

Syllabus

MASTER OF BUSINESS ADMINISTRATION (MBA)

**Two year full-time programme
[Session: 2015-2017 Onward]**

Record to be maintained by faculty and made available to the examination branch of the University, if required.

Choice Based Credit System of evaluation:

- The M.B.A. programme shall consist of **Thirty Two Subjects** (Papers or Subjects in old terminology) and a project in any of the specialization area opted by the student.
- The courses are segregated in two groups viz.
 1. Hard core or Compulsory courses (Comprising of basic subjects of Business Management),
 2. Specialization (Subjects oriented towards Competency building in various functional areas of Business Management).
- The student shall have a choice to select the specializations from the list according to his/ her area of interest.
- Two Specializations are to be selected from the Groups of specializations.
- A student is required to Select **Any Two** specializations as following:

ELECTIVE PAPERS

Specialization Group: Human Resource

Course Code

1. MBA HR 01 Personal Growth and Training & Development... (III Semester)
2. MBA HR 02 Industrial Relations & Labour Enactments..... (III Semester)
3. MBA HR 03 Team Building & Leadership..... (IV Semester)
4. MBA HR 04 Negotiation & Counseling (IV Semester)

Specialization Group: Marketing

Course Code

1. MBA MK 01 Marketing of Services..... (III Semester)
2. MBA MK 02 Consumer Behavior & Marketing Communication (III Semester)
3. MBA MK 03 Sales & Distribution Management (IV Semester)
4. MBA MK 04 Retail Management (IV Semester)

Specialization Group: Financial Management

Course Code

1. MBA FM 01 Management of Working Capital..... (III Semester)
2. MBA FM 02 Security Analysis and Investment Management..... (III Semester)
3. MBA FM 03 Management of Financial Institutions & Services.. (IV Semester)
4. MBA FM 04 Tax Panning & Financial Reporting..... (IV Semester)

Specialization Group: Information Technology

Course Code

1. MBA IT 01 Database Management System (III Semester)
2. MBA IT 02 System Analysis & Design and Software Engineering. (III Semester)
3. MBA IT 03 Data Communication & Network (IV Semester)
4. MBA IT 04 Electronic Commerce..... (IV Semester)

Note: Courses offered, contact hours, credits attached and allocation of marks shall be as follows:

COURSE CONTENT
Semester - I

Code	Paper Name	Total hours	Marks		Total Marks	Credits
			External	Internal		
MBA-101	Principles & Practice of Management	40	70	30	100	4
MBA-102	Managerial Economics	40	70	30	100	4
MBA-103	Accounting & Financial Analysis	40	70	30	100	4
MBA-104	Organisational Behaviour	40	70	30	100	4
MBA-105	Business Statistics	40	70	30	100	4
MBA-106	Marketing Management	40	70	30	100	4
MBA-107	Computer Applications in Management	40	70	30	100	4
MBA-108	Communications for Management	40	70	30	100	4
	Total	320	560	240	800	32

Semester - II

Code	Paper Name	Total hours	Marks		Total	Credits
			External	Internal		
MBA-201	Business Environment	40	70	30	100	4
MBA-202	Business Laws	40	70	30	100	4
MBA-203	Research Methodology	40	70	30	100	4
MBA-204	Operations Research	40	70	30	100	4
MBA-205	Production & Operations Management	40	70	30	100	4
MBA-206	Cost & Management Accounting	40	70	30	100	4
MBA-207	Financial Management	40	70	30	100	4
MBA-208	Managing Human Resources	40	70	30	100	4
	Total	320	560	240	800	32

Semester - III

Code	Paper Name	Total hours	Marks		Total	Credits
			External	Internal		
MBA-301	Supply Chain Management	40	70	30	100	4
MBA-302	Strategic Management	40	70	30	100	4
MBA-303	Management Information System	40	70	30	100	4
SP-I-1	Specialization Group -1 Elective 1*	40	70	30	100	4
SP-I-2	Specialization Group -1 Elective 2*	40	70	30	100	4
SP-II-1	Specialization Group -2 Elective 1*	40	70	30	100	4
SP-II-2	Specialization Group -2 Elective 2*	40	70	30	100	4
MBA-304	Summer Training Project Report	40	100	---	100	4
Total		320	590	210	800	32

Semester - IV

Code	Paper Name	Total hours	Marks		Total	Credits
			External	Internal		
MBA-401	Entrepreneurship Development	40	70	30	100	4
MBA-402	Corporate Governance, Values & Ethics	40	70	30	100	4
MBA-403	Research Project Report	40	100	---	100	4
SP-I-3	Specialization Group -1 Elective 3*	40	70	30	100	4
SP-I-4	Specialization Group -1 Elective 4*	40	70	30	100	4
SP-II-3	Specialization Group -2 Elective 3*	40	70	30	100	4
SP-II-4	Specialization Group -2 Elective 4*	40	70	30	100	4
MBA-404	Comprehensive Viva (CV)	--	100	---	100	4
Total		280	620	180	800	32

SUMMER TRAINING PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The College/Institute will facilitate this compulsory training for students.
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the College/Institute, which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the College/Institute. The report will be typed in A-4 size paper.
6. The Report will have two certificates. One by the Head of the Institute/College and the other by the Reporting Officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by external examiners. It will carry total of 100 marks divided into written report of 70 marks and presentation of 30 marks. There will be no internal examiner. Only such persons will evaluate the project report who has minimum 3 years of experience of teaching MBA classes in a College/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

RESEARCH PROJECT REPORT:

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) to be assigned by the Department MBA under the supervision of a core faculty member of the department. The research project report will

carry 100 marks. The evaluation of the project report will be done by external examiners and will consist of (i) Evaluation of Project Report (70 Marks) (ii) Viva on Project (30 Marks). The average of the marks awarded by the 2 two examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results. The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of the MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

COMPREHENSIVE VIVA:

The comprehensive viva voce is scheduled at the end of IV Semester in order to judge the understanding as well as application of the knowledge gained by the students by the end of IV Semester of the course. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks each to be conducted by the external examiner appointed by the University

Summary of the Total marks and Credits

Sr.no		Total hours	Marks		Total	Credits
			External	Internal		
1	Semester-I	320	560	240	800	32
2	Semester-II	320	560	240	800	32
3	Semester-III	320	590	210	800	32
4	Semester-IV	280	620	180	800	32
Total			2330	870	3200	128

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average) and CGPA (Cumulative Grade Point Average):

In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be on the basis of marks only, but the marks shall later be converted into Grades by some mechanism wherein the overall performance of the Students can be reflected after considering the Credit Points for any given course. However, the overall evaluation shall be designated in terms of Grade. There are some abbreviations used here that need understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulae used are as follows:-

Abbreviations and Formulae Used

G: Grade

GP: Grade Points

C: Credits

CP: Credit Points

CG: Credits X Grades (Product of credits & Grades)

SGPA = ΣCG : Sum of Product of Credits & Grades points / ΣC : Sum of Credits points

SGPA: Semester Grade Point Average shall be calculated for individual semesters.
(It is also designated as GPA)

YGPA= Average of both semesters SGPA

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

While calculating the CG the value of Grade Point 1 shall be consider Zero (0) in case of students who failed in the concerned courses i.e. obtained the marks below 40. After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade in the Grade Point table as per the TEN (10) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc....

Marks	Grade	Grade Points
100-90	O	10
89-80	A	9
79-70	B	8
69-60	C	7
59-50	D	6
49-40	E	5
39 and Below	F (Fail)	0

Conversion of CGPA into Grades and Division shall be as follows:

CGPA	Grade	Division
9.0-10	O	Distinction
8.0-8.9	A	Distinction
7.0-7.9	B	Distinction
6.0-6.9	C	First
5.0-5.9	D	Second
4.0-4.9	E	Second
00-3.9	F (Fail)	Fail

Note: Final Mark List will only show the Grade, Grade points and Division and not the marks.

The scope of the subject, percentage of passing in theory and project will be governed as per following rules:

- In order to pass at the Semester I, II, III & IV examinations and student shall obtain not less than 40% marks or E grade in each head of passing of every paper, that is to say separately in the Semester wise End examination , internal evaluation and in three heads of passing of project work.
- The results of successful candidates at the end of semester-IV shall be classified on the basis of CGPA obtained in all the four semesters. The candidates who pass all the semester examinations in the first attempt are eligible for ranks provided they secure Grade C and above.
- The results of the candidates who have passed the Semester-IV examination but not passed the lower semester examinations shall be declared as NCL (not completed lower semester examinations). Such candidates shall be eligible for the award of Degree only after completion of all the lower semester examinations.
- **CGPA for declaring Division/ class:**
Distinction CGPA 7 (Grade B) and above
First Class CGPA 6 (Grade C) and above
- Student successful at the Semester I, II, III and IV examinations shall, on payment of the prescribed fee, receive a Degree in the prescribed form signed by the Vice-Chancellor.
- An unsuccessful student at the any semester wise end examination shall be eligible for reexamination on payment of a fresh Examination fee prescribed by the University.

MBA I SEMESTER

MBA101: PRINCIPLES & PRACTICE OF MANAGEMENT

Credits: 4

Max. Hours: 40

UNIT I (8 Sessions)

Management: Concept, Nature, Importance; Management: Art and Science, Management As a Profession, Management Vs. Administration, Management Skills, Levels of Management, And Characteristics of Quality Managers. Evolution of Management: Early contributions, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach. Social Responsibility of Managers and Ethics in Managing.

UNIT II (10 Sessions)

Introduction to Functions of Management Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of Planning, Barriers to Effective Planning, Planning Premises and Forecasting, Key to Planning, Decision Making. Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, and Organisational Design.

UNIT III (10 Sessions)

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision Motivation: Concept, Motivation and Performance, Special Motivational techniques: Money, participation, reward systems, Quality of Work Life, Job Enrichment & Morale Building.

UNIT IV (12 Sessions)

Leadership: Concept and Functions, Process and models of Leadership Development, Contemporary views on Leadership: Transformational-Transactional, Charismatic-Visionary leadership. Controlling: Concept, Types of Control, Methods: Pre-control: Concurrent Control: Post-control, An Integrated Control System, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control, Pre-control of Inputs, Concurrent Control of Operations. Post Control of Outputs.

Suggested Reading:

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
2. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 9thEdition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6thEdition)
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (McGraw Hill, 12thEdition 2008)

MBA102: MANAGERIAL ECONOMICS

Credits:4

Max. Hours: 40

UNIT-I (8 Sessions)

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts. Objectives of a firm.

UNIT-II (12 Sessions)

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods. Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT-III (12 Sessions)

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition.

Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT-IV (08 Sessions)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings:

1. Damodaran Suma – Managerial Economics (Oxford 2006)
2. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)
3. Petersen Craig H. etal. – Managerial Economics (Pearson Education, 2006)
4. Dominick Salvatore - Managerial Economics (Oxford, 2007)
5. Atmanand – Managerial Economics (Excel Books, 2007)
6. Mithani D.M. - Principles of Economics (Himalaya Publishing House, 2005).
7. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
8. Koutsyannis A - Modern Microeconomics (Macmillan, 2nd Edition)

MBA103: ACCOUNTING AND FINANCIAL ANALYSIS

Credits:4

Max. Hours: 40

Unit I (6 Sessions)

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

Unit II (12 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill.

Unit III (12 Sessions)

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios ; Common Size Statement ; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit IV (10 Sessions)

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS

1. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
2. Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
3. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
4. Ghosh T P - Accounting and Finance for Managers (Taxman, 1st Edition).
5. Maheshwari S.N & Maheshwari S K – An Introduction to Accountancy (Vikas, 9th Edition)
6. Ashish K. Bhattacharya- Essentials of Financial Accounting (PHI, New Delhi)
7. Ghosh T.P- Financial Accounting for Managers (Taxman, 3rd Edition)
8. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 1st Edition)
9. Gupta Ambrish - Financial Accounting for Management (Pearson Education, 2nd Edition)
10. Chowdhary Anil - Fundamentals of Accounting and Financial Analysis (Pearson Education, 1st Edition).

MBA 104: ORGANISATIONAL BEHAVIOUR

Credits:4

Max. Hours: 40

UNIT I (8 Sessions)

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

UNIT II (10 Sessions)

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception. Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes and Workforce Diversity. Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. Learning: Concept and Theories of Learning.

UNIT III (10 Sessions)

Motivation: Theories of Motivation: Early and Contemporary views, Three level Work Motivation Model, Motivating a Diverse Workforce. Leadership: Style and Theories of Leadership-Trait, Behavioural and Situational Theories, Leadership styles in Indian Organisations. Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

UNIT IV (12 Sessions)

Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Influence, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power. Knowledge Management & Emotional Intelligence in Contemporary Business Organisation Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict Intra, Individual, Interpersonal, Intergroup and Organisational, Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling. Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress. Organisational Culture: Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

Suggested Reading:

1. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata Mc Graw Hill, 12th Edition)
2. Luthans Fred - Organizational Behaviour (Tata Mc Graw Hill, 10th edition)
3. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata Mc GrawHill, 4th Edition)
4. Robbins Stephen P. - Organizational Behaviour (Pearson Education, 13th Edition)
5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of Organizational Behavior:
6. Leading Human Resources (Pearson Education, 9th Edition)
7. Greenberg Jerald and Baron Robert A. - Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India), 9th Edition)

MBA105: BUSINESS STATISTICS

Credits:4

Max. Hours: 40

Unit I (8 Sessions)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation (C.V.) , Skewness, Kurtosis.

Unit II (12Sessions)

Time series analysis: 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 of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation: - Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression:- Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

Unit III (10 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit IV (10 Sessions)

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Ztest,

T-test, F-test and Chi-Square test. **Techniques of association of Attributes & Testing.**

SUGGESTED READINGS

1. Beri - Business Statistics (Tata Mc Graw Hill 2nd Edition).
2. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).
3. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
4. Sharma J K - Business Statistics (Pearson Education 2nd Edition).
5. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas1995, 23rd Edition).
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).

MBA 106: MARKETING MANAGEMENT

Credits:4

Max. Hours: 40

UNIT I (12 Sessions)

Introduction, Definition, Importance and Scope of Marketing, Philosophies of Marketing Management, Elements of Marketing - Needs, Wants, Demands, Customer, Consumer, Markets and Marketers; Marketing Vs Selling, Consumer Markets and Industrial Markets. Concept of Marketing Management, Marketing – Mix, Functions of Marketing Management, Marketing Organisations, Qualities of Marketing Manager. Marketing Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

UNIT II (8 Sessions)

Market Segmentation, Segmenting the Market, Benefits / Purpose and Limitations of Market Segmentations, Market Segmentation Procedure, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

UNIT III (8 Sessions)

Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.

UNIT IV (12 Sessions)

Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India. Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. A Brief Account of Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, International Marketing etc.

Suggested Readings:

1. Kotler Philip - Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition).
2. Stanton William J - Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw - Principles of Marketing (Pearson Education, 11th Edition).
4. Kotler Philip, Keller Kevin Lane, Koshy Abraham and Jha Mithileshwar - Marketing Management: A South Asian Perspective (Pearson Education 12th Edition).
5. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
6. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata Mc Graw Hill, 13th Edition).
7. Mc. Carthy and Perreault -Basic Marketing: A Global Marketing Approach (Tata Mc Graw Hill, 15th Edition).
8. Kurtz and Boone – Principles of Marketing (Thomson India edition, 2007)

MBA 107: COMPUTER APPLICATION IN MANAGEMENT

Credits:4

Max. Hours: 40

Unit I (10 Sessions)

Basic Concepts of Computers :Introduction and definition of computer; functional components of a computer system-(Input unit, CPU, Memory and output unit); Types of memory and memory hierarchy; Functioning inside a computer; characteristics, advantages and limitations of a computer; classification of computers;

Essential Components of computer

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, tools and commands of windows operating system.

Unit II (12 Sessions)

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; Application of these softwares' for documentation and making reports; preparation of questionnaires, presentations, tables and reports (Practical)

Database Management System : Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access.

Unit III (Session 8)

Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks (servers, workstations, network interface cards, hub, switches, cables, etc..)

Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet.

Unit IV (Session 10)

E-commerce: Introduction, Comparison between Traditional commerce and E-commerce; Advantages & disadvantages of e-commerce, Buying & Selling on Internet, Issues in Implementing Electronic Commerce.

Applications of Information Technology: Information Technology (IT) applied to various functional areas of management, such as Production / Operations, Marketing, Human Resource, Finance and Materials Management.

Suggested Readings

1. Cyganski - Information Technology: Inside and outside (Pearson, 1st Edition).
2. Basandra SK - Computers Today (Galgotia, 1st Edition).
3. Leon A and Leon M - Introduction to Computers (Leon Vikas, 1st Edition).
4. Leon - Fundamentals of Information Technology, (Vikas)
5. Kakkar DN, Goyal R – Computer Applications in Management (New Age, 1st Edition).

MBA 108: COMMUNICATION FOR MANAGEMENT

Credits:4

Max. Hours: 40

UNIT I (10 Session)

INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

EMPLOYMENT COMMUNICATION:

Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

UNIT II (8 Session)

ORAL COMMUNICATION What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

WRITTEN COMMUNICATION

Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.

UNIT III (12 Session)

BUSINESS LETTERS AND REPORTS Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports

CASE METHOD OF LEARNING Understanding the case method of learning, different types of cases, overcoming the difficulties of the case

method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation

UNIT IV (10 Session)

PRESENTATION SKILLS What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation.

GROUP COMMUNICATION

Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

RECOMMENDED BOOKS:

1. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
 2. Rajendra Pal - Business Communication (Sultanchand & Sons Publication).
 3. P.D. Chaturvedi – Business Communication (Pearson Education, 1st Edition 2006).
 4. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
 5. Tayler Shinley – Communication for Business (Pearson Education, 4th Edition)
 6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
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MBA II SEMESTER

MBA 201: BUSINESS ENVIRONMENT

Credits:4

Max. Hours: 40

UNIT- I (8 Sessions)

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy.

UNIT-II (8 Sessions)

Overview of Political, Socio-cultural, Legal, Technological and Global environment. An introduction to MRTP, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business.

UNIT-III (12 Sessions)

Philosophy and strategy of planning in India; Industrial Policy in recent years; Policy with regard to small scale industries; the monetary policy and fiscal policy, Stock Exchange-BSE-NSE. Depository system in India (Options, Futures and Derivatives) RBI-Role and functions, banking structure reforms; Narasimhan Committee Recommendations, Financial Sector reforms.

UNIT-IV (12 Sessions)

E-Banking in India-objectives, trends and practical uses-Recent technological developments in Indian Banking (ATM, Debit and Credit Cards, EMI, EFT) Consumerism, Social Responsibility of business enterprises, New Economic Policy, Globalisation, EXIM policy, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness.

Suggested Readings:

1. Mishra S K & Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
2. Paul Justin - Business Environment Text and Cases (Tata Mc Graw Hill).
3. Shaikh & Saleem - Business Environment (Pearson, 1st Edition)
4. Suresh Bedi - Business Environment (Excel Books, 1st Edition).
5. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).

MBA 202: BUSINESS LAW

Credits:4
Max. Hours: 40

UNIT 1 (10 SESSIONS)

Contract Act, 1872

Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

UNIT II (12 SESSIONS)

Partnership Act, 1932

Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sale of Good Act, 1930

Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

UNIT III (10 SESSIONS)

Negotiable Instrument Act, 1881

Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 1956

Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.

UNIT IV (8 SESSIONS)

Consumer Protection Act, 1956

Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

Suggested Readings -

1. Gulshan J.J. - Business Law Including Company Law (New Age International Publisher, 13th Edition)
2. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
3. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. Relevant Acts

MBA 203: RESEARCH METHODOLOGY

Credits:4

Max. Hours: 40

UNIT I (16 Sessions)

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design.

UNIT II (8 Sessions)

Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

UNIT III (10 Sessions)

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages.

UNIT IV (6 Sessions)

Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography and Annexure in the Report : Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons.

Suggested Readings:

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
2. Saunders - Research Methods for Business students (Pearson Education, 2nd Edition, 2007)
3. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
4. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)
5. Beri G.C - Marketing Research (Tata Mc Graw Hill, 4th Edition)
6. Kothari C R – Research Methodology Methods & Techniques (New Age International Publishers, 2nd Edition, 2004)

MBA 204: OPERATIONS RESEARCH

Credits:4

Max. Hours: 40

Unit I (6 Sessions)

Operations Research: - Uses Scope and Applications of Operation Research in managerial decision-making.

Decision-making environments: - Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit II (16 Sessions)

Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality.

Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.

Assignment model: Algorithm and its applications.

Unit III (6 Sessions)

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems.

Unit IV (12 Sessions)

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.

SUGGESTED READINGS:

1. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.
2. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).
3. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 7th edition)
4. Sharma J K - Operations Research (Pearson, 3rd Edition)
5. Kapoor V.K. - Operations Research (S. Chand, 4th Edition)

MBA 205: PRODUCTION & OPERATIONS MANAGEMENT

Credits:4

Max. Hours: 40

Unit –I (10 sessions)

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning.

Unit –II (10 sessions)

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Unit-III (10 sessions)

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis.

Unit-IV (10 sessions)

Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).

SUGGESTED READINGS :

1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)
2. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
3. Hill T- Operations Management (Palgrave, 2000)
4. Johnston R et al – Cases in Operations Management (Pitman, 1993)
5. McGregor D – Operations Management (McGraw-Hill, 1960)
6. Morton - Production and Operations Management (Vikas)
7. Haleem A- Production and Operations Management (Galgotia books, 2004)
8. Bedi Kanishka - Production & Operations Management (Oxford University Press, 2nd Edition).

MBA 206: COST & MANAGEMENT ACCOUNTING

Credits:4

Max. Hours: 40

Unit I (8 Sessions)

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II (10 Sessions)

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc.

Unit III (10 Sessions)

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. **Standard Costing:** Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.

Unit IV (12 Sessions)

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing : concept, types & importance ;

Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.

SUGGESTED READINGS:

1. Horngren et al - Introduction to Management Accounting (Pearson, 2002, 12th edition)
2. Khan and Jain - Management Accounting (Tata McGraw-Hill, 2000, 3rd Ed.)
3. Pandey I M - Management Accounting (Vikas, 2004, 3rd Ed.)
4. Bhattacharyya S K and Dearden J - Accounting for Management (Vikas, 1987, 8th Ed.)
5. Sahaf M A - Management Accounting: Principles and Practice (Vikas, 2000, 1st Ed.)
6. Ravi M. Kishor – Cost & Management Accounting (Taxmann, 1st Ed.)
7. Ravi M. Kishor – Advanced Management Accounting (Taxmann, 1st Ed.)
8. Arora M N – Cost and Management Accounting (Vikas, 8th Ed.)

MBA 207: FINANCIAL MANAGEMENT

Credits:4

Max. Hours: 40

Unit I (10 Sessions)

Introduction: Concept of Finance, scope and objectives of finance, Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Financial decision areas, Time Value of Money, Risk and Return Analysis.

Unit II (8 Sessions)

Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage alongwith implications; EBIT-EPS Analysis & Indifference Points.

Unit III (10 Sessions)

Financing Decision: Long-term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance; Concept and Approaches of capital structure decision : NI, NOI, Traditional and Modigliani Miller Approach; Cost of Capital : Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Unit IV (12 Sessions)

Dividend Decision: Concept of retained earnings and plough back of profits, Relevance and Irrelevance Theories of dividend decision : Walter's Model, Gordon's Model and Modigliani Miller Model; Factors affecting dividend decision.

Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Introduction to Working Capital Financing.

SUGGESTED READINGS:

1. Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
2. Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
3. Knott G - Financial Management (Palgrave, 2004)
4. Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
5. Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
6. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
7. Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
8. Ravi M. Kishor - Financial Management (Taxmann, 1st Ed.).
9. Damodaran – Corporate Finance –Theory & Practice (Wiley, 1st Ed.)

MBA 208: MANAGING HUMAN RESOURCES

Credits:4

Max. Hours: 40

UNIT I (12 Sessions)

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal. Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management : Nature of Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.

UNIT II (8 Sessions)

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS): HR accounting and audit, Job Analysis – Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

UNIT III (10 Sessions)

Training and Development: Purpose, Methods and issues of training and management development programmes. Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation. Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage. Incentive Payments: Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

UNIT IV (10 Sessions)

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggestion Readings :

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
2. Rao VSP – Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
3. Ivansevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
4. Dessler – Human Resource Management (Prentice Hall, 10th Ed.)
5. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)

MBA III SEMESTER

MBA 301: SUPPLY CHAIN MANAGEMENT

Credits:4
Max. Hours: 40

Unit I (8 Sessions)

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

Unit II (12 Sessions)

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

Unit III (12 Sessions)

Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In Time & Kanban System of Inventory management.

Unit IV (8 Sessions)

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Bench marking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

SUGGESTED READINGS

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
2. Krishnan Dr. Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management (Macmillan, 1st Ed.).
4. Sahay B.S. - Supply Chain Management (Macmillan, 1st Ed.)
5. Chopra Sunil and Peter Meindl - Supply chain management (Pearson, 3rd Ed.)

MBA 302: STRATEGIC MANAGEMENT

Credits:4

Max. Hours: 40

UNIT I (8 Sessions)

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

UNIT II (10 Sessions)

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

UNIT III (10 Sessions)

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy. Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT IV (12 Sessions)

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

Suggested Reading:

1. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
2. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)
3. Wheelen Thomas L., Hunger J. David and Rangaragjan Krish - Concepts in Strategic Management and Business Policy (Pearson Education, 1st Ed.)
4. Budhiraja S.B. and Athreya M.B. - Cases in Strategic Management (Tata Mc Graw Hill, 1st Ed.)
5. Kazmi Azar - Business Policy and Strategic Management (Tata Mc Graw Hill, 2nd Ed.)
6. Thomson - Strategic Management: Concepts and Cases (Tata Mc Graw Hill)
7. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
8. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS).

MBA 303: MANAGEMENT INFORMATION SYSTEM

Credits:4

Max. Hours: 40

Unit I (12 Sessions)

Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS), Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems

Unit II (10 Sessions)

Role of MIS: Strategic Advantage with MIS, Competitive Strategy Concept, The Value Chain and Strategic IS, Using IT for Strategic Advantage: Business Process Re-engineering, Creating a Virtual Company, Improving Business Quality: Total Quality Management, Becoming an Agile Company, Building a Knowledge Creating Company

Unit III (10 Sessions)

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

Unit IV (8 Sessions)

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Suggested Readings :

1. Laudon K C and Laudon J P - Management Information Systems: Managing the Digital Firms (Prentice Hall, 1st Ed.)
2. O'Brien James - Management Information System (Tata Mc Graw Hill, 12th Ed.)
3. Jawedkar W S - Management Information System (Tata Mc Graw Hill, 3rd Ed.)
4. Arora Ashok, Bhatia Akshaya – Management Information System (Excel, 1st Ed.)
5. Davis & Olson – Management Information System (TMH, 2nd Ed.)
6. Murdick, Ross, Claggett – Information System For Modern Management (PHI, 3rd Ed.)
7. Stair & Reynolds – Fundamentals of Information Systems (Thompson, 2nd Ed.)

MBA IV SEMESTER

MBA 401: ENTREPRENEURSHIP DEVELOPMENT

Credits:4

Max. Hours: 40

Unit I (10 Sessions)

Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, Development of entrepreneurship; Culture, stages in entrepreneurial process.

Unit II (10 Sessions)

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance,

Feasibility Analysis: Economic, Marketing, Financial and Technical;

Project Planning: Evaluation, Monitoring and Control segmentation.

Creative Problem Solving: Heuristics, Brainstorming, Synectics, Value Analysis, Innovation.

Unit III (10 Sessions)

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic' entrepreneurship, Stages of economic development.

Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial

Institutions and Small scale Industries, Govt. Policies for SSIs.

Unit IV (10 Sessions)

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Suggested Readings:

1. Couger, C- Creativity and Innovation (IPP, 1999)
2. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
3. Jonne & Ceserani - Innovation & Creativity (Crest) 2001.
4. Bridge S et al- Understanding Enterprise: Entrepreneurship and Small Business (Palgrave, 2003)
5. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
6. Hunger J D and Wheelen T L - Strategic Management (Addison-Wesley, 1999)
7. Dollinger M J - Entrepreneurship (Prentice-Hall, 1999).

MBA 402: CORPORATE GOVERNANCE, VALUES & ETHICS

Credits:4

Max. Hours: 40

UNIT-I (8 Sessions)

Corporate Governance: Issues, need of corporate governance code, Code of Corporate Practices, Social Responsibility of Corporates, Corporate Social Reporting, Corporate Governance and the Role of Board (BOD), Corporate Governance System Worldwide, Corporate Disclosure and Investor Protection in India

UNIT-II (10 Sessions)

Values impact in Business: Indian Value System and Values, Teaching from scriptures and tradition (Geeta, Ramayana, Mahabharata, Upanishads, Vedas, Bible and Quran)

UNIT-III (10 Sessions)

Ethics impact in Business: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology. Ethical theories and approaches, Intellectual property rights like designs, patents, trademarks, copy rights,

UNIT-IV (12 Sessions)

Corporate Strategy: Global industrial competition, Information Technology, Competitive Strategy, Benchmarking, Total Quality Management, Brand Building, Promotional Strategies, Corporate Restructuring, Mergers and Acquisitions, Supply Chain Management, Horizontal Organisation, Diversification, The Indian Scene.

Suggested Readings:

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman Abha Chatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
5. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
6. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).

SPECIALIZATIONS

Human Resource Management

MBA HR 01: PERSONAL GROWTH AND TRAINING & DEVELOPMENT

Credits:4

Max. Hours: 40

UNIT I (12 Sessions)

Personality: Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change. Personality & Personal Effectiveness: Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

UNIT II (8 Sessions)

Personality Determinants: An overview of Personality determinants. Evaluation of Personality : Sick Personalities and Healthy Personalities.

UNIT III (8 Sessions)

Training: Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme.

UNIT IV (12 Sessions)

Training Need Assessment: Determination of Training Needs, Approaches to Training Needs Assessment, TNA Cycle of Events. Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

Suggestion Readings:

1. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
2. Udai Pareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
3. Sahu R..K. - Training for Development (Excel Books, 1st Ed.)
4. Tapomoy Deb - Training & Development Concepts & Application (Ane Books, 6th Ed.)
5. Friedman & Schustack - Personality: Classic Theories and Modern Research (Pearson)
6. Lynton & Pareek - Training for Development (Vistaar Publication, 2nd Ed.)
7. Hall Calvin S.et al - Theories of Personality (Wiley-India Text Books, 4th Ed.)

MBA HR 02: INDUSTRIAL RELATIONS AND LABOUR
ENACTMENTS

Credits:4
Max. Hours: 40

UNIT I (6 Sessions)

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

UNIT II (12 Sessions)

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions. Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

UNIT III (6 Sessions)

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

UNIT IV (16 Sessions)

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Suggested Readings :

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations (Excel, 1st Ed.)
3. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1st Ed.)
4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

MBA HR 03: TEAM BUILDING & LEADERSHIP

Credits:4

Max. Hours: 40

UNIT I (10 Sessions)

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Assessing Leadership & Measuring Its effects.

UNIT II (10 Sessions)

Focus on the Leader – Power and Influence; Leadership and Values. Leadership Traits; Leadership Behaviour; Contingency Theories of Leadership; Leadership and Change.

UNIT III (10 Sessions)

Groups, Teams and Their Leadership. Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion. Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

UNIT IV (10 Sessions)

Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

Suggested Readings:

1. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata Mc Graw Hill, 5th Ed.)
2. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
3. West Michael - Effective Team Work (Excel Books, 1st Ed.)
4. Sadler Philip - Leadership (Crest Publishing House).

MBA HR 04: NEGOTIATION & COUNSELLING

Credits:4

Max. Hours: 40

UNIT I (12 Sessions)

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

UNIT II (12 Sessions)

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation. Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415).

UNIT III (8 Sessions)

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

UNIT IV (8 Sessions)

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

Suggested Readings:

1. Lewicki, Saunders & Barry - Negotiation (Tata Mc Graw Hill, 5th Ed.)
2. Cohen S - Negotiation Skills for Managers (Tata Mc Graw Hill, 1st Ed.)
3. Rao S.L. - Negotiation Made Simple (Excel Books, 1st Ed.)
4. Rao S N - Counseling and Guidance (Tata Mc Graw Hill, 2nd Ed.)
5. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
6. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
7. Pareek Udai - Understanding Organisational Behaviour (Oxford) – for case in Unit II.

Marketing Management

MBA MK 01: MARKETING OF SERVICES

Credits:4

Max. Hours: 40

UNIT I (8 Sessions)

Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing, Importance of Customer Relationship Management: Specific for Service Industry. Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services

UNIT II (16 Sessions)

Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions. Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.

UNIT III (8 Sessions)

Marketing of Financial Services: Deciding the Service Quality, Understanding the Customer Expectations, Segmenting, Targeting and Positioning of Financial Services, Devising Financial Services, Marketing Mix Strategies with Special Reference to Credit Cards, Home Loans, Insurance and Banking, Marketing of Telecom/ Insurance Services.

UNIT IV (8 Sessions)

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Suggested Readings:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Zeithaml - Services Marketing (Tata Mc Graw Hill, 3rd Ed.)
4. Woodruff Helen - Service Marketing (Macmillian, 1st Ed.)
5. Payne Adrian - The Essence of Service Marketing (Prentice Hall of India)
6. Rama Mohana Rao - Services Marketing. (Person Education, 1st Ed.)
7. Govind Apte - Services Marketing (Oxford University Press).

MBA MK 02: CONSUMER BEHAVIOR & MARKETING COMMUNICATION

**Credits:4
Max. Hours: 40**

UNIT I (8 Sessions)

Introduction: Defining consumer Behaviour, Reasons for Studying Consumer Behaviour, Understanding Consumer and Market Segments, Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.

UNIT II (8 Sessions)

Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change. Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post- Purchase Behaviour, Consumer Behaviour Models, Consumerism, Organization Buying Behaviour.

UNIT III (8 Sessions)

Communication, Process of Communication, Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC, Promotion Mix, and Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

UNIT IV (16 Sessions)

Advertising Management, Overview: Meaning, Nature and Scope of Advertising, Advertising and Other Promotional Tools, Role of Advertising in Promotion Mix, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting Media Planning, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising, Management of Advertising Agencies, Role of Advertising in Natural Development.

Suggested Readings

1. Batra Myers and Aker - Advertising Management (Pearson/ Prentice Hall, 5th Ed.)
2. Loudon D.L. and Bitta Della - Consumer Behaviour (Tata Mc Graw Hill, 4th Ed.)
3. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour (Pearson/ Prentice Hall, 9th Ed.)
4. Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective (Tata Mc Graw Hill, 6th Ed.)
5. Clow and Baack - Integrated Advertising, Promotion and Marketing Communication. (Pearson Education, 3rd Ed.)
6. Hawkins, Best and Coney - Consumer Behaviour (Tata Mc Graw Hill, 9th Ed.)
7. Semenik Richard J - Promotion & Integrated Marketing Communications (Thomson, 2004)

MBA MK 03: SALES AND DISTRIBUTION MANAGEMENT

Credits:4

Max. Hours: 40

UNIT I (14 Sessions)

Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman. Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

UNIT II (10 Sessions)

Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.

UNIT III (8 Sessions)

Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.

UNIT IV (8 Sessions)

Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.

Suggested Readings

1. Donaldson B - Sales Management: Theory and Practice (Palgrave)
2. Jobber David and Lancaster Geoff - Selling and Sales Management (Pearson Education)
3. Spiro - Sales Force Management (Tata Mc Graw Hill, 11th Ed.)
4. Still Richard R, Cundiff Edward W. and Govoni Norman A.P - Sales Management: Decisions, Strategies and Cases (Pearson Education, 5th Ed.)
5. Rosenbloom – Marketing Channels (Cengage Learning, 7th Ed.)
6. Johnson and Marshall - Sales Force Management (Tata Mc Graw Hill, 8th Ed.)
7. Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E - Marketing Channels (Prentice Hall of India, 6th Ed.).

MBA MK 04: RETAIL MANAGEMENT

Credits:4

Max. Hours: 40

UNIT I (8 Sessions)

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control. The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society, Learning, Attitude. Motivation and Perception.

UNIT II (10 Sessions)

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Nonstore-based and other Forms of Non Traditional Retailing. Targeting Customers and Gathering Information. Communicating with Customers. Promotional Strategies used in retailing. Choosing a Store Location: Trading Area Analysis, Site Selection,. Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospheric.

UNIT III (8 Sessions)

Managing Retail Business: Retail Organization and HRM, Retail Organisation and Operations Management, Financial Dimensions, Managing Retail Services. Service Characteristics, Branding, Perceptions of Service Quality.

UNIT IV (14 sessions)

Delivering the Product: Retail Information Systems, Merchandise Management Retail Pricing, Development and Implementing Plans, People in Retailing. International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture, Business and International Management.

Suggested Readings:

1. Newman A.J. and Cullen P - Retailing: Environment and Operations (Vikas, 1st Ed.)
2. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
3. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
4. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4th Ed.)
5. Cox Roger and Brittain Paul - Retailing: An Introduction (Pearson Education, 5th Ed.)
6. Newman and Cullen - Retailing (Cengage Learning, 1st Ed.)
7. Vedmani G. Gibson - Retail Management - Functional Principles & Practice (Jaico Publications, 1st Ed)

Financial Management

MBA FM 01: MANAGEMENT OF WORKING CAPITAL

Credits:4

Max. Hours: 40

Unit I : Introduction to Working Capital (10 Sessions)

Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive. Overview of Working Capital Management

Unit II : Management of Cash and Marketable Securities (8 Sessions)

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management: basic strategies, techniques and processes, compensating balances ; Marketable Securities: Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Unit III: Management of Receivables & Inventory (12 Sessions)

Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period, credit terms, etc; Collection Policies; Credit Management in India.

Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management - Classification, order quantity, order point etc.

Unit IV: Working Capital Financing (8 Sessions)

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : accrued wages and taxes, accounts payable, trade credit, bank loans, overdrafts, bill discounting, commercial papers, certificates of deposit, factoring, secured term loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government policies.

SUGGESTED READINGS

1. Rangrajan and Mishra - Working Capital Management (Excel)
2. Periasamy, P - Working Capital Management –*Theory & Practice* (Himalaya, 2007)
3. Pandey, I.M. - Financial Management (Vikas, 9th Ed.)
4. V.K. Bhalla - Working Capital Management (Anmol)
5. Dheeraj Sharma - Working Capital Management (Himalaya, 2005)
6. Ravi M. Kishore - Financial Management (Taxmann, 6th Ed.)
7. Khan & Jain - Financial Management (TMH, 5th Ed.)

**MBA FM 02: SECURITY ANALYSIS AND INVESTMENT
MANAGEMENT**

**Credits:4
Max. Hours: 40**

Unit I (08 Sessions)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.

Unit II (14 Sessions)

Risk & Return: Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components.

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision.

Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis

Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration.

Valuation of Derivatives(Options and futures): concept, trading, valuation.

Unit III (10 Sessions)

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta,

Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit IV (8 Sessions)

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.

SUGGESTED READINGS:

1. Chandra P - Investment Analysis and Portfolio Management (Tata Mc Graw Hill, 2008)
2. Fischer and Jordan - Security Analysis and Portfolio Management (Prentice-Hall, 1996, 6th edition)
3. Ranganatham - Investment Analysis and Portfolio Management (Pearson Education, 1st Ed.)
4. Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
5. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.)

MBA FM 03: MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Credits:4
Max. Hours: 40

Unit I: Introduction (10 Sessions)

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit II: Management of Commercial Banks (10 Sessions)

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non-performing assets, Strategies for making commercial banks viable.

Unit III: Management of Non-Banking Financial Institutions (10 Sessions)

Securitized : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitization in India. **DFIs in India** - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions;

NBFCs - Their status, types, working and strategies for commercial viability;

Insurance & Mutual Fund organisations - Their status, types, working and strategies for commercial viability.

Unit IV: Management of Financial Services (10 Sessions)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

SUGGESTED READINGS:

1. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.)
2. Khan M Y - Financial Services (Tata Mc Graw Hill, 1998)
3. Machiraju H R - Indian Financial System (Vikas, 2004)
4. Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
5. Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
6. Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)

MBA FM 04: TAX PLANNING AND MANAGEMENT

Credits:4

Max. Hours: 40

Unit I (10 Sessions)

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

Unit II (10 Sessions)

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

Unit III (12 Sessions)

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

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

Unit IV (8 Sessions)

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning (Working Knowledge required) Consumer Protection Act 1962 and Customers planning. (Working knowledge is required for these).

SUGGESTED READINGS:

1. Bhatia H L - Public Finance (Vikas, 1999, 20th Ed.)
2. Lakhota R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
3. Prasad Bhagwati - Income Tax Law & Practice (Vishwa Prakashan)
4. Santaram R - Tax Planning by Reports (Taxmann, 1978).
5. Singhanian V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
6. Datey V.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

Information Technology

MBA IT 01: DATABASE MANAGEMENT SYSTEM

Credits:4

Max. Hours: 40

Unit I (10 Sessions)

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit II (10 Sessions)

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

Unit III (12 Sessions)

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences. PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

Unit IV (8 Sessions)

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

SUGGESTED READINGS:

1. Beynon -Davies P- Database Systems (Palgrave, 2003)
2. Hoffer - Modern Database Management (Pearson Education, 6th edition)
3. Alexis and Leon - Database Management System (Vikas, 2003.)
4. Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).
5. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

MBA IT 02: SYSTEM ANALYSIS & DESIGN AND SOFTWARE
ENGINEERING

Credits:4
Max. Hours: 40

UNIT-I (10 Session)

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT-II (10 Session)

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

UNIT-III (8 Session)

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

UNIT-IV (12 Session)

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards.

Suggested Readings:

1. Elias M Awad – SAD (Galgotia Publication, 2nd Ed.)
2. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
3. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
4. Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
5. Singh B –Network Security (PHI Publication, 1st Ed.)

MBA IT 03: DATA COMMUNICATION & NETWORK

Credits:4

Max. Hours: 40

Unit I (10 Sessions)

Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data.

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK

Features: Error detection and correction codes; Hamming codes.

Unit II (8 Sessions)

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways
Cell Relay; Frame Relay; ISDN; B-ISDN

Unit III (12 Sessions)

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket;

ATM; Tunneling; Virtual Private Network.

Network Operating systems: UNIX; Linux; Windows.

Unit IV (10 Sessions)

Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth,

Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves,

Mobile Internet & WML: Mobile IP, Wireless TCP& UDP, WAP, WML

SUGGESTED READINGS:

1. Widjaja L G - Communication Networks (Tata McGraw Hill, 2000)
2. Comer - Computer Networks and Internets (Pearson Education, 4th Ed.)
3. Stallings W - Data Computer Communication (Pearson Education, 2003, 7th Ed.)
4. Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th Ed.)
5. Black - Computer Networks (Prentice-Hall, 1999, 2nd Ed.)

MBA IT 04: ELECTRONIC COMMERCE

Credits:4

Max. Hours: 40

Unit I (8 Sessions)

Origin need and factors affecting Electronic Commerce, Features of Electronic Commerce, Electronic Commerce Framework, Internet as an Electronic Commerce Enabler, Electronic Commerce Business Models (Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team).

Unit II (10 Sessions)

Business to consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-commerce Business Models, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card, Transaction Security.

Unit III (12 Sessions)

Online Retailing, Online retail industry dynamics, Online mercantile model for customer perspective, Management Challenges in online retailing, Online market research, Online marketing communications, Online advertising, Online branding, Online customer relationship, Online pricing strategies.

Unit IV (10 Sessions)

Online Banking, Online banking implementation, Changing dynamics in banking industry, Management issues in online banking, Introduction to Mobile commerce Challenges emerging in Mobile Commerce, Application areas of Mobile Commerce.

Suggested Readings:

1. Laudon & Traver - Electronic Commerce Business, Technology, Society (Pearson Education, 3rd Ed.)
2. Kalakota R- Electronic Commerce - Frontiers of E-Commerce (Pearson Education, 2007, 3rd Ed.)