



# Dr. Bhimrao Ambedkar University, Agra

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

[www.dbrau.ac.in](http://www.dbrau.ac.in)

## A Documentary Support for Matric No. – 1.3.1

Institution integrates cross-cutting issues relevant to **Professional Ethics, Gender, Human Values, Environment & Sustainability** and other value framework enshrined in Sustainable Development goals and National Education Policy – 2020 into the Curriculum

under the  
**Criteria - I**  
**(Curriculum Design and Development)**

Key Indicator - 1.3

in

Matric No. – 1.3.1

**MASTER OF BUSINESS ADMINISTRATION (PART TIME )**

1993



PROFESSIONAL  
ETHICS



ENVIRONMENT &  
SUSTAINABILITY



NATIONAL EDUCATION  
POLICY – 2020



HUMAN VALUES



GENDER

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

## Applicable from Academic Session 2020-21 Onwards

### MASTER OF BUSINESS ADMINISTRATION M.B.A (PART TIME)

#### Semester I

101	Management Concepts & Application	36 hrs	3 credits
102	Quantitative Techniques for Management	40 hrs	4 credits
103	Accounting for Managers	40 hrs	4 credits
104	Business Environment	36 hrs	3 credits
	Total =		14 credits

#### Semester II

201	Marketing Management	36 hrs	3 credits
202	Human Resource Management	36 hrs	3 credits
203	Self Management	40 hrs	4 credits
204	Legal Aspects of Business	40 hrs	4 credits
	Total =		14 credits

#### Semester III

301	Managerial Economics	40 hrs	4 credits
302	Organizational Behaviour	40 hrs	4 credits
303	Computer Application & MIS	36 hrs	3 credits
304	Business Communication	36 hrs	3 credits
	Total =		14 credits

#### Semester IV

401	Production Management	40 hrs	4 credits
402	International Business Management	40 hrs	4 credits
403	Research Methodology	36 hrs	3 credits
404	Financial Management	40 hrs	4 credits
	Total =		15 credits

#### Semester V

501	E-Business	36 hrs	3 credits
502	Entrepreneurship & Small Business Development	36 hrs	3 credits
503	Specialization I	40 hrs	4 credits
504	Specialization II	40 hrs	4 credits
	Total =		14 credits

#### Semester VI

601	Corporate Strategic Management	40 hrs	4 credits
602	Specialization III	40 hrs	4 credits
603	Specialization IV	40 hrs	4 credits
604	Project Report	60 hrs	6 credits
	Total =		18 credits

## **List of Specialization for Fifth Semester**

### **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

## **List of Specialization for Sixth Semester**

**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
- IB05 : International Logistics and Supply Chain Management
- IB06 : International Commodity Management

### **OPERATIONS MANAGEMENT**

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

## **MBA(PT)- 101 : MANAGEMENT CONCEPTS & APPLICATION**

### **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(PT)- 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 READING**

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

**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  
Financial Accounting  
Accounting for Managers

Tulsian  
S. M. Shukla  
S.N. Maheshwari

**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 READING**

Business Environment  
Business Environment: Text and Cases  
Business Environment  
Business Environment  
International Business Environment

K.Aswhappa  
PAUL  
Francis Cherunilam,  
Shaikh &Saleem  
Ian Brooks, Jamie Weatherstom and  
Grahm Wilkinson



## MBA(PT)- 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 READING**

Marketing Management :  
Marketing Management :  
Marketing Management :  
Marketing Management :

Philip Kotler  
Stanton  
RajanSexena  
Namaskumari

**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**

**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 READING**

Human Resources Management  
Human Resource Management  
Human Resources Management  
Human Resources Management

Pravin Durai  
B.Mamoria  
Saiyadain  
Gary Dessler

## **MBA(PT)- 203 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 Hours**

### **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 READING**

Working with Emotional intelligence  
Leadership secrets from GE's Jack Welch  
Life skills: personality and leadership  
Critical thinking and analysis

Daniel Goleman  
Robert Slater, Jack Welch  
Nair V  
Mary Deane

### 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 READING

Company Law  
Mercantile law  
Company Law  
Business Law  
Business Law  
law

Dr.Avtar Singh  
N.D. Kpoor  
N.D. Kpoor  
M. C. Kuchhal  
N. D. Kapoor  
Mercantile  
Avtaar singh

**LEARNING OBJECTIVES**

The basic objectives of this course are 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  
 Managerial Economics  
 Managerial Economics  
 Managerial Economics  
 Managerial Economics  
 Managerial Economics

Mote Paul & Gupta  
 Varshney & Maheshwri  
 P.N. Chopra  
 D.N. Dwivedi  
 M. Adhikari  
 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: 3**

**Contact Hours: 40 Hrs**

**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  
Human Behavior at Work  
Organizational Behavior  
Organizational Behavior  
OrganizationalBehavior

Luthans Fred  
Devis Keith  
Robins Stephanen P.  
Verma&Agarwal  
L.M.Prasad

**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

## **MBA(PT)- 304 BUSINESS COMMUNICATION**

### **LEARNING OBJECTIVES**

Communication and etiquettes are the pillars of ones 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**

**Contact Hours : 36**

#### **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 READING**

Business Communication Essentials

Business Communication

Business Communication

Business Communication

Business Communication

Bovee& Thill

Bisen&Priya

Suryavanshi Kalkar, Sengupta

P D Chaturvedi,

Mukesh Chaturvedi

Asha Kaul



**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 READING**

Production Management

Production Planning

Management A Hand Book

Production Management A Hand Book

Chary

C.B. Gupta Production

Walley B.H

Walley B.H



## **MBA(PT)- 403      RESEARCH METHODOLOGY.**

### **LEARNING OBJECTIVES**

The basic objectives of this course are 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 an acumen to interpret data.

**Course Credit: 3**

**Contact Hours: 36 hrs.**

#### **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 READING**

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 hrs.**

**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 READING**

Financial Management  
Financial Management  
Financial Management  
Financial Management  
Financial Management

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

**LEARNING OBJECTIVES**

The basic objective of this course are 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 CONTACT HOURS: 36 HOURS **UNIT- I**  
(6 lectures)

**INTRODUCTION**

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 READING**

E-Business  
Learning E-Business and E-commerce Management  
Electronic Business  
E-commerce- An Indian Perspective

Gary P.Schneider;Cengage  
Dave chaffey  
Geoffrey Sampson  
P.T. Joseph

## **MBA(PT)- 502 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 entrepreneursip : 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 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 | Luck & Rubin    |
| • Marketing Research | Boyd & Westfall |
| • Consumer Behavior  | 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(PT)- 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
2. Security analysis and Portfolio Management
3. Portfolio Management
4. Security and Portfolio Management
5. Security & Portfolio Management

V.K. Bhalla  
V.K. Aadhani  
Barua&Verma  
P. Pandain  
Fisher & Jorden

# **MBA(PT)-FM 02 FINANCIAL INSTITUTIONS AND MARKETS**

## **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 objective this course is to make a student abreast with the concept and theories of merchant banking and financial services. This course will enable a student to implement the latest trends of this field in the financial system of any organization so as to achieve the best possible results.

**Course Credit: 4**

**Contact Hours: 40 hours**

**UNIT I INTRODUCTION (8 lectures)**

Merchant Banking: Introduction, Concept, Nature & Scope of Merchant Banking, Types & functions of Merchant Bankers, Regulation of Merchant Banking Activity. Professional Ethics & Code of Conduct. Indian Merchant Banking : Overview, Structure, Current development. Instruments of capital market and money market.

Mutual Funds: Meaning, Types, Advantages, Disadvantages, **legal structure and regulation of mutual funds in India.**

**UNIT- II ISSUE MANAGEMENT (8 lectures)**

Pre Issue Management : Types of Issue and analysis of prospectus, Private Placement, Bought Out deals, Book Building Methods, Pricing of securities, Underwriting, Post Issue Management : Listing,

**UNIT- III FINANCIAL SERVICES (10 lectures)**

Financial Services – Meaning, role of financial services in a financial system, types & importance, online trading, dematerialization & Rematerialization, Leasing : meaning, features, types, benefits & limitations Hire Purchase : Concept & Characteristics, Difference between hire-purchase & Leasing.

**UNIT- IV FINANCIAL SERVICES (8 lectures)**

Factoring and Forfeiting, Bills Discounting and Rediscounting, DFHI  
Depository System in India- NSDL, CSDL, benefits of depository system  
Venture Capital, Securitization, Credit Rating, Micro Finance

**UNIT- V INTERNATIONAL CAPITAL MARKETS (6 lectures)**

Need of Indian companies for resourcing funds from foreign markets, usage of euro issue, evaluation of various types of depository receipts- ADRs, GDRs, FCCBs and FCEBs

**LEARNING OUTCOME**

After the completion of this course a student will be able to master the art of merchant banking and it will be his endeavour to strengthen organization to come out of any financial crisis.

**SUGGESTED READINGS**

- Merchant Banking and Financial Services
- Marketing of Financial Services
- Merchant Banking and Financial Service
- Management of Financial Services

Machiraju  
V. A. Awadani  
J.D. Verma  
M.Y.Khan

**LAWLEARNING 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. DharniP.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, Udai Pareek       |
| • Management Training and Development             | Munish Vohra;                    |
| • Training for Development                        | R.K.Sahu;                        |
| • Training and Development (Concepts & Practices) | S.K.Bhatia;                      |

**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 READING**

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



**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 abroad.

**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 to 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 (PT)- 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                               |

**MANAGEMENT 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, Trautwein’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 BSE & 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 (PT)- 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 formulation Delivering 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 Human Resource Management      Michael Armstrong
- Strategic Human Resource Management      Randall S. Schuler & Susan E. Jackson
- Strategic Human Resource Management      Rajib Lochan Dhar
- Strategic Human Resource Management: An Indian Perspective      Anuradha Sharma & Aradhana Khandelwal

**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.