

DETAILED SYLLABUS

First Semester

Paper: MBA -1013 : Principles and Practices of Management :

Unit 1: Introduction to Management: The Emergence of American Management thought, Historical background, Contribution of Fredric Taylor and Henry Fayol (including Scientific Management & 14 Principles); The emergence of Human Relation and Behavioural Science and its relationship with scientific Management.

Unit 2: Management Function: Planning, Organising, Staffing, Decision Making, Direction, Communication, and Control. Management by objectives (MBO).

Unit 3: Organizational Structure and Modern Management Theories: Structures (Functional, Matrix, Network, Divisional, Project, Organic), Formal and Informal Organization, Line and Staff Function, Delegation of Authority and Responsibility, Japanese Style of Management.

Unit 4: Management in the Indian Context: Quality of work life and Work Ethics-their foundation in the theory and method of work in the Indian Context, Stress Management.

Unit 5: Corporate Governance and Business Ethics: Concept of Corporate Governance & Stakeholders, Mechanism, Principles including 4 P's of Corporate Governance, Expectation of Stakeholders, Rules of Corporate Governance, Corporate Social Responsibility of Business .

Recommended Books:

1. Management by Robbins S.P., Coulter Mary and Niharika Vohra, Pearson Education (10th edition), 2010.
2. Ethics in Management by S.A. Sherlekar, Himalayan Publishing.

Paper: MBA -1023: Behavioural Science:

Unit 1: Understanding organizations and Organization Behaviour; Definition, and Features; Models of Organizational Behaviour.

Unit 2: The Individual: Ability; Learning; Attitudes; Personality and Values; Perception & Individual Decision making; Motivation- Definition, Nature of Motivation, Early and Contemporary Theories of Motivation

Unit 3: Foundations of Group Behaviour and Dynamics– Defining and Classifying Groups ; Stages of Group Development ; Team and Team Building- Purpose, Types and Creating Effective Teams; Communication-Communication network , The Communication Process, Interpersonal and Organizational Communication, Leadership-Trait and Behavioral Theories.

Unit 4: Interpersonal Behaviour: Power and Politics- Definition, Bases of Power, Dependency and Power Tactics, Unequal Power and Implication for Managers.

Unit 5: Conflict Management- The traditional View, The Human Relation View, The Interactionist View, Conflict Process, Negotiation- Bargaining strategies.

Recommended Books:

1. **Organization Behaviour**, Stephen P. Robbins; Timothy A. Judge; Seema Sanghi. 13th Edition, Pearson-Prentice Hall.
2. **Organizational Behaviour- A Modern Approach** by Arun Kumar , N Meenakshi , Vikas Publishing.
3. **Organization Behaviour**, V.S.P. Rao, 1st Edition, Excel Books.
4. **Organization Behaviour**, Margie Parikh, Rajen Gupta, 1st Edition, Tata McGraw Hill.

Paper: MBA-1033: Managerial Economics:

- Unit 1.** Economics and managerial decision-making. Distinctive features of Managerial Economics. Demand function and determinants. Types of elasticity of demand: Price elasticity, Income elasticity, and cross elasticity. Methods for forecasting of demand.
- Unit2.** Equilibrium of firm:- The Marginal analysis. General and partial equilibrium; Stable and unstable equilibrium. Dynamic and Static Equilibrium. Revenue and Cost concepts- total, average and marginal. Cost function. Conceptual differences between economists' and accountants' cost, opportunity cost, social and private cost, long run and short run cost. Planning curve. Cost of multiple products.
- Unit 3.** Production functions and its uses and features, Iso-quant and Iso-cost curves. Least-cost combination of inputs. Returns to scale and laws of variable proportion in production. Economies and diseconomies of scale.
- Unit 4.** Marginal analysis of Equilibrium. Price-output determination under different market structure.. Perfect and imperfect markets: Monopoly, Monopolistic Competition and Oligopoly. Price Leadership. Price discrimination, and Dumping in global market. Cost- plus pricing, Pricing of New Products- Problems and policies.
- Unit 5.** Nature of Profit, theories of profit, profit measurement- Accountants' Vs Economists' view. Profit policies-reasons for limiting profits.. Cost and profit forecasting- break-even analysis.

Recommended Books:

1. Managerial Economics Economics- H.L. Ahuja. S. Chand publication
2. Managerial Economics- Joel Dean. PHI (EEE) Publication
3. Managerial Economics- Keat, Young.& Banerjee, Pearson Education
4. Managerial Economics-Petersen, Lewis & Jain; Pearson.

Paper: MBA 1043: Quantitative Techniques in Management:

Unit 1: Differentiation, Partial Differentiation, Maxima & Minima-single variable and multi variable functions; Determinants, Matrices, inverse of matrix, system of linear equation and their solution- using matrix inverse method.

Unit2: Measures of Central Tendency and Measures of Dispersion

Unit 3: Probability Theory - types, addition and multiplication rule, Bayes' Theorem; Discrete and Continuous Probability Distribution- Binomial, Poisson and Normal Distribution.

Unit 4: Concept of Sampling Distributions; Type I & Type II Errors, Hypothesis testing- Parametric and Non-Parametric Tests; Mean & Proportion Test for Single and Two Population (z-test and t-test); Chi-square test.

Unit 5: Correlation and Simple Linear Regression, Rank Correlation, Time series analysis.

Unit 6: Decision Theory; Decision Making under uncertainty and risk, Decision Criteria; Decision Tree; Markov Chains.

Recommended Books:

1. Business Statistics by Anderson, Sweeney & Williams, Pearson
2. Business Statistics by J K Sharma, Pearson
3. Business Statistics by Levin & Rubin, Pearson

Paper: MBA-1053: Financial Accounting:

Unit 1: Meaning of Accounting, Objectives or Functions of Accounting Information; Accounting Principles, Accounting Conventions and Policies; GAAP and IFRS.

Unit 2: The Accounting Process, Identification and Documentation and Recording of Business Transactions, Classifications of Business Transactions in Ledgers, Subsidiary Books, Cash Book, Bank Reconciliation Statement.

Unit 3: The Trial Balance- Meaning of Trial Balance, Objectives in Drawing up a trial Balance; Construction of a Trial Balance, Errors disclosed by a Trial Balance, Errors not Disclosed by a Trial Balance, Locating errors.

Unit 4: Important Common Issues in Accounting Records- Depreciation Accounting; Accounting for Inventories, Capital and Revenue, Cash and Accrual Basis of Accounting.

Unit 5: Final Accounts- Trading Account, Profit and Loss Account and Balance Sheet, Classification of items in a Balance Sheet, Adjustment entries.

Unit 6: Brief introduction to preparation of Financial Statements of Corporate entities and Annual Reports.

Unit 7: Computerized Accounting Systems using Tally in accounting.

Recommended Books:

1. **Modern Accountancy** by Amitabh Mukharjee & Mohammed Hanif

Paper: MBA-1063: Cost & Management Accounting:

Unit 1: Introduction to Strategic Cost Analysis, Cost Management & Cost Accounting: Basic Concepts & Terms, Classification of Cost, Cost Management tools.

Cost Elements: Direct Costs: Material Cost Management; Managing Purchase Functions, Storing of Materials, Valuing Material Issues; Labour Cost Management: Methods of Remuneration, Classification & Treatment of Overheads.

Unit 2: Cost Control Accounts, Reconciliation of Cost and Financial Accounts.

Unit 3: Costing Methods, Job and Contract Costing, Process Costing, Process Losses and Internal Process Profits, Equivalent Production.

Unit 4: Costing Techniques, Marginal Costing, Conceptual framework, Marginal Costing and Management Decision. Standard Costing, Cost and Sales Variances.

Unit 5: Cost Audit, Activity Based Costing, Target Costing, Life Cycle Costing, Bench Marking, Strategic Cost Management, Cost Reduction, Value Auditing and Value Engineering.

Recommended Books:

1. Cost Accounting: Theory and Practices: B. Banerjee (PHI) 12th Edition.
2. Cost Management: A Strategic Approach – S.C. Vaidya & S. Gill (Macmillan)

Paper: MBA-1073: Legal Aspects of Business:

Unit 1: Introduction – Business environment and law – Impact of laws on Business – Constitutional provisions - Role of Legislature and Judiciary.

Unit 2: Law of Contract – General principles and special type of contract – Essentials and types of contract - Offer, Acceptance and Consideration – Competency of the parties- Legality of object and consideration – Quasi contracts- Performance , termination breach and remedies – Kinds of Agents- creation of agency- Rights, duties & liabilities of agent – Termination – Bailment & Pledge – Essentials , rights and duties of parties – Indemnity & Guarantee – Essentials – Types – Rights & duties of parties- Discharge .

Unit 3: Law of Sale of Goods and Partnership – Sale of Goods Act 1930 & Partnership Act ,1932 – Sale v. agreement to sell- Goods, price, time , conditions and warranties – Doctrine of caveat Emptor- Unpaid seller - Essentials of partnership – Kinds – Rights , liabilities and authority of a partner - Registration – Dissolution .

Unit4: Company Law & Limited Liability Partnership - Companies Act , 2013 – Characteristics and kinds of companies – Registration – Prospectus – Directors – Appointment- powers, duties & liabilities – Meetings – Types of meetings – Winding up – Corporate Social Responsibility - An overview of Limited Liability Partnership Act 2008.

Unit 5: Negotiable Instruments Act, 1881 – Nature , Characteristics and kinds- Parties – Negotiations- Presentment – Discharge and dishonour.

Unit 6: Consumer Protection Act , 1986- Objectives – Consumer Forums and their jurisdiction – Power and functions .

Unit 7: Intellectual Property Rights & Economic Laws – An overview of IPR Legislations in India – Information Technology Act 2000- General Provisions of FEMA 1999 & Competition Act 2002

Paper: MBA-1083: IT for Managers:

Unit 1: Understanding the Basic Features of Excel, Introduction to Excel, Understanding Advanced Features of Excel, Database Functions in Excel , Using Forms and Control Toolbox ,Filtering Data ,Totals and Subtotals Total ,Managing Windows

Unit 2: Charts and presentation of Charts , Exploring Numerical Data and their Properties (central tendency, dispersion), through MS Excel

Unit 3: Software Package used in IT: (Computer Practical) MS- Excel (Data Tabulation/ Spread Sheet Software), MS Power Point (Presentation Software);TALLY (Accounting Software).

Unit 4: Introduction to MIS, Managing Information Systems -the IT interaction model , Strategic design of MIS (Management Information Systems); Development Process of MIS .

Unit5: Data and information- measuring data, information as a resource, information in organizational functions, types of information technology, types of information systems-transaction processing systems-management information systems

Recommended Books:

1. Management Information System by Jaiswal & Mital, Oxford University press
2. Computers Fundamentals- Anita Goel, Pearson.

Paper: MBA-1094: Soft skills for Managers:

Unit 1 : Introduction to managerial communication ; Principles of nonverbal communication

Unit 2: Types of managerial speeches -speech of introduction ,speech of thanks ,occasional speech ,theme speech ; Mastering the art of giving interviews

Unit 3: Group communication by way of meetings ,group discussions ; Principles governing the use of audiovisual media; Principles of Effective Presentations.

Unit 4: Introduction to managerial writing; Business letters ,routine letters ,sales letters ,collection letters ,job application letters ; Internal communication -memos, minutes, notices

Unit 5: Format and guidelines of different reports

Second Semester

Paper: MBA 2013: Marketing Management:

Unit 1: Marketing definition; Evolution of marketing concept; Scope of marketing; The Core marketing concepts, Company orientation towards marketplace, Green Marketing and Ethics in marketing.

Unit 2: The Marketing Environment; Difference between Industrial Markets and Consumer Markets; Identifying market segments and targets: Bases for Segmenting Consumer and Business markets.

Unit 3: Market Offerings: Product Strategy- Product levels ; Product Classifications; Product Differentiation, Elements of Product Mix; Product Life Cycles; Product Adoption Process; New Product Decisions; POPs and PODs, Product Hierarchy, Product System and Mixes, Product line analysis, Product Line Length.

Unit 4: Pricing Strategies and Programmes: Role and Importance of Pricing; Factors Influencing Pricing; Pricing Objectives; Pricing Methods, Product Mix Pricing Strategies, New Product Pricing Strategies, Price adjustment Strategies.

Unit 5: Concepts of Integrated Marketing Communications; Promotion Mix and Selection of Promotion Mix Elements; Developing Effective Communications; Concept of Marketing Channels, Importance of Channels, Channel Developments, Role of Marketing Channel, Types and Characteristics of Channel Intermediaries, Designing a Channel System, Channel Integration and Systems, Channel Conflict, cooperation and completion.

Recommended Books:

1. Marketing Management By Kotler and Keller (Prentice Hall, 12 th Edition)
2. Marketing Management by VS Ramaswamy and S Namakumari
3. (MACMILLAN)
4. Marketing Concepts and Strategies (Biztantra ,12th Edition) by William M. Pride and O.C. Ferrel.

Paper: MBA-2023: Production & Operations Management:

Unit 1: Operation Function: Products and Transformation Process and Design and Layout; Introduction to Manufacturing Strategy and Technology, Technological Innovation in Manufacturing.

Unit 2: Productivity Management: Productivity measurement, Approaches to increase Productivity, Facility Location, Capacity Planning, Layout Planning, Design of Production Planning, Operation Scheduling and Sequencing;

Unit 3: Inventory Control Fundamentals- Concepts, Models, Deterministic Inventory Models and Stochastic Models; Material Requirement Planning, JIT Philosophy.

Unit 4: Quality Control: Quality Analysis – Statistical Process Control, Acceptance Sampling.

Recommended Books:

1. Production and Operation Management by Adam, AA and Elbert, RJ, Prentice Hall India
2. Productions and Operations Management by SN Chary , Tata McGraw Hill .

Paper: MBA-2033: Financial Management:

Unit 1: Concept of corporate finance; Finance functions; Financial Manager's Role; Financial Goal: Profit Maximization Versus wealth maximization.

Unit 2: Components of Balance Sheet and Profit and Loss Account; Changes in Financial Position; Funds Flow ; Cash Flow; Uses of the Statement of Changes in Financial Position; Financial Analysis; Nature of ratio Analysis; Liquidity Ratios; Leverage Ratios; Activity Ratios; Profitability Ratios; Trend Analysis and Inter-firm Analysis.

Unit 3: Time Preference for Money; Future value and Present Value of money: Single cash flow and Annuity; Capital Recovery, Present value of an uneven cash flow. Capital Budgeting Decision- Investment Evaluation Criteria, Determining Cash Flow for Investment Analysis, Concept of cost of capital; Determining components of cost of capital: Cost of debt, Cost of Preference capital, Cost of Equity capital; The weighted Average Cost of capital.

Unit 4: Meaning of Financial Leverage and Operating Leverage; Measures of Financial and Operating Leverage; Combining Financial and Operating Leverages. Meaning of Capital Structure; Optimum Capital Structure; Factors of Optimal Capital Structure; Determinants of Capital Structure; Capital Structure Planning: EBIT-EPS Analysis.

Unit 5: Concepts of Working Capital; Operating Cycle; Permanent and Variable Working Capital; Determinants of Working Capital. Accounts Receivables; Characteristics of Receivables; Objectives of Receivables Management; Credit Policy and Credit Policy Variables; Cash Management.

Recommended Books:

1. Financial Management by I.M.Pandey (10th Edition) Vikash Publishing House.
2. Financial Management by Khan & Jain.

Paper: MBA-2043: Human Resource Management:

Unit 1: Human Resource Management- Introduction, Functions, Scope, Policies & Roles, Recent developments in HRM

Unit 2: Job Analysis- Job Description, Job Specification, Human Resource Planning, Recruitment, Selection, Induction, Placement

Unit 3: Human Resource Development-Training, Executive Development, Internal Mobility, Career & Succession Planning, Separation, HRD Interventions

Unit 4: Job Evaluation, Performance & Potential Appraisal, Compensation Administration, Incentives & Employee Benefits

Unit 5: Employee Health, Safety & Welfare, Grievances & Discipline, Social Security, Personnel Records, HR Accounting, Audit & Research, Stress Management

Recommended Books:

1. Human Resource Management, Text & Cases by K. Aswathappa
2. Human Resource Management, by S. Khandkar, S. Chand Publications
3. Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya
4. Human Resource Management by Gary Dessler, Pearson Education

Paper: MBA- 2053: Business Research Methodology

Unit 1: Research- Concept , Classification ; Steps of Research Process ; Research Design – Definition, Features , Merits , Limitations , Applications of Exploratory , Descriptive and Causal Research, Research Objectives & Hypothesis Formulation.

Unit 2 :Primary & Secondary data classification , Qualitative research – Focus Group, Interviews and Projective Techniques; Types of survey & Observation methods ; Types of variables and classification of Experimentation Designs

Unit 3 :Primary Scales , Comparative and Non- Comparative Scales (Likert , Semantic), Concept of Reliability and Validity , Types of Questionnaire Design ; Sampling Design – sample size determination, types of non probability and probability sampling design.

Unit 4: Basics of data analysis – frequency distribution, cross tabulation; Application of hypothesis testing – chi-square , t test ,F test. Application of regression analysis ;Format and types of Report Writing.

Recommended Books:

- 1) Marketing Research – An applied Orientation (latest edition) by Naresh K Malhotra , Pearson Publication
- 2) Research Methodology – Ranjit Kumar (Oxford Press)

Paper: MBA 2063: Business Data Analytics:

UNIT 1: Overview of Business Analytics • Introduction to Analytics . Visualization/ Data Issues
• Organization/sources of data • Importance of data quality • Dealing with missing or incomplete data • Data Classification Preparing Data for predictive modeling - Data Exploration - Decision Trees - Cultivating Decision Trees.

UNIT 2: Optimizing the Complexity of Decision Trees - Interpreting Decision Trees ;Logistic Regression - Simple and Multiple Logistic Regression – Selecting; Regression Inputs, Multivariate Linear Regression I: More on linear regression; Transformations and coding dummy variables; Modeling interactions: ANOVA; Randomized blocks; Factorial designs; Split-plot design; Analysis of Covariance.

UNIT 3: Implementing Predictive Models-Ensemble Models-Clustering and Segmentation Analysis, K-Means Clustering-Profiling and Interpreting Clusters.

UNIT 4: Introduction to Decision Modeling • Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization • Decision Making under Uncertainty .

UNIT 5: Introduction to marketing Analytics: Customer Lifetime Value: customer's lifetime Market Basket Analysis.

Recommended Books:

1. Management Information System by Jaiswal&Mital, Oxford University press
2. Management Information Systems Text & Cases by Jawadekar, McGraw Hill
3. Data Mining Techniques by Arun K. Pujari; University Press

Paper: MBA 2073: Operations Research:

Unit 1: Introduction to Operations Research; Importance of Operations Research in Management Decisions.

Unit 2: Linear Programming Problems (LPP) - Formulation of LPP; Solving LPP using Graphical Method and Simplex Method- Maximisation&Minimisation Cases; Special Cases of LPP- Unboundedness, Infeasibility, Degeneracy, Multiple Optimal Solutions; Duality in LPP; Economic Interpretation of the Dual; Sensitivity Analysis- Concept.

Unit 3: Assignment Problems and its solution using Hungarian Method; Transportation Problems- Minimization and Maximization case, Degeneracy in Transportation Problems; Game Theory - Two Person Zero Sum Games; Dominance Rule, Algebraic solution, Graphical Method.

Unit 4: Network Theory (CPM & PERT); Determination of Critical Path, Earliest and Latest Time calculation; Determination of Slack; Time- Cost trade-off .

Unit 5: Goal Programming – Formulation; Analytical Hierarchy Process (AHP) - concept and application;

Unit 6: Decision Theory; Decision Making under uncertainty and risk, Decision Criteria; Decision Tree; Markov Chains – Concept & Application

Recommended Books:

1. Quantitative Techniques for Management by N.D. Vohra, TataMcGraw Publishing
2. Operation Research –Theory and Application by JK Sharma, Macmillan Publishing
3. Quantitative Methods for Business by Anderson, Sweeney & Williams, Pearson.

Paper: MBA-2083: Global and Indian Economy:

Unit 1: Globalization: Meaning, Features and Stages, Foreign Market Entry Strategies, Globalization of Indian Business, Global Recession and New Business Environment,

Unit 2: WTO: Agreements, Implications and Current Issues; Multinational and Transnational Corporations: Definitions and Operations. Theory of Economic Integration: Free Trade Area, Common Market, Economic Union. Theory of Customs Union

Unit 3: Global Business Process Outsourcing, Foreign Direct Investment– Significance, Factors, Growth and Dispersion. Concepts of Balance of Payments and effects of MNC, TNC and FDI on India's BOP with reference to Make in India and Made in India policies.

Unit 4: Overview of Economic and Business Environment of different trade blocs like , SAARC , BRICS etc. and India's position in them

Unit 5: Overview of Indian Economy- Problems and Prospects, Economic Reforms (Fiscal and Monetary); Overview of Five Year Plans in India, Concepts of GDP , NDP and Disposable Income. Regional Imbalance, Analysis of Different Sectors – Agriculture, Industry (Downstream and Upstream) and Services; Economic Variables, Multiplier & Accelerator Mechanism; Inflation, Deflation, Business Cycle.Propagation of Business Cycle.

Recommended Books:

1. Business Environment – Text and Cases by Justin Paul (Third Edition), McGraw Hill.
2. Indian Economy by Misra and Puri (Latest Edition), Himalaya Publishing House.
3. International Business Environment by Francis Cherunilam (4th Edition), Himalaya Publishing House.
4. Business Economics By Manab Adhikary, Excell Books.

Paper: MBA 2094: Managerial Effectiveness:

Real life problems often present situations which are multi-dimensional, often non-quantifiable and inter-related. These situations are further accentuated by presence of multiple stakeholders (and their coalitions) which either add to the dimensions or create constraints for a decision maker.

The course is oriented towards developing participants' decision making in a holistic way, stressing significantly on improving participants' skills in gathering, processing and presenting relevant data in support of their decisions

Students need to identify, create, plan innovative interactive programmes with business & private , public sector and non profit organizations so as to experience leadership and decision making qualities.

Students are needed to hold seminar, workshop, events on any management theme and to submit a theme paper .

Third Semester

Paper: MBA 3013: Business Environment and Strategic Management:

Unit 1: Introduction and Overview of Strategic Management: Understanding Strategy and Strategic Decisions- Definition and Importance; Difference between Strategic, Tactical and Operational Planning; Levels at which Strategy Operates; Strategic Management Process; Strategists role ; Strategic Intent- Vision, Mission and Objectives.

Unit 2:The Business Environment; External Environment, Tools for External Environment Scanning and Analysis- PESTEL, ETOP, Scenario Analysis, Industry and Competitive Analysis- Porters Model, Strategic Groups; The Internal Environment; Resource- Based Approach; Capability and Core Competences; Tools for Internal Environment Analysis- Value Chain Analysis, Benchmarking, Balanced Scorecards.

Unit 3: Strategic Alternatives and Choice: Corporate Level Strategies- Grand Strategy; Portfolio Strategy and Corporate Parenting; Expansion, Stability and Retrenchment; Mergers and Acquisitions, Strategic Alliances and Partnerships; Competitive Strategies- Business Level Strategies; Competing in Foreign Markets; Gaining Competitive advantages; Subjective Factors of Strategic Choice.

Unit4: Strategy Implementation: Functional Area Strategies; Structural Issue in Implementation; Behavioural Issues in Implementation

Unit 5: Evaluation and Control: Evaluation Criteria; Control Process; Strategic and Operational Control.

Recommended Books:

1. Strategic Management – AzharKazmi, Tata McGraw Hill
2. Crafting and Executing Strategy – Concepts and Cases by Thompson , Strickland et al , McGraw Hill
3. Essentials of Strategic Management – Wheelen & Hunger, Pearson

Paper: MBA 3023: Summer Project:

During the months of June and July after completing 2nd Semester Examinations, students will have to undergo a 60-day internship/ inplant training on real life problems in business/ industrial organizations.

The objective is to develop their skills in identifying issues in concrete management situations, collecting and analysing data and apply management concepts and techniques to deal constructively with management problems and suggest solutions.

The programme of Summer training requires that the candidate would be assigned a project work and guide(s) by the organization under whom the candidate would complete the assigned study. On the satisfactory completion of the work the organization would issue a completion certificate to the candidate concerned. However the candidate in all cases would be under the joint guidance of a Faculty adviser. If and when necessary the organization guide and the faculty adviser may arrange meeting to discuss necessary details to supervise the study the candidate.

On completion of internship, a student will have to submit a report on his work to the department (2 copies) and also a copy of the same to the organization concerned.

The student will also have to defend his report at a viva voce examination arranged by the department.

The break-up of full marks of 100 assigned for this paper is as follows:-

50 marks for the Report

(to be jointly evaluated by the Faculty guide and an External examiner)

20 marks for Viva-voce examination *(to be awarded by External examiner)*

30 marks for Internal Evaluation *(to be awarded by Faculty guide)*

Paper: MBA 3034: Banking Operations & Insurance Management:

Unit 1: Basic Banking Concepts: Bank rate, Prime Lending rate, Base Rate Repo rate, Deposit rate; Impact of Interest rate; Bank Financial Statements: Bank Liabilities, Assets, Loans and Advances, Contingent Liabilities; The Income Statement; Analyzing Banks' Financial Statements; CAMELS ratings

Unit2: Banking defined ;Definition of Customer, Relationship between Banker and Customer Rights of a Bank; Types of Deposits; Designing of Deposit Schemes; Functions of commercial banks; Systems of banking- Unit, Branch and Group banking.

Unit 3: Credit Appraisal: purpose and process; Use of Financial parameters; Defining Credit Risk: Exposure norms, prudential norms, Asset Classification, Income Recognition and Provisioning; Concept of Capital Adequacy; BASEL framework.

Unit 4: Insurance Defined, Insurance business as classified in the Insurance Act 1938, Insurance as a contract, Insurance Reforms; Regulatory framework.

Unit 5: Basics of Life Insurance –Products; Individual Assurance, Traditional Plans, Market Oriented Plans, Annuities, Riders and Group Insurance, Mortality Tables; Claims Settlement Policy Servicing, Maturity, Death and Early Claims, Marketing Intermediaries- Agent, Broker, Banc assurance

Unit 5: Overview of General Insurance, Definition; Features; and Types of Insurance Schemes, Reinsurance.

Recommended Books:

1. Management of Banking and Financial Services by Justin Paul and Padmalatha Suresh , Pearson Education .
2. *Modern Commercial Banking* by H R Machiraju,
3. *Risk Management*, Indian Institute of Banking and Finance, Taxman Publications
4. Principles of Risk Management and Insurance by George E. Raja, Pearson Education.

Marketing Specialization

Paper: MBA 3043: Marketing Communication and Brand Management:

- Unit 1:** Importance of Marketing Communication, Concept of Integrated Marketing Communications, Promotional Mix, Touch Points, Advertising-its purpose, function, process, economic and social implication, Advertising ethics and the future of advertising.
- Unit 2:** Objective and Budgeting for IMC programme: Objectives: DAGMAR, AIDA, Hierarchy of Effects Model, Advertising budget, Budget approaches and methods.
- Unit 3:** Communication process and advertising management- identifying selling points, copy writing, copy research, design and layout, graphics and illustrations, colour-concepts, production of print and broadcasting ads.
- Unit 4:** Media Planning and Strategy: Developing media plan, problem in media planning, Media objectives, media strategies, Evaluation of Broadcast media, advantages and limitation, Evaluation of Print media, Classification, advantages and limitations, Support media, Direct marketing, Internet and Interactive media.
- Unit 5:** Sales Promotion, Scope and role of sales promotion, Public Relations, Publicity and corporate advertising, Personal Selling, Scope and role, advantages and disadvantages of personal selling.
- Unit 6:** Measuring the effectiveness of promotional programme, Testing process, Pre-testing, post testing, Regulation of advertising and promotion, Evaluating the social, ethical and economic aspects of advertising and promotion.
- Unit 7:** Introduction to branding, Creating a brand- Brand identity, brand meaning, brand personality and brand image, Understanding Brand Equity, Building Brand equity-Brand Resonance Pyramid, Sources of Brand Equity, Measuring Brand Equity, Methods to measure brand equity, Brand Positioning, Brand Strategies.

Recommended books:

1. Advertising by John S. Wright, Willis & Winter and Sherilyn K. Zeigler, Tata Mc-Graw Hill.
2. Advertising and Promotions by Belch and Belch, Tata Mcgraw Hill
3. Advertising Management by RajibBatra et al Pearson Publication

Paper: MBA-3053: Consumer Behaviour and CRM

Unit 1: Consumer behaviour principles in strategic marketing. Consumer decision making process-Distributive approach and Decision-process approach, Models of consumer behaviour.

Unit 2: Cultural and social factors of consumer behaviour- Social Class and Reference Group, Psychoanalytical theory, Social Psychological theory and Trait-Factor theory, Dynamics of perception, Learning process components.

Unit 3: Attitude measurement- Classical psychological model and multi-attribute models. Environmental influences on consumer behaviour- family and life style concepts. Opinion leadership and the diffusion of innovations.

Unit 4: Conceptual frame work of Customer Relationship Management (CRM): Evolution and benefits of CRM, Different Schools of thoughts and models. Building Customer relationship, CRM in B2B markets, Contact centre. Emerging concepts & tools and their applications.

Unit 5: CRM in India's different sector: Hospitality, Banking, Insurance, Telecom etc. Case studies on Emerging marketing strategies

Recommended books:

1. Consumer Behaviour, by Schiffman&Kanuk. Pearson
2. Consumer Behaviour, by Henry Assael. Thomson Learning
3. Custome Relationship Management :- A Strategic Perspective ; G.Shainesh&Jagadish N Sheth, Macmillan
4. Custome Relationship Management: A Database Approach by Kumar &Reinartz, Wiley India Edition
5. Custome Relationship Management: Integrating Marketing Strategy & Information Technology by Zikmund, McLeod (Jr), Gilbert. Wiley India Edition

Paper: MBA 3063: E-Commerce and Digital Marketing:

Unit 1: Introduction to E-Commerce, Needs and advantages of e-commerce; Electronic commerce Vs Traditional commerce; Challenges of e-commerce, Business to Business (B2B), Business to customer (B2C) e-commerce.

Unit 2: Securing Business on Network: Security Policy, Procedures and Practices, Site Security, Firewalls, Securing Web Service, Transaction Security, Cryptology, Cryptological Algorithms, Public Key algorithms, Authentication Protocols, Digital Signatures, Security protocols for Web Commerce.

Unit 3: Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems, Information Directories and Search Engines, e-Cash, e-cheque, credit cards, debit cards, smart cards; E-Banking, Legal Aspects of e-commerce, Security issues of e-commerce: Firewall, E-locking, Encryption; Cyber laws –aims and salient provisions; Cyber laws in India and their limitations.

Unit 4: Introduction to Digital Marketing, Concept of Digital Media, Digital Assets, Securing Digital Assets, Paid, Owned, Earned and Shared Media, Digital Beyond marketing.

Unit 5: Effective Inbound Marketing using Search Engine Optimisation (SEO), SERP, Measuring SERP, Off page SEO Fundamentals, Concept of Back-link and impact of link Juice, Panda, Penguin and EMD algorithm on SEO, Local SEO, SEO Audit Tools,

Search Engine Marketing: TROM (Targeting, Real Time Bidding, Outcome based Pricing and Real Time Measurement of Outcome), Bidding Strategies for Search Campaign (PPC/CPC, Target Search Page Location)

Paid Outbound Marketing: Concept of Demand Side platform (DSP), Supply Side Platform(SSP), Data Management Platform (DMP) and Ad Exchange,

Unit 6: Adman and Mathman, Online Display and Video Campaigns using Adwords and YouTube, Leveraging Social Media for Market Development and Branding, Remarketing/Retargeting- Using Adwords- rule based and Tag based, Retargeting using Facebook.

Unit 7: E-mail Marketing, Mobile Marketing- SMS marketing, use of QR Code and Proximity marketing, Marketing mobile app using Adword and Social Media, Digital Media Analytics, Campaign Analytics, Digital Marketing Strategy.

Recommended books:

1. E-Commerce – Cutting Edge of Business- Kamlesh K Bajaj, Debjani Nag – Tata McGraw Hill, 1/e, 2003
2. E-Commerce – an Indian perspective – P T Joseph – Prentice Hall, 2/e, 2005
3. E-Commerce concepts, Models, Strategies – C S V Moorthy –Himalaya Publications
4. Agarwala , K.N. and D. Agarwala Business on the Net : What’s and How’s of E-Commerce , McMillan
5. Frontiers of E-Commerce Ravi Kalkota , TMH
6. O,Brien J. Management Information System, TMH
7. Oberoi , Sundeep E-Security and You , TMH
8. Young , Margret Levine The complete reference to Internet, TMH

Finance Specialization

Paper: MBA- 3073: Investment Analysis & Portfolio Management

Unit 1: The Investment Environment: Financial Markets , Investment alternatives : Money market Instruments, Non marketable Financial Assets , Bonds , Equity Securities , Mutual Funds , Financial Derivatives and Real Assets; Stock and Bond market Indexes ; Trading of Securities , Types of Orders , Trading Costs , Short Sales.

Unit 2: Measurement of Risk and Return, Volatility Estimation, Fundamental Analysis-Macro Economic Analysis, Industry Analysis, Company Analysis; Basics of Investment Valuation -Equity Valuation Models: Dividend Discount Models

Unit 3: Technical Analysis: Assumptions, Technical tools; Indicators; Charts; Efficient Market Theory; Bond Basics ; Bond Risk , Bond Return, Bond Yields, Bond Prices Over Time, Term Structure of Interest Rate , Duration and Immunization, Passive and active Bond Management.

Unit 4: Portfolio Construction: Approaches, Selection of Portfolios, Markowitz Portfolio Model, Sharpe Index Model, CAPM, Arbitrage Pricing Theory, Multi-Index Model, Asset Allocation, Portfolio Performance Evaluation, ActiveVs Passive Portfolio Management.

Unit 5: Role and Functions of SEBI; Structure and Functions of BSE, NSE; Dematerialization of Securities, Basic Guidelines for Investment Decisions.

.Recommended books:

1. Investments by ZVI Bodie , Kane et al (Sixth Edition), McGraw Hill Publishing.
2. Investment Analysis and Portfolio Management by PrasannaChandra , Tata McGraw Hill Publishing.
3. Investment by Sharpe, Bailly and Alexander, Prentice Hall.

Paper: MBA- 3083: Financial Services & Corporate Valuation

Unit1: Financial Services- Concept , Types and Regulatory Framework , Meaning of Merchant Banking; Functions of Merchant Bankers; Leasing – Concept , Classification & Financial Evaluation (Lessee's & Lessor's perspective) ; Hire Purchase : Concepts , and Financial Evaluation.

Unit 2: Corporate Restructuring – Meaning , Types , Financial Framework & Financing Techniques; Financing Pattern under Venture Capital & Private Equity; Basics of LBOs.

Unit 3: Discounted Cash Flow Valuation Models (Two and Three stage); Free Cash flows to Equity Valuation Models (Two and Three stage).

Unit 4: Firm Valuation Models , Relative Valuation Models – P/E , P/B , P/S multiples & Economic Value Added Models.

Recommended Books:

- 1) Valuation by A.Damodaran , John Wiley & Sons Inc.
- 2) Financial Services by MY Khan , TATA McGraw Hills.

Paper: MBA3093: FINANCIAL REPORTING

Unit1: Framework for Preparation and Presentation of Financial Statements (as per Accounting Standards)

Unit 2: Application of Industry specific and Transaction Specific Indian Accounting Standards (other than Business Combination, Financial Instruments and Share Based Payment). Business Combinations and Accounting for Corporate Restructuring (including demerger) (as per Ind AS).

Unit 3: Consolidated Financial Statements

Concept of consolidation and simple problems on Consolidated Financial Statements with single subsidiary (excluding problems involving acquisition of interest in Subsidiary at different dates, Different reporting dates)

Unit 4: Internal Reconstruction; Accounting for Amalgamation (Basic Concepts and Basic Numerical, excluding inter-company holding)

Unit 5: Accounting for E-Commerce; Emerging trends in Reporting- Integrated Reporting, Corporate Social Responsibility Reporting ,Human Resource Reporting ,Value Added Statement ,Economic Value Added

Recommended books:

- 1 .Financial Reporting and Analysis by Lawrence Revsine , Daniel W. Collins , Bruce Johnson (Mc Graw Hill Irwin)
2. Tulsian Financial Reporting (S Chand)

HR Specialization

Paper: MBA-3103: Organization Development & Managing Change:

Unit 1: Introduction, Understanding Organizational Processes and Change, Forces of Change, Determinant Factors, Types of Change, Models of Change, Resistance to Change, Methods for overcoming/minimizing resistance to Change

Unit 2: Corporate Culture, Dealing with Change, Effective Change Management, Designing Change

Unit 3: Objective & Characteristics of Organizational Development, Models of Organizational Development, Action Research Process, Diagnostic Models, Change Agent, Client and Consultant Relations

Unit 4: Concept of Organizational Politics, Issues of Power and Control

Unit 5: Organizational Development Interventions: Classification & Selection, Team and Inter-Group Development Interventions, Structural Interventions, Comprehensive Interventions

Recommended Books:

1. Organizational Change & Development by Kavita Singh, Excel Books
2. Organizational Change & Development by Dipak Kr. Bhattacharyya, Oxford
3. Organizational Development by Wendell French, Cecil H. Bell & Veena Vohra, Pearson

Paper: MBA-3113: Industrial Relations:

- Unit 1:** Industrial Relations, Concept, Approaches & Organisations; Evolution of Industrial relation; Labour Welfare, Concept, Importance, Basic Features, Need, Aims, Approaches, Scope, & Techniques; Labour Welfare Officer; Ethical Codes & Industrial Relations
- Unit 2:** Bipartite & Tripartite Consultative Machinery; Evolution of Tripartite Bodies; Evaluation of ILC & SLC, Evolution of Bipartite Bodies-Works Committee, Joint Management Councils; Wage Policy & Wage regulation Machinery
- Unit 3:** Standing Orders-Concept & Objects, Grievances-Concept, Causes, Procedure for Settlement; Indiscipline & Misconduct-Causes, Forms, Domestic Enquiry & Punishment
- Unit 4:** Workers Participation Management, Concept, Objectives, Forms & Level Of Participation, Workers Participation in India; Collective Bargaining-Concept, Importance, Principles, Contents & Coverage, Negotiation.
- Unit 5:** Dispute Settlement Machinery-Conciliation, Adjudication & Arbitration; Industrial Dispute Act of 1947; Trade Unionism-Concept, Functions, Approaches, Problems, Trade Union Movement in India; Trade Unions Act of 1926.

Recommended Books:

1. Dynamics of Industrial relation By Mamoria, Mamoria & Gankar (Himalaya Publishing House)
2. Industry Relation & Labour Welfare- Text & Cases By Sivarethinamohan, (PHI Learning Pvt. Ltd.)

Paper: MBA 3123: International HRM & Cross-Cultural Management:

Unit 1: Introduction, Human & Cultural Variables in Multinational Enterprises, Cross-cultural Differences and Managerial Implications

Unit 2: Cross-cultural Research Methodologies, Hofstede's Study, Structural Evolution of Multinational Enterprises

Unit 3: Cross-cultural Leadership & Decision Making, Cross-cultural Communication & Negotiation

Unit 4: International HR Management, Selection Criteria for International Assignments

Unit 5: Compensation & Performance Appraisal in Global Perspective

Recommended Books:

1. International Human Resource Management by Peter Dowling & Denise E. Welch, Cengage Learning
2. Cross-cultural Management - Concepts & Cases by Shobhana Madhavan, Oxford University Press
3. Culture's Consequence - International Differences in Work-related Values by Geert Hofstede, Sage Publications

Production Specialization

Paper: MBA-3133: Agile and Computer Integrated Manufacturing:

Unit 1: Building quality advantage, speed (time) advantage, dependability advantage, flexibility advantage.

Unit 2: Mass Customization-design of mass customization and built-to-order system.

Unit 3: Managing process technology (ATMO-CNC, DNC, FMC, FMS, roots adaptive control, AVG, CIM, computer network for manufacturing).

Unit 4: Strategic planning for manufacturing, formulation of manufacturing strategy, the planning and evaluation and designing of AMT.

Unit 5: Implementing the flexible factory, Human factor in the flexible factory, Managing computerized integrated manufacturing system and future automated factory.

Recommended Books:

1. Automation, production systems and computer integrated manufacturing by M.P.Grover, prentice hall of India.
2. The manufacturing advantage by Nigel slack. Viva, New Delhi.

Paper: MBA-3143: TQM & Six Sigma:

Unit 1: Management tools for Quality-the Deming approach to Management, Juran and Crosby on quality and quality treatment, Imai's Kaizen.

Unit 2: Quality, customer and ISO 9000, ISO 9000-a management overview, interpretation of key ISO 9000, Aspects of manufacturing and ISO 9000, Standard and Production process by Control Charts.

Unit 3: Overview of Taguchi's Approach in Experimental Design and Off-line Quality control, Taguchi's recommended analysis techniques;

Unit 4: Total Quality Standard Management: Concept and Accessories.

Unit 5: Six Sigma Background, Understanding Six Sigma, Statistics free Six Sigma Tools , Statistics free Six Sigma Measurements

Recommended Books:

1. Taguchi Methods Explained by T.P.Bagchi, Prentich Hall.
2. Managing For Total Quality by Logothetis.
3. Stat Free Six Sigma by Praveen Gupta , Arvin Sri , S. Chand Publication.

Paper: MBA-3153: Technology Management:

Unit1: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

Unit2: Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies; Levels of scale; The measurement of scale; Factors affecting the choice of scale.

Unit3: Concept of Technology Forecasting- Characteristics of technology forecasting ; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting

Unit 4:Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy; Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of technology absorption.

Unit5: Technological Change- Characteristics of technological change; Classification of technological change; Impact of technological change, Technology Life Cycle, Technology Transformation; New Technologies, Selection of a New Technology, Implementation of New Technology, Automation- Automation and automation technology; Technology Choice, Technology Assessment Process.

Recommended Books

1. Handbook of Technology Management by Gerard H. Gaynor(Mac Graw Hill)
2. Management of Technology and Innovation by PN Rastogi (Sage)

Fourth Semester

Paper: MBA 4013: International Business and Marketing:

Unit 1: Concept of International business, reason for expansion of International Business, Difference from domestic business, Forces Affecting Global Integration and Global Marketing- Driving forces & restraining forces, Orientation to International Marketing-EPRG framework.

Unit 2: International Marketing Environment: Political Environment, Legal Environment , Cultural Environment and their impact on International Trade, Political Risk, Product Development & Adaptation, Global Market Entry Strategies; Pricing Techniques, Promotional Techniques, International Distribution.

Unit 3: International Monetary system, Foreign Exchange Market & Determination of Exchange rate- Purchasing Power Parity Theory, Interest Rate Theory; Foreign Exchange Risks and Exposure, Devaluation of Currencies.

Unit 4: Export Finance :Various Aspects of Financing Including Documentary Credits, International Investments, Cross-border investment, opportunities, trend, investment agreement, Export & Import Procedures & Documentation .

Recommended Books:

1. International Business by Rakesh Mohan Joshi, Oxford University Press, 2009.
2. International Marketing Management - An Indian Perspective by R.L.Varshney&B.Bhattacharyya, Sultan Chand & Sons, New Delhi
3. International Marketing- An Asia Pacific Focus by Kotabe, Peloso, Gregory, Noble, Macarthur, Neal, Eiege and Helsen.
4. International Marketing by Shakeel Ahmad Siddiqui, Dreamtech Press
5. International Business-Environments and Operations by John D.Daniels Lee H. Radebaugh, Pearson Education Asia
6. International Business- Environment and Operations by Daniels, Radebaugh, Sullivan &Salwan, Pearson Publication (12th Edition).

Paper: MBA-4023: Logistics and Supply Chain Management:

Unit 1: Introduction to Logistic Management, Distribution Management and Strategy, Transportation Management, Warehousing, 3PL and 4PL, VMI, Bullwhip effect Concept.

Unit 2: Supply Chain Concept, Competitive Advantages and SC Strategies, SC Drivers and Metrics, Strategic Fit between Competitive Strategy and SC Scopes, Cases of Wal-Mart and Dell.

Unit 3: Managing Predictable Variability through Planning Supply and Demand in a SC, Demand Forecasting in a SC, Aggregate Planning strategies in a Supply Chain.

Unit 4: Customer Service Dimension, Benchmarking the SC, Supplier and Distributors Benchmarking, Impact of IT on SCM, Identifying Logistics Performance Indicator.

Unit 5: Logistic Value Engineering, Lead Time Gap, Quick Response Logistics, Co-makership and Logistic Partnership, Future Supply Chain.

Recommended Books:

1. Logistics And Supply Chain Management by Martin Christioher, Financial Times Pitman Publishing (2nd En) 1998.
2. Supply Chain Management by Rahul V Altekar.
3. SCM By Sunil Chopra and Peter Meindl
4. Supply Chain Management-Theories and Practices by Mohanty & Deshmukh

Paper: MBA4034: Innovation and Entrepreneurship Management.

Unit 1: History of Innovation, Creativity, Invention Vs, Innovation. Traditional and Conventional Tools. Innovation in the age of Information.

Unit 2: Framework for Innovation, Need for skill development. Innovation development & deployment. Innovation in Products and services and Technological development. Role of Knowledge management in Innovation.

Unit 3: Evolution of Entrepreneurship, Understanding the entrepreneurial perspective of Individuals, Developing Creativity through knowledge management.

Unit 4: Assessment and evaluation of entrepreneurial opportunities, Environmental conditions. Legal and ethical issues. Sources of Capital Formation for entrepreneurs.

Unit 5: Case studies of entrepreneurship development in world and India.

Recommended Books:

1. The Dynamics of Entrepreneurial Development & Management by Vasant Desai (Himalaya Publishing)
2. Entrepreneurial Development by Dr. SS Khanka (S.Chand Publishing)
3. Entrepreneurship- A South Asian Perspective by Donald Kuratko & T.V.Rao (Cengage Publishing)

Marketing Specialization

Paper: MBA 4043: Sales and Retail Management:

- Unit 1:** Concept, Objective and functions of Sales Management, Evolution of Sales Management, Nature and Role of sales Manager's Job, The personal selling process, New means of selling.
- Unit 2:** Sales Organization and Control: Purpose of sales organization, setting sales organization, types of sales organization structure, sales territory-concept and process of devising sales territories, sales forecasting and sales potential, sales forecasting techniques, Sales budget, sales Quota- concept and types.
- Unit 3:** Managing Sales force: Concept of sales force management, recruitment and selection of sales personnel, Sales force training, Areas of sales training, assessment and evaluation of training. Sales force size and compensating and motivating sales force, Routing and Scheduling of sales force, Sales audit.
- Unit 4:** Introduction to Retailing: Meaning, Economic Significance of Retailing, Role of retailer, theories of retail development, retail in India, retail in key regions of the world,
- Unit 5:** Retail strategy and planning: understanding retail customer, retail strategy, store site selection, methods of retail expansion, basic of retail merchandising, process of merchandising planning, methods of merchandise procurement, retail pricing and evaluating merchandise performance, private labels, category management .
- Unit 6:** Managing Retail: Human Resource Management in Retail, retail store operations, store design and visual merchandise, managing retail infrastructure, retail marketing and branding, role of technology in retail, Legal and ethical aspects of the retail business.

Recommended Books:

1. International Business by Rakesh Mohan Joshi, Oxford University Press, 2009.
2. Retailing Management, Text and Cases by Swapna Pradhan, McGraw Hill Education, 4th Edition, 2015
3. Management of a Sales Force : Spiro, Stanton & Rich: Tata McGraw Hill
4. Sales Management : Still. Cundiff, Govoni: Pearson & Prantice Hall

Paper: MBA 4053: Rural Marketing

Unit 1: Defining Rural Markets ,Rural Marketing Mix Challenges , Rural Marketing Environment (Demographic , Physical, Social and Cultural , Political and Technological) Understanding Rural Consumers (Buyer Decision Process , Product adoption Process).

Unit 2: Segmentation and targeting of Rural Markets , Nature of segments ,Bases for segmentation , Effective segmentation , Positioning brands in rural markets.

Unit 3: Rural product Classification, Product Branding in Rural Markets , New Product Development in Rural Markets ; Setting the price ,Pricing strategies for Rural Consumers.

Unit 4: Rural Distribution Channels, Rural Channel Members and Channel Dynamics, Distribution Models in Rural Markets; Effective Rural Communication Strategies – Designing message , Selection of channels and Communication mix ; Insights into Rural Services Marketing ; Future of Rural Markets.

Recommended Books:

1.Rural Marketing by Pradeep Kashyap (second edition)by Pearson

Paper: MBA 4063: Marketing of Services

- Unit 1:** Nature and Definition of Services, Trends in Services Marketing, Distinctive Characteristics of Services ; Classification of Services, Services Marketing Mix, Service Marketing Triangle.
- Unit 2:** Consumer Behaviour in Services, Customer Expectations and Perception of Service, Customer Satisfaction, Marketing Research in Services, Segmentation, Targeting and Positioning Services, Understanding Customer/ Firm Relationships, Customer profitability Segments, Strategies for Building Loyalty.
- Unit 3:** The Service Marketing Mix- Service Development and Design, Communication Mix for services, Pricing of Services, Service Delivery through Intermediaries and Electronic Channels, People in Services, Designing and Managing Service Processes, Balancing Demand and Supply, Physical Evidence in Services.
- Unit 4:** Service Quality and Productivity, Measures of Service Quality, SERVQUAL Scale, Gap Model of Service Quality, Improving Service Quality, Strategies for Reducing the Gaps.
- Unit 5:** Customer Feedback and Service Recovery, Service-Profit Chain, Service Leadership.

Recommended Books:

1. Services Marketing by ValaerieZeithaml and Mary Jo. Bitner. (Tata McGraw Hill)
2. Services Marketing by Lovelock, Wirtz and Chatterjee. (Pearson Education)
3. Services Marketing by VinodApte

Finance Specialization

Paper: MBA-4073: Project Appraisal and Risk Management:

Unit 1: Concept of Project; General Project Characteristics; Types of Projects; Importance of Projects, An Integrative Approach of Projects; Project Idea Generation & Screening; Project Selection: Scoring Model

Unit2: Understanding of Feasibility Analysis; Concepts of Market Feasibility : Assessment of market feasibility; Demand forecasting ; Concepts of Technical Feasibility; Assessment of Technical Feasibility; Preparation of Work Break Down Structure and Implementation Schedule .

Unit 3: Concept of Financial Feasibility: Financial Appraisal, Financial Projection, Cost Estimates, Project Financing-Debentures, Equity, Loans, Venture capital, etc. Capital Budgeting Techniques: NPV, IRR, PB and ARR and modified techniques; Profitability Projections; Appraisal of Development Projects: Concept of shadow price (UNIDO method), Appraisal of Infrastructure Projects & BOT.

Unit4: Risk Management-External and Internal Risk Factors, Risk Assessment; Risk Analysis Techniques: Modified NPV and modified IRR, Sensitivity Analysis and Simulation.

Unit 5: Project Scheduling: Networks, Duration Estimation, Critical Path and Crashing, Resource Analysis & Smoothing; Multiple Resource Schedules; Project Evaluation and Control -Project Monitoring- S curve , Milestone analysis , Gantt chart , Earned Value Management.

Recommended books:

1. Project Management by Prasanna Chandra , TataMcgraw ,
2. Project Management- Achieving Competitive Advantage by Jeffrey K. Pinto , Pearson Education.

Paper: MBA-4083: Financial Engineering and Derivative Management:

Unit 1: Forward, Futures & Options contracts, Mechanics of futures Markets, Forward and future markets, hedging through forward and future, forward and future prices, stock index future, commodity future.

Unit 2: Interest rate future, Foreign exchange risk management, Swap-design of interest rate swap and currency swap, valuation of swap, mechanics of option markets,.

Unit 3: Valuation of option Black-schools method, Binominal tree, Index option, Currency option, Option futures, Multi period options-caps, floor, collars, swap options.

Unit 4: Hybrid derivative instruments. Tools of FE, Measuring risk (advance topics), Physical tools of FE, New product development, Model for new product development, Design and testing.

Recommended Books:

1. Financial Engineering by Marshall and Bansal, Prentice Hall
2. Options, Futures and Derivatives by J.C.Hull, Prentice Hall

Paper: MBA 4093: Direct Taxes & GST

- Unit 1:** Basic Concepts: Income tax Law: an introduction, Important definitions in Income Tax Act'1961, Concept of Previous Year and Assessment Year, Basis of charge and rates of tax , Income which do not form part of Total Income (relating to Business/ Profession and Capital Gains), Tax holiday for newly established units in Special Economic Zones
- Unit 2:** Heads of Income and provisions governing computation of income under the following heads-i. Profit & Gains of Business or Profession ,ii. Capital Gains
- Unit 3: Aggregation of income, Set-off, or Carry forward and set-off of Losses; Deductions from gross total income** i. General Provisions ,ii. Deductions to be made in computing Total Income as contained in Chapter VI-A (Deductions available to all assesses)
- Unit 4: Computation of total income and tax liability of individual** -i. Income to be considered while computing total income of individuals,ii. Procedure for computation of total income and tax liability of individuals
- Unit 5 : Concept of Indirect taxes** -i. Concept & features of indirect taxes ,ii. Principles of indirect taxes ; **Goods & Services tax Law**
- i. GST Laws: An introduction including constitutional aspects
 - ii. Levy and collection of CGST & IGST
 - iii. Basic concept of time and value of supply
 - iv. Input tax credit
 - v. Computation of GST Liability
 - vi. Registration
 - vii. Tax Invoice, Credit & Debit Notes, Electronic Way bill
 - viii. Returns
 - ix. Payment of taxes including Reverse Charge

Recommended books:

HR Specialization

Paper: MBA-4103: Performance Management, Training & Development

Unit 1: Performance Management- Concept, Antecedents, Purpose, Managing Individual, Group and Organizational Performance

Performance Appraisal-Concept, Importance & Evolution, Various Methods of Performance Appraisal, Appraisal Errors, Managing Executive Performance

Unit 2: Implications of Performance Management- Theories of Motivation, Compensation Management, Career Development, Training & Mobility, Knowledge Management

Unit 3: Tools of Performance Management- Benchmarking for Excellence in Performance, Competency Mapping, Balanced Score Cards

Unit 4: Training & Development- Concept, Training Need Identification, Design, Implementation, Evaluation and Development

Unit 5: Traditional and Modern Training Methods-On the Job Methods, Off the Job Methods, Outward Bound Methods, e-Learning

Recommended Books:

1. Performance Appraisal & Management by Tapomoy Deb, Excel Books, for Units 1 & 2
2. Performance Measurement & Management by Suri, Ratnam & Gupta, Excel Books, for Unit 3
3. Training and Development - Text, Research and Cases by G Pandu Naik, Excel Books, for Units 4 & 5

Paper: MBA-4113:Labour Legislation:

Unit 1: Factories Act 1948,

Unit 2: Workmen's Compensation Act 1923, ESI Act 1948,

Unit 3: Payment of Wage Act 1936, Minimum Wages Act 1948,

Unit 4: Employees Provident Funds & Misc. Provisions Act 1952, Payment of Bonus Act 1965,
Payment of Gratuity Act 1972

Unit 5: Industrial Employment (standing order) Act 1946, Trade Union Act 1926, Maternity
Benefit Act 1961, Industrial Disputes Act 1947,

Recommended Books:

1. Handbook of Industrial Law by N.D.Kapoor, (Sultan Chand & Sons).
2. Bare Acts.

Paper: MBA 4123: Strategic HRM:

Unit1: Introduction to SHRM: Definition, Need, Importance, and Steps, Human Resource Environment: Workforce Diversity, Demographic Changes, Temporary and Contract Labour, Global Environment, International Labour Standards, Changed Role of HR in Organizations

Unit 2: Recruitment & Retention Strategies: Online Recruitment, Outsourcing Recruitment, Head Hunting, Performance Management Strategies: Defining Key Result Areas, Seniority Vs. Merit-based Promotions, Pay for Performance, 360⁰ Feedback, Executive Performance,

Unit 3: Compensation & Reward Strategies: Skill Based Pay, Broad banding, Variable Pay, Incentives and Benefits, Profit Sharing, ESOP, Executive Compensation, Training & Development Strategies: Cross-cultural Training, Multi-Skilling, Succession Planning, Learning Organizations and Organizational Learning

Unit 4: Retirement & Retrenchment Strategies: Redundancy, Downsizing, HR Outsourcing, Employee Leasing, Separation Benefits e.g. VRS/CRS

Unit 5: Human Aspects of Strategies Implementation, Human Side of Mergers & acquisition, Leadership, Managing Conflict, Stress Management, Work-life Balance, Re-engineering HR, Human Resource Development: Accounting and Audit, Scorecard and Report

Recommended Books:

1. Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press
2. Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya
3. Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books
4. HRD Audit by TVR Rao, Response Books Publishers
5. Strategic Prospects for HRM by Shaun Tyson, Jaico Publishing House

Production Specialization

Paper :MBA4133:Advanced Operations Research

Unit 1: Queuing theory and its characteristics, Structure of a Queuing System, Performance Measures of a Queuing System, Classification of Queuing Model, Single-Server Queuing Model- queuing model-I, model-II & model-III and Multi-server Queuing Model- model-IV & model V. other models cost analysis of queuing models.

Unit 2: The assignment problem: Mathematical Model of Assignment Problem, Solution Methods Branching and Bound technique, Typical Assignment Problem, The traveling sales man problem.

Unit 3: Simulation-Monte Carlo simulation; Application of simulation of inventory, queuing and financial problems, maintenance problems, PERT problems.

Unit 4: Classical Optimization Theory-Constrained multivariable optimization with equality constrains and inequality constrains, Unconstrained Problems.

Unit 5: Nonlinear Programming Algorithms: Unconstrained Nonlinear Algorithms- Direct Search & Gradient Method. Constrained Algorithms-Separable, Quadratic, Geometric, Stochastic Programming.

Recommended books:

1. Operation Research by H.Taha.
2. Operation Research by J K Sharma.

Paper: MBA-4143: Advanced Production Planning and Control:

Unit 1: Aggregate planning decisions, Aggregate planning strategies and methods, problems of Aggregate planning.

Unit 2: Master production schedule; bill of material management and maintenance of MPS and their problems; MRP and MRP II, uncertainty and changes in MRP systems.

Unit 3: Capacity planning and control, long-range, medium range and short-range capacity planning and control.

Unit 4: High volume production activity control and just in time system, controlling continuous production, sequencing and line balancing methodologies, batch processing and process industry scheduling, JIT-full production and Kanban, JIT implementation issues.

Recommended books:

1. Production Planning And Inventory Control By Seetharama L.N, Mc Leavey D W And Billington P.J, Prentice Hall Of India, 2000 (2od En)

Paper: MBA-4153: Total Productivity Management:

Unit1: Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. (14%)

Unit 2: Value Analysis and Value Engineering: Concept, Procedure – Application and role in Productivity. (13%)

Unit3: Productivity Models: Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sectors.

Unit4: Work Study: Importance of work study , Method Study and Work Measurement – Pioneers of Performance Measurement.; Method and Method Study : Need for Method Study – Procedure of Method Study – Principles of Motion Economy.

Unit5: Work Measurement: Computation of Standard Time :Elements – Types of Elements – Performance Rating – Allowances – Need for Allowances – Types of Allowances (20%)

Recommended Books:

1. Productivity engineering and management - Sumanth, D.J. - Tata McGraw-Hill, New Delhi 1990.
2. Productivity Plus: How Today's Best Run Companies Are Gaining the Competitive Edge - John G., Jr. Belcher - Butterworth-Heinemann
3. Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness - H. James Harrington - McGraw-Hill

Revised Regulations-Cum-Syllabus
Of
MASTER OF BUSINESS ADMINISTRATION (MBA)
(Approved by Academic Council meeting dated 27.10.2017)



**Department of Business Administration
Gauhati University**

2017

MBA COURSE STRUCTURE

1st Semester

Paper Code	Paper Name
MBA 1013	Principles & Practices of Management (C)
MBA 1023	Behavioural Science (C)
MBA 1033	Managerial Economics (C)
MBA 1043	Quantitative Techniques in Management (C)
MBA 1053	Financial Accounting (C)
MBA 1063	Cost & Management Accounting (C)
MBA 1073	Legal Aspects of Business (C)
MBA 1083	IT for Managers (C)
MBA 1094	Soft Skill for Managers (VAC)
Total	28 Credits

2nd Semester

MBA 2013	Marketing Management (C)
MBA 2023	Production & Operations Management (C)
MBA 2033	Financial Management (C)
MBA 2043	Human Resource Management (C)
MBA 2053	Business Research Methodology (C)
MBA 2063	Business Data Analytics (C)
MBA 2073	Operations Research (C)

MBA 2083	Global & Indian Economy (C)
MBA 2094	Managerial Effectiveness (VAC)
Total	28 Credits

3rd Semester

MBA 3013	Business Environment & Strategic Management (C)
MBA 3023	Summer Project (C)
MBA 3034	Banking Operations & Insurance Management (C)
<i>Marketing Specialization</i>	
MBA 3043	Marketing Communication & Brand Management (C)
MBA 3053	Consumer Behaviour & CRM (C)
MBA 3063	E-Commerce & Digital Marketing (C)
<i>Finance Specialization</i>	
MBA 3073	Investment Analysis & Portfolio Management (C)
MBA 3083	Financial Services & Corporate Valuation (C)
MBA 3093	Financial Reporting & Compliance (C)
<i>HR Specialization</i>	
MBA 3103	Organization Development & Managing Change (C)
MBA 3113	Industrial Relations (C)
MBA 3123	International HRM & Cross-cultural Management (C)
<i>Production Specialization</i>	
MBA 3133	Agile and Computer Integrated Manufacturing (C)
MBA 3143	TQM & Six Sigma (C)
MBA 3153	Technology Management (C)
Total	28 Credits

4th Semester

MBA 4013	International Business & Marketing(C)
MBA 4023	Logistics and Supply Chain Management (C)
MBA 4034	Innovation & Entrepreneurship Management (C)
<i>Marketing Specialization</i>	
MBA 4043	Sales & Retail Management (C)
MBA 4053	Rural Marketing (C)
MBA 4063	Marketing of Services (C)
<i>Finance Specialization</i>	
MBA 4073	Project Appraisal and Risk Management (C)
MBA 4083	Financial Engineering and Derivative Management (C)
MBA 4093	Direct Taxes & GST (C)
<i>HR Specialization</i>	
MBA 4103	Performance Management, Training and Development (C)
MBA 4113	Labour Legislation (C)

MBA 4123	Strategic Human Resource Management (C)
<i>Production Specialization</i>	
MBA 4133	Advanced Operations Research (C)
MBA 4143	Advanced Production Planning and Control (C)
MBA 4153	Total Productivity Management (C)
Total	28 Credits

Legend : * C = Core Paper * VAC = Value Added Course under CBCS