

Scheme and Syllabi

Of

MASTER OF BUSINESS ADMINISTRATION (MBA)

**(Specialization in Finance, Marketing, Human Resource)
(For University Teaching Department)**

w.e.f. session 2019-20



**J C BOSE UNIVERSITY OF SCIENCE AND TECHNOLOGY YMCA
FARIDABAD**

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Vision and Mission of the University

Vision

“YMCA University of Science and Technology aspires to be a nationally and internationally acclaimed leader in technical and higher education in all spheres which transforms the life of students through integration of teaching, research and character building”

Mission

- To contribute to the development of science and technology by synthesizing teaching, research and creative activities.
- To provide an enviable research environment and state-of-the art technological exposure to its scholars.
- To develop human potential to its fullest extent and make them emerge as world class leaders in their professions and enthuse them towards social responsibility.

Vision and Mission of the Department

Vision

To build aspiring managers and entrepreneurs possessing good analytical skills and leadership qualities for effective decision making to contribute to the society and the nation.

Mission

- To provide learning environment to young aspirants by introducing innovative industry based curriculum.
- To facilitate updated research facilities for inculcating analytical capabilities.
- To educate effective managerial skills for transformation of raw minds into effective managers and entrepreneurs.

About the Program

With a view to augment the growth of a mixed blend of entrepreneurial capabilities and managerial manpower as per the current need of the industry and to provide the opportunity to graduates for acquiring specialized knowledge, the University started the course of MASTER OF BUSINESS ADMINISTRATION (MBA). The MBA program started in 2008. Currently the program offers dual specialisation in following areas: Financial Management, Human Resource Management, Marketing Management in university teaching department. In this dual specialization program, students may take specialization as given below:

Third Semester: Marketing Management or Financial Management

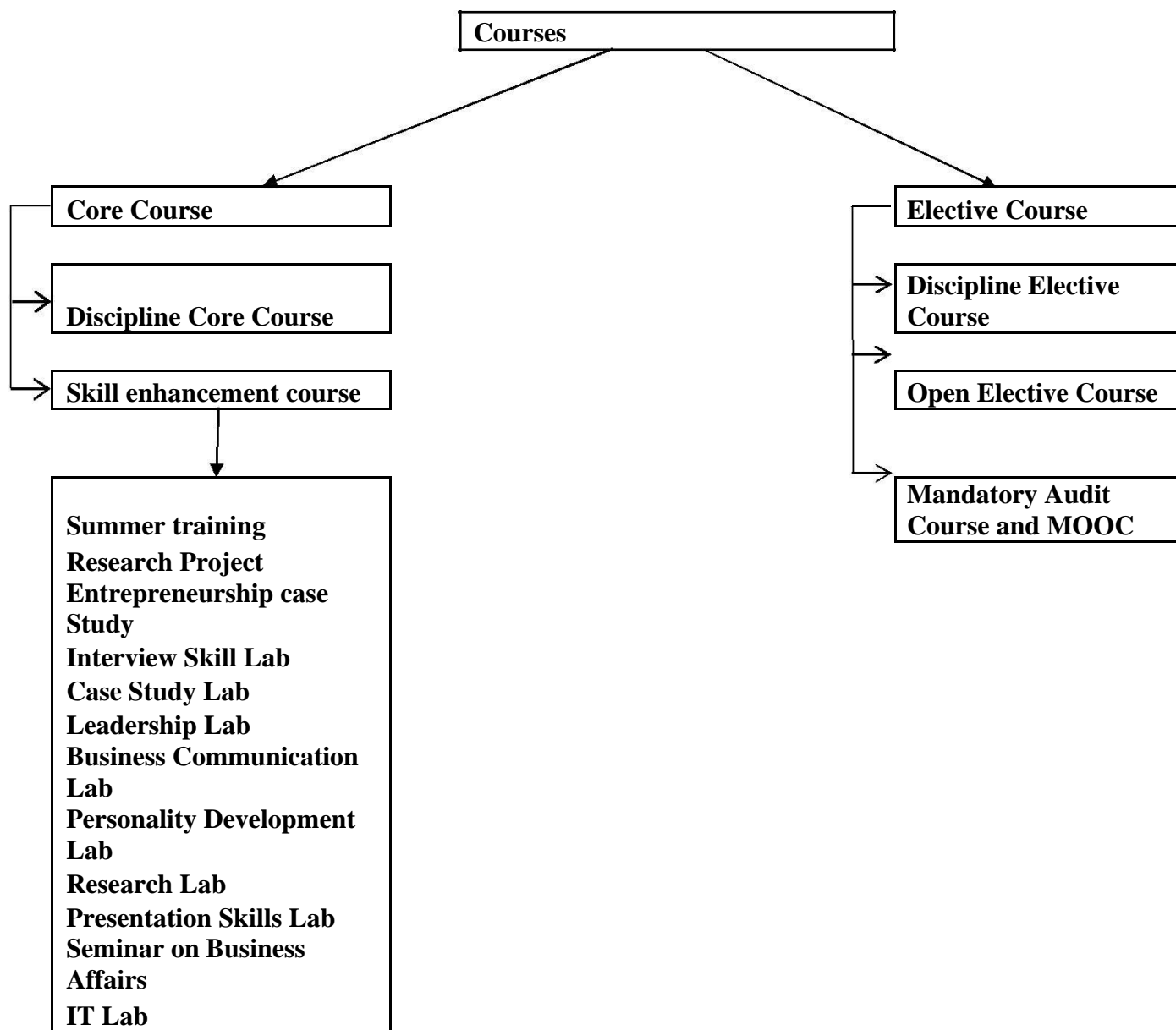
Fourth Semester: Financial Management or Human Resource Management

Apart from class room teaching, seminars, presentations, case studies etc. are regular features to strengthen the ability of the students.

Program Objectives

- To prepare students for a managerial profession.
- The students will learn various traits of an entrepreneur which can be transformed to become a successful entrepreneur.
- To develop professional attitude among students.
- To inculcate managerial skills in students so that they can contribute towards enhancing the productivity of the organization.
- To enhance communication skills of students through various activities.
- To motivate students to participate in various activities to become an effective leader.

MBA CBCS Structure



SEM	LTPS(Hours)	Credits	Marks
I	27	27	850
II	27	27	850
III	24	26	800
IV	26	26	800
Total	104	106	3300

Lecture, T= Tutorial, P= Practical, S= Self Study/ field Work
Semester I

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External/ Practical	
MB/101	Management Process and Organisational Behaviour	3	0	0	0	3	3	25	75	DCC
MB/102	Accounting for Managers	3		0	0	3	3	25	75	DCC
MB/103	Managerial Economics	3	0	0	0	3	3	25	75	DCC
MB/104	Legal Aspects of Business	3	0	0	0	3	3	25	75	DCC
MB/105	Indian Business Environment	3	0	0	0	3	3	25	75	DCC
MB/106	Business Statistics	3	0		0	3	3	25	75	DCC
MB/107	Business Communication	3	0	0	0	3	3	25	75	DCC
MB/108	IT Lab	0	0	2	0	2	2	15	35	SEC
MB/109	Personality Development Lab	0	0	2	0	2	2	15	35	SEC
MB/110	Seminar of Business Affairs	0	0	2	0	2	2	15	35	SEC
		21	0	06	0	27	Total Credits: 27	Total Marks : 850		

- It is compulsory for MBA students to enrol and complete one MOOC course from NPTEL/ Swayam portal of minimum 12 weeks as per university norms. The selected MOOC course should not be same as the subjects/Courses offered in MBA program.

Semester II

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External/ Practical	
MB/111	Human Resource Management	3	0	0	0	3	3	25	75	DCC
MB/112	Marketing Management	3	0	0	0	3	3	25	75	DCC
MB/113	Corporate Finance	3	0	0	0	3	3	25	75	DCC
MB/114	International Business Environment	3	0	0	0	3	3	25	75	DCC
MB/115	Operations Management	3	0	0	0	3	3	25	75	DCC
MB/116	Business Research	3	0	0	0	3	3	25	75	DCC
MB/117	Business Communication Lab	0	0	2	0	2	2	15	35	SEC
MB/118	Research Lab	0	0	2	0	2	2	15	35	SEC
MB/119	Interview Skills Lab	0	0	2	0	2	2	15	35	SEC
MB/120A-120C	Open Elective	3	0	0	0	3	3	25	75	OEC
		21	0	6	0	27	Total Credits :27	Total Marks : 850		

List of Open Electives (OEC)

No.	Subject code	Subject	CBCS code
I	MB/120A	Strategic Management	OEC
II	MB/120B	Micro, Small And Medium Enterprises	OEC
III	MB/120C	Event Management	OEC

Semester III

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External/Practical	
MB/201	Entrepreneurship Development	3	0	0	0	3	3	25	75	DCC
MB/209-216	Specialization Course I (MM/FM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course II (MM/FM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course III (MM/FM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course IV (MM/FM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course V (MM/FM)	3	0	0	0	3	3	25	75	DSE
MB/202	Presentation Skills Lab	0	0	2	0	2	2	15	35	SEC
MB/203	Entrepreneurship Case Study Analysis	0	0	2	0	2	2	15	35	SEC
MB/204	Management Training	0	0	0	0	0	4		100	SEC
MB/217A-217C	Mandatory Audit Course	2	0	0	0	2	0	25*	75*	MAC
		20	0	4	0	24	Total Credits : 26	Total Marks : 800		

*No credits just qualifying. Marks will not be added in total

List of Mandatory Audit Courses (MAC)

No.	Subject code	Subject	CBCS code
I	MB/217A	Moral Values	MAC
II	MB/217B	Introduction to Psychology	MAC
III	MB/217C	Introduction to health Psychology	MAC

One audit course with no credit having two contact hours per week to embed life skills/ value education. Passing the course shall be mandatory.

Semester IV

Subject Code	Subject	Hours					Credits	Marks		CBCS Code
		L	T	P	S	Total		Internal	External	
MB/205	Indian Ethos And Business Ethics	3	0	0	0	3	3	25	75	DCC
MB/209-216	Specialization Course I (FM/HRM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course II (FM/HRM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course III (FM/HRM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course IV (FM/HRM)	3	0	0	0	3	3	25	75	DSE
MB/209-216	Specialization Course V (FM/HRM)	3	0	0	0	3	3	25	75	DSE
MB/206	Business Case Study Lab	0	0	2	0	2	2	15	35	SEC
MB/207	Leadership Lab	0	0	2	0	2	2	15	35	SEC
MB/208	Research Project	0	0	4	0	4	4	25	75	SEC
		18	0	8	0	26	Total Credits : 26	Total Marks : 800		

List of Specialized Courses to be offered in 3rd and 4th semester

Speciali zation Course	Financial Management	Marketing Management	Human Resource Management	CBCS Code
I	Corporate Taxation (MB/FM 209)	Services Marketing (MB/MM 209)	Training and Development (MB/HRM 209)	DSE
II	Working Capital Management (MB/FM 210)	Consumer Behaviour (MB/MM 210)	Organisation Change and Development (MB/HRM 210)	DSE
III	Financial Institutions and Markets (MB/FM 211)	Sales and Distribution Management (MB/MM 211)	Industrial Relations and its legal aspects (MB/HRM211)	DSE
IV	Mergers, Acquisitions & Corporate Restructuring (MB/FM 212)	Product and Brand Management (MB/MM 212)	Compensation and Benefits Management (MB/HRM 212)	DSE
V	Foreign Exchange Management (MB/FM 213)	Customer Relationship Management (MB/MM 213)	Performance Management (MB/HRM 213)	DSE
VI	Risk Management And Insurance (MB/FM 214)	Logistics & Supply Chain Management (MB/MM 214)	Strategic Human Resource Management (MB/HRM 214)	DSE
VII	Project Planning and Analysis (MB/FM 215)	Retail Management (MB/MM 215)	Human Resource Planning and Development (MB/HRM 215)	DSE
VIII	Investment Analysis and Portfolio Management (MB/FM 216)	Marketing Research (MB/MM216)	Team Building in Organizations (MB/HRM216)	DSE

- Department can decide about the minimum number of students required to offer any elective course.
- The scheme and syllabi including specializations can be upgraded and modified as per the requirement by the university considering industry and academic needs.

DETAILED SYLLABUS

FIRST YEAR SUBJECTS

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

MB/101

Objective:

The objective of this course is to expose the students to basic concepts of management and provide insights necessary to understand behavioural processes at individual, team and organizational level.

Unit-I

Introduction to management: concept, nature; evolution of management thoughts –traditional, behavioural, system, contingency and quality viewpoints; Managerial levels, skills and roles in an organization; Functions of Management: Planning, Organizing, Directing, Controlling, Problem solving and Decision making; Management control; managerial ethics and social responsibility; Management Information System (MIS).

Unit-II

Fundamentals of Organizational Behavior: Concept, evolution, importance and relationship with other Fields; Contemporary challenges of OB; Foundations of individual behavior – differences, Personality- concept, determinant, theories and applications; Values, Ability, Attitudes and Emotions, Perception- concept, process and applications, Learning and Reinforcement; Motivation: theories and applications; Job satisfaction; Stress management.

Unit-III

Interpersonal Processes- Work teams and groups- Definition of Group, Stages of group development, Group properties: Roles, norms, status, size and cohesiveness, Types of groups, Group Decision Making; Team Building; Work teams; Conflict – sources, types, management of conflict; Power and Political Behavior; Leadership: concept, function and styles.

Unit-IV

Organizational Processes and structure: organizational design: various organizational structures and their effect on human behavior; Organizational climate; Organizational culture; Organizational change: Concept, Nature, Resistance to Change, Change Management, Implementing Change and Organizational Development

Outcome:

- The students learn how to influence the human behaviour.
- Students will be able to understand behavioural dynamics in organizations.
- Students will be able to apply managerial concepts in practical life.
- Students will be able to understand organizational culture and change.

Suggested Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education Asia, New Delhi.
2. Stoner, J et. al, Management, New Delhi, PHI, New Delhi
3. Kavita Singh, Organisational Behaviour: Text and cases, 3rd edition. Vikas Publishing House New Delhi.
4. Ramesh B Rudani, Management and Organisational Behaviour, (2012), Tata McGraw Hill, New Delhi.
5. Newstorm and Keith Davis, Organisational Behaviour, TMH, New Delhi.
6. Pareek, Udai,(2012) Understanding Organisational Behaviour, Oxford University Press

ACCOUNTING FOR MANAGERS

MB/102

Objective:

The purpose of the course is to understand nature of accounting and its interaction with other accounting and their comparison. It also focuses what kind of information the manager need, from where these can be obtained and how this information can be used to carry out important managerial decision.

Unit-I

Meaning nature and scope of different types of accounting and their comparison. Accounting principles and Indian accounting standards, IFRS, Preparation of final accounts of company with basic adjustments

Unit-II

Analysis of financial statements – meaning, importance and techniques, ratio analysis; fund flow analysis; cash flow analysis (AS-3)

Unit-III

Classification of costs; fixed cost, variable cost, opportunity cost, average cost, marginal cost, total cost, sunk cost. Preparation of cost sheet.

Unit IV

Budgetary control- meaning, need, objectives, essentials of budgeting, BEP analysis, make/Buy decisions, expand/ contract, accepting and rejecting decisions.

Outcome:

- This course will impart knowledge to the students regarding preparation of financial statements their analysis
- The students will be able to understand applications of cost accounting and cost control techniques like standard costing etc.
- The course will help them to take better managerial decisions.
- Students will be able to know about budget control techniques.

Reference Books:

1. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, NewDelhi
2. Pandey, I.M., Management Accounting, Vikas Publishing House, NewDelhi
3. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New.Delhi.
4. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
5. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, NewDelhi

MANAGERIAL ECONOMICS

MB/103

Objective:

To spread awareness about application of managerial, economics and mathematical concepts in business. The course focus on analyzing the cost and revenue concepts associated with the product, price determination on basis of market forces and studying effect of macroeconomic factors which takes in account country as a whole.

Unit-I

Nature and scope of managerial economics, objectives of business firms, cardinal utility theory, indifference curve technique and the theory of consumer choice, consumer surplus, price effect combination of income effect and substitution effects.

Unit-II

Law of demand, demand elasticities, demand estimation and forecasting, Production Analysis, Law of variable proportions; laws of return to scale, Isoquants, Optimal Combination of Inputs

Unit-III

Theory of Cost: Traditional and Modern Theory of Cost in Short and Long runs, Economies and diseconomies of Scale, Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Shut down Point.

Unit-IV

Determinants of Economic Development, Recent Developments in Indian Economy. Business cycles; inflation; types and control methods. Monetary policy, Fiscal policy, Balance of payment of India; Trade deficit and remedies. LPG and PPP in India, EXIM Policy and FDI in India.

Outcome:

- To build an analytical ability in mind of a student.
- This will help the students in taking decision regarding demand and supply forecasting, product determination on basis of market environment.
- This helps to build an ability to be a good entrepreneur by utilizing limited resources to satisfy unlimited wants.
- This will help the students in taking decision regarding price determination on basis of market environment.

Reference Books:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. Monroe, Kent B., Pricing-Making Profitable Decisions, MacGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education, Delhi
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad
5. T.R. Jain, Managerial Economics, V.K. Publication

LEGAL ASPECTS OF BUSINESS

MB/104

Objective:

This course is designed to enhance the legal literacy of MBA students. It will refine students' understanding of how law affects all aspects of business. It will make students aware about various acts and their applications.

Unit-I

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts. The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller.

Unit-II

Negotiable instruments act: nature and types; negotiation and assignment; dishonour and discharge of a negotiable instrument, arbitration. Consumer Protection Act: Rights of consumers and 3Tier-Redressal Mechanism,

Unit-III

Regulatory structure and compliances of companies- Nature and types of companies; Incorporation of a Company, memorandum and articles of association; Prospectus, Winding up. Indian Partnership Act, 1932 – Meaning and Essential Elements, Formation of Partnership, Registration, Types of Partners and Partnership, Rights and Duties of Partners.

Unit-IV

Competition Act 2002: Objective, Anti Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India –Composition, Powers and Functions, Cyber Law, RTI Act, Overview of Foreign Exchange Management Act.

Outcome:

- Students will be able to develop an approach to manage and maximize the value of the corporate legal functions.
- The students will be able to analyze the dynamic nature of law.
- The students will have an understanding of business and other related legal framework.
- The students will be able to work regarding the the guidelines.

Reference Books:

1. Kuchhal, M.C. and Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay.
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur.
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi
5. Tulisian P.C., Business Law, TMH, New Delhi
6. Legal Aspects of Business, pathak, McGraw Hill Education

INDIAN BUSINESS ENVIRONMENT
MB/105

Objective: To give understanding to students about environment and its impact on Indian economy.

Unit-I

Nature and structure of business environment; macro and micro indicators; emerging sectors of Indian economy; relative size, growth and reforms of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; legislation for anti-competitive and unfair trade practices.

Unit-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public -private partnership; business opportunities in the rural sector.

Unit-IV

Balance of payments trends; Overview of GST: Levy and exemption from tax, etc. India's competitiveness in the world economy; external influences on India's business environment.

Outcome:

- The students will be able to understand the impact of environment on business sector.
- The students will get an overview about micro and macro indicators.
- The students will be acquainted with the knowledge of environment of SME sector.
- The students will get the knowledge about GST and its implications.

Suggested Readings:

1. Alecharya, Shankar, India's Macroeconomic Management in the Nineties, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, India's Economic Reform and Development, Oxford University Press, Delhi
3. Datt, R., Second Generation Economic Reforms in India, Deep and Deep, New Delhi
4. Khan, M.Y., Indian Financial System, TATA McGraw Hill, New Delhi
5. Cherunelm, Francis, Business Environment, Himalya Publishing House, New Delhi, 2005.
6. Misra, S.K., Puri, V.K., Indian Economy, HPH, 2007, New Delhi.
7. Aswathpa, K., Business Environment, Excel Books, New Delhi.
8. Bedi S.K., Business Environment, Excel Books, New Delhi

BUSINESS STATISTICS

MB/106

Objective: To give understanding to students about quantitative methods.

Unit-I

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits & demerits; skewness: meaning and co-efficient of skewness.

Unit-II

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis -meaning and two lines of regression; relationship between correlation and regression co-efficients.

Unit-III

Probability: basic concepts and approaches. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

Unit-IV

Tests of significance; Hypothesis testing; large samples, Small samples: Chi-square test, Analysis of variance.

Outcome:

- • The students will be able understand central tendency.
- • The students will be able to learn correlation and regression.
- • The beneficiaries will learn the concepts of probability.
- • The course will help to understand the hypothesis testing..

Suggested Readings:

1. Levin & Rubin, Statistics for Business , Prentice Hall of India, N.Delhi.
2. Gupta S.P. & Gupta M.P. Business Statistics , Sultan Chand & Sons, Delhi.
3. Anderson, Quantitative Methods in Business , Thomson Learning, Bombay.
4. Anderson, Statistics for Business & Economics , Thomson Learning, Bombay.
5. Chandan, J.S. An Introduction to Statistical Methods , Vikas Publishing House, New Delhi.
6. Bhardwaj, R.S, Business Statistics , Excel Books, 2000
7. Gupta C.B. & Gupta, Vijay-Business Statistics , S.Chand & Co. Delhi.
8. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
9. Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd.

BUSINESS COMMUNICATION

MB/107

Objective:

This course will help students in understanding the principles and techniques of business communication. It will help students to help students to gain an insight to process of communication.

Unit I

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

Unit II

Forms of Communication: Written Communication: (Principles of Effective Written Communication; Commercial Letters, sale letter, routine letter, enquiries, inter office memos, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing Positive, Negative Persuasive, Electronic Messages), Non-Verbal Communication , Oral Communication: Art of Public Speaking, Effective Listening, Communicating in Teams.

Unit III

Important Parameters in Communication, The Cross Cultural Dimensions of Business Communication, Technology and Communication, video conferencing , Net etiquettes Ethical & Legal Issues in Business Communication, Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

Unit IV

Other Communication Parameters: Negotiation Process & its Management, Designing Visual Communication, Creating and Delivering Online Presentations. Applications of Communication:- Writing a Summer Project Report, Writing CVs & Application Letters, Group Discussions & Interviews, The Employment Interview

Outcome:

- The students will be able differentiate between written and oral Communication.
- The students will be able to improve upon oral communication skills.
- The beneficiaries will learn the formats of written communication.
- The course will help to understand the process of communication in a well defined manner.

Reference Books:

1. Lesikar et al, Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Boove, C.L., Thill, J.V. &Chaturvedi, M. Business Communication Today, Pearson.
3. Krizan etal. Effective Business Communication, Cengage Learning.
4. Scot, O.Contemporary Business Communication, Biztantra, New Delhi.
5. Chaney & Martin. Intercultural Business Communication, Pearson Education
- 6.Penrose et al. Business Communication for Managers, Cengage Learning.

IT LAB MB/108

Objective: To make the students aware about the basics of computer to be used in business. To help students to learn applications of computer in managing a business firm.

Creating new folder on desktop, creating new folder in existing folder, moving a file or folder to another, copy file or folder to another folder, delete a file, searching file or folder, rename file or folder

MS Word: Creating a document, saving document, deleting text, page set up and layout, printing document, Spelling check, autocorrect, to find something in document, replace option, keyboard short cuts, Creating bulleted and numbered lists, working with fonts, changing styles of fonts, Inserting pictures, Formatting paragraphs, Working with header and footer, tables, creating table of content

Power Point: Basics, add and edit text in slides, add new slides to presentation, insert tables and charts, add sound to presentation, insert animations and slide transitions, delivering presentations

MS- Excel: Starting Excel, working with workbooks, understanding ribbons, entering data, edit data, copy, paste, special paste, working with rows and columns, sorting of data, applying filters, excel formulas, charts, printing worksheets

Uploading and downloading document

Outcome:

- The students will be able to make the use of computer in documentation.
- The students will be able to understand the usage of MS-word.
- They will be able to deliver presentations.
- The beneficiaries will be able to make analysis using MS-Excel.

Reference Books:

1. P.Ramasubramanian-M Ramakrishnan; Fundamentals of computing and computer programming; Scitech Publication
2. John Walkenbach, Excel bible.

PERSONALITY DEVELOPMENT LAB
MB/109

Objective:

The primary concern of this course is to sensitize students to the importance of personality for a manager. This course enables the students to develop etiquette requirements for different meetings and telephonic conversation. This course aims to remove the inhibitions or nervousness in different professional situations.

Content:

Various activities will be conducted for overall personality development of students emphasizing on managerial skills. Through these activities the following concepts will be introduced:

- (i) Personality Types and elements.
- (ii) Different methods of Personality testing.
- (iii) Dress code and Business attire guidelines.
- (iv) Self presentation and impression formation.
- (v) Business Etiquettes.
- (vi) Mannerism.
- (vii) Time management.
- (viii) Managing Stress.

Outcome:

- The students develop etiquettes.
- The students develop the grooming skills for professional life.
- Etiquettes and manners are learned by the students.
- The students develop their personality as a manager

References:

1. Kavita Singh, Organisational Behaviour: Text and cases. New Delhi: Pearson Education
2. Pareek, Udai, Understanding Organisational Behaviour, Oxford University Press, New Delhi
3. Robbins, S.P. & Judge, T.A., Organisational Behaviour, Prentice Hall of India, New Delhi

SEMINAR ON BUSINESS AFFAIRS MB/110

Objective:

To make students aware about the current business world. Students have to analyze and present the current scenario of corporate world individually or in a group of 3-5 students.

The Students will refer the business magazines and Newspapers daily for discussions and presentations in a class.

Outcome:

- The students will be able to analyze the business environment.
- The students will be able to learn how to present important points related to current corporate scenario.
- The students will learn to present the important points from newspaper.
- The beneficiaries will be updated with current scenario of business world.

References:

1. Business Week Magazine
2. Business Today Magazine
3. Business Line Magazine
4. Economic Times (Newspaper)
5. Money (Newspaper)
6. Mint.

Semester -II

HUMAN RESOURCE MANAGEMENT

MB/111

Objective:

The primary concern of this course is to sensitize students to the various facts of managing people and to create an understanding of the various policies and practices of human resource management.

Unit I

Human Resource Management: concept, evolution and scope; Strategic objectives of HR management; Line and staff responsibilities of HR manager; Challenges to HR professionals; Human Resource Planning & Forecasting: significance and process; Human Resource Information System.

Unit II

HR Sourcing and Recruitment; Selection process; Job Analysis: job Description and job Specification; Job Design approaches; Job Evaluation-concept & methods; Employee Compensation Management & determinants of wage/salary fixation; Incentives, bonus, ESOPs, Fringe Benefits; Performance appraisal methods, limitations and problems.

Unit III

Human Resource Development; Training: training process, training need analysis (TNA); training methods and techniques; Designing Training programs and Delivery Methodology; Training evaluation; Capacity Building; Career planning and Development; Potential Appraisal and Succession planning;

Unit IV

Industrial Relations and Grievance Handling; Employee welfare; Employee separations, Downsizing & Outplacement; Dispute Resolution; International Human Resource Management; Contemporary Issues in HRM: knowledge Management, HR Audit & Accounting, HR in virtual organizations, ethics & corporate social responsibility.

Outcome:

- The course will help to understand the basics of HRM with roles and responsibilities of a HR manager.
- This course enables the students to meet HR challenges in present scenario
- It will facilitate them in employing, maintaining and promoting a motivated force in an organization.
- Students will be aware about contemporary issues of human resource management.

Reference Books:

1. K. Aswathapa Human resource Management: Text and cases, 6th edition, Tata McGraw Hill, New Delhi, 2012
2. Uday Kumar Haldar & Juthika Sarkar (2012) Human resource Management New Delhi, Oxford University Press.
3. De Cenzo, Da & Robbins S.P. (2010) Fundamentals of Human Resource Management, 9th edition, New York, John Wiley & Sons.
4. Gary Dessler (2008) Human Resource Management, 11th edition New Delhi: Pearson Prentice Hall.
5. Tanuja Agarwala, Strategic Human resource Management, Oxford University Press

MARKETING MANAGEMENT

MB/112

Objective:

To make the students aware about the basic concepts of marketing and to understand the importance of marketing strategies in the dynamic environment.

Unit-I

Nature and scope of marketing; Philosophies of marketing management; attracting, retaining and developing relationship with customers; marketing environment; marketing research and marketing information system; Ethical issues in marketing

Unit-II

Understanding consumer behaviour; factors influencing consumer buying behaviour and organizational buying behaviour; market segmentation, targeting and positioning; marketing strategies in the different stage of the product life cycle; new product development process

Unit-III

Marketing mix, Product classification, Product mix and product line decisions; branding and packaging decisions; Pricing strategies and practices; factors affecting selection of marketing channels; Introduction to wholesaling and retailing; Promotion Mix: Advertising, sales promotion, public relations, personal selling

Unit-IV

Marketing organization structures; Implementation and Control of the marketing programme; Sales Forecasting Methods; Green Marketing, Event Marketing, Direct marketing, Network Marketing, Holistic Marketing, Permission Marketing, Social Marketing

Outcome:

- The students will be able to face the challenges in the market and would be able to tackle the in an effective manner.
- The students will be able to make the strategies regarding 4 P's and will be able to understand consumer behaviour.
- The students will be able to know the contemporary issues of marketing.
- The students will be aware about the changes in philosophies of marketing.

Reference Books:

1. Kotler and Armstrong, Principles of Marketing; PHI, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Kumar, Arun and Meenakshi, N. , Marketing Management, Vikas Publication

CORPORATE FINANCE

MB/113

Objective

To develop understanding among the students regarding nature of finance and its interaction with other Management functions and the objectives of Financial Management.

Unit-I

Financial management-scope finance functions and its organization, objectives of financial management; time value of money; sources of long term finance.

Unit-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting, risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

Unit-III

Capital structure decisions-financial and operating leverage;, capital structure theories- NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models -Walter, Gordon & M.M. models.

Unit-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Outcome:

- It creates understanding among the students regarding the key decisions like Investment, Financing and dividend in financial Management.
- The students are able to use their best knowledge in long term investment decision towards the value creation for the organization
- They are able to understand the value creation through capital structure its decisions, dividend policy and applications of leverages in financing decisions.
- The students will be aware about working capital and its management in business

Reference Books:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

INTERNATIONAL BUSINESS ENVIRONMENT MB/114

Objective:

To provide knowledge about International Business Environment. To provide the framework on basis of which business can be run smoothly.

Unit-I

International business environment; Concept of international business; domestic vs international business, stages of internationalization, tariff and non-tariff barriers, Risks involved in international business

Unit-II

Theories of international trade: Adam Smith, Ricardo and Ohlin & Heckler theory, Leontif paradox, PLC

Unit-III

International Monetary Systems: Historical background and structure. International Financial institutions; IMF, World Bank, Euro Currency. International financial markets and instruments.

Unit-IV

Free trade zones. Bilateral and Multilateral Trade Laws – General Agreement on Trade and Tariffs, (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS. Regional Economic Integrations: NAFTA, EU. Trade Blocks; ASEAN, SAAARC, BRICS

Outcome:

- The student will be aware of the international organizations in which India is a member or otherwise.
- The students may take opportunity to take their business from domestic to international.
- International organizations and their links to India will be understood by students in an easy manner.
- The students will be aware business environment at international level

Reference Books:

1. Lasserre, Philippe Global Strategic Management, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan ,Prashant Salwan. International Business Environments and Operations, Pearson Education
3. Tamer Cavusgil, Gary Knight International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
4. K Aswathappa, International Business, Tata Mcgraw Hill.
- 5 Richard Hodgetts, Fred Luthans, Jonathan Doh. International Management: Culture, Strategy And Behaviour, Pearson Education.
- 6.Deresky, International Management: Managing across borders and culture. Pearson Education.
- 7.Nandi : “International Business Environment” McGraw Hill Education.

OPERATIONS MANAGEMENT MB/115

Objective:

The course is designed to introduce various principles, concepts and techniques developed in the area of operations management over the years

Unit I

Concept and Scope of Operations Management, Systems Perspectives of Operations Management, Operations as a competitive strategy, emerging trends and implications for operations, Facility Location, Types of Manufacturing System, Plant Layouts, Line Balancing, Material Handling: Principles and Equipments

Unit II

Capacity Planning, Aggregate Planning and Master Production Scheduling, Maintenance Management, Material Management: Material Requirement Planning, Inventory Control, Purchase Management, Stores Management

Unit III

Just-In-Time Manufacturing, Business Process Reengineering, Enterprise Resource Planning, Supply Chain Management, Lean Manufacturing, Poka Yoke

Unit IV

Definition of Quality, Quality Management, Cost of Quality, Continuous Improvement (Kaizen), 5 s, ISO (9000&14000 Series), Six Sigma, Statistical Quality Control: Variable & Attribute Process Control, Total Quality Management (TQM)

Outcome:

- Students will gain a conceptual understanding of the manufacturing and services Operations.
- They will be able to relate the concepts of operations management to practical applications.
- The students will be able to understand various concepts associated with quality management.
- Students will learn about optimum utilization of resources by using various techniques.

Reference Books:

1. Panneerselvan R, Production and Operations Management, PHI
2. Mahadevan, Operations Management, Pearson
3. Chary, S N, Production and Operations Management. New Delhi, Tata McGraw Hill
4. Buffa, E S & Sareen, Modern Production Management. New York, John Wiley
5. Nair, Production and Operations Management, TMH.
6. Chase, Jacobs, Aquilano, Agarwal, Operations Management for Competitive Advantage.

BUSINESS RESEARCH

MB/116

Objective:

The course is designed to introduce process of research and tools required for the analysis.

Unit I

Meaning of Research, Research Process and Scope of Research in business, Scientific methods of research, selecting a topic of research, Ethics in Business Research, Different research designs and their role

Unit II

Sampling Design, Measurement and scaling techniques, Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational Methods, Primary and Secondary sources of data collection, Data Preparation, Editing, coding, tabulation, graphic and diagrammatic presentation of data

Unit III

Formulation of Hypothesis Concept; Test of Hypothesis, Parametric tests and non parametric test (chi-square test), Analysis of variance (one way classification)

Unit IV

Multivariate Analysis Techniques: Factor Analysis; Multiple Regression; Correlation Analysis, Cluster analysis, Discrimination Analysis and Conjoint Analysis
Style and Major Ingredients of a report format

Outcome:

- The students will be able to understand the process and ethics of research.know about methods of data collection, .measurement and scaling techniques.
- Students will be able to
- The students will be able to test hypothesis.
- Students will be able to know about multivariate techniques.

Suggested Readings:

1. Kothari C.R.; Research Methodology; New Age International Limited, Publishers
2. Cooper, Donald R and Schindler Pamela S: Business Research Methods, Tata McGraw Hill Publishing Company Ltd., New Delhi
3. Rummel and Ballaine: Research Methodology in Business.
4. Clover, V.T: Business Research; Basic Principles and Techniques.
5. Zikmund, Millian G., Business Research Methods , Thomson Learning , Bombay
6. Geode, Millian J. & Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
7. Sekran, Uma, Business Research Method, Miley Education, Singapore

BUSINESS COMMUNICATION LAB

MB/117

Objective:

The objective of this course is to make the students understand the importance of communication skills for the managers to be successful in their professional career. It aims to make the students aware about how the ideas, decisions and plans need to be transferred properly to others through communication skills. The students enhance their skills in written as well as oral Communication through practical conduct of this course.

Content

Oral communication: Nonverbal communication, video conferencing, listening skill, public speaking, Body Language, postures and gestures, handshakes, gaze, smiles, hand movements, voice modulation, eye contact, use of expression.

Written communication: circulars, notices, memos, agenda and minutes of meeting, report writing, creative writing, framing advertisement, slogans, captions, preparing press notes, resume writing, using Facsimiles (Fax), Handling Mail, writing essays, paragraph, summaries.

Writing Business Letters – Formats and Styles of business letters, Types of business letters– Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement.

Various activities will be conducted for overall personality development of students emphasizing on business communication.

Outcome:

- The students develop confidence to communicate.
- The students understand the importance of communication.
- The students are able to write different kinds of business letters.
- Overall personality of the student develops.

References:

1. Boove, C.L., Thill, J.V. & Chaturvedi, M. Business Communication Today, Pearson.
2. Lesikar et al. Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Krizan et al. Effective Business Communication, Cengage Learning.
4. Scot, O. Contemporary Business Communication, Biztantra, New Delhi.
5. Chaney & Martin, Intercultural Business Communication, Pearson Education

RESEARCH LAB MB/118

Objective: This LAB will provide a hands-on experience of a wide range of practical research methods used in decision making using SPSS.

Introduction to SPSS, Introduction to various menus, Data file, Output file, How to examine the basic statistics such as mean, median, frequency, percentage, variance etc using SPSS, How to Create Tables and Graphs. Testing Research Hypotheses, Bivariate and Partial Correlations, Simple Linear Regression, Multiple regression analysis Parametric Tests: The t-test Procedure: Independent – samples, paired samples, and one sample tests, One - way ANOVA, Comparing related Samples with ANOVA.

Overview of Factor analysis.

Outcome:

1. Student will learn data management using SPSS
2. Student will learn how to perform various test using SPSS
3. Student will learn data analysis.
4. Students will know how to conduct research work with the help of SPSS

References:

1. Multivariate Data Analysis, Hair et al., Pearson Publication
2. Data Analysis, Ajay Chauhan

INTERVIEW SKILLS LAB

MB/119

Objective: The objective of this course is to make the students aware about the different kinds of interviews and interviewing techniques. The course aims to develop confidence in students for mastering the art of giving interview and taking interview.

Various activities will be organized to familiarize with selection interview, placement interview, exit interview, appraisal interview and different kinds of interview modes: Personal, telephonic. Students will be divided into group of five to six students and mock interview will be conducted.

Outcome:

1. The students learn the importance of interviewing skills.
2. Through practical knowledge, students develop confidence for interviewing.
3. The students get experience of different kinds of interviews.
4. The students understand the assessment methods in different interviews.

**DETAILED SYLLABUS
OF
OPEN ELECTIVES**

STRATEGIC MANAGEMENT

MB/120A

Objective:

To develop an understanding of the Strategic Management process in a dynamic and competitive global environment. To make them aware about various strategies to achieve a competitive edge over competitors.

Unit I

An introduction to strategy - Nature, Objective and importance; An overview of strategic management; Strategic Management Process, company's vision, mission and objectives

Unit II

Strategic Formulation: Overview of Environmental and organisational Appraisal, Concentration, Integration, Diversification, Internationalisation, stability, retrenchment, Strategic Analysis and choice using BCG Matrix, General Electric matrix and balance score card approach, Types of strategies.

Unit III

Strategy implementation: Designing organizational structure; Structural, Behavioural, Functional and operational implementation.

Unit IV

Strategy Evaluation and control: Nature and Importance, Strategic and Operational Control; Techniques of evaluation and control.

Outcome:

- The course will enable students to have a clear understanding of formulation, implementation and evaluation of strategies.
- It will help the students to gain knowledge about strategies and their relation with dynamic environment.
- The students will have a clear understanding about the strategy to be followed by the organization to go ahead in the market.
- The beneficiaries will be able to implement strategies in an effective manner.

Reference Books:

1. Azhar Kazmi, Business Policy and Strategic Management, TMH publication
2. Jauch & Glueck, Business Policy and Strategic Management
3. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
4. David, Fred R. Strategic Management – Concept and Cases, Pearson Education, Delhi
5. Kenneth, A. Andrews, Concepts of corporate Strategy
6. Melvin J. Stanford, Management Policy
7. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

MICRO, SMALL AND MEDIUM ENTERPRISES

MB/120B

Objective:

The objective of this subject is to make aware about the concept of MSMEs. MSMEs play an important role in economic development. By studying this subject, students will be aware about the policy requirements for opening a micro, small or medium enterprises. This will help in increase entrepreneurship development.

Unit I:

Concept of MSMEs, Evolution of MSMEs, Characteristics of MSMEs, Advantages of MSMEs and their role and significance in economic development, Policies for MSMEs and Scope of MSMEs in India.

Unit II:

Challenges and opportunities of MSMEs in the current scenario, Problem of and prospects of SSI/ MSMEs, Performance of MSME/ SSI Sector, Impact of WTO on MSMEs, WTO and some vital issues for MSMEs

Unit III:

Concept of Globalization and Liberalization, Impact of Liberalization and globalization on MSME, Some issues in the context of Vitalization of MSMEs for growth and development, Role of SSI/ MSMEs in a global economy, Future Growth of Global SMEs

Unit IV:

Basic concepts of Growth, Pattern of Growth of MSMEs, Types of SMEs and the growth structure, MSME s as a driving force in economic development, Demand aspect for MSMEs, Promotion and Development of MSMEs, Sustaining the growth and development in the MSMEs, MSMEs in the Service Sector

Outcomes:

- Students will be aware about policy requirement for opening a MSME unit.
- The subject will helps in development of MSMEs in India
- The subject will helps in economic development
- This will help government to utilize resources of country.

Reference Books:

1. Management of a small scale- industry, Vasant Desai, Himalaya Publishing
2. Small scale industries and entrepreneurship, Vasant Desai, Himalaya Publishing
3. Entrepreneurship Development , Small Business Enterprises', Poornima M Charantimath Pearson Education
4. Business Environment and Policy, Francis Cherulinius , Himalaya Publishing House.
5. Small Industries in India :, Policies and Perspectives in the Indian Context, B, YerramRaju , Excel Books
6. Small and Medium Enterprises: Challenges and opportunities , J.S Juneja AIMA Excel Books West Bengal University of Technology

EVENT MANAGEMENT MB/120C

Objective: To provide knowledge to students about management of different types of events. To help students to understand different aspects of events which are to be considered for successful event management.

Unit-I

Introduction: Meaning, Types of events, size of events; Use of event as a marketing tool –brand building, focusing the target market, Event planning. Event Infrastructure: Staging an event – Choosing the event site, developing the theme, conducting rehearsals, providing services, arranging catering. Equipment hiring (furniture, audio systems and other related items).

Unit-II

Organizing Events: Purpose of entertainment and speakers; entertainment choices; Entertainment planning Anchoring the event; Planning decoration according to the event themes. Fund raising. Joboutsourcing .Securityarrangements. Telecast / promotional rights.

Unit-III

Managing Events: Corporate Events; Trade Shows & Exhibitions; Planning and Scheduling the events. Celebrity events; Sports events; Concerts; Wedding Management: Guest lists; Photos and videos; Music arrangement; Party Management; Rural Events; Managing Events in Educational Institutions - Convocation, Farewell parties, Students Fests.

Unit-IV

Strategies for Effective Event Management: Marketing; Control; Co-ordination; Execution; Crisis Management; Effectiveness Evaluation.

Outcome:

- The students will have a clear understanding of using event as a marketing tool.
- The beneficiaries will learn to stage an event.
- The course will help to manage events effectively.
- The students will be able to make plans according to event themes.

Reference Books

1. Getz Donald. Event Management & Event Tourism.2/e. Cognizant Communication Corporation,
2. Sanjaya Singh Gaur and Sanjav V. Saggere. Event Marketing &Management ,Vikas Publishing.
3. Mathews J.M. Hospitality Marketing &Management.Avishkar Publisher
4. Goldblatt, Best Practices in Modern Event Management. John Wiley & Sons

Semester-III

ENTREPRENEURSHIP DEVELOPMENT

MB/201

Objective:

The aim is to make students aware about concept of entrepreneurship, qualities to be entrepreneur, significance in economic development. The objective is to make the students capable of creating a business plan and feasibility report. The student should be aware about the support system available.

Unit I

Concept of Entrepreneur, Characteristics, qualities and pre-requisites of entrepreneur, entrepreneurship and intrapreneur, Entrepreneur vs. Manager; Significance of Entrepreneurial Economic Development; Economic, social and psychological need for entrepreneurship;

Unit II

Women Entrepreneurship, Environmental Factors affecting success of a new business, Opportunity identification and selection, Formulation of business plan, Contents and significance of business plan

Unit III

Feasibility Study -Preparation of Feasibility Reports: Economic, Technical, Financial and Managerial Feasibility of Project, Methods and procedures to start and expand one's own business

Unit IV

Govt support to new enterprise; Role of Government and Promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes; Role of various institutions in developing entrepreneurship in India (A brief description only).

Outcome:

- It will help students to prepare business plan.
- Students will be able to check the feasibility of starting new projects.
- They will be able to know the support available from Govt. to start a new venture.
- Students will be aware about the concepts of entrepreneurship development and significance in of entrepreneurship in economic development.

Reference Books:

1. Khanka S.S., "Entrepreneurship Development". S.Chand.
2. Desai, A N. "Entrepreneur & Environment". Ashish, New Delhi.
3. Drucker, Peter. "Innovation and Entrepreneurship". Heinemann, London.
4. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". S.S. Books, Delhi.
5. Kumar, S A. "Entrepreneurship in Small Industry". Discovery, New Delhi.
6. McClelland, D C and Winter, W G. "Motivating Economic Achievement". Free Press, New York.
7. Pareek, Udai and VenkateswaraRao, T. "Developing Entrepreneurship -A Handbook on Learning Systems". Learning Systems, Delhi.

PRESENTATION SKILLS LAB
MB/202

Objective: To make students competent and competitive about presentation skills. Students have to present about the current topics for discussion in a group.

The Students will refer the business magazines and Newspapers daily for presentations in a class and they will be keenly observed for enhancing their presentation skills.

Outcome:

- The students will be able to present their views in the best possible manner.
- The presentation skills will help them to improve their level of confidence.
- It will enhance their ability to work in team.
- It will inculcate leadership qualities.

References:

7. Business Week Magazine
8. Business Today Magazine
9. Business Line Magazine
10. Economic Times (Newspaper)
11. Money (Newspaper)
12. Mint

ENTREPRENEURSHIP CASE STUDY ANALYSIS

MB/203

Objective:

The course is to provide an overview and competences needed to be an entrepreneur as well as to sensitize the potential entrepreneurs towards the environment so that they can understand practically the complexities faced by successful entrepreneur.

The students will visit two entrepreneurs of their own choice and gather information about the following

- Background of the entrepreneur
- History of enterprise
- Motivations for selecting entrepreneur career
- Process of starting the enterprise
- Type of enterprise
- Production process
- Marketing policies
- Investment
- Institutional finance
- Financial monitoring and control
- People management profit and loss
- Growth and development
- Problems faced
- Family support and opposition
- Future plans

The students will prepare the life cycle of the enterprise and carry out a SWOT analysis of the enterprise and entrepreneur both. They will give a presentation and will submit a spiral bound report and a soft copy of all the information.

Outcome

- It will create understanding for entrepreneur skills, possible risks and their avoidance among the students
- Students will learn through interaction and analysis of a real life entrepreneur venture.
- It will lead the students for becoming a successful entrepreneur
- Students will be confident and motivated towards entrepreneurship

MANAGEMENT TRAINING

MB/204

Objective:

To help students understand applications of various theoretical concepts in practical way through training.

At the end of second semester, every student of MBA will undergo 6-8 weeks training. During the course of training, the organisation (where the student is undergoing training) will assign a problem/project to the student. After completion of training, the student will submit a report to the university, which will form the part of third semester examination. The tentative content of the report is given below:

- ❖ Cover Page
- ❖ Acknowledgement
- ❖ Certificate from organization/company
- ❖ Introduction
- ❖ Company profile
- ❖ Literature Review if any
- ❖ Research Methodology (Objective of the Research, Type of data, Sample design, Hypothesis, Analytical Tools, Limitations of Study)
- ❖ Data Analysis
- ❖ Findings
- ❖ Conclusions
- ❖ Recommendations
- ❖ References
- ❖ Appendices – to include questionnaire, if any

However, the report must be submitted within one month from commencement of third semester. One chapter must be included about history of the organisation, its structure, products and services offered. The average size of report will be 60 to 80 typed pages in standard font size 12 and one half spacing on A4 size papers. It is mandatory that student will make presentation in presence of teachers and students.

Outcome:

- The Students will be able to understand the implications of training.
- It will give them an opportunity to work in corporate world.
- The students will be able to have practical knowledge about managerial aspects.
- The beneficiaries will be able to have an insight about training method adopted by their respective organization.

Mandatory Audit Courses

Detailed Syllabus
of
Audit Courses
at
Departmental Level

MORAL VALUES

MB/217A

Objective : To create an awareness on Human Values among the students, to imbibe the sense of responsibility towards the various stakeholders in the society.

Contents:

Human Values, Morals Values, Values and Ethics, Basic Etiquettes, Integrity – Work Ethics – Honesty – Courage –Empathy – Self-Confidence – Character, Positive Attitude and beliefs, Balanced approach professional and personal Life, Social Responsibilities And Rights

Outcome

- It will create awareness on moral Values.
- Students will be able to understand the rationale of social responsibility.
- Recognize and appreciate ethical considerations and values relevant to business activity
- It will imbibe a sense of applying balance in their personal and professional life.

References:

1. John R Boatright, “Ethics and the Conduct of Business”, Pearson Education, New Delhi.
2. Edmund G Seebauer and Robert L Barry, “Fundamentals of Ethics for Scientists and Engineers”, Oxford University Press, Oxford.
3. Hartman , Laura P. and Joe DesJardins, Business Ethics: Decision-Making for Personal Integrity & Social Responsibility. McGraw-Hill/Irwin
4. Arthur, John. Studying Philosophy: A Guide for the Perplexed. Pearson/Prentice Hall

INTRODUCTION TO PSYCHOLOGY

MB/217B

Objective:

To introduce students to the basic applications of psychology in everyday life. The course will facilitate self-discovery in the students and ensure their effective participation in responding to the needs and challenges of society so that they become more adaptive to the changing nature of society, educational institutions and organisations.

Contents:

Psychology: Concept and its applications. Stages of Life Span Development: Prenatal Development, Birth and Infancy, Childhood, Adolescence, Adulthood. The Perceptual Processing, and determinants of Perception. Stages of memory, Types of memory: (sensory, short term and long term). Concept of Forgetting. Thinking and Reasoning: Concepts, Categories. Problem solving: solution strategies.

Outcome:

- The students understand the basic concept of psychology.
- Awareness about the applications of psychology is generated in students.
- Understanding of concept of psychology help them to manage in different situations.
- Overall personality of the student develops.

References:

1. Baron, R. & Misra, G. Psychology. New Delhi: Pearson.
2. Chadha, N.K. & Seth, S. The Psychological Realm: An Introduction. New Delhi: Pinnacle Learning.
3. Kavita Singh, Organisational Behaviour: Text and cases. New Delhi: Pearson Education

INTRODUCTION TO HEALTH PSYCHOLOGY

MB/217C

Objective:

To make the student understand the importance of the relationship between psychological factors and physical health. It aims to impart knowledge about how to enhance well-being.

Content:

Introduction to Health Psychology: components of health: social, emotional, cognitive and physical aspects, mind-body relationship, goals of health psychology. Behaviour and health: Characteristics of health behaviour; Barriers to health behaviour; Theories of health behaviour and their implications. Health Enhancing Behaviours: Exercise, nutrition, safety, pain, stress management. Health and Well-being: Happiness; Life satisfaction; Optimism and Hope.

Outcome:

- The students become aware of the relationship between health and behavior
- Awareness is generated among the students about the health enhancing behaviors.
- The students understand the influence of different behaviors on health.
- The students understand the importance of different psychological factors.

References:

1. Allen, F. Health psychology and behaviour. Tata McGraw Hill Edition.
2. Kindersley, Misra, G. Stress and Health. New Delhi: Concept.
3. Routledge. Dimatteo, M. R., & Martin L. R. Health psychology. India: Dorling.
4. Sarafino, E.P. Health psychology: Bio psychosocial interactions (4th Ed.). NY: Wiley.
5. Snyder, C.R., Lopez S. J., & Pedrotti, J. T. Positive psychology: The scientific and practical explorations of human strengths. New Delhi: Sage.

Semester-IV

INDIAN ETHOS AND BUSINESS ETHICS

MB/205

Objective:

The objective of this course is to develop an understanding and appreciation of the importance of Indian ethos and value system for ethical conduct in business.

Unit-I

Indian Ethos: History & Relevance, Principles practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business; Management-Production and Consumption, Ethics vs Ethos, Indian Vs Western Management.

Unit-II

Values–Concepts, values in Business, Types and Formation of Values, importance of value system, Work Ethos and Values of Indian Managers; Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Secular v/s Spiritual Values.

Unit-III

Stress Management; Meditation for mental health, Yoga, Contemporary approached to Leadership- Joint Hindu Family Business, Leadership Qualities of Karta, Indian system of Learning- Gurukul System of Learning, Advantages of Karma, importance of Karma to Managers- Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection- Corporate Karma Leadership.

Unit-IV

Understanding the need for ethics, Ethical values : myths & ambiguity; Ethical codes; Ethical principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development(CMD); Manageing Ethical Dilemma; characteristics, Ethical decision making, ethical reasoning, the dilemma resolution process; Ethical dilemma in different areas of marketing, finance, HRM and International Business. Ethical culture in organisation, Developing codes of Ethics and conduct, Ethical value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics

Outcome:

- The students will be able to apply the Indian values in business organisations.
- It helps students to apply ethics to the real challenges of the organizations.
- Students will be aware about the Indian Ethos.
- The students will be able to know about the development of ethical leadership.

Reference Books:

1. Chakraborty S.K., Management by Values, New Delhi, Oxford University Press, 1992.
2. Chakraborty S.K., Éthics in Management- Vedantic Approach, New Delhi, Oxford University Press, 1995.
3. Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.
4. Fernando A.c., Business Ethics: An Indian Perspective, Pearson 2009.
5. Gini Al, Case Studies in Business Ethics, 6th edition, Pearson Education, 2009.
6. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
7. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
8. Ranganathananda Swami, Universal Message of the Bhagvad Gita, Vol.1,2, and 3, Caicuna, 2000.

BUSINESS CASE STUDY LAB

MB/206

Objective:

The objective of case studies is to give exposure of real world situations to the students to improve their analytical thinking and decision making skill for future business decisions.

In this course students are required to solve the assigned cases in the class. Total 10-12 case studies in a semester they have to solve in a group of 5-6 students. They are also required to present their assigned case studies in the class and to submit a report on the cases discussed in the class during the semester.

Outcomes:

- The students will be able to apply theoretical concepts of Management in real world situations
- It will improve the analytical thinking and decision making skills of the students.
- It will give new insights to the students to handle the difficult situation more rationally.
- It will encourage students to discuss live cases in the class.

References:

1. Icmrindia.org (IBS Centre for Management Research)
2. European case clear house (ECCH)
3. Various Management Journals/ Magazines/newspaper like Vikalp, Business Today , Mint etc.

LEADERSHIP LAB

MB/207

Objective

To provide a clear understanding to students about the various leadership traits. To indulge them in the various activities to have hands on experience about leadership traits.

During the session various activities will be conducted for students for enhancing their leadership qualities. The students will be divided in groups of 5 members. Each group is required to select a leader in his own field and then they have to collect information regarding leadership traits of the leader selected. The leaders are required to be contacted in personal to collect information from them with the help of interviews. The collected information about leaders will be presented in the class.

Various activities like role play, influencing people, motivating games will be conducted in the class that will focus upon: developing leadership traits, managing conflict, fairness, warmth, integrity, risking , innovation etc. Articles written by various leaders like APJ Abdul Kalam, Mahatma Gandhi , Pt. JawaharLal Nehru, Steve jobs, Rata Tata, DhirubhaiAmbani, Mr.NarendraModietc.will be discussed in class.

Outcomes

- To give students a clear understanding about various leadership traits.
- To help them to gain insight into various patterns, beliefs and attitude of leadership.
- To provide hands on experience to students for motivating and inspiring others as a leader.
- To indulge them in various activities to tackle real situations as a leader.

RESEARCH PROJECT MB/208

Every student will be assigned a project topic in the third semester from their area of specialization and it will be pursued by him/her under the supervision of an internal supervisor. The students are required to interact with their supervisor on regular basis. The tentative content of the project report is as follows:

- ❖ Cover Page
- ❖ Acknowledgement
- ❖ Certificate from supervisor
- ❖ Introduction
- ❖ Literature Review
- ❖ Research Methodology (Objective of the Research, Hypothesis, Research Design etc)
- ❖ Data Analysis
- ❖ Findings
- ❖ Conclusions
- ❖ Recommendations
- ❖ References
- ❖ Appendices – to include questionnaire etc (if any)

The student will submit project report in fourth semester as per the schedule announced by the department/University for assessment. The student will submit two hard bound copies of the report and one softcopy in CD/DVD. The project report shall be evaluated by both Internal and External Examiners. For external evaluation, Viva voce will be conducted by the external examiner tentatively in the month of April before the commencement of final semester practical examination.

FINANCIAL MANAGEMENT

Corporate Taxation

MB/FM 209

Objective: The objective of the course is to acquaint the participant with the implications of tax structure and corporate tax planning in operational as well as strategic terms.

Course Contents:

UNIT-I

Basic Concepts of Income Tax; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions; Additional Tax on Undistributed Profits.

UNIT-II

Meaning and Scope of Tax Planning, Difference between Tax planning Tax Evasion and Tax Avoidance, Residential status and Tax incidence of a Company; Computation of Corporate Tax Liability.

UNIT-III

Tax Planning with reference to Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers.

UNIT-IV

Tax Management: Filing of returns and assessments, penalties and prosecutions, appeals and revisions, Advance tax, TDS, Advance rulings, Avoidance of Double taxation agreements.

Outcome:

- The students will be able to know how to manage tax
- The students will get an overview about taxation planning.
- The students will be acquainted with the knowledge of tax evasion and tax avoidance.
- The students will get the knowledge about basic concepts of income tax.

Suggested Reading:

1. Singhania, V K. and Singhania, Monica, Students' Guide to Income Tax, Taxmann.
2. Singhania, V K. & Singhania, Kapil, Direct Taxes Law and practice, Taxmann.
3. Singhania, V K. and Singhania, Monica, Corporate tax Planning and Business Tax Procedures, Taxmann.
4. Ahuja, G & Gupta, Ravi, Simplified Approach to Corporate Tax Planning and Management, Bharat Law House private limited
5. Srinivas, E A., Handbook of Corporate Tax Planning, Tata McGraw, Hill.
6. Iyengar, A C. Sampat, Law of Income Tax, Bharat House.

WORKING CAPITAL MANAGEMENT

MB/FM 210

Objective:

To have knowledge about the working capital and its management for better utilization of financial resources in an organization.

Unit I

Working Capital Management: introduction, concept of working capital ;importance of working capital, factors influencing Planning of working capital; working capital investment: introduction, need, determinants, computation of working capital.

Unit II

Financing and control of working capital-introduction, sources of finance including accruals, trade credit, W.C. advance by commercial banks, regulation of bank finance, public deposits, ICDs, short term loans from FIs, right debentures for W.C., commercial papers and factoring. W.C. & banking policy (Tandon, Chore, Marathe committee reports.)

Unit III

Cash management system: introduction, motives for holding cash and marketable securities; factors determining the cash balance, the cash system; managing the cash flow; types of collection systems, mailed payment collection system, other collection systems. Cash concentration strategies; disbursement tools, investment in marketable securities; types of marketable securities. Determining the Optimum Level of Cash Balances – Baumol Model, Beranek Model, Miller—Orr Model, Stone Model.

Unit IV

Receivable management: introduction, objectives, costs, benefits, credit policies, evaluation of the credit applicant, credit terms, collections from accounts receivable. Inventory management: introduction, type of control required, cost of holding inventories, techniques of inventory management.

Outcome:

- The students will be able to understand the concept of working capital management.
- The students will be able to manage the working capital in an organization in an effective manner.
- The students will have an understanding of various models applicable in working capital management.
- Receivables, inventories and cash management will be understandable by the students.

Reference Books:

1. Hampton John. Financial Decision Making. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Khan, M. Y and Jain, P. K. Financial Management, McGraw Hill.
3. Prasanna Chandra, Financial Management, McGraw Hill.
4. Pandey, I. M. Financial Management, Vikas Publication House.
5. Van Home. James C. Financial Management and Policy. New Delhi, Prentice Hall of India.
6. Winger, Bernard and Mohan, Nancy. Principles of Financial Management. New York, Macmillan.

FINANCIAL INSTITUTIONS AND MARKETS

MB/FM 211

Objective:

The objective of this course is to discuss the management of financial institutions including detailed study of the working of leading financial institutions and financial markets in India. It will help students to gain an insight to financial institutions and markets.

UNIT I

Financial System: Introduction, functions and organisation. Role of Financial System in economic development. Structure of financial system. An overview of Indian financial system.

UNIT II

Financial Institutions: Commercial Banks: meaning, functions, present structure; Recent developments in commercial banking. Concept of banking and non-banking institutions, Development financial institutions: SIDBI, NABARD, EXIM Bank and SFCs.

UNIT III

Financial Markets: Money market: meaning , constituents and functions; Money market instruments : call money market, TB's, CP's , CD's, Repo and Reverse repo etc. and Recent trends in Indian money market.

UNIT IV

Capital market: primary and secondary markets; Meaning, functions and recent developments; Government securities market. RBI and SEBI: their objectives and major functions. Reforms in Indian capital market. Role of SEBI.

Outcome:

- The students will be able to have a clear understanding about workings of different financial institutions.
 - The students will be able to understand how financial markets helps in channelization of Economic resources.
- The beneficiaries will learn the difference between workings of capital market and money market.
- The course will help to have a overview of development financial institutions.

Suggested Readings:

1. Rose, Peter S. and Fraser, Donald R. *Financial Institutions*. Ontario, Irwin Dorsey.
2. Khan M.Y., *Indian Financial System*, Tata McGraw-Hill.
3. Vij, Madhu. *Management of Financial Institutions in India*. Anmol.
4. Yeager, Fred C. and Seitz, Nail E. *Financial Institution Management: Text and Cases*. Englewood Cliffs, Prentice Hall Inc.
5. Bhole L.M., Mahakud J. *Financial Institutions and Markets*, Tata McGraw-Hill.
6. Pathak, V Bharati, *The Indian Financial System*, Pearson Education.
7. Gordon E. and Natrajan K. Dr; *Financial Markets and Institutions*, Himalaya Publishing House ,2007

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING

MB/FM 212

Objective:

To provide the basic knowledge about merger and acquisition. It will provide in-depth vision of corporate restructuring.

UNIT I

Introduction in Mergers, Types of Mergers, Merger Strategy-Growth, Synergy, Operating Synergy, Financial Synergy, Diversification, Other Economic Motives, Hubris Hypothesis of Takeovers, Other Motives, Tax Motives Financial Evaluation, Joint Venture and Strategic Alliances

UNIT II

Legal Aspects of Mergers/ Amalgamation and Acquisition / Labour, Provisions of Companies Act, Regulation by SEBI, Takeover Code: Scheme of Amalgamation, Approval from Court. Valuation of a Business

UNIT III

Methods of Valuation – Cashflow Basis, Earning Potential Basis, Growth Rate, Market Price etc. Computation of Impact on EPS and Market Price, Determination of Exchange Ratio, Impact of Variation in Growth of the Firms, MBO, LBO, Boot Strapping; Criteria for Negotiating Friendly Takeover, Financing of Merger

UNIT IV

Defence against Hostile Takeover, Poison Pill, Bear Hug, Greenmail, Pacman. Post Merger H.R. and Cultural Issues.

Outcome

- The students will be able to have a clear understanding about mergers and its types.
- The students will be able to understand different other related mergers and acquisition.
- The beneficiaries will learn the valuation methods.
- The course will help to have a overview of corporate restructuring.

Reference Books

1. Gaughan, Patrick A.(2008). Mergers Acquisitions and Corporate Restructurings, 4th edition, Wiley India.
2. J. Fred Westan, Kwang and Susan (2006). Mergers and Acquisitions, 1st Indian Reprint , Prentice Hall, India.
3. Ramanujan. S.(1999). Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.
4. Gupta, Manju (2010). Contemporary Issues in Mergers and Acquisitions, Himalaya Publishing.

FOREIGN EXCHANGE MANAGEMENT

MB/FM 213

Objectives:

To acquaint the students with the mechanism of the foreign exchange market measurement of the foreign exchange exposure and hedging against exposure risk.

Unit I

Foreign Exchange Market: Nature, participants and structure. Exchange rate: meaning, quotations: Direct and indirect, cross currency rates, spot rate, forward rates, bid ask spread, official and free market rates, Nominal, real and effective exchange rates, Exchange rate regimes.

Unit II

Exchange rates determination theories, factors affecting exchange rate, four way equivalence model of exchange rate determination, sticky price theory of exchange rate volatility, exchange rate overshooting and J curve effect.

Unit III

Foreign Exchange Exposure: introduction, nature and magnitude. Types of exposure: transaction, translation and economic and their measurement. Regulatory framework in India.

Unit IV

Techniques of management of foreign exchange exposure: internal and external hedging techniques, Derivatives: Currency Forwards, Currency Futures and Currency Options, Currency Swaps. Currency Forwards vs. Currency Futures Contracts.

Outcome:

- The course will help students to understand the concepts of Foreign exchange management.
- The students will be able to understand various types of foreign exchange exposures.
- The students will be able to understand various techniques to hedge those exposures.
- The beneficiaries will understand the factors effecting exchange rate determination.

Reference Books:

1. Bhorali, D. and Sikidar, S.: International Financial Institution and Monetary Management.
2. Chaudhary , B.K.: Financing of Foreign Trade and Foreign Exchange.
3. Shapiro, Alan C.: Multinational Financial Management, P.H.I., New Delhi.
4. Henning, Pigott& Scott: International Financial Management.
5. Keith Pilbeam : International Finance, MacMillan India Ltd., New Delhi.
6. Apte P.G.: International Financial Management, TMH, New Delhi.
7. Chatterjee, A.K.: Principle of Foreign Exchange.

RISK MANAGEMENT AND INSURANCE

MB/FM 214

Objective:

To impart the basic knowledge of the Risk, Risk Management and Insurance. The course will provide an overview of introductory and important aspects in insurance, its origin and development, and Management of insurance companies.

Unit I

Concept of Risk, Types of Risk, measurement of Risk, Risk Evaluation, Risk management and control by individuals and corporate; Risk Avoidance. Risk Retention and Risk Transfer, Pooling in insurance, Loss Exposure.

Unit II

Concept of Insurance, Need for Insurance, Principles of insurance, types of insurance, Legal Aspects of Insurance Contract, Reinsurance, Co-insurance.

Unit-III

Origin and development of insurance sector; role of IRDA, types of insurance plans; policies of insurance companies; distribution channels in Insurance, Bancassurance, challenges of insurance marketing;

Unit-IV

Management of life and non life insurance companies, product design, insurance pricing, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; claim settlement in Life and non life insurance., financial management of life insurance companies.

Outcome:

- The course creates understanding among the students regarding the concept of risk, its different types and evaluation.
- The students will have an overview about the risk management and other relevant aspect of insurance
- The beneficiaries will understand the history and regulatory authority of insurance sector in India.
- The students will be acquainted with current scenario of Indian Insurance Industry and its Management.

Reference Books:

1. Black, Kenneth jr. & Skipper, Harold D. jr., Life and Health Insurance, Pearson Education, Delhi
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy, Banking Theories and practices, Vikas Publication
4. Besis Joel Risk Management in Banking, John Mily & Sons
5. Risk Management, Indian Institute of Banking and Finance, McMillan Publisher
6. The New Basel Record, ICFAI Publication
7. Financial Intermediation, Indian Institute of Banking and Finance
8. Trieschmann, Risk Management & Insurance, Thomson Learning
9. Insurance and Banking, Gupta P.K. Himalaya Publications

PROJECT PLANNING AND ANALYSIS

MB/FM 215

Objective:

The course is aimed at developing understanding of project activities and relevant skills. The course will provide a clear understanding to students about project analysis, project appraisal while exploring opportunities for undertaking a project.

Unit I

Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Planning Formulation and Analysis, Project Screening and Presentation of Projects for Decision Making; Socio-economic Consideration in Project Formulation, Meaning of project management: project management cycle.

Unit II

Market and Technical Analysis: Market and Demand Analysis – Market Survey, Demand Forecasting, Uncertainties in Demand Forecasting; Technical Analysis- Product Mix, Plant Capacity, Materials and Inputs, Machinery and Equipment. Financial analysis- Cost of project; Projected cash flow, Means of Financing Project in India, Role of Financial Institution in Project Finance., Break Even Analysis.

Unit III

Project Appraisal: Meaning, Methods-economic analysis, financial analysis, Technical feasibility, Management competence, Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis, Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

Unit IV

Project Scheduling/Network Techniques in Project Management: CPM and PERT Analysis; Float Times; Crashing of Activities; Multiple Projects: Constraints in selection of projects: Project Dependence; Capital Rationing; Project indivisibility. Project completion report.

Outcome:

- The students will have a clear understanding about the various aspects related to planning and analysis of the projects.
- The course will make students aware about the various ways to generate project ideas.
- The beneficiaries will be able to learn about the various aspects of project appraisal.
- The students will be able to understand the role of financial institutions for financing the projects.

Reference Book

1. Chandra. P.(2009). Projects, (7th Edition). Tata McGraw Hill.
2. Pinto, (2009). Project Management, 1st edition, Pearson Education.
3. Panneerselvam. R. and Senthilkumar. P. "Project Management". PHI Learning Pvt. Ltd.
4. Choudhury, S, (2007). Project Management, 1st Edition, Tata McGraw Hill Publishing Company.
5. Bhavesh, M. Patel (2009). Project Management: Strategic Financial Planning Evaluation and Control, Vikas Publishing House Pvt. Ltd.
6. Parasarthy C.S. (2014), I K international pub

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

MB/FM 216

Objective:

To make the reader aware about the investment process so that they can get the best results of their investment.

Unit-I

Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks– Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Notion of Dominance.

Unit II

Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory; Charts; Supports and resistance levels; Relative Strength analysis; Moving Averages, Breadth of market; , Efficient Market Hypothesis.

UNIT III

Portfolio –Meaning, advantages and selection; Approaches in Portfolio Construction; Objectives of portfolio; overview of Markowitz Portfolio Theory: Risk and Return with different correlation: Markowitz efficient frontier

Unit IV

Overview of Sharpe single -index model: Corner Portfolio; Sharpe Optimal Portfolio; Construction of the Optimal Portfolio; Securities Market Line, Overview of Capital Asset Pricing Model; overview of Arbitrage Pricing Theory. Portfolio evaluation and strategies; portfolio revision

Outcome:

- The course will aware students about different alternatives of investment.
- It will help students to choose best among various alternatives according to objectives.
- The students will be able to use minimum resources in such a way so that you can get maximum return with minimum risk.
- The students will be able to have understanding about concept of portfolio.

Reference Books:

1. Chandra. Prasanna. Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon. Security Analysis and Investment Management, Pearson Education.
3. Rustagi. R. P. Investment Analysis and Portfolio Management,, Sultan Chand & Sons.
4. Bhalla, V.K. Investment Management: Security Analysis and Portfolio Management, S.Chand & Sons.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House

MARKETING MANAGEMENT

SERVICES MARKETING

MB/MM 209

Objective:

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services.

Unit-I

Concept of service marketing, distinctive characteristics and classification of services, service marketing mix, emergence and growth of services, Service leadership, Unique challenges in marketing of services, Consumer Behaviour in services, Applications in areas of Telecom, Health Care, Banking and Insurance Sector

Unit-II

GAP Model and SERVQUAL scale for the measurement of service quality, service quality and its dimensions, Customer expectations of service, Customer perceptions of Service, measuring customer satisfaction, service encounters, service failure and recovery, Service Guarantees

Unit-III

Service design and development: Challenges, types of new services, stages in new service development, concept of service blueprinting, customer defined service standards, physical evidence and the service scape

Unit-IV

Role of employees' and Customers' in service delivery, delivering service through intermediaries and electronic channels, Integrated Services Marketing Communications, Pricing of Services, Concept of self service technologies

Outcome:

- This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.
- Application of services in different sectors.
- Will be able to measure and manage services in detail considering popular service quality SERVQUAL scale.
- The students will be able to apply GAP model in practical life.

Reference Books:

1. Zeithaml, Valarie A, Bitner, Mary Jo, Service Marketing – Integrating Customer Focus Across the Firm, Tata McGraw Hill, New Delhi
2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi
3. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education
4. Apte, Govind, Services Marketing – OUP, New Delhi
5. Jauhari, Vinnie and KirtiDutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi

CONSUMER BEHAVIOUR

MB/MM 210

Objective:

To make aware about the process of consumer decision making and various factors affecting consumer behaviour.

Unit-I

Consumer Behaviour-nature, scope and application; Buyer Behaviour; Buying Decision Process- Problem Recognition; Information Search, Alternative Evaluation-Decision Rules- and Selection, Outlet Selection and Purchase, Post Purchase Behaviour and Customer Satisfaction, Role of Involvement; Types of Buying Behaviour

Unit-II

Individual determinants of buyer behaviour-Motivation; Perception; Learning and Memory; Personality and Self Concept; Consumer Attitudes – Formation and Change; Consumer Values and Lifestyles.

Unit-III

External determinants of buyer behaviour- Social Class, Status; Reference Groups and Family Influences on consumer behaviour; Different roles in buying behaviour, Influence of Culture and subculture on Consumer Behaviour

Unit-IV

Communication and Consumer Behaviour; Consumer Influence and the diffusion of innovation , Consumer Research; Consumer Markets

Outcome:

- Students will be able to know the influence of various aspects on consumer behaviour.
- It will also help them in understanding the needs of the consumer.
- The students will be able to understand consumer decision making process.
- The students will be able to know about the determinants of consumer behaviour.

Reference Books:

1. Schiffman, Leon G. & Kanuk, Leslie; Consumer Behaviour ; Pearson Education; New Delhi
2. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour, Cengage Learning, New Delhi
3. Loudon, David J. & DellaBitta, Albert; Consumer Behaviour; Tata Mcgraw Hill; New Delhi
4. Solomon, Michael R.; Consumer Behaviour- Buying, Having and Being; Pearson Education, New Delhi
5. Nair, Suja R., Consumer Behaviour Indian Perspective; Himalaya Publishing House, New Delhi

SALES AND DISTRIBUTION MANAGEMENT

MB/MM 211

Objectives:

The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Unit-I

Objective of sales management; Personal selling objectives; personal selling process; theories of selling; sales budget; determining the size of sales force; staffing the sales force

Unit-II

Motivation of sales force; sales force compensation; management of sales territories and sales quotas; sales contests; evaluating and controlling the performance of salespeople; ethical responsibilities of sales personnel

Unit-III

Distribution management and marketing mix; marketing channels; channel formats; prominent channel systems; Retailing: Role and types of retailers, retail strategies, retail performance measures, electronic retailing; channel migration, wholesaling: functions, classification, key tasks, strategic issues, major wholesaling decisions, managing distributors

Unit-IV

Channel management; channel power; channel conflict; channel policies; channel information system; channel performance evaluation; market logistics and supply chain management; international sales and distribution management

Outcome:

- The course will familiarize students with theories, techniques and practices related to sales and distribution management.
- The students will be able to manage the channels.
- The students will be able to motivate the sale force motivation ways and compensation ways.
- The students will be able to prepare the sales budget.

Reference Books:

1. Havaladar, Krishna K.&Cavale, Vasant M.; Sales and Distribution Management; Tata McGraw Hill, New Delhi
2. Still, Richard R., Cundiff, Edward W. &Govoni, Norman; Sales Management – Decision,Strategies and Cases ; Pearson Education/Prentice Hall of India; New Delhi
3. Panda,T K and Sahadev,S ; Sales and Distribution Management; OxfordUniversity Press
4. Dalrymple, Douglas J.; Cron, William L. &Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi
5. Futrell, Charles M.; Sales Management – Team work, Leadership and Technology; Thomson Learning.; New Delhi

PRODUCT AND BRAND MANAGEMENT

MB/MM 212

Objective:

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Brand Management.

Unit-I

Product management decision: Introduction to Product, product Strategy, product life cycle, product portfolio, Product Management & New Product Development: New product development process, commercialization, managing Growth, Managing the mature Product

Unit-II

Branding concepts; branding challenges and opportunities; strategic brand management process; brand identity, customer based brand equity; identifying and establishing brand positioning; defining and establishing brand mantras; internal branding; brand audits; brand personalities; Choosing brand elements to build brand equity; Designing marketing programs to build brand equity; integrating marketing communication to build brand equity: information processing model of communication, marketing communication options

Unit-III

Leveraging secondary brand associations to build brand equity: conceptualizing the leveraging process, country of origin, co-branding, licensing, celebrity endorsement, sporting, cultural and other events, third party sources

Unit-IV

Measuring brand equity, Designing and implementing branding strategies: brand-product matrix, brand hierarchy; introducing and naming new products and brand extensions; Tactical Branding Decisions, Pre-Launch and launch management, Product Recalls

Outcome:

- The course will help students to understand opportunities and challenges of branding.
- It will help students to develop an understanding regarding elements of brand.
- Students will be able to implement the branding strategies in current scenario.
- The students will be able to measure the sources of brand equity.

Reference Books:

1. Keller, Kevin Lane; Strategic Brand Management; Pearson Education; New Delhi
2. Kirti Dutta; Brand Management: Principles and Practices; Oxford University Press
3. Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; New Delhi
4. Kapoor, Jagdeep; Brand Mantras; Sage Publications; New Delhi
5. Sengupta subroto; Brand Positioning: Strategies for competitive advantage; Tata McGraw Hill; New Delhi

CUSTOMER RELATIONSHIP MANAGEMENT

MB/MM 213

Objective:

To make students aware about the types of CRM, architecture and strategies for Customer relationship management.

Unit-I

Introduction – Origin, evolution and concept of CRM and e-CRM, strategic importance of CRM, goals of CRM, types of CRM, CRM Architecture, Application Service Providers (ASP), customer lifetime value, Economics of building customer relations

Unit-II

Operational CRM – Sales force automation: lead management, contact management, field force automation; Enterprise resource planning, campaign management, customer service and support, contact and call centre operations, relationship building strategies in CRM, Concept of Up-selling and cross-selling

Unit-III

Analytical CRM – Data warehousing and data mining; types of data analysis – online analytical processing, click stream analysis, CRM and business intelligence, collaborative CRM.

Unit-IV

CRM Implementation – CRM project management, employee engagement in CRM project, CRM budget, key account management, guarding against CRM failures

Outcome:

- It will help them to maintaining the long term relations with customers
- It will give a clear understanding for facing the challenges in market in today's scenario.
- Students will be able to implement various strategies of customer relationship management and will take right decisions regarding it
- Students will be able to analyse the value of customer on the basis of analytical CRM.

Reference Books:

1. Ed Peelen, Customer Relationship Management, Pearson Education, New Delhi
2. Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
3. Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth – Heinemann, Oxford, UK
4. Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management.
5. Butterworth – Heinemann, Oxford, UK.
6. 5.Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi

LOGISTICS & SUPPLY CHAIN MANAGEMENT

MB/MM 214

Course Objective: To understand the importance and requirement of logistics and SCM

UNIT I: Definition and Scope of Logistics, Functions & Objectives, Customer Value Chain, Service Phases and attributes, Value added logistics services, Role of logistics in Competitive strategy, Customer Service

UNIT II: Role of logistics in distribution channels, Logistics requirements of channel members, Logistics outsourcing – catalysts, benefits, value proposition, Third and fourth party logistics, Selection of service provider, Transportation System – Evolution, Infrastructure and Networks, Freight Management – Vehicle Routing – Containerization, Modal Characteristics, Inter-modal Operators and Transport Economies, Packaging- Design considerations, Material and Cost, Packaging as Unitisation, Consumer and Industrial Packaging, Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation, Green Logistics

Unit III: Concept and Objectives of Supply Chain, Importance of Supply Chain Decisions, Process Views of a Supply Chain, Drivers & Metrics of Supply Chain Performance: Facilities, Inventory, Transportation, Information, Sourcing, Pricing; The Role of Distribution in the Supply Chain, Factors Influencing Distribution Network Design, The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, The Impact of Globalization on Supply Chain Networks, Risk Management in Global Supply Chains

Unit VII: Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Managerial Levers to Achieve Coordination, In-House or Outsource decision, Total Cost of ownership, Supplier Selection—Auctions and Negotiations, The Role of IT in a Supply Chain, The Supply Chain IT Framework, Customer Relationship Management, Internal Supply Chain Management, Supplier Relationship Management, The Future of IT in the Supply Chain

Outcome:

- Students will understand various aspects of Logistics management
- Students will understand major building blocks, functions, business process, performance metrics and decision making in supply chain network, and role of technology in supply chain management

Reference Books:

1. Chopra Sunil, Peter Meindl and Dharam Vir Kalra - Supply chain management, Pearson
2. Supply Chain Management-Concepts, Practices, and Implementation by Sunil Sharma, Oxford University Press
3. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI
4. Agarwal, D K, Logistics & Supply Chain Management, Macmillan India Pvt. Ltd. New Delhi

RETAIL MANAGEMENT

MB/MM 215

Objective:

To help the learners to have a better and clear understanding of retailing. To acquaint students about origination of retailing, concept of modern retailing. To help students to gain a clear understanding about various retail formats, emerging trends in retailing.

Unit-I

Definition, Scope and Importance of Retailing; global scenario of retailing, trends in retailing, understanding the retail consumers; growth of organised retail in India; Retail strategy, Ethical issues in retailing.

Unit-II

Retail formats, Retail store location and site selection, use of consumer behaviour studies, retail store planning, design and layout, retail management information systems: retail technology and automation, role of retail technology in store operating processes, customer relationship management in retailing

Unit-III

Basics of retail merchandising (Buying Function, Markups and markdowns in merchandise management, shrinkage in retail merchandise management); visual merchandising and displays, display strategies, franchising in retailing, retail marketing and advertising, role of personnel selling in retailing

Unit-IV

Retail store operations; servicing the retail customers; retail human resource management; supply chain management in retailing, retail research, retail audit, online retailing, Future of Retailing, Financial aspects of retail management.

Outcome:

- The beneficiaries will be able to understand the issues related to retailing
- The students will be able to anticipate and manage retail problems by acquiring and applying relevant retail knowledge.
- The beneficiaries will be able to understand the trends of retailing.
- The course will help beneficiaries to have a clear understanding regarding management of a retail store.

Reference Books:

1. Pradhan, Swapna; Retail 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
4. Education/Prentice Hall of India; New Delhi
5. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
6. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi.

MARKETING RESEARCH

MB/MM 216

Objective:

To help the learners to have a better and clear understanding of research in marketing.

Unit-I

Introduction: Definition of Marketing Research, Objective of Marketing Research, Application of Marketing Research, Limitation of Marketing Research, Marketing Research during different phases of the administrative process. Marketing Information System: Concept, Need for Marketing Information System, Process of Marketing Information System, Components of Marketing Information System. Scientific Method of Investigation : Scientific Method, Scientific Method in the Physical Sciences and Marketing, Distinction between Scientific and Non-Scientific Method, Difficulties in Applying the Scientific Method to Marketing. Marketing Research Process.

Unit-II

Research Design: Various Method of Research Design, Important Experimental Research Designs. Primary and Secondary Data: Methods of Collecting Primary Data, Advantages & Disadvantages of Primary Data & Secondary Data, Essentials Characteristics for Selecting Secondary Data. Basic Methods of Collecting Data: Questionnaire Method / Observation Method -Advantages & Disadvantages, Methods of Observation, Precautions in Preparation of Questionnaire & Collection of Data.

Unit-III

Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale, Development of Marketing Measures. Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Sampling: What is Sampling, Objective of Sampling, Steps in Sample Design, Various Techniques of Sampling, Advantages & Disadvantages of Different Techniques of Sampling, Difference between Probability and Non-probability Sampling, Problem Associated with Sampling, Determining Sample Size.

Unit-IV

Data Processing, Analysis and Estimation, Hypothesis Testing, Bi-Variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance. Report Preparation: Types and Layout of Research Report; Precautions in Preparing the Research Report, Bibliography and Annexure in Report, Drawing Conclusions, Giving Suggestions and Recommendation.

Outcome:

- The beneficiaries will be able to understand the basics of marketing research.
- The students will be able to understand research design and methods of data collection.
- The beneficiaries will be able to understand the measurement and scaling and sampling design.
- The course will help beneficiaries to have a clear understanding regarding hypothesis testing and report writing.

Suggested Readings:

1. Byod & Others - Marketing Research (All India Traveler Book Seller)
2. Malhotra - Marketing Research (Pearson)
3. Luck and Rubin - Marketing Research (Prentice Hall of India, 7th Ed.)
4. Tull & Hawkins - Marketing Research: Measurement & Method (Prentice Hall of India, 6th Ed.)
5. Beri - Marketing Research (Tata McGraw Hill, 4th Ed.)

HUMAN RESOURCE MANAGEMENT

TRAINING AND DEVELOPMENT

MB/HRM 209

Objective:

To develop understanding regarding training and development, its concept, importance, objectives, need process and role in organizational development. It also impart knowledge among the students for training need assessment, designing of training and various methods of training implementation and evaluation.

Unit I

Training: concept, importance, objectives, need, process; Stakeholders in Training: Roles and expectations; The Training Context: Nature and Scope of Training, training challenges; Role of Training in HRD and Organizational Development; Learning, e-learning, Human memory, Learning cycle; Emerging trends in Training and Development.

Unit II

Training need analysis(TNA) at Individual, Group and Organization levels: Process and approaches; Designing effective training program: Developing Objectives and Contents, Developing Lesson Plans and Course Materials, Considerations in selecting Trainers and the Venue for the Training Programs, Trainee centered Learning process and Pedagogies for contents delivery.

Unit III

Types of Training: On-the-Job and Off-the-Job Training; Different Training methods and Techniques: Lecture Method, Case Method, Syndicate Method (Group Discussion), Role play, Simulation, Business games, In-basket exercise, Behavioral labs & Workshops, Computer Based Training, Out-Bound Exercise, Seminars and Conferences; Training Aids: Types and importance.

Unit IV

Evaluation of Training Programs: Pre and Post Training Evaluation, Models used in Training Evaluation: Kirkpatrick, CIRO, Philip Five Level, ROI framework; Design and Conduct of Management Development Programs: Need and Importance, Setting Objectives, Design and Delivery of MDPs, Evaluation and Follow-up process.

Outcome:

- The course will help the students to understand the role of training and development in the Human resource development.
- They will be able to learn various techniques of training that can be helpful for human resources development in real world
- Students will be able to analyze the cost and benefit analysis of training programmes.
- The beneficiaries will understand the concept of TNA.

Reference Books:

1. Sahu, R.K. Training for Development, Excel Books, New Delhi
2. Agochia, Devendra, Every Trainer's Handbook, New Delhi; Sage Publications.
3. Goldstein, Training in Organization, Thomson Learning, Bombay
4. G PanduNaik, Training and Development, Excel Books, New Delhi.
5. Blanchard, P Nick, and James W. Thacker, Effective Training – Systems, Strategies, and Practices, Pearson Education, New Delhi.
6. McGrath, Training for Life and Leadership in Industry, Prentice hall of India, New Delhi\
7. Lynton,R.Pareek, Training for Development Sage publications, New Delhi
8. Jankiraman B, Training & Development, Biztantra

ORGANISATIONAL CHANGE AND DEVELOPMENT

MB/HRM210

Objective:

To generate awareness among students aware about Organizational Change and methods of adoption. Organizational development is the only way for long run survival.

Unit I

Concept of Organization Change; Types of Change –Planned and Unplanned Change, Transformational and Realignment Change; Triggers for Change; Reactions to change: Resistance to change, Acceptance to change; strategies for implementing organizational change; Models and theories of Planned change; concept of Force-Field Analysis; Models of Organizational Change: Kotter's Model, Lewin's Model and Systems Model; Strategic Leadership for management of change; conflict management and building support for change.

Unit II

Conceptual Framework of Organizational Development: Definition, Nature and Characteristics of Organization Development; Interdisciplinary nature of OD; Managing the Organization Development Process; Values and Assumptions of OD; Role and Competencies of the OD practitioner; Action research Model of OD; OD in Global Context; Future Trends in OD; Case Studies related to the concept of OD.

Unit III

The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis; Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback; Characteristics of Effective Interventions; Designing Interventions; The Intervention Process.

Unit IV

Major families of OD interventions- T-group, Process Consultation, Interpersonal, Intra-group and Inter-group process, Third Party Intervention, Team, Coaching, Mentoring, Role Focused and Systems Interventions; Contemporary OD interventions- Learning Organizations, Organization Restructuring, Employee Involvement, Work Design and Organizational Transformation; Contemporary issues and applications.

Outcome:

- Students will receive knowledge about Organizational Change and development as a manager
- They are able to know the traditional and modern techniques for getting work done in an organization.
- The intervention process and effective application will be understandable by the students.
- The diagnostic process of OD interventions will be understood by the students.

Reference Books:

1. French, W. L. and Bell, C. H.(1999) , 'Organization Development', sixth edition, Prentice Hall of India.
2. French, W L. etc Organization Development theory, Practice and research 3rded. Universal Book Stall, New Delhi, 1990.
3. Singh, Kavita Organizational Change & Development, Excel Books.2010
4. Robbins ,Judge and Vohra Organisational Behaviour, Pearson Education India 2011
5. Kinicki and Krietner Organisational Behaviour, Tata McGraw Hill Publications,2011
6. Newstrom Organisational Behaviour at Work, Tata McGraw HillPublications, 2011

INDUSTRIAL RELATIONS AND ITS LEGAL ASPECTS

MB/HRM211

Objective:

The objective of this course is to expose students to critical tasks, functions and issues of Industrial relations and to gain insight into the dynamics of employee management relations on the different job situations.

Unit I

Industrial Relations- Concept, evolution, scope and determinants; Major stakeholders in Employee Relations: Management, Union and State; Role of Indian Labour Laws; Managing Foreign nationals in Indian organisation; International Labour Organization; Social Audit.

Unit II

Trade Unions - Purpose, functions, structure, types and forms; Trade union legislation(Trade Union Act 1926); Impact of Globalization, Technology and Economic reforms on Trade Union; Emerging trends in Trade Unions; Industrial Democracy and workers participation in management.

Unit III

Introduction to settlement machinery for industrial Dispute: conciliation, arbitration, adjudication; Collective Bargaining: Forms and process; Recent trends in industrial disputes-Lay off, Termination, Retrenchment, closures; Industrial Dispute Act 1947; Discipline Action- purpose and procedure; Grievance Redressal Machinery; Standing Order Act 1946.

Unit IV

Employee welfare and its legal aspects; Laws related to working conditions: Factories Act 1948, Maternity Benefit Act, VRS Schemes. Laws governing welfare of employees: ESI Act 1948, Payment of Gratuity Act 1972 and Employees' Provident Fund & Miscellaneous Provisions Act, 1952.

Outcome:

- The students will understand the application and interpretation of the various labour laws.
- The students will be able to know the implications of labor laws for industrial relations and labour issues.
- The students will be able to manage employees efficiently.
- The beneficiaries will be able to understand various legal aspects of employee welfare.

Reference Books:

1. Venkataratnam, Industrial relations; Oxford University Press.
2. Sinha, P.R.N. et.al. Industrial Relations, trade Unions, and Labour Legislation, Pearson Education.
3. Singh, B.D, Industrial relations: Emerging Paradigms. Excel Books.
4. Sen, R. Industrial relations: Text and cases, Macmillan India.
5. Padhi, P.K. Labor and Industrial Laws, Prentice hall of India.

COMPENSATION AND BENEFITS MANAGEMENT

MB/HRM212

Objective:

The aim of this course is to understand issues related to compensation in an organization.

Unit I

Introduction to Compensation: Concept, Goals, Theories of Compensation Management; Compensation Strategy; Inter and Intra industry Wage Differentials; Components of Compensation ; Fringe Benefits and Supplementary Compensation; Bonuses: concept & method of calculation.

Unit II

Modern techniques of compensation: Incentive Schemes/ Payment- By-results (PBR), Performance Linked Compensation for Employees; Competency Based Compensation; Equity Based Compensation; Team Rewards; Reward Strategy & psychological contract; Compensation of Chief Executives, Sales Executives; Compensation structures in India.

Unit III

Job Evaluation: Methods of Job Evaluation; Institutions related to Compensation System: Wage Boards, Pay commissions; Recommendations of 2nd National Commission on Labour relating to Compensation; Tax Implication of Employee Compensation Package to the Employees.

Unit IV

Statutory provisions governing compensation linked employee welfare: The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen's Compensation Act 1923, Payment of Bonus Act 1965; International Compensation: Problems, Objectives, Elements of Expatriate's Compensation Package.

Outcome:

- The students develop skills for designing compensation, policies and strategies.
- The students will be able to know about the legal aspects of compensation.
- The students will be aware about the institutions related to compensation.
- The beneficiaries will understand about the various techniques of compensation.

Reference Books:

1. Henderson, Richard I. Compensation management: Rewarding Performance Prentice Hall of India Pvt. Ltd. 2004
2. Henderson, R.I. (2009). Compensation Management in a Knowledge-based world 10/e. Pearson Education
3. Deb, T. (2009). Compensation Management: Text and Cases Excel Books
4. Singh, B.D. (2007). Compensation and Reward Management. Excel Books
5. Gerhart, B. & Rynes, S.L. (2008). Compensation, Evidence, and Strategic Implications. Sage Publication
6. Berger & Berger. (2008). The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill.

PERFORMANCE MANAGEMENT

MB/HRM213

Objective:

The objective of the course is to apprise the students about the importance of Performance Management in organizations

Unit I

Performance Management – Concept, aim and role, benefits of performance management system, characteristics of an ideal performance system, Reward Systems, performance management and strategic planning, Difference between performance and potential management.

Unit II

Performance Management Process, Linking Strategic Business Goals with Performance Goals, Identifying KRAs (Key Result Areas) and KPIs (Key Performance Indicators), Interactive goal setting process, SMART Goals for employee performance.

Unit III

Performance appraisal: concept, process; Gathering Performance Information for appraisals and Measuring Results and Behaviors: Self appraisal, Simple Ranking, Graphic Rating, BARS, Paired comparison, Forced Choice Method, Critical Incidents, Field Review Method; Appraisal Interviews, 360 Degree feedback and balanced score card for Performance rating, Outcome metrics–Economic Value Added (EVA), Linking performance with Rewards and punishment.

Unit IV

Performance feedback and counseling: identifying and communicating Gaps in Knowledge, Skills, and Attitudinal areas for improvements; Competency mapping and potential assessment, Performance Management and Employee Development.

Outcome:

- The students will understand the process of Performance Management.
- The course will help to understand various methods used for measuring results and behavior.
- Role of feedback will be understood.
- The beneficiaries will understand the role of counseling in Performance Management.

Reference Books:

1. Kandula, Srinivas, Performance Management: Strategies, Interventions and Drivers, PHI, 2009.
2. Aguinis, Herman, Performance Management, Pearson Education Inc.2009
3. Cokins, Gary, Performance Management: integrating strategy execution, methodologies, risk and analytics, New Jersey: John Wiley.
4. Sanghi, S. (2008). The Handbook of competency mapping (2nded.) New Delhi: Response-Sage
5. Armstrong, M. (2007). Performance management: Key strategies and practical guidelines(3rd ed.) London: Kogan page.

STRATEGIC HUMAN RESOURCE MANAGEMENT

MB/HRM214

Objective:

The primary concern to this course is to develop in depth understanding of the strategic role performed by HR in business organizations.

Unit-I

Conceptual Framework and Overview of SHRM: theoretical perspectives of SHRM, evolution of SHRM, strategic HR vs. traditional HR, business strategy linked human resource management; barriers to strategic HR, Human resources as assets.

Unit-II

Introduction to business and corporate strategies; Linking business strategy and HR strategy; Best Fit Approach; HR bundles approach; best practice approach; Business strategy and Human resource planning; Strategic linkage of Job analysis.

Unit-III

Recruitment & Retention strategies; Training & Development Strategies; performance management strategies; Reward & Compensation Strategies; Retrenchment strategies; Career management strategies; Human aspects of Strategy Implementation.

Unit-IV

Influence of Human Resource Environment: Technology, structure, workforce diversity, Demographic changes, Temporary and contract labour, Global environment.

Strategic options in HRM - Downsizing and Re-structuring; Mergers and acquisitions; Outsourcing and off shoring.

Outcome:

- The students gain insight of the alignment between different HR systems and practices and organizational outcomes.
- The students will be able align the HR functions with the strategies of the organization.
- The students will be able to understand strategic importance of HR.
- The course will help to understand the influence of environment on HRM.

Reference Books:

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.
6. Armstrong, M. (2009). Strategic Human Resource Management.Kogan Page.
7. Kandula S. R. (2009). Strategic Human Resource Development.Prentice Hall India.

HUMAN RESOURCE PLANNING AND DEVELOPMENT

MB/HRM215

Objective:

The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD.

Unit I

HR Planning: Concepts & Process of HRP, perspectives of HRP: Micro and Macro HRP; challenges of HRP; Relationship of HRP with Business Strategy; Human Resource Planning and business environment.

Unit II

Assessing the Demand and Supply of people in organizations; Methods & Techniques of HR Demand and Supply Forecasting: Managerial Estimates, Trend Analysis; Supply Forecasting; Issues of Shortage & Surplus; Preparation of Manpower Budgets.

Unit III.

Measurement of HR Planning: HR Audit, HR Accounting; Human Resource Information System (HRIS). HR Plan -: Components of HR plan, Quantitative HR plan, resourcing Plan, Learning, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans.

Unit IV

Action Plans/Human Resource Plans - Implementation Strategies: Recruitment, Redeployment, Job enlargement, Job enrichment, Redundancy, Career Plan, Succession Plan and Compensation Plan; Competency Development: concept of Competence and Competency; Competency Development Process; Methods/ approaches of Competency Development; Talent Management: Concepts and Practices.

Outcome:

- The students will learn to understand the aspects of human resource planning.
- The knowledge of development procedure for human resource will help in managing human resource affairs of an organisation.
- Good knowledge about HRP, will help students work efficiently in competitive environment.
- The students will get a clear understanding about various HR plans and implementation strategies.

Suggested Reading:

- 1 Turner, Paul HR Forecasting and Planning, Jaico Publication Houses:
2. J W Walker : Human Resource Planning, TMH
3. B.O. Pettman& G Tavemeir : Manpower Planning Workbook, Gower
4. M.Bennison& J. Casson : The Manpower Planning Handbook, TMH
5. Rothwell, William J. and Kansas, H. C Planning and Managing Human Resources, Jaico Publication House.
6. Armstrong, Michael Handbook of Human Resource Management Practice, 12th Ed. Jaico Publication House.2012

TEAM BUILDING IN ORGANIZATIONS

MB/HRM216

Objective:

The primary concern to this course is to develop in understanding the importance of team building in an organization and the role of a Leader in team building.

Unit-I

Workgroup Vs. Teams: Transforming Groups to Teams; Types of Teams; Stages of Team Building and its Behavioral Dynamics; Team Role; Interpersonal Processes; Goal Setting and Problem Solving.

Unit-II

Interpersonal Competence & Team Effectiveness: Team Effectiveness and Important Influences on Team Effectiveness; Role of Interpersonal Competence in Team Building; Measuring Interpersonal Competence FIRO-B; Context; Goals; Team Size; Team Member Roles and Diversity; Norms; Cohesiveness; Leadership, Measuring Team Effectiveness.

Unit-III

Communication and Creativity: Communication Process; Communication Effectiveness & Feedback; Fostering Team Creativity; Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming; Negative Brain Storming.

Unit-IV

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors; Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to Build Collaboration in Organizations; Social Loafing, Synergy in Teams, Self-Managed Teams.

Outcome:

- The students gain insight of the formation of teams and the role of team work.
- The students will be able gain knowledge about the methods of team building.
- The students will be able to understand the role of a Leader in team building.
- The course will help to understand the dynamics of a team.

Suggested Readings:

1. Kavita Singh, Organisational Behaviour: Text and cases, 3rd edition. Vikas Publishing House New Delhi.
2. Ramesh B Rudani, Management and Organisational Behaviour, (2012), Tata McGraw Hill, New Delhi.
3. Newstorm and Keith Davis, Organisational Behaviour, TMH, New Delhi.
4. Hughes, Ginnett, Curphy - Leadership, Enhancing The Lessons of Experience (Tata McGraw Hill, 5th Ed.)
5. Dubrin: Leadership research Findings Practice and Skills, Biztantra publications
6. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
7. West Michael - Effective Team Work (Excel Books, 1st Ed.)