

DEPARTMENT OF MANAGEMENT
MBA SYLLABUS

Code	Paper Title	Credit	Marks
Semester I:			
MBA-C101	Principles of Management	4	100
MBA-C102	Organizational Behaviour	4	100
MBA-C103	Accounting and Financial Analysis	4	100
MBA-C104	Managerial Economics	4	100
MBA-C105	Business Statistics	4	100
MBA-C106	Marketing Management	4	100
MBA-C107	Computer Application in Management	4	100
MBA-C108	Intelligent Interaction	4	100
Semester II :			
MBA-C201	Business Environment	4	100
MBA-C202	Business Research Methods	4	100
MBA-C203	Business Law	4	100
MBA-C204	Operation Research	4	100
MBA-C205	Production and Operations Management	4	100
MBA-C206	Cost and Management Accounting	4	100
MBA-C207	Financial Management	4	100
MBA-C208	Human Resource Management & Practice	4	100
Semester III :			
MBA-C301	Supply Chain Management	4	100
MBA-C302	Strategic Management	4	100
MBA-C303	Management Information System	4	100
MBA-O304	Specialization Group -1 Elective 1	4	100
MBA-O305	Specialization Group -1 Elective 2	4	100
MBA-O306	Specialization Group -2 Elective 1	4	100
MBA-O307	Specialization Group -2 Elective 2	4	100
MBA-C308	Internship	4	100
Semester IV :			
MBA-C401	Entrepreneurship Development	4	100
MBA-C402	Business Ethics and Corporate Governance	4	100
MBA-O403	Specialization Group -1 Elective 3	4	100
MBA-O404	Specialization Group -1 Elective 4	4	100
MBA-O405	Specialization Group -2 Elective 3	4	100
MBA-O406	Specialization Group -2 Elective 4	4	100
MBA-C407	Project Work	8	

Elective Papers

Specialization Group: Human Resource Management

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|--------------|--------------------------------------------|---|
| 1. MBA-HR01 | Performance Management | 4 |
| 2. MBA-HR02 | Training and Development | 4 |
| 3. MBA-HR03 | Industrial Relations and Labour Enactments | 4 |
| 4. MBA-HR04A | Compensation Management | 4 |
| | or | |
| 5. MBAHR 04B | Team Building and Leadership | 4 |

Specialization Group: Marketing Management

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|--------------|------------------------------------|---|
| 1. MBA-MK01 | Consumer Behaviour | 4 |
| 2. MBA-MK02 | Integrated Marketing Communication | 4 |
| 3. MBA-MK03 | Sales and Distribution Management | 4 |
| 4. MBA-MK04A | Services and Retail Marketing | 4 |
| | or | |
| 5. MBA-MK04B | Rural and Agricultural Marketing | 4 |

Specialization Group: Finance

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|--------------|---------------------------------------------|---|
| 1. MBA-FM01 | Financial Institutions and Services | 4 |
| 2. MBA-FM02 | Management of Working Capital | 4 |
| 3. MBA-FM03 | Security Analysis and Investment Management | 4 |
| 4. MBA-FM04A | Insurance and Risk Management | 4 |
| | or | |
| 5. MBA-FM04B | Corporate Tax Planning | 4 |

Internship:

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 University 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 Department, 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 University. The report will be typed on A-4 size paper.

6. The Report will have two certificates. One by the Head of the Department 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 an external examiners. It will carry total of 100 marks divided into written report of 70 marks and presentation of 30 marks.
8. It is mandatory for the student to make presentation of his report in the presence of teachers & students. The student is expected to answer to the queries and questions raised during such presentation.

Project Work:

The Project Work will comprise Project Report of 100 marks, Presentation of 50 marks and Comprehensive Viva of 50 marks. Candidates will have to submit a Project Report on a problem/topic (from the Specialization areas) under the supervision of a core faculty member of the Department of Management. The Research Project Report will carry 100 marks. The evaluation of the Project Report will be done by an external examiner and will consist of (i) Project Report Evaluation (100 Marks) (ii) Presentation on Project (50 Marks) and (iii).

Comprehensive Viva (50 Marks)

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.

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 4th 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 50 marks each to be conducted by an external examiner appointed by the University.

Open Specialization: Apart from the Dual Specialization the student can also opt for open specialization of 4 credits each which will be reflected in the transcripts. However the credits gained by the student in the open specialization will not be taken into consideration in the computation of final CGPA.

Industrial Visit: The Department shall also arrange time to time industrial visit of MBA students. However no credit shall be assigned for such visits and it will not be reflected in the transcripts.

MBA-C101: PRINCIPLES OF MANAGEMENT

Unit I: Introduction

Management: Concept, Nature, Importance; Management: Art and Science, Management as a Profession, Management Vs Administration, Management Skills, Levels of Management, 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, Managerial Ethics.

Unit II: Planning and Organizing

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, Planning and Decision Making.

Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organisational Structure and Design- Vertical and Horizontal Dimensions

Unit III: Staffing, Directing and Motivation

Staffing: Concept, System Approach, Manpower Planning, Job Analysis, 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: Leadership and Control

Leadership: Concept and Functions, Process and models of Leadership Development, Contemporary views on Leadership: Transformational-Transactional, Charismatic-Visionary leadership.

Controlling: Concept, Types of Control, Process and Techniques of Controlling.

Suggested Reading:

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6 Edition)
2. Koontz Harold & Weihrich Heinz- Essentials of management (Tata McGraw Hill, 5th Edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
4. Robbins S.P. and Decenzo David A. Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Edition)
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)
6. Luthans, Fred, Organizational Behaviour, 7th ed., McGraw Hill, New York.
7. Nelson, Debra L. and James Campbell Quick, Organizational Behaviour, West Publishing Company, St. Paul.

MBA-C102: ORGANISATIONAL BEHAVIOUR

Unit I: Introduction

Definition, Nature Characteristics and importance of organizational behaviour, Organisational Behaviour models, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

Unit II: Individual Behaviour

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: Group Behaviour

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: Organisational Dynamics

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 McGraw Hill, 12th Edition)
2. Luthans Fred - Organizational Behaviour (Tata McGraw Hill, 10th edition)
3. Me Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata McGraw Hill, 4th Edition)
4. Robbins Stephen P. Organizational Behaviour (Pearson Education, 13th Edition)
5. Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. - Management of

Organisational Behavior: Leading Human Resources (Pearson Education, 9th Edition)
6. Greenberg Jerald and Baron Robert A. Behavior In Organisations: Understanding and Managing the Human Side of Work (Prentice Hall of India) , 9th Edition) Pareek, Udai - Behavioural Process in Organization (Oxford & IBH, New Delhi)

MBA-C103: ACCOUNTING AND FINANCIAL ANALYSIS

Unit I: Introduction

Accounting Principles, Concepts and Conventions and principles; Accounting Equation, International Accounting Principles and standards; Matching of Indian Accounting Standards with International Accounting Standards.

Unit II: Mechanics of Accounting

Double entry system of accounting, Journals, Cash book and Subsidiary books, Ledger posting, Trial balance, 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: Analysis of Financial statement

Ratio Analysis- Liquidity Ratio, Turnover Ratio, Leverage Ratio, Profitability Ratio, Return on Investment Ratio, Valuation Ratios, Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit IV: Fund Flow and Cash Flow Statements

Working Capital: 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 Hanif- *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-C104: MANAGERIAL ECONOMICS

Unit I: Introduction

Introduction to Economics; Nature, Scope and significance of Managerial Economics, Role of Managerial Economics in Decision Making, Decision Making under risk and uncertainty.

Unit II: Demand Supply and Production Analysis

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross Elasticity; Uses of Elasticity of Demand, Measurement of Elasticity of Demand. Demand Estimation, Demand forecasting, Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Production concepts & analysis; Production function, law of variable proportion, Law of returns to scale, Scale Economies, Cost concept and analysis, short-run and long-run cost curves and its managerial use, Estimation of Cost Function, Relationship between cost and production function.

Unit III: Market Structure and Pricing

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, Features, Price determination 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: National Income and Employment Determination

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.

Employment Determination Classical theory, Keynesian theory, Neo-classical theory,

Suggested Readings:

1. Damodaran Suma(2006) - Managerial Economics,Oxford.
2. Hirschey Mark (2007), Economics for Managers, Thomson, India Edition
3. Petersen Craig H. etal. (2006)- Managerial Economics, Pearson Education.
4. Dominick Salvatore(2007), Managerial Economics, Oxford
5. Atmanand (2007), Managerial Economics ,Excel Books
6. Mithani D.M.(2005), Principles of Economics, Himalaya Publishing House.
7. Dwivedi D.N.(2009), Managerial Economics (Vikas Publication, 7th Edition)
8. Koutsyannis A(2009), Modern Microeconomics (Macmillan, 2nd Edition)

MBA-C105: BUSINESS STATISTICS

Unit I: Introduction and Univariate Analysis

Role of statistics: Use and Applications of 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: Bi-Variate Analysis

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 : Probability Distribution

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: Sampling and Hypothesis Testing

Sampling: Concept and Application; Procedure, Hypothesis Testing(Parametric Testing: z-test, t-test, f-test, & ANOVA; Non Parametric Testing: chi-square test, MW Test

Suggested Readings

- 1) Beri - Business Statistics (Tata McGraw 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 (Vikas 1995, 23rd Edition).
- 6) Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).

MBA-C106: MARKETING MANAGEMENT

Unit I : 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 Environment, Factors Affecting Marketing Environment, Marketing Information System and Marketing Research, Strategic Marketing Planning.

Unit II: Segmentation and Targeting

Market Segmentation: Procedure, Level, Benefits, Purpose and Limitations of Market Segmentations, Market Targeting - Introduction, Procedure, Product Positioning - Introduction, Objectives, Usefulness, Differentiating the Product, Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process.

Unit III: Marketing Mix and Product

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: Pricing, Promotion and Distribution

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 (2009) Marketing Management, Analysis, Planning, Implementations and Control (Pearson Education 12th Edition).
2. Stanton William J (2000), Fundamentals of Marketing (Mc Graw Hill)
3. Kotler, Philip and Armstrong Graw (2005), Principles of Marketing, Pearson Education, 11th Edition.
4. Ramaswamy V.S. and Namakumari S(2007) - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
5. Etzel M.J., Walker B.J. and Stanton William J(2007), Marketing concept & Cases special Indian Edition (Tata McGraw Hill, 13th Edition).
6. Me. Carthy and Perreault (2009) Basic Marketing: A Global Marketing Approach (Tata Me Graw Hill, 15th Edition)
7. Kurtz and Boone(2007), Principles of Marketing, Thomson India edition.

MBA-C107: COMPUTER APPLICATIONS IN MANAGEMENT

Unit I: Introduction

Computer Hardware and Number System: CPU, Logic Gates, Computer Memory, Computer Hierarchy, Input Technologies, Output Technologies. Number System and Arithmetic: Binary, Octal and Hexadecimal Number System, Binary Arithmetic, Boolean Algebra

Unit II: 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.

Computer Software: Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems)

DBMS: Traditional File Environment, Database Management Systems Concepts, Data Models, ER Modeling, Constraints, SQL queries. Overview of DBMS; Components of DBMS, Recent trends in database, RDBMS.

Application 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)

Unit III: Telecommunication and Network

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, Intranet and Extranet, 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: Application of IT

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.

Practical on Website Designing: Designing Website: Marques etc. Difference between static and dynamic website.

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-C108: INTELLIGENT INTERACTION

Unit I: Introduction

Introduction: Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication.

Unit II : Forms of Communication and Communication for Job

- a). Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents
- b). Non-verbal Communication,
- c). Oral Communication: Art of Public Speaking, Effective Listening

Communication for Job:

Writing a Summer Project Report, Writing CVs & Application Letters, Group Discussions & Interviews, The Employment Interview

Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing

Unit III : Case Study 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, behavioural, decision, strategy), analyzing the case, dos' and don'ts for case preparation

Unit IV: Presentation Skills and Group Communication

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.

Important Parameters in Communication

- (a) The Cross Cultural Dimensions of Business Communication
- (c) Ethical & Legal Issues in Business Communication

Business Negotiation: Negotiation Process & its Management

Suggested Readings:

1. Scot, O. (2004). Contemporary Business Communication. Biztantra, New Delhi.
2. Lesikar, R.V. & Flatley, M.E. (2005). Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow, R. & Panton, F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
4. Tayler Shinley(2009), Communication for Business, Pearson Education, 4th Ed ition

MBA-C201: BUSINESS ENVIRONMENT

Unit I: Introduction:

Concept and Nature of Business Environment, Elements of Business Environment. Significance of Business Environment, Government -Business Interface, Changing Dimensions of Business Environment.

Unit II: Economic Environment of Business

Business - Economic System Interface, New Industrial Policy of India, Public Sector Policy- Disinvestment Policy and EXIM Policy of India, Industrial Policy for North-East India. Industrial Development under different Plan Periods. Government Policy on Foreign Investment. Foreign Collaboration & Indian Experience. WTO & Trade Liberalisation. SEBI Act, Consumer Protection Act.

Monetary and Fiscal Environment: Securities and Exchange Board of India (SEBI) and investors' protection, Monetary and fiscal policies.

Unit III: Legal Environment and Technological Environment of Business

Changing dimensions of Legal Environment: Industrial and licensing policy, FEMA and Competition Act. Intellectual Property Rights and Patent Law. Consumer Protection Act, Government Policy on Environment: Water Pollution Act, Air Pollution Act, Environment (Protection) Act. Tax laws with a Special emphasis on VAT

Technological Environment: Recent Technological Advancement in Indian Banking System and Stock Exchanges of India.

Unit IV: Social Environment

Social Responsibility of Business - Models, Business Ethics - Ethical dilemmas and Managing ethics, Corporate Governance, Contemporary issues in CSR and governance.

Suggested Readings

1. Cherunillam, Francis,(2000), Business and Government (Himalaya Pub. House, N. Delhi)
2. Awasthappa, K., (2006)Essentials of Business environment (Himalaya Publishing House, New Delhi)
3. Ghosh, P.K. & Kapoor, G.K(2000), Business Policy and Environment, (S. Chand and Sons, N. Delhi)
4. Dasgupta, A. & Sengupta, (1998) A.N.Government & Business (Allied Book Agency, N. Delhi)
5. Singh & Shekhar; Environmental Policy in India, (IIPA, New Delhi)
6. Sharma, P.D. (1995), Ecology and Environment (Rostogi Pub. Meerut)
7. Dutt, Rudder and Sundaram, KPM.(2005), Indian Economy (S. Chand and Co., N. Delhi)

MBA-C202: BUSINESS RESEARCH METHODS

Unit I: Introduction

Definition; Nature and Scope and Significance of Business Research; The Research Process; Identification and Definition of Research problem, Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research. Problems encountered by the Researcher, Precautions to be taken by the Researchers.

Unit II: Research Design and Data Collection

Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments – Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.

Unit III : Sample Design

Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability, Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.

Unit IV: Data Analysis, Interpretation and Report Preparation

Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data

Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint

Analysis; Multi Dimensional Scaling; Report Preparation and Presentation

Suggested Readings:

1. Donald, R. Cooper and Parmela, S. Schindler (2003). Business Research Methods. Tata McGraw Hill.
2. Kothari C.R. (2004). Research Methodology Methods and Techniques. New Age Publisher
3. Saunders (2007)- Research Methods for Business students Pearson Education, 2nd edition.
4. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
5. Gravetter (2007), Research Method for Behaviourial Sciences (Cengage Learning)

MBA-C203: BUSINESS LAW

Unit I: Indian Contract Act, 1872

Contract: Definition and its essentials, 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: Partnership Act, 1932

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

Sale of Good Act, 1930

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

Unit III: Negotiable Instrument Act, 1881

Definition, Characteristics and Types 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: 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.(2012) - Business Law Including Company Law (New Age International Publisher, 13th Edition)
2. Kuchhal M.C.(2007) - Business Law (Vikas Publication, 4th Edition)
3. Kapoor, ND(2009)- Business Law; Sultanchand & Sons.
4. Avtar Singh (2010) - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
5. Relevant Acts

MBA-C204: OPERATIONS RESEARCH

Unit I: Introduction

Operations Research: Significance, 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: Linear Programming, Transportation and Assignment

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

Transportation problem: Finding initial feasible solution using Northwest corner rule; Vogel's approximation method and least cost method; Testing optimality using stepping stone method and MODI method; Special cases of unbalanced problem, degeneracy, maximisation objective, multiple solutions and prohibited route.

Assignment model: Hungarian assignment technique; Special cases of unbalanced problem, multiple optimum solutions, maximisation objective and unacceptable assignment

Unit III: Game Theory, Sequencing and Programming

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.

Dynamic Programming: Modeling , Optimization, Replacement.

Unit IV: 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 (2003)- Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition).
- 2) Kothari (1996)- Quantitative Techniques (Vikas , 3rd Edition).

- 3) Taha Hamdy (1997)- Operations Research - An Introduction (Prentice-Hall, 7th edition).
- 4) Sharma J K (1997)- Operations Research (Pearson, 3rd Edition).
- 5) Kapoor V.K.(2000) - Operations Research (S. Chand, 4th Edition).
- 6) Hadley G. (1987), Linear Programming, (Narosa Publishers).
- 7) Hillier & Lieberman (1974)—Introduction to Operations Research, (TMH).

MBA-C205: PRODUCTION & OPERATIONS MANAGEMENT

Unit I: Introduction

Definition, Nature & Scope and Significance of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Types of Production System, Just in Time (JIT) & lean system

Unit II: Production Planning

Product Design & Process Selection, New Product Development, Value Analysis, Plant location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job Design

Unit III: Scheduling and Control

Forecasting & Capacity Planning, Types and Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management Techniques

Unit IV: Quality Control

Basic Concept and dimensions of Quality, Cost of Quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality Improvement and Cost Reduction- 7QC tools and 7 new QC tools, Kaizen, ISO (9000&14000 Series), Quality awards, Statistical Quality Control: Variable & Attribute, Process Control, Control Chart (X, R, p, np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk), Six Sigma, Total Quality Management (TQM)

Suggested Readings:

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

MBA-C206: COST & MANAGEMENT ACCOUNTING

Unit I: Introduction

Definition and scope of Cost and Management accounting, Difference between Management Accounting and Cost Accounting, Cost Concepts, Classification of Cost, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, Cost Sheet and its Preparation, Methods of Costing, Reconciliation of Cost and Financial Accounting.

Unit II: Accounting for Short-term Decision

Marginal Costing: Concept, features and Limitations and Use of Marginal Costing, Cost-Volume-Profit Analysis(CVP), PV Ratio and its importance, Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc.

Absorption Costing: Concept, Marginal Costing vs Absorption Costing, Activity Based Costing and its Application

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

Unit III: Accounting for Control

Budgeting: Meaning, features of Budget, Essentials of effective budgeting, 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, Zero based Budget, Advantages and Limitations of Budgetary Control.

Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material, Labour, Overhead Variance, and their applications and implications.

Unit IV: Responsibility Accounting & Transfer Pricing

Concepts and approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Cost of Quality, TQM

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) Homgren et al (2002), Introduction to Management Accounting ,Pearson, 12th edition
- 2) Khan and Jain (2000), Management Accounting, Tata McGraw-Hill, 2000, 3rd Ed.
- 3) Pandey I M (2004), Management Accounting, Vikas, 3rd Ed.)
- 4) Bhattacharyya S K and Dearden J (1987), Accounting for Management, Vikas,8th Ed.
- 5) Sahaf MA (2000), Management Accounting: Principles and Practice, Vikas. 1st Ed.
- 6) Ravi M. Kishor (2007), Cost& Management Accounting (Taxmann, 1st Ed.)
- 7) Ravi M. Kishor (2009) Advanced Management Accounting (Taxmann, 1st Ed.)
- 8). Arora M N - Cost and Management Accounting (Vikas, 8th Ed.)

MBA-C207: FINANCIAL MANAGEMENT

Unit I: Introduction

Concept, scope, objective and significance of financial Management, 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: Investment and Financing Decision

Investment Decision: Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting;

Financing Decision: Long-term, Medium Term and Short term sources of finance, potentiality of equity shares, preference shares, debentures and bonds as sources of long-term finance;

Unit III: Capital Structure and Cost of Capital

Capital Structure: Concept and Planning, Capital Structure Theories: NI, NOI, Traditional and Modigliani Miller Approach; EBIT-EPS Analysis & Indifference Points.

Cost of Capital: Cost of equity, preference shares, debentures and retained earnings, weighted average cost of capital and implications.

Leverage Analysis: Financial, operating and combined leverage along with implications

Unit IV: Dividend and Working Capital

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) Van Home (2003), Financial Management and Policy, Pearson Education, 12th Ed.
- 2) Knott G (2004), Financial Management, Palgrave
- 3) Khan and Jain (2005), Financial Management (Tata McGraw Hill, 3rd Ed.)
- 4) Prasanna Chandra (2004), Fundamentals of Financial Management, TMH
- 5) R P Rustagi (2000), Financial Management, Galgotia, 2nd revised ed.
- 6) Lawrence J. Gitman (2004), Principles of Managerial Finance, Pearson Education
- 7) Ravi M. Kishor (2005), Financial Management (Taxmann, 6th Ed.).
- 8) Damodaran (2009), Corporate Finance -Theory & Practice (Wiley, 1st Ed.)

MBA-C208: A HUMAN RESOURCE MANAGEMENT & PRACTICE

Unit I: Introduction

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: Human Resource Planning

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: Training, Development and Compensation

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: Discipline and Grievance Handling

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(2007) Human Resource and Personnel Management, Tata McGraw Hill, 5th Ed.
2. Rao VSP (2009) Human Resource Management, Text and Cases, Excel Books, 2nd Ed.
3. Ivansevich(2007)- Human Resource Management, Tata McGraw Hill, 10th Ed.
4. Dessler(2009) Human Resource Management, Prentice Hall, 10th Ed.
5. Bernard(2009) Human Resource Management, Tata McGraw Hill, 4th Ed.

MBA-C301: SUPPLY CHAIN MANAGEMENT

Unit I: Introduction

Introduction to Supply Chain Management, Essential Features and Key Issues in SCM, Importance of Supply Chain Management,; Case Studies

Unit II: Designing Supply Chain Network

Designing of Supply Chain Network, Demand Forecasting and Aggregate Planning, Inventory Management in Supply Chains: 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 III: 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 IV: Recent Issues in Supply Chain Management

Coordination and IT in Supply Chains, CRM Vs SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Textbook

1. Chopra, S, and P. Meindl, (2004, *Supply Chain Management – Strategy, Planning and Operation*, 2nd edition, Pearson Education (ISBN 81-297-0172-3).
2. Raghuram, G. and N. Rangaraj, (2000), *Logistics and Supply Chain Management: Cases and Concepts*, Macmillan, New Delhi
3. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi,(2003), *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 2nd Edition, Irwin, McGraw-Hill.
4. Shapiro, J., (2001), *Modelling the Supply Chain*, Duxbury Thomson Learning.

MBA-C302: STRATEGIC MANAGEMENT

Unit I: Nature of Strategic Management

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, Mintzberg's 5Ps of Strategy, Mc. Kinsey 7-S Framework, Corporate Governance and its code and laws, Social Responsibility Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

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

Unit II: Strategy Formulation

Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; Strategic Factors Analysis Summary (SFAS) Matrix, Analysing Companies Resource in Competitive Position; SWOT Analysis; TOWS Matrix, Grand Strategies; Porters Model:5 Force and Porters Diamond Model, Strategic Choice, Porter's Generic Strategies; Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE 9 CELL, Shell's Directional Policy Matrix, The PIMS Model, Arthur D'Little Company's Matrix and Hofer's Matrices; Portfolio Matrix, Parenting Fit Matrix,

Functional Strategy, Outsourcing, Marketing, Financial, R&D, Operations, Purchasing, Logistics, Human resource Management and Information Systems Strategy, Industry and Competitive Analysis. Concept of Value Chain, Strategic Alliances.

Unit III: Strategy Implementation

Who implements strategy and what must be done? Organising for action, Corporate Development Stages, Diversification, Mergers and Acquisition, Re-engineering, Job Design and Strategy Implementation, MNCs and Strategy implementation, Staffing and Directing, Executive Succession, Downsizing, International Staffing issues, Leading/Directing, Management by Objective (MBO), Management by Exception, Total Quality Management(TQM).

Unit IV: Strategy Evaluation

Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.

Strategic Enablers: R&D Strategy, IT and strategy, Knowledge Management, Strategic Risk

Suggested Reading

1. Carpenter (2012) Strategic Management(Pearson), New Delhi
2. Kazmi A. (2011) Business Policy and Strategic Management (Tata McGraw Hill, 2nd Ed.), New Delhi
3. Kachru (2012), Strategic Management, (Excel Books), New Delhi
4. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)New Delhi
5. Trehan (2012) Strategic Management (Wiley), New Delhi
6. Mc Carthy D.J., Minichiello Robert J., and Curran J.R. (2007)Business Policy and Strategy (AITBS)
7. Lawrence R.Jauch., Glueck William F.(2011) Business Policy and Strategic Management (Frank Brothers)
8. Pearce II John A. and Robinson J.R. and Richard B. (2012)Strategic Management (AITBS)
9. Srinivasan R (2012), Strategic Management, PHI, New Delhi.

MBA-C303: MANAGEMENT INFORMATION SYSTEM

Unit I : Introduction

Meaning and Role of Information Systems. Concept of Data and Information, Classification of Information Systems, Classification, Operations SupportSystem (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: Developing MIS System

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

Planning for Information Systems: Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option.

Unit III: Application of Information System

Emerging Concepts and Issues in Information Systems: Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications, Emerging Concepts in Information System Design and Application. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework. 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.

Unit IV: Research Project

Every student will write a research paper on a specific Information System related issue of their choice.

Suggested Readings:

1. Kenneth, Laudon and Jane Laudon (2005). MIS: Managing the Digital Firm. Pearson Education.
2. James, A. O'Brien (2005). Introduction to Information Systems. Tata McGraw Hill.

References Books:

1. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
2. Jawadekar, W. S. (2004). Management Information Systems. Tata McGraw Hill.

MBA-C401: ENTREPRENEURSHIP DEVELOPMENT

Unit I: Introduction

Meaning and Definition of Entrepreneurship Entrepreneurial Culture vs Administrative Culture, Entrepreneurship vs Intrapreneurship, Entrepreneurial Structure and New facets of Entrepreneurship.

Meaning, Nature and Characteristics of an Entrepreneur, Role and Classification of Entrepreneur, Entrepreneur distinguished form Manager and Leader, Functions of Entrepreneurs at different stages of Enterprise Life Cycle, Entrepreneurial Ethics. Success stories of some Indian Entrepreneurs.

Unit II: Theories and Process of Entrepreneurship

Economic, Psychological and Managerial Theories, Entrepreneurship process, Setting, Preparation, Management, Survival & Growth, Entrepreneurship transition, Entrepreneurship- problems and prospects in India and NE region

Entrepreneurship in Different Context and Forms:

Rural Entrepreneurship, International Entrepreneurship, Group Entrepreneurship, Social

Entrepreneurship Corporate Entrepreneurship, Indigenous Entrepreneurship, Women Entrepreneurship,
Entrepreneurship in Backward Region

Unit III: Role of Govt.

Role of Government in promoting Entrepreneurship, MSME policy in India, *Agencies for Policy Formulation and Implementation*: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), *Financial Support System*: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

Unit IV: Entrepreneurship Development

Models of Entrepreneurship development, Designing Entrepreneurship Awareness Programme, Designing Comprehensive EDPs, Evaluating an EDP, EDPs in India and NE India– An evaluation

Suggested Readings:

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Desai, Vasant (2000), Entrepreneurial Development Vol I (Himalaya Publications, N. Delhi)
3. Hisrich, R.D & Peter, M.P.(2006), Entrepreneurship (Tata Mc Graw Hill)
4. Couger, C- Creativity and Innovation (IPP, 1999)
5. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)

MBA-C402: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Unit I: Introduction

Corporate Governance: Meaning , Definition, Concept and Characteristics, Importance of Corporate governance, Issues in Corporate Governance, Code of Corporate Governance, Social responsibility of Corporates, Corporate Social Reporting, Corporate Governance and Role of Board of Directors,

Unit II: Models of Corporate Governance

Corporate Governance Models: German, Japanese, Anglo-American and Indian Models, Ethics and Values in Corporate Governance, Concept and Meaning of Investor Protection, Investor Protection and Corporate Governance in India.

Unit III: Business Ethics

Ethical issues in capitalism, Ethics in Marketing Finance, HR, and IT, Ethics and Social Responsibility, Ethical Theories and Approaches, IPR like Designs, Patents, Trade Marks and Copy Rights

Unit IV: Indian Value System

Indian Value System, Teaching from the scriptures of Vedas, Upanishads, Geeta, Ramayan, Mahabharat, Bible and Koran. Ethical Values in Indian Paremiology.

Suggested Readings

1. Iyer. SS (2002)- Managing for Values (New Age international Publications)
2. Bhatia, SK(2007), Business Ethics and Managerial Values, TMH
3. Mathur UC,(2007), Corporate Governance and Business Ethics

Other Readings

Vedas, Upanishads, Geeta, Ramayan, Mahabharat, Bible and Koran.

MBA-HR01: PERFORMANCE MANAGEMENT

Unit I: Introduction to Performance Management

Performance: Dimensions of performance, Performance appraisal & Potential appraisal.
Performance management: Planning performance for Role clarity, Accountability and Effectiveness, Process of performance management, Developing and implementing a performance management system

Unit II: Performance Management Analysis & Application

Reward system: Types of rewards, Designing reward system, Total reward strategies, Characteristics of an effective performance reward plan.
Performance analysis, Performance review discussion, Using performance management systems data for HR decisions and performance improvements, Performance management systems and appraisal practices

Unit III: Performance Management Techniques

Competency mapping as a performance management tool, Balanced scorecard and its applications, Mentoring system, 360⁰ feedback, Assessment centers, Performance Management practices of different companies.

Unit IV: Organizational Effectiveness

Leadership and Change, Change agents, Performance management skills, Operationalizing change through Performance management- Understanding and managing change, Operationalizing performance management; Building and Leading high performing teams.

Suggested Readings

1. Rao, T.V. (2005). Performance Management and Appraisal Systems, Sage Publishers, New Delhi.
2. Prem Chadha (2007). Performance Management, Macmillan India Ltd, New Delhi.
3. Michael Armstrong (2006). A Handbook of Human Resources Management Practice, 10th Edition, Kogan Page.
4. G.K.Suri, C.S..Venkata Ratnam, N.K.Gupta (2008). Performance Measurement and Management, Excel Publications.
5. Robert, L. Cardy (2011). Performance Management Concepts Skills and Exercises, M.E.Sharpe Publications.

MBA-HR02: TRAINING AND DEVELOPMENT

Unit I: Training and Learning

Training: Concept, Need and Importance of training in modern organizations, Training vs Development

Learning: Principles of learning, Conditions for effective learning, Learning cycle, Learning process, Learning curve

Training process: Training needs assessment- Components of training needs analysis, Sources of data for training needs analysis.

Unit II: Design of Training Programme

Principles of training design, Training design process, Outlining programmed sequences and themes, Approaches to programmed design

Unit III: Implementation of Training Programme

Training delivery competencies, Trainers and training styles, Trainers role, Trainers skills, Post training support for improved performance at work; Training methods, Training aids.

Unit IV: Training Evaluation

Stages of evaluation, Different evaluation models, Donald Kirkpatrick's evaluation model; Recent trends in training and development.

Suggested Readings

1. Rolf P Lynton and Udai Pareek (2011). Training for Development, Vistaar Publications, 3rd edition.
2. Raymond A Noe (2010). Employee Training and Development, Tata McGraw Hill Publications, 4th edition.
3. Rao. P.L. (2008). Enriching Human Capital through Training and Development, Excel Books, 1st edition.
4. Naik, G.P. (2007). Training and Development: Text, Research and Cases, Excel Books, 1st edition.
5. Sahu R. K. (2010). Training for Development, Excel Books, New Delhi, 1st edition.

MBA-HR03: INDUSTRIAL RELATIONS AND LABOR ENACTMENTS

Unit I: 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' Organization ; ILO in IR.

Managing IR changes, IR and productivity, Technology and IR, Workers participation, Discipline and Grievance redressal, Collective bargaining, Labor administration at the state, district and local levels.

Unit II: Laws on Working Conditions

Factories Act, 1948: Health, Welfare, Working Hours, Annual Leave with wages, Registers and Records.

Contract Labour (Regulation and Abolition) Act, 1986 – Child Labour (Prohibition and Regulation Act, 1986)

Unit III: Laws on Industrial Relations

The Trade Union Act 1926: Role & function of Trade union, Registration, Rights and privileges, Duties, Dissolution of Trade Unions

Industrial Disputes Act 1947: Strike, Lockout, Layoff, Retrenchment, Grievance and disciplinary procedures, Penalties

Industrial Employment Act, 1946: Information in standing orders, Procedure for submission

Unit IV: Laws on Wages, Welfare and Social Security

Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965

Laws on Labour Welfare: The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961

Laws on Social Security: The Employee's Provident Fund Act, 1952, The Payment of Gratuity Act, 1972.

Suggested Readings

1. Arun Monappa (2002). Industrial Relations, Tata Mc-Graw Hill Publishing company Ltd.
2. Mamoria CB, Mamoria, Gankar (2008), Dynamics of Industrial Relations, Himalayan Publications, 16th edition.
3. Pramod Verma (1991), Management of Industrial Relations Reading and cases; Oxford and IBH publications.
4. P.K. Padhi (2010). Labour & Industrial Laws, PHI Learning P. Ltd.
5. N.D.Kapoor (2002). Elements of Mercantile Law, S.Chand & Co.
6. Pylee P V and A Simon George (1995). Industrial relations and personnel Management, Vikas Publishing House Pvt. Ltd., New Delhi.
7. Subramani P N, Rajendran G (2001). Human Resources Management and Industrial Relations, Himalaya Publishing House, New Delhi.
8. T.N Chhabra & R.K.Suri (2007). Industrial Relations, Dhanpat Rai & Co.

MBA-HR04A: COMPENSATION MANAGEMENT

Unit I: Introduction

Compensation, Types of compensation, Conceptual framework of compensation management, Theories of wages: Subsistence theory, Wage fund theory, Marginal productivity theory, Bargaining theory; Criteria of wage fixation.

Unit II: Strategic Compensation Planning & Variable Pay

Strategic perspectives towards compensation – Developing a total compensation strategy, Source of competitive advantage -Three tests, Designing pay levels, Mix and pay structures.

Variable Pay: Strategic reasons for incentive plans, Administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit pay, Group incentive plans- Team compensation, Gain sharing incentive plans, Enterprise incentive plans- Profit sharing plans, Stock options, ESOPs.

Unit III: Managing Employee Benefits

Nature and types of benefits, Employee benefits programs: security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee

benefits required by law, discretionary major employee benefits, employee services- Designing a benefits package.

Unit IV: Wage Determination

Principles of wage and salary administration, Methods of wage determination in India, **Internal and external equity in compensation systems**, Wage administration in India: Wage policy in India, Wage boards: Structure, scope and functions, Compensation practices in different industries, Compensation practices of multinational and global organizations.

Suggested Readings:

1. Richard I. Anderson (2009). Compensation Management in a Knowledge based world, Pearson Education, 10th edition.
2. Milkovich & Newman (2008). Compensation, TMH, 10th edition.
3. BD Singh (2008). Compensation & Reward Management, Excel Books, 1st edition.
4. Joseph J. Martocchio (2011). Strategic Compensation, Pearson Education, 6th edition.

MBA-HR04B: TEAM BUILDING AND LEADERSHIP

Unit I: Introduction

Leadership – Meaning, Components of Leadership - Leader, followers and situation; From Management to Leadership : Difference between Leadership and Management; Attributes of effective leaders; Classification of leaders – Five levels of leaders; Values based leadership.

Unit II: Leadership Theories and Leadership Types

Leadership theories: Trait theories – Behavioral theories – Scandinavian studies – Contingency theories

Types of Leadership: Autocratic leadership, Democratic leadership, Laissez-faire leadership, Transactional leadership, Transformational leadership, Charismatic leadership, Servant leadership, Narcissistic leadership.

Unit III: Groups, Teams and Their Leadership

Groups : Nature, Group size, Stages of group development, Group norms, Group cohesion.

Teams – Concept of team, Effective team characteristics and Team building, Types of teams, Teams vs Groups, Role of team leaders, Building high performance teams, Leadership approaches that foster team performance

Unit IV: Making of a Leader

Leadership Skills : Persuasion skills , Motivational skills, Resolution skills; Role models – Story telling – Developing next generation leaders - Coaching leaders

Leadership for Learning Organizations: Learning organization, Types of Learning; Leadership succession; Leader as a designer – Leader as a teacher – Leader as a steward.

Suggested Readings:

1. Yulk, Gary (2011). Leadership in Organizations, Pearson Education, 7th edition.
2. Du Brin, Andrew J. (2012). Leadership, Research Findings, Practice and Skills, Dreamtech Press, New Delhi, 7th edition.
3. Du Brin, Andrew (2012). Principles of Leadership, Cengage Learning, NewDelhi.

4. Hughes, Ginnett, Curphy (2011). Leadership, Enhancing the Lessons of Experience, Tata Mc Graw Hill, 5th edition.
5. Rekha Mewafarosh & Ridhima Bansal (2012). Team Building and Leadership: Effective Model of Success, Global Vision Publishing House, 1st edition.
6. Stephen P Robbins et al. (2013). Organizational Behaviour, Pearson Education, 15th edition.

MBA-MK01: CONSUMER BEHAVIOUR

Unit I: Introduction

Concept, Definition, Nature, Scope and Applications of consumer behaviour. Consumer behaviour and life-style marketing. Concept of Man- Economic, passive, cognitive and emotional.

Unit II: Determinants of Consumer Behaviour

International Determinants

Consumer motivation and involvement; Information processing and consumer ; perception Learning; Consumer attitude; Personality; Values and life-style

External Determinants

Family and household influences; Reference groups and social class ; Cultural and sub-cultural differences; Family life-style

Unit III: Consumer Decision Making

Introduction to buying process; Problem recognition; Information processing; Evaluation of alternatives; Purchase and post-purchase behaviour; Models of consumer decision making

Unit IV: Cross Cultural Consumer and Industrial Buying Behaviour

Industrial buying behaviour; Urbanisation of consumer markets and marketing implications ; Impact of information technology on consumer behaviour Recent trends.

Suggested Readings:

1. Asseal, H (1994); Consumer Behaviour and Marketing (South Western Publ. Co., Ohio, 1994)
2. Bennet, P.D. & H.H.Kassarjion (2002); Consumer Behaviour, Prentice Hall, New Delhi, 2002
3. Block and Roering (1997); Essentials of Consumer Behaviour, Dryden Press, Chicago.
4. Nair, Suja (2001); Consumer Behaviour: Text and Cases, Himalaya Publishing House, Mumbai, 2001)
5. Laudon, D.L (1997); Consumer Behaviour, Tata McGraw Hill, New Delhi.
6. Schiffan, L G. & Kanuk, L (2002), Consumer Behaviour, Pearson, New Delhi.
7. Wilkey, William L (1998); Consumer Behaviour, John Willey & sons, New York.

Current Reading:

Advertisement and Marketing
Journal of Marketing
Indian Management Harvard Business Review
Financial Dailies

MBA-MK02: INTEGRATED MARKETING COMMUNICATION

Unit I: Introduction

Nature Concept and Process of Integrated Marketing Communications (IMC); Elements of IMC; Role of IMC in the Marketing Process, Organizing for Advertising and Promotion, Perspectives on Consumer Behaviour

Unit II: Analyzing the Communication Process and Budgeting for Integrated Marketing Communications

The Communication Process; Source, Message and Channel Factors, Establishing Objectives and Budgeting for the Promotional Program,

Unit III: Developing the Integrated Marketing Communication Program

Creative Strategy: Planning, Development, Implementation and Evaluation, Media Planning and Strategy, Evaluation of Media: TV and Radio, Print Media and Support Media, Direct Marketing, Internet and Interactive Media, Sales Promotion, Public Relations, Publicity and Corporate Advertising.

Unit IV: Monitoring, Evaluation and Control

Measuring the Effectiveness of the Promotional Program, Testing Process and Control Process, International Advertising and Promotion.

Exercise:

- a) 3 Good and 3 bad ads to be presented by each student
- b) Students will be asked to formulate an advertising strategy in group for any one product/service of their choice
- c) Students will be asked to formulate any social responsibility campaigns like save water/say no to the drugs/AIDS/Polio/Save energy/No smoking and so on

Note: Faculty members are supposed to form the groups with (5 student each) and ask these groups to formulate above campaigns as a practical application.

Suggestion Readings :

1. Blown Kenneth & Bach Donald (2002), Integrated Marketing Communications, PHI
2. Belch & Belch(2013) Advertising and Promotions(2001), Tata Mcgrew Hill.
3. Batra Rajeev, Myers, John G. & Aaker A David(2001), Advertising Management, PHI
4. Duncon (2002), Integrated Marketing Communications, TMH
5. Chunawalla S.A. & K.C.(2002) Foundations of Advertising Theory & Practice-Sethia-Himalya publishing

MBA-MK03: SALES AND DISTRIBUTION MANAGEMENT

Unit I: Introduction

Selling- Concept and objective; Fundamentals of selling; Functions of Sales management; Selling process; Selling skills

Sales Planning & Organisation: Types of planning, Planning process, Sales forecasting
Determining sales territory, sales quota & sales budget, Setting of a sales organisation,
Principles of determining sales organisation

Unit II: Sales Force Management & Sales Control

Nature of Sales Management; Basic function of Sales Organisation, Management of Sales Force- Recruitment, Selection, Training, Development, Placement & Induction, Supervision and Motivation of Salesman, Compensation and Promotion policies, Control and Evaluation of Sales force Performance.

Advertising: Promotion-, Advertising, 5 M's of Advertising, Difference between Advertising, Publicity and Salesmanship, Impact of advertisement—social and economic, Classification of Advertising, Essentials of Good Advertisement, Advertisement media – types, planning & selection Advertising Budgets; Technique of testing effectiveness; Managing Advertisement agency, Relationship; Advertising scene in India

Unit III: Distribution Channels

Objective and Types of Quotas, Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories; An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions

Unit IV: Channel Intermediaries

Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels.

Suggested Readings:

- 1 Tanner, J; Honeycutt ED; Erffmeyer Robert C.; Sales management: Pearson Education, 2009
- 2 Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc., 1992.
- 3 Anderson, R. Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc., 1991.
- 4 Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illinois, Richard D Irwin, 1983.
- 5 Dalrymple, D J. Sales Management: Concepts and cases. New York, John Wiley, 1989.
- 6 Johnson, E M etc. Sales Management: Concepts Practices and cases. New York, McGraw Hill, 1986.
- 7 Stanton, William J etc. Management of Sales Force. Chicago, Irwin, 1988.
- 8 Still, R R. & Cundiff; Sales Management, Englewood Cliff, New Jersey, Printice Hall Inc.,

MBA-MK04A: SERVICES AND RETAIL MARKETING

Unit I: Introduction to Service Marketing

Meaning Nature and scope and features of Services, Difference between Product and Services Marketing, 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 Services Marketing Mix or Augmented or Extended 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 II: Financial and Global Services Marketing

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.

Emergence of Global Marketing of Services, Global Marketing Environment, Global Marketing Strategies,, Global Marketing Planning.

Unit III: Retail Marketing

Definition, Concept & Functions of Retailing, 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.

Situational Analysis: 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 Atmospherics.

Unit IV: Management of Retail Business and International Retailing

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

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. 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)
8. Newman A.J. and Cullen P - Retailing : Environment and Operations (Vikas, 1st Ed.)
9. Berman B and Evans J.R - Retail Management (Pearson Education, 9th Ed.)
10. Michael Levi M and Weitz BW - Retailing Management (Tata McGraw Hill, 5th Ed.)
11. Dunne Patrick M., Lusch Robert F. and Griffith David A - Retailing (Cengage Learning, 4^{*1} Ed.)

MBA-MK04B: RURAL AND AGRICULTURAL MARKETING

Unit I: Introduction

Rural marketing –Definition, Objectives, functions, Importance and Problems of Rural Marketing,, Segmentation in rural marketing – Classification of products and services in Rural marketing – Marketing Mix for rural products

Unit II: Rural Market Segmentation and Targeting

Rural Market Segmentation: Procedure, Level, Benefits, Purpose and Limitations , Market Targeting - Product Positioning Strategy, Consumer Behaviour - Introduction, Importance & Process. Innovative Distribution Channels like ITC E-choupal, Godrej Adhar, HUL Shakti Financial Institutions for Rural Development,

Unit III: Agriculture Marketing

Definition, Scope, Concept and Objectives, Differences in Agricultural and Consumer Marketing, Constraints in Agricultural marketing, Role of Agriculture in Economic Development of India –Role of Government in Agricultural Development

Unit IV: Agribusiness

Emerging Branches- Non Conventional forms of Agribusiness – Export potential for farm products -Supporting Services

Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs Recruitment of Human Resources in Agri marketing and new trends in Agri Marketing

SCM In Agri Business i.e. Cold Chains, Organized procurement & warehousing,

Note:

1. Cases/ Caselets to be incorporated in Question Paper
2. *Numbers in brackets indicate number of sessions of 60 minutes each.*

Recommended Books

1. Agricultural Marketing in India – S. S Acharya and N L Agarwal - Oxford & IBH Publishing Co Pvt Ltd Calcutta
2. Agribusiness Management in India –Text & Cases - Dr. Subhash Bhawe

MBA-FM01: FINANCIAL INSTITUTIONS AND SERVICES

Unit I: Introduction

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: RBI & Commercial Banks

Structure and scope, 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: Non-Banking Financial Institutions

Securitisation: concept, nature, scope and their implications, securitization of Auto loans and Housing loans, Securitisation 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: Financial Services

Leasing and Hire Purchase: Concepts 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, Credit rating, Securitization of debts, Housing finance, Merchant Banking services and functions, Consumer Credit and Plastic Money; concept, working and uses.

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-FM02: MANAGEMENT OF WORKING CAPITAL

Unit I: Introduction to Working Capital

Nature, Scope, Definition and Objective of Working Capital, Classification and Importance of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital requirement, Factors determining Working Capital requirements, Forecast of Working Capital requirements, Profitability–Liquidity trade-off, Working Capital Policy - Aggressive & Defensive, Overview of Working Capital Management

Unit II: Working Capital Financing

Need and objectives of financing of working capital, short term credit, mechanism and cost-benefit analysis of alternative strategies for financing working capital : 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. Tandon, Chore and Kannan and other Committee Reports

Unit III: Management of Cash

Meaning of Cash, Motives for holding cash, objectives of cash management, factors determining cash needs, Determining optimum cash balance, Cash Management Models, Cash Budget.

Cash Management: basic strategies, techniques and processes; Marketable Securities: Concept, types, reasons for holding marketable securities, Its importance in working capital, choice of securities; Investment of surplus funds, Cash Management practices in India.

Unit IV: Management of Receivables & Inventory

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.

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. Problems on Inventory Management.

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. Tandon Committee Report
8. Chore Committee Report
9. Kannan Committee Report

MBA-FM03: SECURITY ANALYSIS & INVESTMENT MANAGEMENT

Unit I Overview of Investment

Investment: Meaning, speculation, gambling, Investment process and alternatives-Financial & Non-Financial; Capital Market: New Issue Market (NIM)-structure, Parties involved and Functions, Secondary Market-Listing of securities, Trading Mechanism, functions, Stock Exchanges (BSE, NSE, OTCEI) Stock Market indices-BSE Sensitivity Index, NSE Nifty ,CNX Nifty Junior, Role of SEBI & its guidelines,

Unit II: Risk & Return Analysis

Risk: Concept of Risk, Measures of risk, systematic and unsystematic risk; Returns: Measurement, Traditional Technique, Holding Period, Yield, Probability Distributions; Nature of equity instruments, Equity Valuation Models, Fundamental Analysis – economy, industry and company analysis, Technical Analysis – tools, chart patterns and indicators, Valuation of Debentures/Bonds, Bond value theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading

Unit III: Portfolio Construction and Analysis

Portfolio Construction: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, Approaches to Portfolio Construction- Traditional & Modern, Effects of combining securities, Diversification, Markowitz model, Efficient Market hypothesis: Forms of EMH- Market inefficiencies, Single Index Model, Capital Asset Pricing Model (CAPM)- Assumptions, Capital market line, Security market line and Arbitrage Pricing Theory.

Unit IV: Portfolio Management and Performance Evaluation

Performance evaluation of existing portfolio, Risk adjustment and Performance measures— Sharpe, Treynor and Jensen models, Portfolio revision-Active & passive strategies, Portfolio Management and Mutual Fund Industry, Mutual fund valuation

Suggested Reading:

1. Prasanna chandra, Investment analysis and Portfolio Management, Tata McGraw Hill.
2. Kevin , Securities Analysis and Portfolio Management , Prentice Hall of India.
3. Dhanesh Khatri, Security Analysis and Portfolio Management Macmillan.
4. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publication Pvt.Ltd.
5. Hirt, Block, Fundamentals of Investment Management, Tata McGraw Hill.
6. V.K.Bhalla, Investment Management, S. Chand & Company Limited
7. VA Avadhani, Investment Management, Himalaya Publishing House
8. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, Pearson, Education

MBA-FM04A: INSURANCE &RISK MANAGEMENT

Unit I: Introduction to Insurance

Insurance: Meaning, Types of risks covered, Principles of Insurance, Growth & Development of Indian Insurance Industry - Regulations of Insurance Business and The Emerging Scenario - Introduction to Life & General Insurance, Life Insurance: Features of Life Insurance - Essentials of Life Insurance Contract - Kinds of Insurance Policies - Premium determination - Life Policy Conditions

Unit II: Non-Life Insurance

Fire & Marine Insurance: Fire Insurance Contracts, Fire Insurance Coverage, Policies for stock, Rate Fixation in Fire Insurance, Settlement of Claims. **Marine Insurance:** Marine Insurance Contract, Types of Marine Insurance, Marine Cargo Losses and Fraud, Settlement of claims.

Unit III: Miscellaneous Insurance

Motor Insurance – Employer’s Liability Insurance – Personal Accident and sickness Insurance – Aviation Insurance – Burglary Insurance – Fidelity Guarantee insurance – Engineering Insurance – Cattle Insurance – Crop Insurance.

Unit IV: Risk Management

Introduction to risk management: The Concept of Risk – Risk Vs. Uncertainty – types of Risks : Market Risk, Credit Risk, Operational Risk , interest risk, business risk , systematic risk – Classifying pure risks – methods of handling pure risks – risk management process – Risk financing techniques – Risk management objectives – Risk Management Information Systems (RMIS), Corporate Risk management process – Types of Risk managing firms

Suggested Readings:

1. Gupta. P.K., Insurance and Risk Management, 2nd Edition, Himalaya Publishing House.
2. Mittal. Alka. And Gupta. S. L., Principles of Insurance & Risk Management, Sultan Chand and Sons.
3. Panda. G.S., Principles and Practices of Insurance, Kalyani Publications.
4. Mishra. M. N, Principles and Practices of Insurance, Sultan Chand and Sons

MBA-FM04B: CORPORATE TAX PLANNING

Unit I: Introduction

Meaning and concept of Tax Planning, Tax Management, Tax Avoidance and Tax Evasion, Scope of Tax Management, Provisions relating to Double Taxation, Tax Saving Schemes for companies

Unit II: Corporate tax Planning

Tax Planning and Financial Management Decision: Tax Planning relating to Capital Structure Decision, Dividend Policy, Inter-corporate Dividends and Bonus Shares, Tax Planning Issues Related to Amalgamation: Tax Planning with reference to Amalgamation of Companies (numerical problems)

Unit III: Tax Planning For New Business

Tax Planning for New Business: Tax Planning with reference to location, nature and form of organisation of new business. Tax Planning and Managerial Decisions: Tax Planning in respect of Own or Lease, Sale of Assets used for Scientific Research, Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shut-down or Continue Decision (numerical problems)

Unit IV: Special Tax Provisions & Tax Payments

Tax provisions relating to free trade zones, Infrastructure sector and backward areas, Tax incentives for exports, Tax Payment: Tax deductions and collection at source, Advance payment of tax

Suggested Readings:

1. Ahuja G. K. and Ravi Gupta, Corporate Tax Planning and Management, Bharat Law House, New Delhi.
2. Singhanian Vinod K., Corporate Tax Planning, Taxmann Publication, New Delhi.
3. Circulars issued by C. B. D. T. Income Tax Act, 1961
4. Income Tax Rules, 1962
5. Lakhotia, R. N., Corporate Tax Planning ,Vision Publications, New Delhi
6. Chaudhary P.T., Tax Planning, Shree niwas publications, Jaipur.
7. Lal B.B., Direct Taxes Practice & Planning, Konark Publishers (P) Ltd., New Delhi.