- Causes & Remedies.

**UNIT- II FOREIGN EXCHANGE MARKETS****(10 lectures)**

Foreign Exchange Market – Structure, Participants, Exchange rate determination – Spot and Forward Exchange rates, Eurocurrency and Domestic Interest Rates, Quotation & Market rules, factors affecting exchange rates, concept of international arbitrage, interest rate parity, purchasing power parity and the interest Fisher effect

**UNIT-III RISK MANAGEMENT****(12 lectures)**

Measuring and managing Exposure: Translation, Transaction and Economic exposure  
Derivatives Market: Definition, Evolution & Features of Derivatives, Types of Derivatives- Forward, Futures, Swaps and Options- A study of models and arbitrage methods.

**UNIT- IV INTERNATIONAL FINANCIAL MARKET****(6 lectures)**

Concept of International Capital and Money Market, International Listing. Managing Multinational fund flows, Centralized Vs Decentralized Cash management, Managing International Accounts and inventory, Financing foreign Trade.

**UNIT-V STRATEGIC DECISION MAKING IN INTERNATIONAL FINANCE (4 lectures)**

Evaluation of Foreign Investment opportunities, Financing in the Short and Long Term, Managing Net Working Capital, International Trade Finance.

**LEARNING OUTCOME**

After the completion of this course a student shall be able to guide and control the organizational pursuits of International Finance and will be able to develop an acumen and a sound knowledge of International Financing and its effects on the development of an organization.

**SUGGESTED READINGS**

- International Financial Management Sapiro
- International Financial Management P.G. Apte
- Foreign Exchange Management Jeevanandam
- International Financial Management Buckley
- International Financial Management Sharen
- International Financial Management MadhuVij

**LEARNING OBJECTIVES**

The basic objective of this course is to equip a student with a sound knowledge of taxation and tax planning. The various concepts and their understanding shall be developed in their mindset and they will be able to plan about income tax and other taxes in an effective manner.

**Course Credit: 4****Contact Hours: 40 hours****UNIT- I NATURE AND SCOPE OF TAX PLANNING: (8 lectures)**

Basic Concept: Income, Agricultural Income, Person, Assesses Assessment year, Previous year, Gross Total Income, Total Income, Rate of Tax, Residential Status and Scope of Total Income on The Basis of Residential Status, Exempted Income Under Section –10.

**UNIT- II COMPUTATION OF INCOME UNDER DIFFERENT HEADS: (8 lectures)**

Salaries, Income From House Property, Profit & Gain of Business or Profession, Capital Gains, Income from other sources.

**UNIT- III TOTAL INCOME AND TAX COMPUTATION (10 lectures)**

Income of other persons included in assessee's Total Income, Aggregation of Income and Set-off and carry forward of losses, Deductions from gross total Income, Rebates and relief's, Computation of Total Income of Individuals and firms.

**UNIT- IV CORPORATE INCOME TAX (8 lectures)**

Tax concession and incentives for corporate decision. Tax Planning for Depreciation, Treatment of losses & unabsorbed items, Carry forward and set off losses. Tax and Business Reorganization: Merger and amalgamation, Tax appeals.: Revision & Review

**UNIT- V EXCISE DUTY AND VALUE ADDED TAX (6 lectures)**

Central Excise Act.& Excise Planning, GST-CGST, SGST & IGST.

NOTE: Numerical problems based on Calculation of Income Tax or Corporate Tax may come in the Examination.

**LEARNING OUTCOME:**

After the completion of this course a student will be in a position to plan about tax savings and how to use this saving in the most effective manner. A sound understanding about corporate income tax and Excise duty shall also be inculcated which shall be essential for the development of an organization in its financial pursuits.

**SUGGESTED READINGS**

- Public Finance
- How to Save Wealth Tax
- Income Tax
- Income Tax
- Students Guide to Income Tax
- Systematic Approach to Income Tax

Bhatia H.L.  
Lokhotia RN.  
Dr. B.K. Agarwal  
H.C. Malhotra  
Singhania Vinod K & Monika  
Girish Ahuja, Ravi Gupta

**LEARNING OBJECTIVES**

The basic objective of this course is to develop a sound knowledge of corporate restructuring, mergers and acquisitions. A student shall be able to guide an organization about the same as and when need arises.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT- I CORPORATE RESTRUCTURING (8 lectures)**

Definition, Scope, Historical Evolution, Approaches to corporate Restructuring, Forms of Corporate Restructuring – Consolidation, Divestiture, Carve Out, Joint Venture, Reduction of Capital, Buy-Back of Securities.

**UNIT -II MERGERS (10 lectures)**

Mergers – Meaning, Merger as a growth strategy, ANSOFF’s product market Matrix, Classes of Growth Opportunities models, & approaches – BCG Matrix, Grand strategy Matrix, Industry/Product Life Cycle. Motives – Different Models & Theories, Trautween’s model, Monopoly & Efficiency Theory, Valuation, Raider, Empire Building. Synergy: Manufacturing, Operations, Marketing, Financial & Tax. Take-Overs – Type & Tactics, Cases of successful takeovers in India.

**UNIT- III LEGAL ASPECT (6 lectures)**

Companies Act 1956 regarding Merger & Demergers; SEBI (BUY-back of Securities) Regulation 1998; SEBI (Substantial Acquisition of shares & Takeovers) Regulation 2011; Clauses 40A & 40B of BSER & NSE; SEBI (Delisting of Equity Shares) Regulation 2009

**UNIT- IV ACCOUNTING & TAXATION (6 lectures)**

Accounting for Amalgamation & Demerger; Methods of Accounting – Pooling of Interest Method.  
Taxation – Definition, Implication of Capital Gains Tax & Carry Forward; Set Off of losses & Unabsorbed Depreciation

**UNIT -V VALUATION (10 lectures)**

Valuation of a Company – Concept, Methods of Enterprise & Equity Valuation- Asset based valuation approach, Relative Valuation Method, Capitalization of Earnings Approach, Cash Flow Based Valuation Approach.  
Models of Valuation – Dividend Discount Model, Enterprise DCF Model.

**LEARNING OUTCOME:**

After the completion of this course a student will be able to guide an organization about the restructuring strategy which will give fruitful result to the organization.

**SUGGESTED READINGS**

- Mergers, Acquisition & Corporate Restructuring Godbole
- Cross Border Acquisition Chandrashekhar Krishnamurti, S.R. Vishwanath
- Mergers, Acquisition & Corporate Restructuring Patrick. A. Gaughan
- Mergers, Acquisition & Corporate Restructuring Rachna Jawa



## HUMAN RESOURCE (HR) SPECIALIZATION

### MBA- HR04 NEGOTIATION AND CONFLICT MANAGEMENT

#### LEARNING OBJECTIVES

The basic objective of this course is to give student a sound understanding of the concepts and theories of negotiation and conflict management. A student will also be in opposition to find out the exact nature of conflict and then provide solutions to it.

**Course Credit: 4**

**Contact Hours: 40 hours**

#### UNIT I INTRODUCTION

**(6 lectures)**

Conflict – Meaning, Sources, Levels, Types, Approaches to Conflict, Conflict Resolution Techniques, Negotiation- Concept, Distributive Bargaining, Integrative Negotiation. Negotiation Planning Process

#### UNIT II NEGOTIATION PROCESS

**(8 lectures)**

Negotiation Sub processes: Perception: definition, Perceptual distortion, Framing: Types of Frames, Approaches to Frames, Cognitive biases in negotiation, managing misperception and cognitive biases in negotiation. Reframing. Impact of mood and emotions on negotiation process. Communication during negotiation-verbal and non verbal methods. Negotiation power: definition, sources, BATNA, dealing with power differences..

#### UNIT III MANAGING NEGOTIATION

**(10 lectures)**

Role of Agents, Constituencies & Audiences. Coalitions – Concept, Types, Reasons for coalition formation, Criteria for coalition. Multi Party and Team Negotiation Process, Third Party Approach of negotiation, Intervention Methods.

#### UNIT IV MEDIATION AND CONCILIATION

**(8 lectures)**

Mediation: concept and process, Conciliation: concept, process and importance, Arbitration: Process and importance, Persuasion strategy and effectiveness difference between arbitration , mediation and conciliation. Arbitrations and conciliation act.

#### UNIT V CROSS CULTURAL NEGOTIATION

**(8 lectures)**

International Issues – Effects of environment & culture on Negotiation process, Managerial Perspectives – Negotiation Opportunity, selection of negotiators. Ethics in Negotiation.

#### LEARNING OUTCOME

After the completion of this course a student will become an expert on conflict management and would also master the art of negotiations which would be utilized for better results.

#### SUGGESTED READINGS

- Negotiation Roy J. Lewicki, David M. Saunders, Bruce Barry,
- Managing Conflict & Negotiation B.D.Singh;
- Conflict Management: A Practical guide to developing negotiation strategies : Barbara.A. Budjac Corbett
- Negotiation and conflict Management William Zartman

**LEARNING OBJECTIVES**

The course aims at exposing the learner to the concept and practice of training and development in the modern organizational setting through the pedagogy of case discussions and recent experiences. The design of the course aims to provide an experimental, skill-based exposure to the process of planning, organizing and implementing a training system.

**Course Credit: 4****Contact Hours:40 hours****UNIT- I INTRODUCTION****(8 lectures)**

Performance Management System – Concept, Process, Objectives, Features; Organizational Goal Linked Performance Model – Steps, Key Performance Indicators, Measures, Linkage between Goal Setting & Performance Appraisal.

**UNIT -II PERFORMANCE APPRAISAL****(8 lectures)**

Performance Appraisal – Managers, Supervisors – Task Analysis&/or Activity Analysis, KPAs, KRAs, Task & Target Identification, , Goal Setting Exercises.  
Appraisal Formats – For Supervisors, Individuals & Peers.  
Performance Analysis – Meaning, Measurement

**UNIT – III MANAGING PERFORMANCE****(8 lectures)**

Methods of managing performance at all the levels of management- traditional methods of performance management , modern methods of performance management, Performance analysis as a tool for Individual and organizational development.  
Potential appraisal: definition and significance

**UNIT-IV REWARD SYSTEM****(8 lectures)**

Compensation- Definition, Function, Significance, Job evaluation, methods of job evaluation, inputs to job evaluation its practical implication for technical/non technical and executive/managerial position, and significance of wage differentials.

**UNIT-V COMPENSATION****(8 lectures)**

Pay structure: Method of pay and Allowances- Basic Pay, DA, HRA, Gross Pay, Take home pay, Fringe benefits and other allowances, etc. Methods of payments: Time and piece rate system. ESOP: definition. Objectives, Welfare Measures: Statutory and Non Statutory measures. Social security schemes: ESIS, PF, Pension, Insurance, Gratuity.

**LEARNING OUTCOME:**

After the completion of the course a student will be able to analyse the design of training and compensation systems of different organization.

**SUGGESTED READINGS**

- |  |                     |
|--|---------------------|
| • Performance Management System                                    | R.K.Sahu            |
| • Performnace Management & Appraisal System                        | T.V.Rao             |
| • Performance Management : Concepts, Skills & exercises<br>Leonard | Robert Cardy, Brian |

**LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with the latest human resource management studies and a student will be in a position to implement them as and when required.

**Course Credit: 4**

**Contact Hours:40 hours**

**UNIT- I INTRODUCTION**

(8 lectures)

HRM – Concept, Architecture, Ethical Dimensions.Strategic Management – Concept, Meaning, characteristics, developing strategy, implementation of strategy. Strategic HRM – Definition, Nature, Objectives, conceptual framework, problems.

**UNIT-II HRM STRATEGY**

(6 lectures)

Meaning, features, evaluation of HR strategy. Developing HR Strategy – factors, approaches formulationDelivering HR Strategy – „Say-Do“ gap concept & Role of Line Managers in Implementation.

**UNIT-III ORGANIZATIONAL STRATEGIES**

(8 lectures)

Organizational Strategy – Concept , Types & Importance; Organization Development Strategy – Meaning, Activities ; Human Capital Management Strategy – Objectives, Role, Link between HCM & Business Strategy.; Knowledge Management Strategy – Process of Knowledge Management, Sources & Types of Knowledge, Issues & Components. Corporate Social Responsibility strategy- Definition, Rationale for CSR, CSR Activities, Role of CSR.

**UNIT -IV DIMENSIONS OF HRM STRATEGIES**

(10 lectures)

Employee Engagement – definition, Importance, factors, Nature &Content;Resourcing Strategy – Rationale, Approach, Resourcing Plans, Retention Strategy, Flexibility Strategy, Diversity & Inclusion Strategy; Talent Management – Meaning, Objectives, Talent Management Strategies Reward Management – Meaning, Need, Characteristics, Basis, Effective Reward Strategies.

**UNIT -V INTERNATIONAL PERSPECTIVE**

(8 lectures)

Concept, Issues, Approaches to International Strategic HRM;Types of Strategies – Resourcing, International Talent Management, International Performance Management, International Reward Management

**LEARNING OUTCOME**

After the completion of a course the student will be able to define the concept and importance of strategy in the context of organizational capability, organizational & individual performance as well as to the specific aspects of HRM.

**SUGGESTED READINGS**

- Strategic Hman Resource Management Michael Armstrong
- Strategic Hman Resource Management Randall S. Schuler & Susan E. Jackson
- Strategic Hman Resource Management RajibLochanDhar
- Strategic Hman Resource Management: An Indian Perspective Anuradha Sharma &AradhanaKhandelwal

## **MBA- ELECTIVE**

### **EV -02 EMOTIONAL INTELLIGENCE**

**LEARNING OBJECTIVES:** The objective of this course is to provide a sound understanding of emotional intelligence and self management.

**Course Credit: 2**

**Contact Hours: 20 hours**

#### **UNIT I INTRODUCTION**

**(4 Lectures)**

Meaning and concept, theories of multiple intelligence, emotions and tripartite brain, emotional competencies, executive EQ, emotions and enneagram, Rational emotive therapy, Emotional transformation, Measuring emotional intelligence, Role of emotions, emotions and attitudes.

#### **UNIT II EMOTIONAL INTELLIGENCE-I**

**(4 Lectures)**

Fundamentals of emotional intelligence, the emotional competencies framework, benefits of emotional intelligence,

#### **UNIT III EMOTIONAL INTELLIGENCE-II**

**(4 Lectures)**

models of emotional intelligence-Mayer's and salovey's ability model, Goleman's competency model, Bar-on's Trait model.

#### **UNIT IV EMOTIONAL INTELLIGENCE AND SELF MANAGEMENT**

**(4 Lectures)**

Concept of Self Awareness, Self-Management social awareness and social skill, emotional intelligence and Self-Management, Emotional Intelligence in Indian Mythology.

#### **UNIT V CASE STUDIES**

**(4 Lectures)**

Case Studies based on Emotional Intelligence

#### **LEARNING OUTCOME:**

After the completion of this course a student will be in a position to manage both himself and his emotions and once this is done he will be able to bring out positive results for betterment of the organization.

#### **SUGGESTED READINGS**

- Working with emotional intelligence Daniel Goleman
- Leadership secrets from GE's jack welch Robert Slater, Jack Welch

## **MBA- ELECTIVE EE-02      SUSTAINABILITY AND POLLUTION CONTROL**

### **LEARNING OBJECTIVES**

This course makes the students knowledgeable in various pollution prevention methods and the principles and processes involved in various Industries to control the pollution

**Course Credit: 2**

**Contact Hours:20 hours**

### **UNIT I - SUSTAINABILITY (4 lectures)**

Industrial activity and environment, industrialization and sustainable development indicators of sustainability-sustainability strategies. Barriers to sustainability, Pollution prevention in achieving sustainability

### **UNIT II - ENVIRONMENTAL REGULATIONS (4 lectures)**

Prevention v/s control of industrial pollution, Environment policies and Regulations to encourage pollution prevention, Environment friendly chemical processes, Regulations for clean environment and implications for industries

### **UNIT III - POLLUTION AND CONTROL METHODS (4 lectures)**

Definition of pollutant, Types of pollution; Air, Water, Land, Noise; Adverse Effects of Pollutants

### **UNIT IV - ECO SYSTEM (4 lectures)**

Eco System and Human health - Need for effluent treatment and toxicity, control. Water standards for potable, Agricultural and left-off streams- Air standards for Cities, Industrial areas, Resorts.

### **UNIT V-POLLUTION CONTROL METHODS (4 lectures)**

Particulate emission control- Gravitational Settling Chambers- Cyclone Separators, Fabric Filters, Electrostatic Precipitators, Wet Scrubbers, Absorbers. Control of sulphur di-oxide, oxides of Nitrogen, Carbon Monoxide and Hydrocarbons, Noise pollution measurements and its control.

Primary, secondary and tertiary treatments - advanced waste water treatments; recovery of metals from process effluents

### **LEARNING OUTCOME:**

After the completion of this course a student will be able to guide an organization towards its role for the environment and also to adopt best practices for saving the environment against industrial pollution.

### **SUGGESTED READINGS**

- Pollution Prevention: Fundamentals and Practice      P. Bishop,
- Industrial Pollution Prevention Hand Book      H. M. Freeman
- Industrial Water Reuse and Waste Water Minimization      James.. Mann and.Y.A Liu

**MBA- EC02      ADVANCED WORD & POWERPOINT  
LEARNING OBJECTIVES**

The basic objective of this course is to provide a student with solid base to operate MS Word which will be beneficial for report writing and preparation for presentations.

**Course Credit: 2**

**Contact Hours:20 hours**

**UNIT I MS WORD**

**(4 Lectures)**

MS Word : Collaboration; Protect your document with passwords, permission and other restrictions, Save a document to Share Point from Office 2010. The purpose of IRM and its limitations, Mail Merge. Tracking change and comments- Turn track changes on or off, Review tracked changes and comments. Formatting Add, Change or delete Word Art, Add or remove text effects, Adjust the spaces between letters, lines or paragraphs, Set the default font, Language, Apply, Customize and save a document theme in Word.

**UNIT II TOOLS OF MS WORD**

**(4 Lectures)**

Tables of Contents and other references- Create a table of contents, Edit a citation placeholder, Create a bibliography, Foot note and End Note, Captions and Index. Checking Spelling, Grammar and thesaurus, Managing Headers, Footers and page numbers Links, Inserting Page breaks and section break, Applying Multiple headers, page layouts.

**UNIT III POWERPOINT-I**

**(4 Lectures)**

Working with Text and Smart Art Graphics- Add alternative text to a shape picture chart table, Smart Art Graphic, or other object, Wrap text around and object in PowerPoint 2010, Adjust the indent in a bulleted or numbered list on the ruler, Change the look, position, or function of bulleted or numbered lists in your presentation.

**UNIT IV POWERPOINT-II**

**(4 Lectures)**

Organizing and formatting slides, Using masters- Understanding a slide master, Create or Customize a slide master, Apply one or more slide masters to a presentation. Working with animation, sound and Movies- Turn your presentation into a videos, Embed or link to a video from your presentation, Set the Play options for a video in your presentation, Trim a video, Compress your media files, Tips for improving audio and video playback and compatibility.

**UNIT V POWERPOINT PRESENTATION**

**(4 Lectures)**

Working with hyperlinks and action buttons. Reviewing and adding comments- show markup and add CommentsCreating support materials- Notes and Notes Master, Printing Notes, Delivering your presentation Using Presenter's Mode, Optimizing Handouts, Embedding Presentation- Multiple presentations and Slides and files on the slide

**LEARNING OUTCOME:**

After the completion of this course a student will become a master of M.S. word and would also be able to present his ideas through the use of PowerPoint in the best possible manner.

**SUGGESTED READINGS**

- Microsoft word excel and Power Point: just for beginner Dorothy House
- A tutorial on windows word and Power Point V.V. Agarwal

**Course Credit : 6****Contact Hours: 60 hours**

A Project has to be allotted to the candidate by the institute to work upon under the supervision of one faculty member for the purpose of creating awareness on how to conduct a Research Project. This shall be based on the data collection and interpretation of the same. The Project is to be evaluated out of 200 marks and has to be submitted before the end term examinations.