

2017-18

MASTER OF BUSINESS ADMINISTRATION

Harshil
v. u. Harshil

Examination Schemes

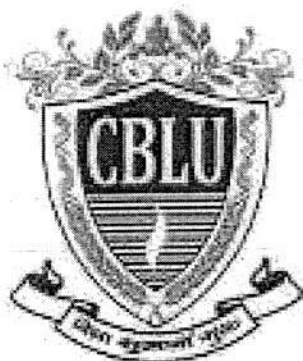
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Syllabus

for

Session 2017-18

(Choice Based Credit System)



Attested

[Signature]
Superintendent (Academic)
Maharshi Dayanand University,
ROHTAK 02/15/2018

CH. BANSI LAL UNIVERSITY BHIWANI

Semester: I

Total Credits: 35

Total Marks: 900

Paper Code	Subject	Type of Course	Contact Hours per week			Credits			Examination Scheme			Total		
			Theory	Prac	Total	Theory	Prac	Total	Internal Assmnt	Theory	Prac			
MBA101	Principles of Management	FC	4		4	4		4			20	80		100
MBA102	Managerial Economics	CC	4		4	4		4			20	80		100
MBA103	Financial and Management Accounting	CC	4		4	4		4			20	80		100
MBA104	Statistics for Managers	IDC	4		4	4		4			20	80		100
MBA105	Business Environment	CC	4		4	4		4			20	80		100
MBA106	Business Communication	CC	4		4	4		4			20	80		100
MBA107	Internet Security and Cyber Laws	IDC	4		4	4		4			20	80		100
MBA108	Managerial Skill Development (NUES)	CMC		4	4			2					50	50
MBA 109	Current Business and Economic Affairs	CMC	4		4	4		2		10		40		50
MBA 110	Practical (MBA 107)			2	2			1					50	50
MBA 111	Self-Study Paper													25
MBA 112	Seminar													25
Total			32	6	38	30	3	35	150	600	100	900		

CC= Core Course;

CMC = Complimentary Course;

FC= Foundation Course;

IDC= Inter-Disciplinary Course

NOTE:

1. Managerial Skill Development (NUES) will be taught by a committee of all faculty members, with an aim to develop overall Personality of students. It will be considered as an internal practical exam and will be evaluated internally.
2. Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training (SVT) of 6-8 weeks duration. Summer Training Report will be prepared after the completion of SVT shall be assessed in the third Semester as a compulsory paper. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.
3. Current Business and Economic Affairs Paper will cover two sessions: 1st & 3rd semester for the period June to November and 2nd & 4th semester for the period from December to May. Teacher(s) will submit the list of topics/lectures delivered alongwith the newspaper cuttings/clippings at the end of semester to the HOD for setting of question paper.



Attested
[Signature]
 Superintendent (Academic)
 Maharshi Daxanand University,
 ROHTAK

MASTER OF BUSINESS ADMINISTRATION

Total Marks: 850

Total Credits: 34

Semester: II

Paper Code	Subject	Type of Course	Contact Hours per week			Credits			Examination Scheme		Total
			Theory	Prac	Total	Theory	Prac	Total	Internal Assmnt	Theory	
MBA201	Organizational Behaviour	FC	4		4	4		4	20	80	100
MBA202	Business Research Methodology	CC	4		4	4		4	20	80	100
MBA203	Operations Research	IDC	4		4	4		4	20	80	100
MBA204	Marketing Management	CC	4		4	4		4	20	80	100
MBA205	Financial Management	CC	4		4	4		4	20	80	100
MBA206	Human Resource Management	CC	4		4	4		4	20	80	100
MBA207	Productions and Operations Management	CC	4		4	4		4	20	80	100
MBA208	Managerial Skill Development (NUES)	CMC		4	4		2	2		50	50
MBA209	Current Business and Economic Affairs	CMC	4		4	2		2	10	40	50
MBA210	Self Study Paper	CMC						1			25
MBA211	Seminar	CMC						1			25
Total			32	4	36	30	2	34	150	600	850

IDC= Inter-Disciplinary

Course

FC= Foundation Course;

CMC = Complimentary Course;

CC= Core Course;

NOTE:

1. Managerial Skill Development (NUES) will be taught by a committee of all faculty members, with an aim to develop overall Personality of students. It will be considered as an internal practical exam and will be evaluated internally.
2. Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training (SVT) of 6-8 weeks duration. The Summer Training Report will be prepared after the completion of SVT shall be assessed in the third Semester as a compulsory paper. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

3. Current Business and Economic Affairs Paper will cover two sessions: 1st & 3rd semester for the period June to November and 2nd & 4th semester for the period from December to May. Teacher(s) will submit the list of topics/lectures delivered alongwith the newspaper cuttings/clippings at the end of semester to the HOD for setting of question paper.



Attested

 Superintendent (Academic)

MASTER OF BUSINESS ADMINISTRATION

Semester: III

Total Credits: 42

Total Marks: 1050

Paper Code	Subject	Type of Course	Contact Hours per week			Credits			Examination Scheme			Total			
			Theory	Prac	Total	Theory	Prac/ Presentation	Evaluation	Total	Internal Assmnt	Theory		Prac		
MBA301	Strategic Management	CC	4		4	4			4			20	80		100
MBA302	Business Laws	CC	4		4	4			4			20	80		100
MBA303	Summer Training Report*	CC		4	4		2		4						100
Specialization-I	Paper-I:	EC	4		4	4			4			20	80		100
	Paper-II:	EC	4		4	4			4			20	80		100
	Paper-III:	EC	4		4	4			4			20	80		100
Specialization-II	Paper-I:	EC	4		4	4			4			20	80		100
	Paper-II:	EC	4		4	4			4			20	80		100
	Paper-III:	EC	4		4	4			4			20	80		100
MBA319	Managerial Skill Development (NUES)	CMC		4	4		2		2					50	50
MBA 320	Current Business and Economic Affairs	CMC	4		4		2		2		10	40		50	
MBA 321	Self Study Paper	CMC		1	1			1	1					25	
MBA 322	Seminar	CMC		1	1			1	1					25	
Total			36	10	46	34	6	2	42	170	680	50	50	105	

CC= Core Course; CMC = Complimentary Course; EC= Elective Course

NOTE:

1. Managerial Skill Development (NUES) will be taught by a committee of all faculty members, with an aim to develop overall Personality of students. It will be considered as an internal practical exam and will be evaluated internally.
2. *The Summer Training Report will be evaluated only by an External Examiner(s) appointed by the department and it must be evaluated for both the Report (50 marks) and the Presentation/Viva of the same (50 marks).
3. Current Business and Economic Affairs Paper will cover two sessions: 1st and 3rd semester for the period June to November and 2nd and 4th semester for the period from December to May. Teacher(s) will submit the list of topics/lectures delivered along with the newspaper cuttings/clippings at the end of semester to the HOD for setting the question paper.
4. Students are required to choose any three Elective Courses (EC) from each of specialization under dual specialization scheme, from Finance, Marketir and Human Resources.



MASTER OF BUSINESS ADMINISTRATION

Semester: IV

Total Credits: 38

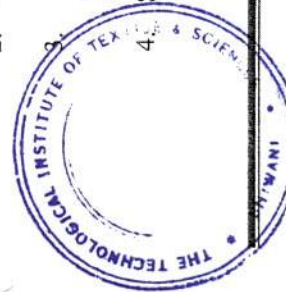
Total Marks: 950

Paper Code	Subject	Type of Course	Contact Hours per week			Credits			Examination Scheme			Total	
			Theory	Prac	Total	Theory	Prac/ Presentation	Evaluation	Total	Internal Assmnt	Theory /Evaluation		Prac/ Presentation
MBA401	Entrepreneurship & Business Innovations	CC	4		4			4		20	80		100
MBA402	Corporate Social Responsibility, Human Values and Business Ethics	CC	4		4			4		20	80		100
MBA403	Research Project*	CC		4	4		2	4	2	30	50	20	100
MBA404	Comprehensive Viva-Voce*	CC					4	4				100	100
Specialization-I:	Paper-IV	EC	4		4			4		20	80		100
	Paper-V	EC	4		4			4		20	80		100
Specialization-II:	Paper-IV	EC	4		4			4		20	80		100
	Paper-V	EC	4		4			4		20	80		100
MBA420	Managerial Skill Development (NUES)	CMC		4	4		2	2				50	50
MBA421	Current Business and Economic Affairs	CMC	4		4		2	2		10	40		50
MBA422	Self Study Paper	CMC		1	1			1					25
MBA423	Seminar	CMC		1	1			1					25
Total			28	10	38	26	10	2	38	160	570	170	950

CC= Core Course; CMC = Complimentary Course; EC= Elective Course

NOTE:

- Managerial Skill Development (NUES) will be taught by a committee of all faculty members, with an aim to develop overall Personality of students. It will be considered as an internal practical exam and will be evaluated internally.
- *The Research project will be evaluated only by an External Examiner(s) appointed by the department and it must be evaluated for both the Report (50 marks) and the Presentation/Viva of the same (50 marks).
Current Business and Economic Affairs Paper will cover two sessions: 1st and 3rd semester for the period June to November and 2nd and 4th semester for the period from December to May. Teacher(s) will submit the list of topics/lectures delivered along with the newspaper cuttings/clippings at the end of semester to the HOD for setting the question paper.
Students are required to choose any three Elective Courses (EC) from each of specialization under dual specialization scheme, from Finance, Marketing and Human Resources.



Superintendent (Academic)

Maharshi Dayanand University,

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MBA
Semester I

MBA101
Principles of Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with the role and functions of a manager, and the principles, concept and techniques used by managers to excel in the corporate world.

CONTENTS

Unit-I:

- (a) **Introduction:** Nature and purpose of Management, Management; Science, Art, Evolution of Management Thought, An Overview of Functions of Managers: Planning, Organising, Staffing, Leading and Controlling, Coordination: Essence of Managership, Systems Approach to Management Process
- (b) **Planning:** Meaning, Need and Importance, Types of Plans, Steps in Planning, Objectives, Management by Objectives, Strategies, Policies and Planning Premises, Strategic Planning Process, Forecasting: Need and Techniques, Decision making: Types, Process of Rational Decision Making, Decision Making under Certainty, Uncertainty and Risk.

Unit-II:

- (a) **Organising:** Nature of Organising, Formal and Informal Organisations, Organisational Levels and the span of Management, Structure and Process of Organising, Line and Staff Authority, Empowerment, Decentralization of Authority, Delegation of Authority, Organisation Charts
- (b) **Staffing:** An Overview, The Systems Approach to Human Resource Management: An overview, Recruitment, Selection, Training and Development, Performance Appraisal

Unit-III:

- (a) **Motivation:** McGregor's Theory X and Y, Maslow's Hierarchy of Needs Theory, Herzberg's Motivation Hygiene Theory, Expectancy Theory, Goal Setting Theory.
- (b) **Leadership:** Meaning, Styles, Qualities and Functions of Leader, Committees, Teams and Group Decision Making
- (c) **Communication:** Purpose, Process, Barriers and Breakdown, Making Communication Effective

Unit-IV:

Controlling: Concept, Purpose and Importance, System and Process of Controlling, Controlling as a Feedback System, Requirements of Effective Control, Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices.

Suggested readings

1. Wehrich, H., Cannice, M.V., Koontz, H.; *Management: A Global Innovative and Entrepreneurial Perspective*, 14th ed (2015) McGraw-Hill
2. Robbins, S.P., Coulter, M.; *Management*; Pearson Education
3. Robbins, S.P., DeCenzo, D.A. Bhattacharya, S., Coulter, M.; *Management*; Pearson Education
4. Stoner, J.A.F., Freeman, R.E., Gilbert, D.R. Jr.; *Management*; Pearson Education
5. Stoner, R. Edward Freeman, Gilbert; *Management*; Prentice Hall
6. Annie Mckee; *Management; A focus on Leaders*, 2nd edition (2016), Pearson Education



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MBA
Semester I

MBA102
Managerial Economics

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the applications of economic concepts and principles in business decision making.

Unit-I:

a) Introduction: Nature and Scope of Managerial Economics and its Relationship with other Disciplines; its Role and Significance in Decision-Making; Basic Concepts; Positive v/s Normative Analysis

b) Demand Analysis: Theory of Demand; Objectives of Demand Analysis and Determinants of Demand; Theory of Consumer Behaviour; Elasticity of Demand and its measurement methods; Importance in Decision-Making

Unit-II:

Production Function and Cost Analysis: Theory of Production and Cost Analysis; Production Function and its managerial uses; Laws of Production and Analysis; Empirical Estimates of Production and Cost; Short run and Long run Average Cost Curves and their analysis; Economies and Diseconomies of Scale.

Unit-III:

Organisation of the Firm: Pricing Decisions; Pricing under Different Market Structures; Perfect and Imperfect (Monopoly, Monopolistic and Oligopoly); Pricing Strategies; Collusive and Non-Collusive Oligopoly; Baumol's, Marris's and Williamsons' Models.

Unit-IV:

Factor Pricing: Determination of Factor Prices; Marginal Productivity Theory; Richardian and Modern Theories of Rent; Quasi Rent; Modern Theory of Wage Rate Determination; Classical, Neo-classical, and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

Suggested Readings:

1. Crag W. Peterson; W. Chris Lewis, and Sudhir K. Jain, *Managerial Economics*, 4th Ed., Pearson Education, New Delhi, (Reprint 2015)
2. Dominick Salvatore; *Managerial Economics: Principles and Worldwide Application*; Oxford University Press, New Delhi, 2012
3. GS Gupta, *Managerial Economics*, 2nd Ed., McGraw Hill Publishing Company Limited, New Delhi, 2012
4. Joel Dean, *Managerial Economics*, PHI Learning, New Delhi
5. Pindyck, Rubinfeld and Prem L. Mehta; *Microeconomics*, Pearson education, 6th edition, 2015.
6. Koutsoyiannis, A., *Modern Microeconomics*, MacMillan, 2000
7. Paul Samuelson and Nordhaus; *Micro Economics*, 19th Ed., Tata McGraw Hill, New Delhi, 2015



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MBA
Semester I

MBA103
Financial and Management Accounting

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To acquaint the students with the basic concept of Financial and Management Accounting and further to develop understanding of Accounting for Managers for Decision Making. Examination

Unit-I:

Introduction to Financial Accounting:

Introduction to Financial Accounting, Financial Accounting Process, Objectives, Users of accounting information, Limitations of Financial Accounting, Basic Accounting Concepts, Accounting Principles and Fundamental Accounting Conventions; Brief introduction about Accounting Standards.

Unit-II:

Final Accounts and Cost Accounting:

Introduction to Final Accounts, Basic structure and Preparation of Trading and Profit and Loss Account and Balance Sheet; Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method; Cost Accounting: Introduction, Need for Cost Information, Cost Objective, Elements of Cost and Classification of Costs. Concept, Elements and Managerial Uses of Cost Accounting, Difference between Cost and Financial Accounting

Unit-III:

Introduction to Management Accounting:

Introduction to Management Accounting: Role and Functions of Management Accounting, Advantages and Limitations of Management Accounting, Management Accounting Framework, Relationship of Management Accounting with Financial Accounting and Cost Accounting; Tools of Management Accounting, The Balanced Scorecard, Cost Management System, Value Added Concept, Break Even Analysis, Contribution Analysis.

Unit-IV:

Financial Statement Analysis:

Introduction to Financial Statement Analysis: Ratio Analysis, Steps in Ratio Analysis, Classification of Ratios, their uses, Advantages and Limitations; Funds Flow Statement: Introduction, Ascertainment of flow of funds, Format and Uses of Funds flow statement, Schedule of Changes in Working Capital; Cash Flow Statement: Introduction, Purpose and Preparation of Cash Flow Statement, Format of Cash Flow Statement (AS3: Revised Method), Difference between Cash Flow Analysis and Fund Flow Analysis, Advantages and Limitations of Both; Budgetary Control: Introduction, Objectives, Brief Classification of Budgets, Merits of Cast Budget, Limitation of Budgetary Control

Suggested Readings:

1. Anthony, Robert N., Hawkins, david F. and Merchant Kenneth, A.; *Accounting: Text and Cases*; Tata McGraw Hill
2. Shukla, M.C., Grewal, T.S. and Gupta, S.C.; *Advanced Accounts*; S.Chand and Co
3. Bhattacharya, Ashish K.; *Financial Accounting: for Business Managers*; Prentice Hall of India
4. Horngren, Charles C.; *Introduction to Financial Accounting*; Pearson Education
5. Sehgal, Deepak and Sehgal, A.; *Advanced Accounting*; Taxmann Publication
6. Narayanswamy, R; *Financial Accounting: A Managerial Perspective*; Prentice Hall of India



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MBA
Semester I

MBA104
Statistics for Managers

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with various facets of statistics and its applications in managing activities of an organization

Unit-I:

Basics of Statistics in Management:

Univariate analysis: central tendency, dispersion, coefficient of variation, skewness and kurtosis; Probability. probability theories and rules, Bayesian theorem, random variable, probability distribution and its moments; Theoretical probability distributions: Binomial, Poisson, Normal, Exponential Distribution and their characteristics and applications.

Unit-II:

Sampling and Hypothesis Testing:

Sampling: probability and non probability sampling methods; Sampling distribution and its features; Central limit theorem; Statistical estimation: point and interval estimation, characteristics of good estimator, Hypothesis testing: hypothesis formulation, types of errors; Statistical Tests: z-test, t-test, F-test, analysis of variance, chi-square test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

Unit-III:

Correlation and Regression Analysis:

Correlation analysis: simple, partial and multiple correlations; Regression analysis: simple linear regression model, ordinary least square method. Time series analysis: components of a time series and their measurements and uses.

Unit-IV:

Index Numbers and Statistical Quality Control:

Index numbers: meaning and types, methods for measuring indices, adequacy of indices; Statistical quality control: causes of variation in quality, Control Charts control chart for variables (X bar and R charts), control charts for attributes (p, up and c chart); Acceptance Sampling.

Suggested Readings

1. Anderson, Sweeney and Williams: Statistics for Business and Economics, Cengage Learning. Ken Black: Business Statistics, Wiley.
2. Levin, Richard I and Davids Rubin: Statistics for Management, Prentice Hall, Delhi.
3. Aczel and Sounderpandian. 'Complete Business Statistics, Tata McGraw Hill, New Delhi.
4. Gupta, S.P.: Statistical Methods, Sultan Chand & Sons, New Delhi.



MBA
Semester I

MBA105
Business Environment

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with the business environment prevailing in India to help them understand its implications to business

Unit-I:

Introduction

Concept, Significance and nature of business environment, Types of environment, Interaction between internal and external environments, Nature and structure of economy, Techniques for Environment Analysis, Approaches and significance of environment forecasting

Unit-II:

Economic Environment

History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, Planning monetary policy, Fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in New economic policy and its impact on business.

Unit-III:

Politico-Legal Environment

Relationship between Business and Government, Economic, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional provisions affecting business, An overview of major laws affecting business, Consumerism, Social responsibility of business.

Unit-IV:

- (a) **Technological Environment:** Factors influencing technological environment, Role and Impact of Technology on Business, Transfer of technology- Channels, Methods and limitations.
- (b) **Demographic and Socio-Cultural Environment:** Population size, Falling birth rate, Changing age structure and its impact on business, Business and society, Business and culture, Culture and organizational behaviour

Suggested Readings:

1. Cherunilam, Francis; Business Environment; Himalaya Publishing House
2. Mishra, S.K. and Puri, V.K.; Economic Environment of Business, 3rd edition; Himalaya Publishing House
3. Paul, Justin; Business Environment Text and Cases; McGraw-Hill
4. Dhingra, I.C.; Indian Economy: Environment and Policy; Sultan Chand and Sons
5. Saleem, Shaikh; Business Environment; Pearson Education
6. Fernando, A.C.; Business Environment; Pearson Education



**MBA106
Business Communication**

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize it students with the basics of Business Communication Principles and Skills

Unit-I:

Introduction to business communication and dimensions of communication

Its Significance in Business Organisations, Definition, Objectives, Communication Process, Elements of Communication, Channels of Communication, Making Effective Communication, Principles of Communication, Types of communication: Oral, Written, Formal, Informal, Verbal and Nonverbal; Barriers to Communication, Types of Communication Barriers, Overcoming Barriers to Communication, Techniques of effective communication

Unit-II:

- a) **Nonverbal communication:** Body Language, Gestures, Postures, Facial Expressions, Dress codes. The Cross Cultural Dimensions of Business Communication. Listening & Speaking, techniques of electing response, probing questions, Observation
- b) **Group communication: Importance,** Meetings - group discussions; Videoconferencing

Unit-III:

- a) **Introduction to Managerial Writing:** Business letters: Inquiries, Circulars, Quotations, Orders, Complaints, Claims & adjustments, Bad news and persuading letters, Sales letters, Job application letters - Bio-data, Covering Letter, Interview Letters, Letter of Reference; Memos, minutes, Circulars & notices; **Types of Business Reports** and Formats
- b) **Presentation Skills:** Audience Analysis, Designing and Delivering Oral Presentations, Managing Stage Fright and Anxiety, Visual Aids, Presenting Reports, Handling Queries, Managing Queries and Responses; **Listening Skills:** Listening Process, Levels of Listening, Types, Barriers to Effective Listening, Improving Listening Skills

Unit-IV:

Understanding Business Etiquette and Employment Interviews

Dressing Up, Networking, Exchanging Business Cards, Shaking Hands, Dining Etiquette, Understanding the Process, Preparing for the Interview, on the Day of Interview, on the Interview Table and Dress Code At Interview, Interview Mistakes, How to Present Well in Interview, Typical Questions Asked

Suggested Readings:

1. Bovee, CL, Thill JV and Abha Chatterjee; *Business Communication Today 10th Edition* 2012; Pearson Education
2. Locker, KO, and Kaczmarek, KS; *Business Communication Building: Critical Skills* McGraw Hill
3. Taylor, Shirley, *Communication of Business*; Pearson Education
4. Lesikar, Flatley, Rentz, Lewitz, and Neerja Pandey, *Business Communication*, 13th Ed. 2015, McGraw Hill
5. Lesikar RV and Petitt, Jr. J D, *Business Communication Theory and Application*; McGraw Hill
6. Murphy, Hildi Brandt and Thomas; *Effective Business Communication 7th ed*; McGraw Hill



MBA
Semester I

MBA107
Internet Security and Cyber Laws

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with the application of cyber laws in e-business.

Unit-I:

Basic Concepts: Evolution of computers; information technology; virus and worms; network security; online data; cyber space; cyber law; e business; e consumers; spam; phishing.

Unit-II:

Definition and Terminologies defined in the Information Technology Act, 2000: Concept of internet, internet governance, e-contract, e-forms, encryption, data security, cybercrime. access, addressee, adjudicating officer, affixing digital signatures, appropriate government, certifying authority, certification practice statement, computer, computer network, computer resource, computer system, cyber appellate tribunal, data, digital signature, electronic form, electronic record, information, intermediary, key pair, originator, public key, secure system, verify, subscriber.

Unit-III:

Regulatory Framework: Authentication of electronic records; legal recognition of electronic records; legal recognition of digital signatures; use of electronic records and digital signatures in government and its agencies; retention of electronic records; attribution, acknowledgement and dispatch of electronic records; secure electronic records and digital signatures; regulation of certifying authorities; appointment and functions of controller; license to issue digital signatures certificate; renewal of license; controller's powers; procedure to be followed by certifying authority; issue, suspension and revocation of digital signatures certificate, duties of subscribers; penalties and adjudication; appellate tribunal; offences.

Unit-IV: Case Laws

1. Communication Device-Section 2(ha) of the Information Technology (Amendment) Act, 2008 'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385,2003(71) DRJ178, 2003(3) JCC1669'
2. Computer Network-Section 2 (j) of the Information Technology (Amendment) Act, 2008 'Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC, 59 (Kar)
3. Electronic Record Sec. 2 (t)-'Dharambir v Central Bureau of Investigation 148 (2008) DLT 289'
4. Time and Place of Dispatch and Receipt of Electronic Record-section 13-'P.R.Transport Agency v Union of India and others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC'; 'Groff v America Online, Inc., 1998 WL 307001 (1998)'
5. Penalty for Damage to Computer or Computer System- Section 43'Umashankar Sivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)'
6. Tampering with Computer Source Documents-Section 65-'Syed Asifuddin and Ors. The State of Andhra Pradesh and Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314'
7. Punishment for sending offensive messages-Sec. 66A-'SMC Pneumatics (India) Pvt. Ltd v Jogesh Kwatra', Suit No. 1279/2001'
8. Punishment for Identity Theft-Section 66C-'CBI v Arif Azim Case Judicial Reports(Criminal) 2003 (2) page 272'
9. Punishment for Cheating by Personating by using Computer Resource-section 66D-'National Association of Software and Service Companies (NAASCOM)v Ajay Sood.(2005) F.S.R. 38; 119 (2005) DLT 506, 2005 (20) BTC 427 D-1'



MBA
Semester I

MBA108
Managerial Skill Development (NUES)

Maximum Marks: 50
Internal Practical Exam: 50

Objective: This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

Unit-I:
Analyzing Confidence and Speaking Abilities: Presentations and Debates (10 marks)
(There will be Five Business seminar presentations by each student and Five Debate/Declamation Contests per semester with each activity containing 1 mark)

Unit-II:
Test of Interpretation Skills: Webinars, Video-Conferences, Recorded Lectures and Invited Lectures; their participation and assessment (15 marks)
(There will be a total of five such tests of interpretation skills in a semester each for three marks)

Unit-III:
Think out-of-the-box: Movie Analysis; Brain-Storming Sessions; Management Hobby and Case Studies (20 marks)
(There will be eight case studies -one from each subject for eight marks, Three Movies analysis sessions for six marks and two brain-storming sessions for four marks and development of a management hobby for two marks)

Unit-IV:
Group Discussion and Mock Interviews (5 marks)
(There will be total five GD/PI activities in a semester)



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**MBA
Semester I**

**MBA109
Current Business and Economic Affairs**

Maximum Marks: 50
Theory Examination: 40
Internal Assessment: 10
Time: 3 hrs

Note: *There shall be ten questions in all. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course aims to develop business analytics skills among the students

- Unit-I: Current Affairs in Business Industry**
- Unit-II: Current Affairs in Human Resources**
- Unit-III: Current Affairs in Finance**
- Unit-IV: Current Affairs in Economics**
- Unit-V: Current Affairs in Marketing**

Instructions for Examiner:

1. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
2. The duration of the course will be June to November for Semester-I and December to May for Semester-II.
3. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, *i.e.* 08 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
4. The student shall attempt one question from each unit.

Suggested Readings:

1. The Economic Times
2. Financial Express



- 10. Punishment for Publishing or Transmitting Obscene Material in Electronic form- section 67- 'Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 (Del),116(2005) DLT427, 2005(79) DRJ576'
- 11. Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form-Section 67A-'R v Graham Waddon, Southwark [Crown Court, 30/6/1999]'

Suggested Readings:

- 1. Sharma J. P, and Sunaina Kanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
- 2. Painttal D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
- 3. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
- 4. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education.
- 5. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 and Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000*.
- 6. Jyoti Rattan, *Cyber Laws and Information Technology*, Bharat Law House Pvt Ltd, New Delhi



**MBA
Semester I**

**MBA111
Self-Study Paper**

Maximum Marks: 25

Objective: This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

Instructions:

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Structure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up , Viva-Voce and Presentation, as under:

i. Self-Study Paper:	15
ii. Viva-Voce:	05
iii. Presentation:	05
5. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.



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MBA
Semester II

MBA201
Organizational Behaviour

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with the organizational behaviour, its concepts and techniques used by managers to excel in the corporate world.

Unit-I:

Introduction: Conceptual foundations of organisational behaviour; Nature and characteristics; Determinants; contributing disciplines; Challenges and opportunities for Organisational Behaviour. Perception, Attitudes, and Values: Nature, process, importance of perception; Factors influencing perception; Attribution theory of perception; Issues involved in perception: Selective perception, Halo effect, Contrast effect, Projection Stereotyping; Applications of perception theories in organization; Concept of Pygmalion effect; An overview of emotions, values, beliefs and attitudes with emphasis on their managerial implications.

Unit-II:

Learning: Concept; Theories of learning: Classical conditioning, Operant Conditioning, Social learning, Methods of shaping the behaviour, Managerial implication of learning theories.

Motivation: Concept, major theories and process of motivation; Maslow's need-hierarchy theory; Herzberg's motivation-hygiene theory; McGregor's Theory X and Theory Y; Cognitive evaluation theory; Goal-setting theory; Reinforcement theory; ERG theory; Vroom's expectancy theory; Job design theory; Equity theory; Integrating contemporary theories of motivation; Culture-boundedness of motivation theories; Managerial implications of various theories.

Unit-III:

Personality: Concept and determinants; Personality traits; Major personality attributes influencing Organisational Behaviour; Locus of control; Machiavellianism; Self-esteem; Self-monitoring; Risk-taking; Type A and Type B personality.

Leadership: Concept and functions; Style and theories of leadership: Traits, behavioural and situational/contingency groups of theories; Inspirational approaches to leadership: Charismatic leadership, Transformational leadership, and transactional leadership, Contemporary leadership roles.

Stress: Concept; Consequences and sources; Stress Management: Individual approaches and organisational approaches.

Unit-IV:

a) **Group Behaviour:** Concept and classification; Stages of group development; Group structure; Roles and group norms; Premises and issues; Group decision-making: techniques and process.

b) **Interpersonal Relationships:** Understanding self and others; Developing interpersonal relationships; Transactional analysis; Johari window.

c) **Conflict Management:** Concept; Causes of conflict; Types of conflicts; Stages of conflicts; Effects of conflicts; Managing conflicts.

d) **Organisation process and structure:** organisational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

Suggested readings

1. Robbins, SP, Stephen P., Timothy Judge, and Seema Sanghi, *Organisational Behaviour*, Pearson Education
2. W. Newstrom, John, *Organisational Behaviour*, McGraw-Hill
3. Fred Luthans, *Organisational Behaviour*, McGraw-Hill,
4. Hersey, Paul, Kenneth H Blanchard, and Dewey E. Johnson. *Management of Organisations*



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MBA
Semester II

MBA202
Business Research Methodology

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course is designed to introduce the students to the fundamentals of research methods and to equip them to follow scientific methods in solving business problems.

Unit-I:
Introduction to Research: Defining Business Research, Types of Research; Scientific Method, Theory Building, Type of Variables; Research Process: Problem Definition, Exploratory Research

Unit-II:
Research Designs: Concept, Need and Types of Research Designs; Survey Research: Nature of Surveys, Errors in Survey Research, Personal Interview, Telephone Interview, Self-Administered Questionnaire; Observation Methods; Introduction to Experimental Research

Unit-III:
Sampling Design: Census v/s Sampling, Sampling Methods, Determination of Sample Size; Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Basic Concepts of Reliability and Validity.

Unit-IV:
Data Analysis: Descriptive Statistics, Uni-variate Statistics; Bi-variate Analysis: Test of Difference, Measures of Association; Introduction to Multivariate Analysis; Report Writing.

Suggested Readings:

1. Zikmund, W. G. Business Research Methods. Thomson.
2. Copper, D. R., Schindler P. S. & Sharma, J. K. Business Research Methods, McGraw Hill Education.
3. Burns, R. B. & Burns, R. A. Business Research Methods and Statistics using SPSS, SAGE Publications Ltd.
3. Bajpai, N, Business Research Methods, Pearson.
4. Chawla, D. & Sondhi N., Research Methodology: Concepts and Cases, Vikas Publishing House.
5. Panneerselvam, R, Research Methodology, Prentice Hall India.
6. Kothari, CR Research Methodology & Technique, New Age International Publishers.



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MBA
Semester II

MBA203
Operations Research

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To impart knowledge about major operations research techniques which are an essential aid in decision making in business.

Unit-1

Introduction

- (a) Basic concepts, OR Models and their role in decision-making.
- (b) Linear programming: Basic Concepts, Problem formulation, Graphical and Simplex methods of solution.

Unit- II

(a) Transportation Models

Formulation of transportation problem, Initial basic feasible solution by North West Corner method, Least Cost method and Vogel approximation method (VAM), Test of optimality: Stepping-stone method, MODI method.

(b) Assignment Models

Hungarian method of solution of assignment problem.

Unit III

(a) Game theory

Characteristics of game theory, Two-person zero sum game, Saddle point, Mixed strategies, Dominance rule.

(b) Queuing Theory

Introduction, Structure of Queuing System, Characteristics of M/M/1 queuing model, Applications of queuing Theory.

Unit IV

PERT/CPM

Project management: PERT and CPM, Time-Cost trade-off

Suggested Readings:

1. Anderson, Sweeney and Williams; *Introduction to Operational Research*; McGraw Hill
2. Vohra, N D; *Quantitative Techniques in Management*; McGraw Hill
3. Hiller and Lieberman; *Introduction to Operational Research*; McGraw Hill
4. Hamdy A. Taha; *Operations Research: An Introduction*; Pearson Education



MBA
Semester II

MBA204
Marketing Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To acquaint the students with the principles and practices of marketing

Unit-I: Introduction

Marketing Concept -Marketing management; Nature and scope; Evolution of marketing; Selling v/s marketing; Emerging role of marketing; Marketing mix. Marketing Environment Concept; Need for study; Major elements and their impact on marketing decisions. Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.

Unit-II: Market Segmentation and Product

- a. Market Segmentation-Nature, basis and importance of segmentation; Pre-requisites for effective segmentation; Positioning.
- b. Concept of product; Classification of products; Product line and Product mix; Branding, packaging, and labeling; Customer services; Development of new product; Product Lifecycle; The new product (Consumer); Adoption process.

Unit-III: Pricing Decisions and Marketing Intermediaries

- a. Price Decisions Pricing as a marketing variable; its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies
- b. Distribution Channels and Physical Distribution Decisions -Importance of marketing intermediaries used? Marketing channel functions; Selecting channels of distribution; Determining the intensity of distribution; Channel management decisions-selection, motivation and evaluation of individual middlemen; Manufacturer-distribution relationship; Retailing and wholesaling; Logistics of distribution

Unit-IV: Promotion Mix and Consumer Protection

- a. Promotion Decisions Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal Selling; Public Relations; and Sales Promotion.
- b. Legal, Ethical, and Social Aspects of Marketing Consumerism; Consumer protection measures in India; Recent developments in consumer protection in India.

Suggested Readings

1. Philip Kotlger, Levin Lane Keller, Abraham Koshy, and Mithleshwar Jha, *Marketing Management: South Asian Perspective*, Pearson Education, New Delhi
2. Michale J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing: Indian Adaptation*, McGraw-Hill, New Delhi.
3. E. Jerome McCarthy and William B. Perrealet, *Basic Marketing: A Managerial Approach*, McGraw-Hill, New Delhi
4. Philip Kotler and Gary Armstrong, *Principles of Marketing*, Prentice Hall of India, New Delhi
5. The Consumer Protection Act, 1986



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MBA
Semester II

MBA205
Financial Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course seeks to help the students in developing their skills for Financial Decision making.

Unit-I:

Introduction to Financial Management Nature, scope, and objectives of financial management; Time-value of money; Concept of risk and return; Valuation of securities: Bonds and Equities; Functions of Finance Management in modern age.

Unit-II:

Long-term Investment Decisions: Concept and Principles of Capital Budgeting; Methods of capital Budgeting: Payback Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index; Capital budgeting under risk; Certainty-Equivalent Approach and Risk-adjusted Discount Rate

Unit-III:

- a) Working Capital Management Concept of working capital; Planning for working capital; The risk-return trade-off; Management of cash and near-cash assets; Payables management; Management of accounts receivable; Inventory management; Sources of short-term finance.
- b) Long-term Financing Decisions and Cost of Capital Capitalisation; Capital structure; Theory and Factors affecting the pattern of capital structure; Estimation of components of cost of capital; Equity capital and external and internal retained earnings; Debt and preference capital; Weighted-Average Cost of Capital (WACC) and marginal cost of capital; Sources of long-term financing; Capital structure; Operating and financial leverage; Determinants of capital structure; Corporate securities.

Unit-IV:

Dividend Decisions Concept of dividend; Significance of dividend decision in business; Forms of dividend; Factors affecting dividend policy; Dividend policy theories: Walter's Model; Modigliani Miller approach; Gordon's Model; Dividend policy in practice.

Suggested Readings:

1. James C Van home, *Financial Management and Policy*, Prentice-Hall of India, New Delhi
2. I.M. Pandey, *Financial Management*, Vikas Publication
3. MY. Khan and PK. Jain, *Financial Management*, McGraw-Hill
4. V. Sharan, *Essentials of Financial Management*, Prentice-Hall of India, New Delhi
5. Van Home and Wachowicz, Jr., *Fundamentals of Financial Management*, Prentice-Hall of India
6. Eugene F. Brigham and Joel F. Houston, *Fundamentals of Financial Management (Indian Edition)*, Cengage Learning, New Delhi
7. Ravi M. Kishor, *Financial Management*, Taxmann, New Delhi
8. RP. Rustagi, *Financial Management*, Galgotia Publishers, New Delhi.
9. Lawrence J. Gitman, *Principles of Managerial Finance*, Pearson Education, New Delhi
10. Prasanna Chandra, *Fundamentals of Financial Management*, Tata McGraw-Hill



MBA
Semester II

MBA206
Human Resource Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course will sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

Unit-I: Introduction to HRM:

Concepts and Perspectives of Human Resource Management; Human Resources Management in a Changing Environment; Managerial and Operative Functions of HRM, Strategic HRM.

Unit-II:

Recruitment, Placement and Retention Strategies; Human Resource Flaming; Job Analysis; Methods of Manpower Search; Attracting, Selecting and Retaining Human Resources; Induction and Socialization.

Unit-III:

Training and Development: Manpower Training and Development; Performance Appraisal and Potential Evaluation; Career and Succession Planning; Talent Management.

Unit-IV:

Employee Relation and Compensation Administration: Job Evaluation and Compensation Management; Incentives and Employee Benefits; Employee Welfare; Industrial Relation; Employee Separation Practices, HR Accounting and audit.

Suggested Readings:

1. Aswathappa, K., *Human Resource and Personnel Management*, McGraw Hill
2. Dessler, *Human Resource Management*, Pearson Education
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press
4. Bohlander, G. & Snell, *Human Resource Management*, Cengage Learning
5. Patnayak, B., *Human Resource Management*, Prentice Hall India Learning
6. Rao, V.S.P., *Human Resource Management*, Excel Books
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill



MBA207
Production and Operations Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To acquaint the students with decision making in planning, scheduling and control of production operations in both manufacturing and service organizations

Unit-I:

Nature and Scope of Production and Operations Management; Types of Manufacturing Systems, Facility Location; Plant Layout: Layout Planning and Analysis.

Unit-II:

Production Planning: Capacity Planning, Aggregate Planning, Master Production Scheduling, Material Requirement Planning; Maintenance Management.

Unit-III:

Material Management: An overview of Material Management, Inventory Control, Purchase Management, Just in Time; Material Handling; Scheduling: Gantt Charts, Sequencing.

Unit-IV:

Quality Control: Statistical Quality Control, Acceptance Sampling, Total Quality Management, ISO-9000; Work Study: Method Study, Work Measurement.

Suggested Readings:

1. Heizer, J. & Render, B., *Operations Management*, Pearson.
2. Gaither, N. & Frazier, G., *Operations Management*, Thomson.
3. Adams, Everett E. (Jr) and Ebert, Ronad J., *Production and Operations Management: Concepts, Models and Behavior*, Prentice Hall of India
4. Krajewski Lee J. & Ritzman Larry P, *Operations Management: Processes and Value Chain*, Pearson.
5. Buffa, E. S. & Sareen, *Modern Production Management*, John Wiley.
6. Chary, S. N., *Production and Operations Management*, McGraw Hill.
7. Richard, B. Chase, F. Robert Jacobs, Nicolas J. Aquilano & Nitin K Agarwal, *Operations Management for Competitive Advantage*, McGraw Hill.
8. Nair, N.G. *Production and Operations Management*, McGraw Hill.



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**MBA
Semester II**

**MBA208
Managerial Skill Development (NUES)**

Maximum Marks: 50
Internal Practical Exam: 50

Objective: This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

Unit-I:

Strengthening Oral Communication: Presentations and Extempore: Presentations and Extempore
(10 marks)

(There will be Five Presentations and Five Extempore by each student per semester with each activity containing 1 mark)

Unit-II:

Strengthening Oral Communication: Role Playing, Ad Making Innovation and Business Quiz
(15 marks)

(There will be one role play-5 marks, two ad-making innovation campaigns for five marks and one business quiz – 5 marks per semester)

Unit-III:

Strengthening Written Communication: Case Studies, Exercises on Corporate Writing, Wall Mag - Poster Making/Slogans/Captions/Articles
(20 marks)

(There will be eight case studies -one from each subject for eight marks, Two Corporate Writing sessions for four marks and one Wall Mag contribution for eight marks)

Unit-IV:

Group Discussion and Mock Interviews
(5 marks)
(There will be total five GD/PI activities in a semester)



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**MBA
Semester II**

**MBA209
Current Business and Economic Affairs**

Maximum Marks: 50
Theory Examination: 40
Internal Assessment: 10
Time: 3 hrs

Note: *There shall be ten questions in all. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course aims to develop business analytics skills among the students

- Unit-I: Current Affairs in Business Industry**
- Unit-II: Current Affairs in Human Resources**
- Unit-III: Current Affairs in Finance**
- Unit-IV: Current Affairs in Economics**
- Unit-V: Current Affairs in Marketing**

Instructions for Examiner:

1. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
2. The duration of the course will be June to November for Semester-I and December to May for Semester-II.
3. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, i.e. 08 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
4. The student shall attempt one question from each unit.
5. Teacher(s) will submit the list of topics/lectures delivered alongwith the newspaper cuttings/clippings at the end of semester.

Suggested Readings:

1. The Economic Times
2. Financial Express



MBA210
Self-Study Paper

Maximum Marks: 25
Internal Assessment: 25
Time: 3 hrs

Objective: This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

Instructions:

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Structure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up , Viva-Voce and Presentation, as under:

i. Self-Study Paper:	15
ii. Viva-Voce:	05
iii. Presentation:	05
5. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.



CORE SUBJECTS



Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To develop an understanding of the Strategic Management process in a dynamic and competitive global environment

Unit-I:
Nature of Strategic Management: Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance

Unit-II:
Strategy Formulation: External Environmental Analysis; Analyzing Companies Resource in Competitive Position, Concept of Stretch, Leverage and Fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for Competing in Global Markets.

Unit-III:
Corporate-Level Strategies: Diversification Strategies: Creating Corporate Value and the Issue of Relatedness, Vertical Integration: Coordinating the Value Chain, The Growth of the Firm; Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm.

Unit-IV:
Strategy Implementation and Evaluation: Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

Suggested Readings:

1. Thomas L. Wheelen, J. David Hunger (2010). Strategic Management and Banners Poligy, Pearson/ Prentice Hall
2. Arthur, A, Thompson and Strickland, A. J. (2002). Strategic Management Concept and Carer. Tata McGraw Hill, New Delhi.
3. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books.
4. AzharKazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.
5. Fred David (2008). Strategic Management: Concept and Cases, 12th Edition Prentice Hall of India
6. William F. Glueck, Lawrence R. Jauch. Business Policy and Strategic Management, McGraw-Hill Education



MBA 302
Business Laws

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: The aim of this paper is to acquaint the students with the Business Law and Company Law in their future role as managers.

Unit-I

The Indian Contract Act, 1872: Meaning of a Contract, Classification of Contracts, essentials of a Valid Contract, Performance of a Contract: Meaning and types of performance, Essentials of a valid tender, Persons who can demand for performance, Person who must perform. Discharge of a Contract: Meaning and modes of discharge of a contract, Breach of a Contract: meaning and types of breach of contract, Remedies available for breach of contract, Quasi Contracts: meaning and features of quasi contracts, distinction between quasi contract and other contracts, Compensation for failure to discharge obligation created by quasi contracts.

Unit-II

The Sales of Goods Act, 1930: Meaning and essentials of a valid contract of sale, Formation of the contract of sales, Distinction between sale and agreement to sell, Meaning of Goods and their classification, Conditions and warranties, Doctrine of Cavcat Emptor, Rights of an unpaid seller. Negotiable Instruments Act, 1881: Meaning and characteristics of negotiable instruments, types of negotiation instruments, Holder and Holder in due course, discharge and dishonour, Negotiation and Assignment.

Unit-III

The Companies Act, 2013, Meaning and characteristics of a Company, Classification of Companies, Formation of a Company, Memorandum and Articles of Association, Meetings of companies, Types of meetings, Winding Up of a company: Modes of winding up of a company.

Unit-IV

Consumer Protection Act: Define consumer rights, provisions regarding complaints in consumer courts, Consumer Protection Council, Consumer forum, Salient features of RTI Act 2005.

Suggested Readings:

1. Gulshan, S.S. and Kapoor, G.K. Business Law including Company Law, New Age International publication.
2. Macintyre, E., Business Law, Pearson Education.
3. Tulsian, Business Law, Tata McGraw Hill.
4. Majumdar A. K. and Kapoor, G. K., Company Law and Practices, Taxmann Publication.
5. Kothari, V., Understanding Companies Act 2013, Taxmann Publication.
6. Pathak, A., Contract Law in India, Oxford University Press.



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MBA
Semester III

MBA319
Managerial Skill Development (NUES)

Maximum Marks: 50
Internal Practical Exam: 50

Objective: This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

Unit-I

Strengthening Oral Communication: Presentations and Debate **(10 marks)**
(There will be Five Presentations and Five Debate/Declamation Contests per semester with each activity containing 1 mark)

Unit-II

Strengthening Verbal and Language Skills: Colloquium on Language Training, Workshop on Body Language and their assessments; Business Plan Competition **(15 marks)**
(There will be One Colloquium on Language-five marks, Two Body Language workshops for five marks and One Business Plan Competition - five marks per semester)

Unit-III

Personality Development and Enhancing Written Communication: Case Studies, Management Games and Team Games **(20 marks)**
(There will be eight case studies -one from each subject for eight marks, Three Management/Team Games for twelve marks)

Unit-IV

Group Discussion and Mock Interviews **(5 marks)**
(There will be total five GD/PI activities in a semester)



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**MBA
Semester III**

**MBA320
Current Business and Economic Affairs**

Maximum Marks: 50
Theory Examination: 40
Internal Assessment: 10
Time: 3 hrs

Note: *There shall be ten questions in all. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course aims to develop business analytics skills among the students

- Unit-I: Current Affairs in Business Industry**
- Unit-II: Current Affairs in Human Resources**
- Unit-III: Current Affairs in Finance**
- Unit-IV: Current Affairs in Economics**
- Unit-V: Current Affairs in Marketing**

Instructions for Examiner:

1. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
2. The duration of the course will be June to November for Semester-I and December to May for Semester-II.
3. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, *i.e.* 08 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
4. The student shall attempt one question from each unit.

Suggested Readings:

1. The Economic Times
2. Financial Express



MBA321
Self-Study Paper

Maximum Marks: 25
Internal Assessment: 25
Time: 3 hrs

Objective: This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

Instructions:

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Structure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up , Viva-Voce and Presentation, as under:
 - i. Self-Study Paper: 15
 - ii. Viva-Voce: 05
 - iii. Presentation: 05
6. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.



MBA 401
Entrepreneurship & Business Innovations

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Unit-I

Concept of Entrepreneur and Entrepreneurship, Entrepreneur vs. Manager, Significance of Entrepreneurship in Economic Development; Economic, Social and Psychological needs for Entrepreneurship; Characteristics, Qualities and Pre-requisites of Entrepreneur; Rural Entrepreneurship.

Unit-II

The Functions of the Entrepreneur in Economic Development of a Country, Methods and Procedures to start and expand one's own Business; Achievement Motivation; Environmental Factors affecting success of a new Business.

Unit-III

Feasibility Study-Preparation of Feasibility Reports: Selection of factory location, Economic, Technical, Financial and Managerial Feasibility of Project.

Unit-IV

Government Support to New Enterprise; Role of Government and Promotional agencies in Entrepreneurship Development; Entrepreneurship Development Programme in India.

Suggested Readings:

1. Clifton, Davis S & Fyfe, David E., Project Feasibility Analysis, John Wiley.
2. Desai, A. N., Environment & Entrepreneur, Ashish Publications.
3. Drucker, Peter F., Innovation and Entrepreneurship, Heinemann.
4. Jain R., Planning a Small Scale Industry: A Guide to Entrepreneurs, S.S. Books.
5. Kumar, S.A., Entrepreneurship in Small Industry, Discovery.
6. McClelland, D C & Winter, W. F., Motivating Economic Achievement, Free Press.
7. Pareek, Udai and Venkateswara Rao, T., Developing Entrepreneurship-A Handbook Learning System, Learning Systems.



MBA 402

Corporate Social Responsibility, Human Values and Business Ethics

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

Unit-I

Moral Values and Ethics: Values Concepts, Types and Formation of Values, Business Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Business Ethics, Business Ethical Decision Making,
Business Ethics- The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values; Modern Business Ethics and Dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability.

Unit-II

Managing Business Ethical Dilemmas at Work: The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards Consumer Stakeholders and the Environment; The Corporation and Internal Stakeholders; Values-Based Moral Leadership, Culture, Strategy and Self-Regulation; Spiritual Leadership for Business Transformation. Organizational Excellence and Employee Wellbeing through Human Values

Unit-III

Corporate Social Responsibility: A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community; Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice

Unit-IV

Issues in Moral conduct of Business and CSR: Failure of Corporate Governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment, Intellectual Property Rights, Corruption in Business and Administration. BS/ISO Guideline on CSR Management (ISO 26000)

Suggested Readings:

1. Weiss, Joseph W (2009). Business Ethics: Concepts & Cases, Cengage Learning
2. Colin Fisher and Alan Lovell (2009), Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall
3. Hartman, Laura P. and Joseph Des Jardins (2007), Business Ethics: Decision-Making for Personal Integrity and Social Responsibility, McGraw-Hill/ Irwin.



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MBA
Semester IV

MBA420
Managerial Skill Development (NUES)

Maximum Marks: 50
Internal Practical Exam: 50

Objective: This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviour and ultimately preparing them for corporate roles.

Unit-I

Strengthening Oral Communication: Presentations and Student led programs **(10 marks)**
(There will be Five Presentations and one student led program per semester – five marks for each)

Unit-II

Written Corporate Skills: Research Paper Simulation/Review, Industrial Visits and Reports **(20 marks)**

(There will be One Research/review paper simulation- ten marks and two industrial visit reports for ten marks per semester)

Unit-III

Building the Manager: Conventional Interactive Sessions and Market Simulation Acts **(15 marks)**
(There will be total of two interactive sessions for five marks each and one market simulation act of five marks)

Unit-IV

Conventional Interactive Sessions **(5 marks)**
(There will be total five GD/PI activities in a semester)



MBA421
Current Business and Economic Affairs

Maximum Marks: 50
Theory Examination: 40
Internal Assessment: 10
Time: 3 hrs

Note: *There shall be ten questions in all. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course aims to develop business analytics skills among the students

Unit-I: Current Affairs in Business Industry

Unit-II: Current Affairs in Human Resources

Unit-III: Current Affairs in Finance

Unit-IV: Current Affairs in Economics

Unit-V: Current Affairs in Marketing

Instructions for Examiner:

5. This paper will be based on the leading business newspapers: 'The Economic Times' and 'Financial Express'
6. The duration of the course will be June to November for Semester-I and December to May for Semester-II.
7. Examiner is required to set two questions from Each Unit with equal marks from the respective unit, *i.e.* 08 marks. A question may carry 'n' number of sub-parts, depends on Examiner's discretion.
8. The student shall attempt one question from each unit.

Suggested Readings:

3. The Economic Times
4. Financial Express



MBA422
Self-Study Paper

Maximum Marks: 25
Internal Assessment: 25
Time: 3 hrs

Objective: This course aims to inculcate the writing and evaluation skills regarding inter-disciplinary topics

Instructions:

1. The topic of the Self-Study Paper shall not be related to the course curriculum but should be from inter-disciplinary area.
2. The Self-Study Paper will be submitted under the supervision of the designated mentor.
3. The Structure of the self-study paper shall consist of sub-heading, starting from Introduction and ending with Conclusion and References.
4. The Self Study paper shall be hand written. The evaluation shall be based on the write-up , Viva-Voce and Presentation, as under:

i. Self-Study Paper:	15
ii. Viva-Voce:	05
iii. Presentation:	05
7. Self-Study Paper will be written by the students under the supervision of a teacher. It should duly be certified by the mentor.



FINANCE



MBA- 304
Insurance and Risk Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To develop the concept and skill of risk management. To develop an understanding of insurance in detail and the processes and pricing, claim settlement and grievance handling.

Unit- I:

Risk: Introduction, Types of Risk; process of risk management –Measurement of risk, risk mitigation techniques. Risk Avoidance, risk tolerance, risk hedging and risk avoidance (insurance). Insurance – investment fallacy.

Insurance: Introduction, history, principle, types of insurance; Indian Demographic: risk and insurance in India.

Unit-II:

Life insurance: Estimating life insurance needs, life insurance policy analysis, and Life insurance policy selection. General insurance: Principles and practices, Personal property and liability.

Government regulations of insurance: Introduction to Insurance Act 1938 and IRDA Act 1999, IRDA: structure and functions.

Unit-III:

Principle and processes of Fire Insurance, Marine Insurance, Motor Insurance and third party insurance.

Bancassurance, Health Insurance and Accident Insurance, Rural and Social Sector Insurance, Crop Insurance. Insurance literacy in India.

Unit-IV:

Pricing in insurance: Premium determination, claim settlement and grievance handling. Insurance competitiveness and mis-selling of insurance products.

Insurance marketing, Credit and client insurance. Re-insurance. India insurance trade policy review.

Suggested Readings:

1. Bhalla, V. K. (2009). Management of financial services. New Delhi: Anmol Publications.
2. Harrington, S. E. (2004). Risk management and insurance: Instructor manual (2nd ed.). New York: McGraw-Hill Publishing Company.
3. Arunajatesan S. and Vishwanathan T. R. (2009). Risk Management and Insurance: Concepts and Practices of Life and General Insurance, Macmillan Publishers India Ltd.



MBA- 305
Security Analysis and Investment Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To impart knowledge to the students regarding the theories and practices of security analysis and investing and to make them understand the process of value generation through market intermediation.

Unit –I:

Meaning of investment, Investment and speculation, Investment objectives, Investment process, and investment alternatives. Return generation periodicity and behaviour across the spectrum of investing alternative.

Investment risk and return: meaning, types and measurements. Investment approaches: value investing, growth investing and momentum investing. Investors' rationality.

Unit –II:

Fundamental Analysis: Meaning and constituents, Common stock investment: the dividend factor, Analysis of Income statement: the earnings factor, Balance sheet analysis: Implications of asset values.

Industry analysis: concept and tools of analysis, structure, competition, growth and life cycle analysis, pricing power and policy analysis.

Economic analysis: Growth and projections of national aggregates as; GDP, interest rates, inflation, money supply and fiscal analysis. Analysis of demographic transition, national priorities and business competitiveness.

Unit – III:

Technical Analysis: Dow Theory, Line charts, bar charts, point and figure charts, candlestick chart, Elliot Wave theory.

Random walk theory and efficient market hypothesis. Testing and evidence on the weak, semi-Strong and strong form market efficiency.

Unit-IV:

Regulatory Framework Securities and Exchange Board of India: role and responsibilities, functions, organization and activities.

Operation of investment Tripod: D-Mat account, trading account and bank account. Identifying and optimising investment value trail.

Listing of securities on exchanges, pricing of and investment in IPOs

Suggested Readings:

1. Alexander, G.J., Sharpe, W.F. and Bailey, J.V., Fundamentals of Investments, Prentice Hall.
2. Pandian Punithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Publishing Company Limited.
4. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice Hall
5. Mayo, H.B., Investments: An Introduction, Thomson Asia Pte.Ltd.
6. Bodie, Z., Kane, A., Marcus, A.J. and Mohanty, P., Investments, Tata McGraw-Hill Publishing Company Limited



Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To understand role of financial services in facilitating operation of business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. It also aimed to develop a clear understanding of banking system in India, its functions and objectives.

Unit- I:

Indian Financial System: An overview and its structures, functions, organisation and the regulatory framework.

Introduction to banking: Concept, history, structure of Indian banking system, role of banks in the economic transition. Asset liability Management, Issues and challenges of NPAs and CDRs.

Monetary policy perspective of banks: CRR, SLR, Repo and reverse Repo, open market operations, currency convertibility and issues and challenges of capital account convertibility

Unit- II:

Financial intermediation: Operations of non-banking finance companies, Micro finance institutions in India. Financial inclusion and social empowerment. Functions and operations of SIDBI and MUDRA. Operation of small bank and payment banks. Bank consolidation and denationalisation of banks.

Unit- III:

Financial Services: Meaning, types and their importance, types- fund based and Non- fund based financial services.

Fund Based: Underwriting, lease financing, Hire purchase, bill discounting, factoring, forfeiting, and housing finance in India.

Mutual fund: operations and regulations. Venture capital financing in India

Unit-IV:

Non-fund based financial services: Securitization, Merchant banking, and de-materialisation in India.

Credit rating: Objective, functions and methodologies of credit rating agencies and the evaluation of credit rating in India.

Suggested Readings:

1. Madura, J. (2009). Financial markets and institutions (9th ed.). USA: South Western College.
2. McDonald, S. S., & Koch, T. W. (2009). Management of banking (7th ed.). USA: Cengage Learning.
3. Mishkin, F. S., & Eakins, F. S. (2009). Financial markets and institutions. (6th ed.). New Delhi: Pearson Education.
4. Rose, P. S. (2008). Bank management and financial services (8th ed.). USA: McGraw-Hill Higher Education.
5. Saunders, A., & Cornett, M. M. (2007). Financial institutions management: A risk management approach (6th ed.). New Delhi: McGraw-Hill.
6. Saunders, A. (2007). Management of financial markets and institutions (6th ed.). Tata McGraw Hill.
7. Vij, M. (2008). Management of financial services. New Delhi: Excel Books.
8. Whyte, I. Craft, I. & Norton, A. (2004). Management in the financial services industry. UK:



MBA- 307
Behavioural Finance

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To provide an insight into the concept of Behavioural finance and to equip the students with a thorough knowledge of behavioural finance domain for rational finance and investment decision making.

Unit- I:

Rational market hypothesis and the challenges of behaviourists. Foundations of Rational Finance: Efficient Market hypothesis, agency theory, expected utility theory, portfolio theory and CAPM. Psychological influence on financial decision making.

Unit – II:

Foundations of Behavioural finance: Heuristics and Biases, Self-deception, prospects theory and mental accounting. Emotional Factors and social orientation, neuroscientific and evolutionary perspective of financial decision making.

Unit- III:

Behavioural aspects of Investing: portrait of an individual investor, implications of overconfidence, implication of mental accounting. Basic ingredients of sound investment philosophy and the guidelines for overcoming Psychological biases of investing. Understanding Irrational Market outcomes: size effect and seasonality, momentum and reversal, post earnings announcement drift, excess volatility, equity premium puzzle and bubbles.

Unit – IV:

Value investing: tenets of value investing, evidence and prospects of value investing. Strategies of value investing: Warren Buffet way. Investment wisdoms and insights: wisdom of crowds fooled by randomness, Animal spirits, Halo effect and company performance, Zurich Axioms: the Swiss Wisdom.

Suggested Readings:

1. Prasanna Chandra (2016), Behavioural Finance, McGraw Hill Education (India) Private Limited, New Delhi.
2. Kahneman, Daniel & Tversky, Amos. (2000). Choices, Values and Frames. Cambridge University Press
3. Shleifer, Andrei. Inefficient Markets-An Introduction to Behavioral Finance, Oxford University Press
4. H. Kent Baker, John R. Nofsinger : Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons
5. William Forbes: Behavioural Finance, John Wiley and Sons
6. Lucy Ackert, Richard Deaves : Behavioral Finance: Psychology, Decision- Making, and Markets, Cengage Learning



MBA- 308
Corporate Mergers and Acquisitions

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: This course covers the basics of M&A along with various theories and strategic perspectives. The course also provides the understanding value generation through inorganic route of mergers and acquisitions. At times it also intend to make students familiar with the takeover defences of target entity in case of any such hostile to safeguard themselves and their business interests.

Unit-I:

Corporate restructuring, forms of corporate restructuring –M&A, Joint Ventures, sell-off and spinoff, divestitures, LBO, MBO, MLP, ESOP.

Unit-II:

Mergers and acquisitions –concept and definition, types of merger- Economic rationale for different types of merger, Merger Process, Managerial challenges of M&A

Unit-III:

Different approaches to valuation – discounted cash flow valuation – relative valuation – Valuation of operating and financial synergy – Valuation of LBO – Methods of financing- cash offer, share exchange ratio – M&A as a capital budgeting decision

Unit-IV:

Cross Border Mergers and Acquisitions – The theory of MNE – Reasons – strategies and performance of CBMA.

Suggested Readings:

1. Mergers & Acquisitions, Kavita Setty, Sharad Kale, Rajinder Aurora, Oxford University Press.
2. Mergers, Acquisitions And corporate restructuring, strategies and practices, Rabi Narayan Kar, International book distributing co.
3. Mergers, Acquisitions And corporate control, Al Weston, PHI.



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MBA
Semester IV

MBA- 405
Commodity and Financial Derivatives

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment analysis and value generation.

Unit I:

Introduction to derivatives, meaning, Classification, type, and uses; Derivative markets, Characteristics of derivative market instrument, right and obligations of buyers and sellers, Hedging and risk sharing, Forwards and futures markets, Valuation of forwards and futures, Hedging strategies by using futures, Effects of derivatives markets on the financial system.

Unit-II:

Financial derivatives: Forwards, Futures, Options and Swaps: concepts and applications, Futures-Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.

Unit-III:

Options- Option markets, characteristic of option, factors affecting option prices, option trading strategies, Black and Scholes model.

Swaps -Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps, Basic uses of swaps, interest rate swaps.

Unit-IV:

Commodity Derivatives: Trading and regulations, Exotic options, Credit default swaps (CDSs); Introduction to currency derivatives, Foreign exchange derivatives, Exchange traded currency derivative.

Derivative in India- Prospects, Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

Suggested Readings:

1. Hull, John C.; Options, Futures, and Other Derivatives; Pearson Education
2. Srivatsava, R.; Derivatives and Risk Management; Oxford University Press
3. Kolb, Robert W.; Futures, Options, and Swaps; John Wiley and Sons
4. Head, Red; Financial Derivatives: An Introduction to Forwards, Futures and Options; PHI Learning
5. Chance, D. M.; An Introduction to Derivatives and Risk Management; Thomson Learning
6. Tاراella, D. and Curon, R.; Financial Instruments; John Wiley and Sons
7. Capinski, Marek; Mathematics for Finance: An Introduction to Financial Engineering; Springer
8. Lederman, Jon and Klein, Robert, A.; Financial Engineering and Derivatives; McGraw-Hill Education
9. A.V.Rajwade : Currency Exposure and Derivatives, McGraw Hill



MBA- 406
Project Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To impart intensive knowledge and skills on the project identification, setting up projects, assessing their feasibility and appraising them for their viability.

Unit I

Meaning and importance of project, Project objectives, planning and implementation, Identification of investment opportunities; Capital Budgeting, Generation and screening of project ideas, Technical feasibility, financial feasibility, Demand analysis.

Unit II

Risk analysis: Types and measure of risk: simple estimation of risk, sensitivity analysis, and scenario analysis.
Monte Carlo simulation, decision tree analysis, selection of project, risk analysis in practice.

Unit III

Social cost benefit analysis (SCBA): rationale for SCBA, UNIDO approach to SCBA, little and mirrlees approach to SCB, multiple projects and constraints, project appraisal by financial institutions, Environmental Analysis, Environmental Analysis, Special Decisions Situations; Network technique for project management.

Unit IV

Project Financing and Implementation: Judgmental, Behavioural, Strategic and Organisational Considerations, Project financing in India: means of finance, norms and policies of financial institutions, Public- Private Partnership.
Project management: forms of project organization, project planning, project control, human aspects of project management, prerequisites for successful project implementation, Project review and administrative aspects.

Suggested Readings:

1. Chandra, Prasanna; Projects: Planning Analysis, Selection, Financing, Implementation and Review; McGraw-Hill Education
2. Bhavesh, M. P.; Project Management: Strategic Financial Planning, Evolutions and Control; Sangam Publications
3. Gopalakrishnan, P.; Project Management; McGraw-Hill Education
4. Clifford, G. (2005). Project management. New Delhi: Tata-McGraw-Hill.
5. Machiraju, H. R. (2003). Introduction to project finance: An analytical perspective. New Delhi: Vikas publication.
6. Chhabra, Rajiv; Project Management; Wiley India



MBA- 407

Portfolio and Wealth Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To develop the skills for developing the portfolio constructions, revision, reconstruction, investment advisory and wealth management of high net worth individual and institutions.

Unit-I:

Introduction to Portfolio theory; Investor's objectives, constraints and policies; **Portfolio Analysis:** Traditional portfolio analysis. Return – Risk analysis.

Portfolio Selection: Risk and investor preference, constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.

Unit-II:

Portfolio theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory.

Portfolio Revision: Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Constraints in portfolio revision

Unit-III:

Introduction to financial planning: financial planning process, risk profiling, and asset allocation.

Investment and risk management: asset classes - Equity- fundamental valuation concepts, Debt-valuation of debt securities; gold, real estate.

Unit-IV:

Insurance planning, Tax planning- previous year, assessment year, gross total income, income tax slab, Tax deducted at source, exempted income, Deductions from Income- Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG h.

Long Term and Short Term Capital Gain / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F l. Estate planning and asset creation.

Suggested Readings

1. Modern portfolio theory and investment analysis (8th ed.). New York: Wiley.
2. Grinold, R. C., & Kahn, R. N. (2007). Active portfolio management: A quantitative approach for providing superior returns and controlling risk (2nd ed.). New Delhi: McGraw Hill.
3. Kevin, S. (2006). Portfolio management (2nd ed.). New Delhi: PHI Learning.
4. Pandian Punithavathy, Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd.



MBA- 408
Forex Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: The course aims at providing a detailed knowledge of Foreign Exchange Management, exchange rate determination and various related regulations and perspectives of corporate entity.

Unit-I:

An overview of Forex market, market participants and trade terminologies. Types of foreign exchange markets and transactions, Quoting foreign exchange rates, Spread, Official and free market rates, Cross rates, Forward rates, Quoting forward rates. Exchange Rate Determination

Unit- II:

Organization of foreign exchange markets, Currency futures, Currency options, Currency swaps, Corporate exposure management, Alternative definitions of foreign exchange risk.

Unit- III:

Theory and practice of forecasting exchange rates: economic fundamentals, Financial and socio-political factors, Technical analysis, Tax treatment of foreign exchange gains and losses.

Unit- IV:

Forex risk and exposure information system, Alternative strategies for exposure management, Exposure management techniques, Organization of the exposure management function, Parameters and constraints on exposure management.

Suggested Readings:

1. Thomas, W. McRae and Walker, David P.; Foreign Exchange Management; PHI Learning
2. Shapiro, A. C.; International Financial Management; John Wiley and Sons
3. Aliber, R.Z.; Exchange Risk and Corporate International Finance; Macmillan
4. The Foreign Exchange Management Act, 1999



MBA- 409
Financial Engineering

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: this course aims at enabling the students to understand & analyze business finance problems and develop their skills for the solution of these problems with the help of innovative financial processes, instruments & strategies.

Unit-I:

Understanding meaning and need of Financial Engineering: financial engineering v/s financial analysis, factors leading to increasing need for financial engineering.

Financial engineering in India: derivatives and futures markets, features of financial derivatives, types of financial derivatives.

Unit-II:

Product development and strategies: basics of product development, objective, design and testing, pricing and valuation of future and forwards, pricing and valuation of swaps, interest rate swaps, currency swaps, commodity swaps,

Options: call and put options, option strategies, arbitrage restrictions on option prices, hedging approaches with options.

Equity related instruments: options, warrants, subscription rights, investment vehicle, index futures and options, foreign equities, treasury bond and notes futures.

Unit-III:

Emerging instruments, concepts and issues: assets and liabilities management, securitization, asset backed securities, mortgage backed securities, corporate restructuring and leverage buyouts/ management buyout.

Unit-IV:

Hybrid securities, credit derivatives, options on debt instruments, exotic options, synthetic instruments, and issues related to accounting treatment of derivatives.

Corporate risk management: planning and controlling reasons for hedging, cash flow hedges and value hedges, capital structure and hedging.

Suggested Readings:

1. Dubofsky, D.A., Derivatives, Oxford University Press
2. Gupta, S.L., Financial Derivatives, Prentice Hall Inc.
3. Hull, J.C., Options, Futures And Other Derivatives, Prentice Hall Inc.
4. Marchall, J.F., Bansal, V.K., Financial Engineering, Prentice Hall Inc.
5. Neftci, S. N., Financial Engineering, Elsevier Academic Press, California.
6. Varma, J. R., Derivatives and Risk Management, Tata Mc GrawHill.



MARKETING



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MBA
Semester III

MBA 309
Consumer Behaviour

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To explore the mysterious world of the consumer's psyche and guidelines to the students to understand what makes consumers to purchase a particular product or avail a particular service

Unit-I:

Understanding Consumer Behaviour: Introduction to Consumer Behaviour; Scope and Importance of consumer behaviour; evolution of consumer behaviour; Factors influencing Consumer Behaviour; Market Segmentation: Uses and bases of segmentation

Consumer Decision making process: Concept of Consumer Decision Making; Levels of Consumer Decision Making; Consumer Decision Making Process: Problem Recognition, Information Search and Evaluation of Alternatives; Purchasing processes; Post Purchase Behaviour

Unit-II:

Consumer Motivation: The concepts and process of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behaviour; Needs/Motives & Goals; Personality and consumer behaviour: Personality – Perception – Attitudes – Learning

Consumer Learning and Experience: Introductions to Consumer Learning; Behavioural and Cognitive Learning Theories; Brand Equity and Brand Loyalty

Unit-III:

Group and Cultural Influences on Consumer behaviour: Types of Reference Groups, Nature of Reference Groups, Role of reference groups; Effect of reference groups on consumer decision making; nature of Family Purchases and Decision-making; word-of-Mouth Communications within Groups; Opinion Leadership. **Cultural Influences:** Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications

Unit-IV:

Organizational Buying Behaviour: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Difference between Consumer and organizational buying, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles

Suggested Readings:

1. David Mothersbaugh and Delbert Hawkins; Consumer Behavior: Building Marketing Strategy 13th Edition, 2016
2. Loudon, David L and Bitta, A.J. Della; Consumer Behaviour, 2008
3. Schiffman LG and Kanuk LL; Consumer Behaviour; PHI, 10th Edition, 2010
4. R. Majumdar : Consumer Behaviour: Insights from Indian Market, PHI Learning, 2011



MBA 310
Advertising Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Unit I:

Nature and Scope of Advertising: Concepts, Types, Forms, Importance and Role of Advertising in the Marketing Process; Process of Advertising; Legal, Ethical and Social aspects of advertising; Advertising plan and setting of objectives, DAGMAR approach, Determination of Target Audience

Unit II:

Developing Advertising Programmes: Development of Advertising Programmes, Message, Headlines, Copy, Logo, Illustration, Appeal, Layout, Campaign Planning; Advertising Agencies: history, role, importance, organizational structure; Advertising Organisation – Selection, Compensation and Appraisal of an Agency, Role of Creativity in Advertising

Unit III:

Budgeting and group Influences: Determining Advertising Budget, Allocation of Media Budgets; Establishment and Allocation, Budgeting Approaches; Media strategies, Media mix; Measurement of Advertising Effectiveness; Associations of feelings with Brand; Brand Equity, Image and Personality; Group Influence and Word of Mouth Advertising

Unit IV:

Testing and Global Markets: Advertising Research, Market testing, Testing via internet, Pre testing: Concept, Objectives and Types in brief, Post testing: Concept, purpose and techniques in brief, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing), Global Marketing and Advertising

Suggested Readings:

1. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House, Mumbai, 2013
2. Kazmi and Batra, Advertising & Sales Promotion, Excel Books, 2008
3. Aaker, Batra and Myers, Advertising Management; Prentice Hall, India, 5th Edition, 2009
4. Kruti Shah and Alan D'souza, Advertising & Promotion, Tata McGraw - Hill New Delhi, 2009
5. Kelley and Jugenheimer, Advertising media planning, Prentice Hall, India. 2008
6. Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 5th Edition



MBA 311
Sales Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To acquaint the students with the dynamics of sales and its strategy for accomplishing individual and organizational goals.

Unit-I:

Sales Management: Meaning, Evaluation, Importance and Objectives of Sales Management; Emerging Trends in Sales Management: Social and Ethical Responsibilities; Personal Selling- Introduction, Objectives and Process; Theories of Selling: 'AIDAS' theory, 'Right Set of Circumstances' theory, 'Buying Formula' theory and 'Behavioural Equation' theory

Unit-II:

Sales Organisation: Need for Sales Organizations, Process of Setting up of a Sales Organisation, Sales Organisation Structures; Analysing Market Potential, Sales Forecasting Methods: Qualitative Methods, Quantitative Methods; Sales related marketing policies: product policies, distribution policies and pricing policies

Unit-III:

Sales Operations: Sales Budget, Sales Territories, Sales Quotas, Sales Meetings and Sales Contests; Analysis of Sales, Costs and Profitability; Ethical & Legal Issues in Sales; Sales Management and Control

Unit-IV:

Salesmanship: Sales manager-Qualities and functions, types of salesman, prospecting, pre-approach & approach, selling sequence, psychology of customers; **Sales force Management:** Recruitment & selection, training, compensation and motivation of sales force; size of sales force; evaluation and supervision of sales personnel

Suggested Readings:

1. Still, Cundiff and Govoni; Sales management; Prentice Hall of India.
2. Krishna K.Havaldar and Vasant. M. Cavall, Sales & Distribution Management, TMH.
3. McMurry and Arnold; How to build a dynamic Sales Organisation
4. Pradhan ,Jakate& Mali; Elements of Salesmanship and Publicity
5. Anderson R; Professional Sales Management
6. F.L. Lobo; Successful Selling
7. Ingram, Sales Management: Analysis and Decision Making, Cengage Learning.



MBA 312
Supply Chain Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with the mechanism of supply chain planning, design, and operations.

Unit I

Introduction: Basic concepts, scope and philosophy of supply chain management, essential features, Evolution of supply chain management; Green SCM, Supply Chain Models; Strategic Fit Concept of SCM; SCM as a Tool to Gain Competitive Advantage.

Unit-II:

Supply Chain Network Design: Chain Role of distribution supply chain, Factors influencing distribution network, Process of supply network design, Distribution strategy, Models for facilities location and capacity allocation, Impact of uncertainty on supply chain design, Evaluation of supply chain design, Demand chain management, Strategic alliances, Basics of Inventory in SCM; Supply Chain Transportation Decisions.

Unit -III:

Logistics Management: Concept of logistics, In-bound and Out-bound logistics, Key activities of logistics, Managing the costs of logistics, Application of logistics management, Trade-offs in logistics management, BullWhip effect in logistics, Third and Fourth party logistics, Reverse Logistics, Warehousing, Types of warehouses, Site selection, layout and design of warehouses.

Unit-IV:

Emerging Trends: SCM Enablers- Role of Information Technology in supply chain management: electronic data interchange, E-Customer relationship management, Supply Chain Forecasting, International issues in supply chain management. SCM Administration: HR Issues in SCM; Supply Chain Performance Measurement

Suggested Readings:

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. James R. Stock, Douglas M. Lambert, Strategic Logistics Management McGraw-Hill Higher Education
3. Altekar, Rahul V.; Supply Chain Management: Concepts and Cases; PHI Learning
4. Agrawal D.K. : Supply Chain Management, Macmillan Press, New Delhi
5. Shah J. : Supply Chain Management, Pearson Pub., New Delhi
6. Ballou, Ronald H.; Supply Chain Management; Pearson Education
7. Sahay B.S.; Supply Chain Management; Macmillan
8. Raghuram, G.; Logistics and Supply Chain Management; Macmillan
9. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; Designing and Managing the Supply Chain: McGraw-Hill Education



MBA 313
Customer Relationship Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with the concepts and practices of CRM in modern businesses.

Unit-I:

Introduction to CRM: Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM; Origin, evolution and conceptual framework of CRM, strategic importance of CRM, goals of CRM, Uses and Benefits of CRM, Challenges and Barriers in CRM, types of CRM, CRM Architecture, Difference between CRM and e-CRM

Unit-II:

Operational CRM – Sales force automation: lead management, contact management, field force automation; enterprise marketing automation: market segmentation, campaign management, customer service and support, contact and call centre operations

Unit-III:

Analytical CRM – Managing and sharing customer data: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence collaborative CRM

Unit-IV:

CRM Implementation – Establishing CRM performance monitoring, CRM readiness assessment, system, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, key account management, evaluating CRM return on investment

Suggested Readings:

1. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
2. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
3. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
4. Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
5. Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill, New Delhi
6. Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill



MBA 410
International Marketing Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To develop a conceptual framework of international marketing management. This paper develops further the knowledge already gained in marketing.

Unit-I:

Introduction to International Marketing, the process of international marketing and transition from domestic to transnational marketing, benefits of international trade, international marketing entry strategies; segmentation, selection of foreign markets and positioning strategies.

Unit-II:

Product planning for International markets, standardization vs. product adoption, new product development and management of international brands, packing and labelling

Unit-III:

International pricing strategies, environmental influences on pricing decisions, channel structure, channel strategies for foreign market entry, social and cultural environment and its influence on international marketing; Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channels of Distributions

Unit-IV:

Promotional strategies in international marketing, international marketing organization and control, emerging issues in international marketing, integrated approach to international marketing.

Suggested Readings:

1. Cateora, Philip R., John L. Graham, *International Marketing*, McGraw Hill.
2. Douglas, Susan P., and Craig, C.S., *Global Marketing Strategies*, McGraw-Hill.
3. Onkysist, S., and Shaw, J., *International Marketing*, Routledge.
4. Subhash C. Jain, *International Marketing*, Cengage Learning India Pvt Ltd.



MBA 411
Industrial Marketing

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To impart the knowledge about of industrial marketing and to orient students, its strengths, weaknesses opportunities and threats in changing global context.

Unit-I:

Nature of industrial markets, concept of industrial marketing, industrial vs. consumer marketing, classification of industrial markets & products, industrial marketing environment, nature of industrial buying, segmentation, targeting & positioning in industrial markets.

Unit-II:

Industrial market mix strategy, product strategy, pricing strategy, place or distribution strategy, communication strategy, promotional strategy in industrial markets, management of sales force for industrial markets, problems of industrial marketing in India, aim of course is to orient students to the realities of rural marketing in India, its strength, weaknesses opportunities & threats in changing global context.

Unit-III:

Organization's purchasing behaviour: system of purchasing decisions: System of taking decisions in the Industrial Marketing, Types of purchasing activities in Industrial Marketing, Marketing Strategies for purchasing activities and process of purchasing decisions.

Pricing and Promotion in Industrial Marketing: The importance of pricing in Industrial Marketing. In-house and external factors determine the price. Procedures, processes and pricing policies. The mixture promotion in industrial marketing. Sales promotion, advertising, direct marketing, public relations and personal selling

Unit-IV:

Research in International Industrial market: Information management systems with modern technology and relational marketing, Stages of the process of Industrial Marketing's research, Customer relationship marketing, distribution in Industrial Marketing: The importance of industrial products, Administration and revitalization of existing industrial products, Marketing distribution functions, forms of industrial channels. Design, selection and management of distribution channels.

Suggested Readings:

1. Dogra, B., Ghuman, K., Rural Marketing concepts & practices, McGraw Hill, New Delhi.
2. Dwyer R., Tanner J. F., Business Marketing, TMH, Boston, MA USA.
3. Ghosh, P.K., Industrial Marketing, Oxford University Press.
4. Hutt, M. D., Speh, T. W., Business Marketing Management, Cengage Learning India
5. Kashyap, P. and Ravi, S., Rural Marketing, BiztantraDreamtech Press.
6. Krishnamcharyulu & Ramalirishnan, Rural Marketing: Text & Cases, Pearson Education
7. Reeder, R. R., Industrial Marketing, Robert, Prentice Hall Of India.
8. Vitale & Giglierano, Business to Business Marketing, Cengage Learning.



MBA 412
Agriculture and Rural Marketing

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To explore the students to the Agriculture and Rural Marketing environment so that they can understand consumers' and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

Unit-I:

Introduction to Agricultural Marketing: Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market, Organizations and functions of agricultural marketing in India

Unit-II:

Agricultural Produces and their markets, Demand, Supply and export potential of Agri/Farm Products; Marketing of Agricultural inputs and farm products; Strategy for Agricultural Marketing; Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment

Unit-III:

Concept, Scope & Features of Rural Market, Rural Marketing Environment, Rural Market Index, Indian-rural market, rural & urban markets: a comparative analysis, segmentation of rural markets, rural consumer behaviour, rural market & strategies for product, pricing, distribution and communication

Unit-IV:

Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a Comparison, Relevance of Marketing mix for Rural market/Consumers; e-rural marketing, organized rural retailing, rural financing, marketing agencies & institution for rural marketing in India,; Problems in Rural Marketing

Suggested Readings:

1. Agriculture Marketing in India by S.S.Acharya & N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4th Edition
2. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House, 2nd Edition
3. Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education
4. Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka & Mandal , Deep & Deep Publication Pvt. Ltd.



MBA 413
Marketing of Services

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To acquaint students with the concepts and processes of services marketing and to enable them to solve problems relating to marketing of services.

Unit-I:

Concepts and Issues of Services Marketing

Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector.

Unit-II:

Strategic Issues in Services Marketing

The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance. Consumer behaviour in service marketing, Segmentation, Targeting, Differentiation and positioning of services.

Unit-III:

Concept of Service Marketing Mix

Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options and service distribution strategy, People: internal marketing and employee motivation, Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Unit-IV:

Managing Service Quality & Service

Design Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Application of Services Marketing: Financial services, Hospitality services, Health services, Educational services, and professional services.

Suggested Readings:

1. Zeithaml, GremlerBitner and Pandit, Ajay; Services Marketing; McGraw-Hill Education
2. Christopher Lovelock, Wirtz, Jochen and Chatterjee, Jayanta; Services Marketing: People, Technology and Strategy; Pearson Education
3. Verma, Harsh V.; Services Marketing: Text and Cases; Pearson Education
4. Nargundkar, Rajendra, Services Marketing: Text and Cases; McGraw-Hill Education
5. Apte, Govind; Services Marketing; Oxford University Press



MBA 414
Retail Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To familiarize the students with the concepts, process and management of retail business.

Unit-I:

Introduction to retailing: Meaning, Economic Significance of Retailing, functions of retailing, Retailing Environment; Types of retailers: Product Retailing vs. Service Retailing, Functions of retailers; understanding the retail consumers; ethical issues in retailing, Retail in India V/s Global Scenario

Unit-II:

Evolution of retail formats; Retail marketing strategy; retail franchising; retail store location and site selection: Introduction, Target Market and Retail Format; retail store design and visual merchandising; Building a Sustainable Competitive Advantage; Positioning Decisions; Customer Relationship Management in retailing

Unit-III:

Retail merchandising: Introduction, Understanding and Evolution of Retail Merchandising, Retail Merchandising Management Process; Activities of a Merchandiser; Category management; Implementing Merchandise Plan; Methods of merchandise procurement. Retail Store Atmospherics. Private Branding in Retail: Introduction, Difference between a Store/Private Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels

Unit-IV:

Retail Pricing: Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing.
E-Tailing: Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing

Suggested Readings:

1. Pradhan, Swapna; Retailing Management; Tata McGraw Hill; New Delhi
2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; Oxford University Press; New Delhi
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi
6. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; Retailing; Thomson Asia Pvt. Ltd.; New Delhi
7. Lamba, A.J.; The Art of Retailing; Tata McGraw Hill; New Delhi



HUMAN RESOURCE



MBA- 314
Industrial Relations & Labour Policy

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To acquaint the students with the Industrial relations framework in our country, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasised. Further, the students are to be acquainted with Social Security Frame-work prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

Unit-I:

Introduction to Industrial Relation-Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme; **Trade Union:** concept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union.

Unit-II:

Industrial Conflicts/Disputes- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, Ways to achieving industrial peace.

Grievances Handling- meaning, nature, causes of grievances, procedure for redressal; **Collective Bargaining-**meaning, principles, contents, forms, process and levels of collective bargaining,

Unit-III:

Workers' Participation in Management: concept, determinants, form and levels of participation, schemes of workers' participation in management in India;

Unit-IV:

Industrial Dispute Act, 1947, Voluntary and Statutory Machinery for prevention and Settlement of disputes. Mediation and Conciliation- function, process, conciliation machinery, Arbitration-advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication-importance, types and three-tier adjudication, labour court, industrial tribunal and national tribunal;

Suggested Readings:

1. Owen, W.V. & Finston, H.V., Industrial Relations, Appleton-Century-Crofts
2. Heckman, I.L. & Hunyager, S.C, Management of Personnel Function, London: Business Publication Ltd
3. Mehrotra, S.N., Labour Problems in India.
4. Sen, Ratna., Industrial Relations in India, Macmillan Publishers India
5. Mamoria, C.B., Industrial Relations, Himalaya Publication
6. Chhabara, T.N. and R.K. Suri, Industrial Relations-Concepts and Issues, Dhanpatria & Co.



MBA- 315
Industrial & Labour Laws - I

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

Unit-I:

Meaning of Labour Laws: Introduction to Indian Labour Laws. History and Importance of Labour Laws with special reference to India. Principles of Adjudication.

The Trade Unions Act, 1926: Definitions, Scope and Objectives, Method of Registration of a Trade Union as per the Act, Rights and immunities available to the members of a Registered Trade Unions.

Unit-II:

The Factories Act, 1948: Definitions, Scope and Objectives of the Act, Health, Safety and Welfare Provisions under the Act. Hazardous Process.

The Industrial Disputes Act, 1947: Definitions, Scope and objectives of the Act, Machineries and Authorities under the Act, Lay off, Retrenchment, Closure, Strikes and Lock outs.

Unit-III:

The Industrial Employment (Standing Order) Act, 1946.

Important definitions. Scope and Objectives. Matters to be provided in a Standing Order. Draft Standing Order. Procedure for the certification of standing orders. Posting of Standing Orders. Appeal. Operation of Standing Orders. Penalties and Procedures.

The Employees State Insurance Act, 1948.

Important definitions. Scope and Objectives. Benefits under the ESI-Sickness Benefit, Medical Benefit, Disablement Benefit, Dependents Benefits, Maternity Benefits, Funeral Expenses and Unemployment Benefits.

Unit-IV:

The Employees Provident Fund Act, 1952.

Important definitions. Scope and Objectives. The Employees Provident Fund, the Employees Pension Fund and The Employees Deposit Linked Insurance Scheme.

The Payment of Gratuity Act, 1972.

Important definitions. Scope and Objectives. Nomination. The calculation of Gratuity. Forfeiture of Gratuity.

Suggested Readings:

1. S. N Misra, Labour Laws, Jain Book Agency
2. S. C. Srivastava, Social Security and Labour Laws, Eastern Book Company
3. Madhavan Pillai, Labour and Industrial Laws, Jain Book Agency
4. V. V. Giri, Labour problems in Indian Industry, India Asia Publishing House
5. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons



MBA- 316
Labour Welfare & Social Security

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To prepare the students to understand the concepts of Welfare and social Security and its various facets with special reference to India in the era of Globalisation.

Unit-I:

Concept of Labour Welfare & Social Security: Its origin. Merits and Demerits of Labour Welfare and Social Security. Types of Welfare Activities-Statutory and Non-Statutory. Growth of Labour Welfare and Social Security in India.

Unit-II:

Safety: Meaning. Occupational Hazards, Industrial Health and Industrial Safety. Industrial Accidents-causes and prevention. Need for safety and measures to ensure safety in Industries. Provisions for safety as per law in India. Health-Industrial Health and Occupational Diseases. Job stress. Measures to tackle stress. Alcoholism and Drug abuse among workers. Remedies.

Unit-III:

Counselling: Meaning. Need for counselling in Industries. Conditions for counselling. Techniques and skills for effective counselling. Problems in counselling. Role of HR Managers in counselling.

Unit-IV:

Quality Of Work Life(QWL): Introduction. Meaning of QWL. Specific issues in QWL. QWL and Productivity. Barriers in QWL. Strategies for improvement of QWL.

Suggested Readings:

1. Saxena, R.C. : Labour Problems and Social Welfare in India
2. Barwell and Kar : Law of Service in India, Vol. II (1956), Service in Industries
3. Vaid, K.N. : Labour Welfare in India
4. Mehtras, V.V. : Labour Participation in Management
5. Giri, V.V. : Labour Problems in Indian Industry
6. The Report of the National Commission on Labour, 1969



MBA- 317
Strategic Human Resource Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To understand Strategic human resource management in current environment.

Unit-I:

Definition of SHRM, Need and Importance of SHRM – From Traditional HRM to SHRM – Linking HR Strategy with Business Strategy- Developing an HRM Plan - Gaining Competitive Advantage through HR, On becoming a strategic partners, The VRIO Framework, The changing role of HR, Future Challenges of HR

Unit-II:

Human Resource Environment: HRM in knowledge economy, HR outsourcing, Technology and HRM, HRM and change.

Unit-III:

Recruitment and Retention Strategies, Work Life Balance - Retention Strategies, Reward and Compensation Strategies, Training and Development Strategies: Competencies, Cross Cultural Training, Multiskilling, Succession Planning, Creating a Learning Organization.

Unit-IV:

Performance Management Strategies: Difference between Performance Management and Performance Appraisal, Purpose and Objectives of Performance Management, Benefits of Performance Management, Process, Methods of Assessment, Problems with PMS and Performance Related Pay, Ways of Rewarding Employees, 360 Degree Feedback, Human Resource Evaluation

Suggested Readings:

1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc.
2. Agarwala, Tanuja, Strategic Human Resource Management, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, Human Resource Strategy, Tata McGraw Hill
4. Greer, Charles, Strategic Human Resource Management, Pearson Education
5. Belcourt, Monica and Kenneth McBay, Strategic Human Resource Planning, Thomson Learning Inc.



MBA- 318
Training & Development

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective : To provide in depth understanding and enable the students to manage training processes and system for developing human resource of the organization

Unit-I:

Concept of Training and Development, difference between Training and Development, Significance of Training and Development; Training objectives; Organization and Management of Training function; Training needs assessment – organizational analysis, operational analysis, person analysis; competency mapping

Unit-II:

Designing and Implementing a Training Program: Steps in Training ; Learning: Principles of Learning, Theories of Learning, and Process of Learning, Action Research; Training climate and pedagogy; developing Training modules; Training aids

Unit-III:

Training methods and techniques – role playing, business games, in basket exercises, laboratory training; incidents and cases; seminars, syndicates and group discussion; lecture, programmed instructions; inspirational techniques – brainstorming, mind mapping, creative problem solving

Unit-IV:

Evaluation of Training – need for evaluation, principles of evaluation, criteria and approaches; return on investment in Training, process of calculating ROI in Training; new perspectives on Training – cross cultural training, e-learning, knowledge management, Special Issues In Training and Employee Development, The Future of Training and Development.

Suggested Readings:

1. Goldstein, I.L. & Kevin, J., Training in Organizations, Needs Assessment, Development and Evaluation, Cengage Learning, Bombay.
2. De Simone, R.L. and Harris, D.M., Human Resource Development, Thomson Learning
3. Kirkpatrick, D.L., Evaluating Training Programs: the four levels, San Francisco, Berrett-Koehler.
4. Pareek, U. and Sisodia, V., HRD in the New Millennium, Tata McGraw Hill Publishing Company Limited.
5. Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi
6. Rao, P.L., Enriching Human Capital through Training and Development, Excel Books.
7. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi



MBA-415
Organization Development

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To gain familiarity with the concept and skills to manage and improve organizational culture collaboratively. It seeks to educate how organizational goals are attained by furthering the human values in individuals

Unit-I:

Understanding the Concept of Intervention-Nature, scope and definition of Organizational Development; achieving organizational improvement with Organizational Development; Organizational Development vs. the traditional interventions; brief overview of Laboratory training and survey research & feedback methodology

Unit-II:

Underlying Assumptions about People as Individuals-about people in groups and about people in organizational systems; assumptions relating to values in the client organization; values and belief systems of Change agents, Concept of System & Organizational Development

Unit-III:

Operational Components of Organizational Development- the diagnostic component, intervention/action taking component and process maintenance component, Understanding the belief of: action-should follow – research and research-should follow - action

Unit-IV:

OD Interventions-overview, team building interventions and their rationales; Intergroup team building and the organization mirror intervention; personal, interpersonal and group process interventions; nature of comprehensive OD interventions; structural interventions & OD, conditions important for successful OD efforts

Suggested Readings:

1. Wendell L. French & Cecil H. Bell Jr, Organizational Development, PHI, New Delhi
2. Management & Organizational Development, The Path from XA to YB New York McGraw Hill
3. Organizational Renewal, Gordon L. Lippitt New York, Century Crofts



MBA-416
Performance and Compensation Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security

Unit-I:

Compensation Management-Compensation management process, Basis of compensation management, motivation and financial and non-financial compensation, compensation philosophies of compensation process, Paying for performance, skills and competence.

Unit- II:

Employee Benefits- Employee benefits and total remuneration, Provisions governing different components of compensation. Job Evaluation and Wage Survey, designing pay structure ; understanding different components of compensation package like fringe benefits, incentives and retirement plans; employee benefits and services, special features of fringe benefits, types of rewards and incentive

Unit-III:

Legal Aspects of Compensation-Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages Dearness Allowances and other monetary benefits through Industrial Tribunals, recent trends and working of these laws, wage boards, pay commissions.

Unit-IV:

Recent Developments in Compensation Management-Innovations in the area of compensation management in Indian and MNCs operating in India and abroad. Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

Suggested Readings:

1. Management S. N Misra, Labour Laws, Jain Book Agency
2. S. C Srivastava, Social Security and Labour Laws, Eastern Book Company
3. Madhavan Pillai, Labour and Industrial Laws, Jain Book Agency
4. V. V Giri, Labour problems in Indian Industry, India Asia Publishing House
5. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons



MBA-417
Workplace Diversity and Cross Cultural Management

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To gain familiarity with the concept and skills to manage workplace diversity. It also seeks to educate how to manage cross culture in the organizations.

Unit-I:

Concept and definition of diversity, Explanation of the dimension of race, ethnicity, gender, caste, sexual orientation, social / economic status, age, physical abilities, religious beliefs, political ideologies; Understanding cultures, influence of behavior; diversity audit.

Unit-II:

Introduction to cross cultural management: Significance of Culture for International Management. Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision-Making. Influence of National Culture on Organizational Culture. Comparing Culture: Cultural and behavioral differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm & Stood beck.

Unit-III:

Cross Cultural Human Resources Management – Staffing and Training for Global Operations Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

Unit-IV:

Cross-culture ethics: Ethics values across cultures and Ethics dilemma, Overview of culture and management in Asia (India, China and Japan), US and Europe.

Suggested Readings:

1. Hodgetts, Richard M., Fred Luthans, and Jonethan P. Doh, International Management – Cultural, Strategy and Behaviour, Tata McGraw Hill, New Delhi
2. Holt, David H., International Management – Text and Cases, Dryden Press, Thomson Learning, Bombay
3. Harzing and Van Ruysseveldt, International Human Resource Management, Sage Publication, New Delhi
4. Peter J. Dolling, Danice E. Welch, International Human Resource Management, Thomson Learning- Excel books
5. Cullen, Multinational Management, Thomson Learning, Bombay
6. Larry E. Sen and John R. Childress, The Secret of a Winning Culture (Building High Performance Teams) PHI (Pvt.) Ltd., New Delhi
7. Francesco, International Organizational Behavior, Pearson Education, New Delhi
8. Deresky, International Management, Managing Across Borders and Cultures, 5th Ed. Pearson Education, New Delhi.
9. R.S. Dwivedi, Human Relations and organisational behaviour: Global Perspective, Macmillan Publishers, New Delhi.



MBA-418
Industrial & Labour Laws - II

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To educate and create awareness among the students about various aspects of Labour and Employment Law and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

Unit-I:

Minimum Wages Act, 1948: Aims, Objectives and Scope, Fixation of Minimum Wages for time work and piece work procedure of fixation etc. in detail. Role of Advisory Boards; Procedural and Supplemental Provision under the Act

Payment of Wages Act 1936: Aims, Objective and Scope; Definitions Wage period, Wage payment and Deductions under the Act

Unit-II:

Workmen's Compensation Act 1923: Aims Objective and Scope; Definition, Substantive and Procedural Provisions regarding Compensation; role of Workmen's Compensation Commissioner

Maternity Benefits Act, 1961: Aims, Objective and Scope Admissible Benefits and Eligibility, Criteria and Forfeiture; Role of Inspector

Unit-III:

The Payment of Bonus Act, 1965: Objective & scope, application of act, calculation of amount payable as bonus, penalties, offences and compliances under the act

The Bonded Labour Act: Objective & scope, application and major provisions of the act

Unit-IV:

Equal Remuneration Act, 1976: Objective & scope, application and major provisions of the act, penalty.

The Contract Labour (Regulation & Abolition) Act 1970: Objective & scope, application and major provisions of the act, rules framed under the act, procedure & penalties, compliance under the act.

Suggested Readings:

1. S. N Misra, Labour Laws, Jain Book Agency
2. S. C. Srivastava, Social Security and Labour Laws, Eastern Book Company
3. Madhavan Pillai, Labour and Industrial Laws, Jain Book Agency
4. V. V. Giri, Labour problems in Indian Industry, India Asia Publishing House
5. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Sons



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MBA
Semester IV

MBA-419
Management of Discipline and Disciplinary Proceeding

Maximum Marks: 100
Theory Examination: 80
Internal Assessment: 20
Time: 3 hrs

Note: *There shall be nine questions in all. Question no. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Student will have to attempt one question from each unit. Each question shall carry equal marks.*

Objective: To provide the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanisms for the purpose. Extensive use of relevant cases will be made while teaching this paper.

Unit-I:

Managing indiscipline-basic concepts, nature of proceedings-judicial, quasi judicial and administrative, principles of natural justice, the law of simple discharge, misconduct and domestic enquiry, reduction in rank and reversion, complaints and decision to initiate enquiry.

Unit-II:

Charge sheet and its drafting, service or charge sheet to workmen and reply to the charge sheet and its considerations, suspension during enquiry, criminal proceedings and departmental enquiry holding of enquiry, considerations by punishing authority.

Unit-III:

Discipline and grievance redressal machinery-purposes and procedures of disciplinary actions, relevant legislation relating to disciplinary proceedings, judicial control of labour court and industrial tribunals, provision relating to termination of service

Unit-IV:

Writ jurisdiction, prevention of disputes, handling industrial action, relevant legislation disciplinary action against professionals, victimization-meaning and scope of interference of industrial tribunal cases.

References

1. Basu, D.D., *Administrative Law*, Prentice Hall.
2. Chaturvedi, R.G., *Departmental Enquiries and Disciplinary Actions*, Law Book Co.
3. Ghaiye, B.R., *Law and Procedure of Departmental Enquiries*, Eastern Book Co., Lucknow.
4. Malik, P.L., *Industrial Law*, Eastern Book Co.



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LIST OF SUBJECTS MBA 3rd & 4th Sem

CORE SUBJECTS

Sr. No.	Semester	Paper Code	Name of Subject
1	3 rd	MBA-301	Strategic Management
2	3 rd	MBA-302	Business Laws
3	4 th	MBA-401	Entrepreneurship & Business Innovations
4	4 th	MBA-402	Corporate Social Responsibility, Human Values and Business Ethics

COMPLIMENTARY SUBJECTS

Sr. No.	Semester	Paper Code	Name of Subject
1	3 rd	MBA-319	Managerial Skill Development (NUES)
2	3 rd	MBA-320	Current Business and Economic Affairs
3	3 rd	MBA-321	Self Study Paper
4	3 rd	MBA-322	Seminar
5	4 th	MBA-420	Managerial Skill Development (NUES)
6	4 th	MBA-421	Current Business and Economic Affairs
7	4 th	MBA-422	Self Study Paper
8	4 th	MBA-423	Seminar

SPECIALIZATION-FINANCE

Sr. No.	Semester	Paper Code	Name of Subject
1.	3 rd	MBA-304	Insurance and Risk Management
2.	3 rd	MBA-305	Security Analysis and Investment Management
3.	3 rd	MBA-306	Banking and Financial Services
4.	3 rd	MBA-307	Behavioural Finance
5.	3 rd	MBA-308	Corporate Mergers and Acquisitions
6.	4 th	MBA-405	Commodity and Financial Derivatives
7.	4 th	MBA-406	Project Management
8.	4 th	MBA-407	Portfolio and Wealth Management
9.	4 th	MBA-408	Forex Management
10.	4 th	MBA-409	Financial Engineering

SPECIALIZATION- MARKETING

Sr. No.	Semester	Paper Code	Name of Subject
1.	3 rd	MBA-309	Consumer Behaviour
2.	3 rd	MBA-310	Advertising Management
3.	3 rd	MBA-311	Sales Management
4.	3 rd	MBA-312	Supply Chain Management
5.	3 rd	MBA-313	Customer Relationship Management
6.	4 th	MBA-410	International Marketing Management
7.	4 th	MBA-411	Industrial Marketing
8.	4 th	MBA-412	Agriculture and Rural Marketing
9.	4 th	MBA-413	Marketing of Services



SPECIALIZATION- HUMAN RESOURCE

Sr. No.	Semester	Paper Code	Name of Subject
1.	3 rd	MBA- 314	Industrial Relations & Labour Policy
2.	3 rd	MBA- 315	Industrial & Labour Laws - I
3.	3 rd	MBA- 316	Labour Welfare & Social Security
4.	3 rd	MBA- 317	Strategic Human Resource Management
5.	3 rd	MBA- 318	Training & Development
6.	4 th	MBA- 415	Organization Development
7.	4 th	MBA- 416	Performance and Compensation Management
8.	4 th	MBA- 417	Workplace Diversity and Cross Cultural Management
9.	4 th	MBA- 418	Industrial & Labour Laws - II
10.	4 th	MBA- 419	Management of Discipline and Disciplinary Proceeding

Attested
[Signature]

Superintendent (Academic)
Maharshi Dayanand University,
ROHTAK *[Signature]*

