

CENTRE FOR DISTANCE & ONLINE EDUCATION

**DETAIL SYLLABUS
(REVISED)**

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

EFFECTIVE FROM: 2025-26



**Centre for Distance & Online Education
Swami Vivekanand Subharti University
Meerut (U.P.)**

DETAIL SYLLABUS

MBA CORE SUBJECTS

MBA 1st Semester 1st year

PRINCIPLES & PRACTICES OF MANAGEMENT

Course Code: MBA 101	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The main objective is to teach the students the main functions of management as they need a variety of skills to understand human behaviour, communicate with people, motivate employees, adapt to changes, manage new technologies, etc.

UNIT	Course Content	Hours
I	Introduction: Meaning, Nature and Scope of Management, Management Approaches, Processes and Functions, Managerial Skills, Tasks and Responsibilities of a Professional Manager; Evolution of Management Thought, Taylor and Fayol' contribution to Management, Bureaucracy, Hawthorne Studies; Management thinkers, Enterprise and Environment; Business Ethics and Social Responsibility: Meaning, Scope and Importance, Recent issues in Business Ethics.	8
II	Planning: The Nature and Purpose of Planning, Management by Objectives, Strategies, Policies and Planning Premises. Forecasting. Decision Making; Organizing: Nature & Purpose of Organizing. Span of Management, Departmentation, Line/ Staff Authority & Responsibility, Effective Organizing & Organizational Culture, Organization Charts and Manuals.	10

III	Staffing: Definition, Nature and Purpose of Staffing, Human Resource Management and Selection, Performance Appraisal and Career Strategy, Manager and Organization Development: Managing Change, Organizational Conflicts.	6
IV	Leading: Managing and the Human Factor; Motivation: Meaning, Scope and Importance, Approaches, Motivation and Performance, Approaches for Improving Motivation, Quality of Work Life; Leadership: Definition, Ingredients, Approaches; Communication: Function, Process and Barriers to Communication; Directing-Meaning, Nature and Scope, Direction and Supervision,	8
V	Controlling: Concept, The System and Process of Control, Control Techniques and IT, Productivity and Operations Control; Controlling Methods: Budgetary and non-budgetary, Overall and Preventive Control, The Quality Concept Factors affecting Quality, Developing a Quality Control System, Total Quality Control; International Management: Towards a unified, global Management Theory.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Discuss and communicate the management evolution and how it will affect future managers.
2. Observe and evaluate the influence of historical forces on the current practice of management.
3. Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.
4. Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.
5. Practice the process of management's four functions: planning, organizing, leading, and controlling.
6. Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.
7. Evaluate leadership styles to anticipate the consequences of each leadership style.
8. Gather and analyze both qualitative and quantitative information to isolate issues and formulate best control methods.

Text and Reference Books

1. Essentials of Management: An International Perspective by Koontz & Wehrich, Tata McGraw Hill Education Private Limited, New Delhi.
2. Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.
3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
4. Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
5. Management by Stephen P. Robbins, Mary Coulter and Neharika Vohra, Pearson Publication, New Delhi.
6. Management: Principles, Processes and Practices, Anil Bhat & Arya Kumar, Oxford University Press.
7. Management and Organizational Behaviour, Mullins, 7th edition, Pearson Publication, New Delhi.

8. Organizational Theory: Structure, Design and Applications, Robbins, 13th edition, Pearson Publication, New Delhi

Weblinks

http://gurukpo.com/Content/MBA/Principles_and_Practices_of_Management.pdf

https://www.tutorialspoint.com/management_principles/management_principles_tutorial.pdf

<https://www.cliffsnotes.com/study-guides/principles-of-management>

<https://www.toolshero.com/management/14-principles-of-management/>

<https://www.youtube.com/watch?v=d3YgvEqheSc&list=PLJumA3phskPH2W7feinH3IIIjKIIORxTz>

MBA 1st Semester 1st year

MANAGERIAL ECONOMICS

Course Code: MBA 102	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The objective of this course is to enable the student to understand the different forms of markets. It is hoped that by the end of the course the student will be able to appreciate the subtle and the most fundamental issues involved in running the business.

UNIT	Course Content	Hours
I	Introduction to Economics; Nature and Scope of Managerial Economics, Significance in Decision-Making and Fundamental Concepts of Economics. Objectives of a Firm.	8
II	Demand Analysis; Law of Demand, Exceptions to the Law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for Managerial Decision Making, measurement of Elasticity of Demand. Demand Forecasting Meaning, Significance and Methods.	10
III	Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its Uses for Managerial Decision Making. Production Concepts & Analysis; Production Function, Single Variable-Law of Variable Proportion, Two Variable-Law of Returns	6

	to Scale; Cost concept and analysis, short-run and long-run cost curves and its managerial use.	
IV	Market Equilibrium and Average Revenue Concept; Market Structure: Perfect Competition, features, determination of price under perfect competition; Monopoly: Feature, pricing under monopoly, Price Discrimination; Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies & Determination.	8
V	National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Understand the roles of managers in firms
2. Understand the internal and external decisions to be made by managers
3. Analyze the demand and supply conditions and assess the position of a company
4. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
5. Analyze real-world business problems with a systematic theoretical framework.
6. Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.

Text and Reference Books

1. Managerial Economics by Craig H. Peterson, W. Chris Lewis & Sudhir K. Jain, Published by Pearson Education, 2006/latest.
2. Managerial Economics by D. N. Dwivedi, Published by Vikas Publishing House, 2006/latest.
3. Managerial Economics – Theory and Application by ML Trivedi, Mcgraw Hill Publishing
4. Managerial Economics by Prof. jaswinder Singh, Dreamtech Press
5. Managerial Economics-A problem solving approach by Luke M. Froob, Cengage Learning Publisher.
6. Managerial Economics by Paul Keat & Philip K. Young, Published by Pearson Education, 2009/latest.

Weblinks

<http://nptel.ac.in/courses/110105075/>

<http://nptel.ac.in/courses/110101005/>

<https://www.edx.org/course/introduction-to-managerial-economics>

<http://www.yourarticlelibrary.com/managerial-economics/managerial-economics-meaning-scope-techniques-other-details/24730>

http://economicsconcepts.com/managerial_economics.htm

<https://www.youtube.com/watch?v=Te1uneseDrg>

<https://managementstudyguide.com/managerial-economics.htm>

<https://www.youtube.com/watch?v=Vss3nofHpZI>

MBA 1st Semester 1st year
ACCOUNTING FOR MANAGERS

Course Code: MBA 103	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The main objective of this course is to make the students familiar with fundamental concepts and process of accounting, significant tools & techniques of financial analysis which form an important part of management planning & financial control system and help the management in resolving problems effectively.

UNIT	Course Content	Hours
I	Financial Accounting- Definition, Advantages, limitations and Users of Accounting Information, Accounting Principles and Standards, Accounting Equation.	8
II	Mechanics of Accounting: Double Entry System of Accounting, Journalizing & Posting of Transactions; Preparation of Trial Balance, Final Accounts: Profit & Loss Account, Profit & Loss Appropriation Account and Balance Sheet.	8
III	Tools of Analysis of Financial Statements - Ratio Analysis- Solvency Ratios, Profitability Ratios, Activity Ratios, Liquidity Ratios, Market Capitalization Ratios ; Preparation of Funds and Cash Flow Statement and its Analysis,	8
IV	Cost and Management Accounting- Definition, Features, Comparison between Management Accounting and Cost Accounting. Types of Cost, Cost Volume Profit Analysis-Break Even Analysis, P/V Ratio Analysis and their Implications.	8

V	Budgeting: Concept of Budget, Budgetary Control, Advantages and Limitations of Budgetary Control, Types of Budget-Static and Flexible Budget, Cash Budget, Sales Budget and Master Budget.	8
---	--	---

Course Outcomes:

At the end of the course, a student will be able to:

1. Understand the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;
2. Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods, provisions, depreciation; accounting for intangibles);
3. Ability to read, interpret and analyse financial statements; combine financial analysis with other information to assess the financial performance and position of a company;
4. Understand and apply course concepts to analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective;
5. Understand the role of budgets in organisations, their limitations and the behavioural issues to consider when developing and using budgets for planning and control;
6. Develop an awareness of the need to consider ethical, social and other relevant issues, in addition to financial information, in the management decision-making process.

Text and Reference Books

1. S.N. Maheshwari- Financial & Management Accounting, Sultan chand&sons publication.
2. Mukherjee-Financial Accounting for Management, Tata McGraw Hill Publishing
3. Amrish Gupta- Financial Accounting: A Managerial Perspective, Prentice Hall Publication.
4. Sinha- Accounting & Costing for Management, Excel Books.
5. I.M. Pandey- Management Accounting, Vikas Publishing House Pvt Ltd
6. M Y Khan & P K Jain, Management Accounting, Tata McGraw Publishing
7. S.N Maheshwari & S.K. Maheshwari, A Text Book of Accounting For Management,(Vikas Publication)
8. M.N. Arora, Text Book of Cost & Management Accounting, (Vikas Publication)
9. Debarshi Bhattacharya, Management Accounting, (Pearson Publication)

Weblinks

<https://www.edx.org/course/introduction-accounting-ubcx-busacct1x>
https://www.youtube.com/watch?v=U-4dRLy_V88&list=PLJumA3phskPFd2zAzEaQQv0WPPT0DnpRz
https://www.youtube.com/watch?v=ImF6Kz_iMEI
<https://www.accountingtools.com/accounting-for-managers/>
<https://www.accountingformanagement.org/>

MBA 1st Semester 1st year

ORGANISATIONAL BEHAVIOUR

Course Code: MBA 104	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The course aims to enable the executives to understand and manage people at workplace effectively in a complex business environment. It covers the theories which will be applied to situations faced by managers in the real world.

UNIT	Course Content	Hours
I	Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Management Challenge, A Paradigm Shift, Relationship with Other Fields, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.	6
II	Perception & Attribution: Concept, Nature, Process, Importance. Management & Behavioural Applications of Perception.; Attitude: Concept, Process and Importance, Attitude Measurement. Attitudes & Workforce Diversity. ; Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. ; Learning: Concept and Theories of Learning.	8
III	Motivation: Concepts and Theories of Motivation; Leadership: Concept, Function, Style and Theories of Leadership-Trait, Behavioural and Situational Theories.; Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of	8

	Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.	
IV	Organisational Power and Politics: Concept, Sources of Power, Distinction Between Power, Authority and Responsibility, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power.; Knowledge Management & Emotional Intelligence in Contemporary Business; Organisation Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict, Resolution of Conflict, Meaning and Types of Grievance, Process of Grievance Handling.; Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress.	12
V	Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. ;Organisational Culture : Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.	6

Course Outcomes:

At the end of the course, a student will be able to:

1. discuss the development of the field of organizational behaviour and explain the micro and macro approaches
2. analyze and compare different models used to explain individual behaviour related to motivation and rewards
3. identify the processes used in developing communication and resolving conflicts
4. to explain group dynamics and demonstrate skills required for working in groups (team building)
5. identify the various leadership styles and the role of leaders in a decision making process.
6. explain organizational culture and describe its dimensions and to examine various organizational designs
7. discuss the implementation of organizational change

Text and Reference Books

1. Organization Behaviour – 13th Edition by Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Pearson Publication, New Delhi.
2. Understanding Organizational Behaviour by Udai Pareek, Second Edition, Oxford University Press.
3. Organizational Behaviour, L.M. Prasad, S.Chand Publishing, New Delhi
4. Organizational Behaviour, Margie Parikh and Rajan Gupta, Tata McGraw Hill Education Private Limited, New Delhi.
5. Organizational Behaviour: Text and Cases, Kavita Singh, Pearson Publication, New Delhi.
7. Organizational Behaviour: A Modern Approach by Arun Kumar and N. Meenakshi, Vikas Publishing House Pvt. Ltd.

Weblinks

<http://nptel.ac.in/courses/110105033/>

<http://nptel.ac.in/courses/110105034/>

<https://www.youtube.com/watch?v=6Kv1NIAQtTY&list=PL0AHbWqWPns7kadfsZA5rfKwTeTHRqaLX>

<http://gurukpo.com/organizational-behavior/>

www.bput.ac.in/lecture-notes-download.php?file=lecture_note_92311150135560

MBA 1st Semester 1st year

BUSINESS STATISTICS

Course Code: MBA 105	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: To a greater extent, modern management is adopting and applying quantitative techniques to aid in the process of decision-making. An intelligent use of appropriate tools reduces highly complex problem to one of manageable dimensions. The course has been designed to develop familiarity with the application of statistical methods in managerial problem solving and decision-making.

UNIT	Course Content	Hours
I	Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation (C.V.) , Skewness, Kurtosis.	8
II	Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base	8

	methods.	
III	Correlation:-Meaning and types of correlation, Karl Pearson and Spearman rank correlation. Regression:- Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.	8
IV	Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions	8
V	Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Analyze management issues as related to organizational behavior.
2. Evaluate ethical issues as related to organizational behavior.
3. Examine challenges of effective organizational communication.
4. Examine the differences and similarities between leadership, power, and management.
5. Assess the impact that a company's structure and design can have on its organizational behaviour
6. Assess the impact of culture on organizational behavior.

Text and Reference Books

1. Business Statistics, 3rd Edition, JP Sharma, Pearson Publishing
2. Statistics for Management - Richard Levin, Pearson Publishing
3. Statistics a fresh approach - D.H. Sanders, New Delhi: McGraw Hill
4. Principles of Business Statistics, 6th Ed. Andrew Siegel, Academic press
5. Statistics for Management - G.C. Beri, Tata McGraw-Hill Education, 2010
6. Statistical Methods - Gupta S. P, Sultan Chand & Sons, 2002.

Weblinks

<https://www.edx.org/course/statistics-for-business-i>

<https://www.youtube.com/watch?v=J7i4cG-1bSg>

MBA 1st Semester 1st year
INFORMATION SYSTEMS FOR MANAGERS

Course Code: MBA 106	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course focuses on the critical personal and organizational issues of the management information systems (MIS) function. Exposure is provided to important technical topics related to computer hardware and software.

UNIT	Course Content	Hours
I	Basic Concepts of Computers: Definition, characteristics, advantages and limitations of a computer; Essential Components of computer: Hardware-Input, output devices, Storage Devices; Software: Types of software, Use of compiler, interpreter and assembler; Operating System: Definition, Functions, Types Classification, Elements of GUI based operating system, Overview of Windows 10, Linux, etc.	8
II	Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Components of computer networks. Internet: Concept, Internet terminology (IP addresses, ISPs, URL, Domain names, Web Browsers, Search engines) ; E-commerce: Introduction, Advantages &Disadvantages, E-commerce Models; Issues in Implementing Electronic Commerce; Applications of Information Technology.	8

III	Introduction to Information System (IS): Concept of Data and Information, Components, resources, Trends in IS, Classification of IS (TPS, OAS, MIS, DSS, GDSS, ES, EIS or ESS), Parameters for selecting a suitable IS.; Applications of Artificial Intelligence(AI): Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems	8
IV	Role of MIS: Strategic Advantage with MIS, Managing Knowledge; Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Cyber Crime and Privacy Issues.	8
V	Developing MIS Systems: System Development Life Cycle, Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance; Rapid Application Development Models.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision-making.
2. Analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.
3. Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems.
4. Effectively communicate strategic alternatives to facilitate decision-making.

Text and Reference Books

1. Management Information Systems: Managing the Digital Firm -
2. Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
3. Managing Information Technology, 6th edition 2008, Carol V. Brown, Daniel W. DeHayes, Jeffrey A. Hoffer, Martin, E. Wainright, and William C. Perkins, Prentice-Hall, Incorporated.
4. Management Information Systems: Text & Cases – Jawadekar W. S, 4/e, Tata McGraw Hill, 2010.
5. Computer Application in Business – Sudalaimuthu, Anthony Raj, HPH.
6. MIS Managing Information Systems in Business, Government and Society - Rahul De ,1/e, Wiley India, 2012.
7. Information Technology for Management: Transforming Organizations in the Digital Economy - Efraim Turban, & Linda Volonino. 7/e, Wiley India. 2007.
8. Management Information Systems – Nirmalyabagchi, Vikas Publishing House, 2011.

Weblinks

<http://mbaexamnotes.com/management-information-system-notes.html>

<https://www.edx.org/course/introduction-to-management-information-systems-mis-a-survival-guide>

MBA 1st Semester 1st year
COMMUNICATION FOR MANAGEMENT

Course Code: MBA 107	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The objective of this course is to equip students with the written and technical communication skills they need to communicate effectively in a complex and ever-changing contemporary work environment.

UNIT	Course Content	Hours
I	INTRODUCTION: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.	6
II	ORAL COMMUNICATION; What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage. WRITTEN COMMUNICATION: Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.	8
III	BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports	12

	CASE METHOD OF LEARNING: Understanding the case method of learning, different types of cases, overcoming the difficulties of the case method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches (systems, behavioral, decision, strategy), analyzing the case, dos' and don'ts for case preparation	
IV	EMPLOYMENT COMMUNICATION : Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, teleconferencing, videoconferencing.	8
V	PRESENTATION SKILLS: What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid, Appearance & Posture, Practicing delivery of presentation. GROUP COMMUNICATION: Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. the effective use of various types of oral, written and digital communication modes geared to a range of business audiences
2. the planning, research, management and communication of a project for a business
3. high level team work and analysis of team process
4. the employment of effective techniques to resolve conflict and negotiate in a business setting

Text and Reference Books

1. Business Communication Today, 9th edition, Bovee, Thill and Chaturvedi; Pearson Publication, New Delhi.
2. Basic Business Communication by Lesikar, Flatley, Rentz and Neerja Pandey; 11th edition; Tata McGraw Hill Education Private Limited, New Delhi
3. Business Communication: Concepts, Cases and Applications, by Chaturvedi; 2nd Edition; Pearson Publication, New Delhi.
4. Business Correspondence and Report Writing: A practical Approach to Business and Technical Communication by Sharma; 4th edition; Tata McGraw Hill Education Private Limited, New Delhi
5. Effective Business Communication by Murphy, Hildebrandt and Thomas; 7th edition; Tata McGraw Hill Education Private Limited, New Delhi
6. Communication for Business: A practical Approach by Taylor and Chandra; 4th edition; Pearson Publication, New Delhi.

Weblinks

<http://nptel.ac.in/courses/109104031/>

<http://nptel.ac.in/courses/110105052/>

<https://www.btechguru.com/courses--nptel--management--international-business-communication-video-lecture--MGT--MG11010505.html>

<https://examupdates.in/mba-business-communication/>

<http://www.ddegjust.ac.in/studymaterial/mba/cp-105.pdf>

MBA 2nd Semester 1st year
BUSINESS LAWS

Course Code: MBA 201	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The legal context of business is a prerequisite for a business to exist. This course emphasizes the basic understanding of law concepts as applicable to field of management.

UNIT	Course Content	Hours
I	Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.	8
II	Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Sale of Good Act, 1930 Definition of a Contract of Sale, Conditions and Warranties, Passing of Property,	8

	Right of Unpaid Seller against the Goods, Remedies for Breach.	
III	<p>Negotiable Instrument Act, 1881</p> <p>Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques.</p> <p>Companies Act, 2013</p> <p>Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of Companies, Directors: Their powers and duties, Meetings, Winding up.</p>	10
IV	<p>Consumer Protection Act, 1986</p> <p>Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties.</p>	8
V	<p>The Information Technology Act, 2000</p> <p>Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Offences and penalties. Regulation of Certifying Authorities, Digital Signature Certificates.</p>	6

Course Outcomes:

At the end of the course, a student will be able to:

1. Discuss the Australian legal system and how it applies to regulate business.
2. Identify and discuss the application of statute law and Common Law relevant to business.
3. Apply basic principles of business law in analysing business decisions.
4. Identify legal business issues and legal risks and recommend actions to manage them.

Text and Reference Books

1. Principles of Mercantile law, Author:singh, eastern Book Company
2. Business law, ND Kapoor
3. Business Law, Gulshan, Excel
4. Ready Reckoner on Consumer Protection Act, 1986 by BL Bansal & Rajiv Raheja
5. Consumer Protection Act, 1986 (latest bene act)
6. Information Technology law & Practice by Vakur Sharma, Universal law Publishing.

Weblinks

<https://mylaw.net/corporate/fundamental-company-law-course?videoid=200>

<https://www.youtube.com/watch?v=2Z9hqPGv0A8>

<http://www.simplynotes.in/m-comb-com-2/law-of-contract-1872-offer-and-acceptance/>

<https://study.com/academy/lesson/contract-law-terms-definitions-contract-types.html>

http://icsi.in/Study%20Material%20Foundation/ELEMENTS_OF_BUSINESS_LAWS_AND_MANAGEMENT.pdf

MBA 2nd Semester 1st year

RESEARCH METHODOLOGY

Course Code: MBA 202	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course emphasizes the basic methodologies, as well as introduces a variety of techniques, and demonstrates how research applies to field of management.

UNIT	Course Content	Hours
I	Introduction: Concept of Research and Its Application in Various Functions of Management, Research at different levels of Business Administration. Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Problem Definition, Components of Problem, Types of Problem in Research, Process of Research, Research Design: Exploratory, Descriptive and Conclusive or Experimental Research Design.	8
II	Sampling: Concept, Sample Size and Sampling Procedure, Probability and Non-Probability Sampling Techniques, Determination and Selection of Sample Member, Data Collection: Secondary and Primary Data, Advantages & Disadvantages, Methods of Data Collection: Observation, Interview, Questionnaire & Schedule, Procedure of Questionnaire and Schedule construction, Types of Questions,	10

	Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire, Difference between Questionnaire & Schedule.	
III	Measurement and Scaling: Types of Scales, Difficulty of Measurement, Sources of Error, Criteria for a Good Scale. Attitude Scales: The Concept of Attitude, Component of Attitude, General Procedure in Attitude Scaling, Selected Attitude Scales, Rating Methods, Limitations of Attitude Measurement. Likert & Thurston Scales.	6
IV	Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance. Measurement and Central Tendency, Measure of Dispersion and their Advantages. Hypothesis Testing, Bi-variate Analysis: Chi square, Correlation, Rank Correlation, Regression Analysis, Analysis of Variance (ANOVA). Overview of Factor and Cluster Analysis, Use of SPSS in Data Analysis.	10
V	Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Bibliography, References and Annexure in the Report, Drawing Conclusions, Suggestions and Recommendations to the Concerned Persons. Plagiarism and IPR issues in Research	6

Course Outcomes:

At the end of course, a student will be able to:

- 1) Understand the concept and process of research.
- 2) Differentiate between different methods of Data collection
- 3) Design Data Collection tools and implement them.
- 4) Use statistical methods to analyze data and arrive at conclusion.
- 5) Understand the structure and purpose of various reports.

Text and Reference Books

1. Research Methodology by C. R. Kothari. – New Age
2. Business Research Methods by Donald C Cooper and Pamela S. Schindler, Tata Mcgraw Hill.
3. Marketing Research Rajendra Nargundkar. – TMH
4. Marketing Research by N. K. Malhotra.- Pearson
5. Research Methodology by Ranjeet Kumar. – Pearson
6. Marketing Research by Beri. – TMH

Weblinks

<https://www.edx.org/course/introduction-social-research-methods-edinburghx-socrmx>

<https://www.edx.org/course/scientific-methods-research-urfux-tpres2017x>

<https://www.edx.org/course/introduction-to-psychological-research-methods-0>

<http://nptel.ac.in/courses/121106007/>

<http://nptel.ac.in/courses/110107080/>

MBA 2nd Semester 1st year
FINANCIAL MANAGEMENT

Course Code: MBA 203	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The basic objective of the present course is to familiarize the student with the skills related to basic principles, tools and techniques of Financial Management.

UNIT	Course Content	Hours
I	Financial management – Meaning, Approach, Scope, Objectives (Profit Maximization vs. Wealth Maximization), Functions of Finance Manager in Modern Age, Time Value of Money, Concept of Risk & Return.	6
II	Investment Decision: Appraisal of Project; Concept, Process & Techniques of Capital Budgeting and its Applications; Leverage Analysis – Financial, Operating and Combined leverage along with Implications; EBIT-EPS Analysis & Indifference Point.	6
III	Financing Decision: Long-term Sources of Finance, Potentiality of Equity Shares, Preference Shares, Debentures and Bonds as Sources of Long-Term Finance, Concept and Approaches of Capital Structure Decision,	8
IV	Cost of Capital: Cost of Equity Shares, Preference Shares, Debentures and Retained Earnings, Weighted Average Cost of Capital and Implications;	10

	Dividend Decision: Meaning and Importance, Factors affecting Dividend Decisions, Theories of Dividend Decision : Walter's Model and Modigliani Miller Model;	
V	Working Capital – Meaning, Components, Types, Importance, Factors Affecting Working Capital Requirement, Methods of Determining Working Capital, Working Capital Management: Management of Cash, Inventory and Receivables; Introduction to Working Capital Financing.	10

Course Outcomes:

At the end of the course, a student will be able to:

1. Analyze financial statements using standard financial ratios of liquidity, activity, debt, profitability, and market value.
2. Apply techniques to project financial statements for forecasting long-term financial needs.
3. Explain the role of short-term financial management, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory.
4. Identify the major sources of short-term financing available to the firm.
5. Apply future value and present value concepts to single sums, mixed streams, and annuities.
6. Apply time value, risk, and return concepts.
7. Apply time value, risk, and return concepts to constant and variable growth models.
8. Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects.
9. Identify the various long-term sources of funds for a firm.

Text and Reference Books

1. M Y Khan & P K Jain-Financial Management: Text, Problems and Cases, Tata McGraw-Hill Publishing Company Ltd., New Delhi
2. I M Pandey-Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi
3. R.P. Rastogi-Financial Management, Galgotia Publications.
4. Van Horne-Financial Management & Policy, Prentice Hall Publication
5. Sheeba Kapil-Fundamental of Financial Management, Pearson Publication
6. S.N. Maheshwari-Financial Management (Principles & Practices), Sultan Chand & Sons Publication.

Weblinks

<http://nptel.ac.in/courses/105103023/39>

<http://nptel.ac.in/courses/110106043/3>

<https://ocw.mit.edu/courses/sloan-school-of-management/15-414-financial-management-summer-2003/lecture-notes/>

<https://www.edx.org/micromasters/usmx-umuc-accounting-and-financial-management>

<https://www.edx.org/course/financial-management-organizations-usmx-umuc-af6030-1>

<https://www.edx.org/course/long-term-financial-management-usmx-umuc-af6040>

<https://www.edx.org/learn/finance>

<https://www.edx.org/course/public-financial-management>

<https://www.edx.org/school/iimbx>

MBA 2nd Semester 1st year
HUMAN RESOURCES MANAGEMENT

Course Code: MBA 204	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This Course will cover the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

UNIT	Course Content	Hours
I	Introduction: Evolution & Growth - Personnel Management, Human Resource Management, Concepts & Significance of HRM, Principles and Objectives, Policies and Practices. , Role of HR managers; Evolution of HRM environment – external and internal. Strategies and Strategic Management, Strategic Management Process – Environmental Scanning, Strategy Formulation, Implementation and evaluation.	8
II	Designing and Developing HR System: Human Resources planning: Definition, purposes, processes and limiting factors; Job Analysis – Job Description, Job Specification, job enrichment, job enlargement; Recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation; Selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.	8
III	Human Resource Development: Concepts, Different Techniques, Development function; Training and Development: Purpose, Methods and issues of training and	8

	management development programmes; Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal.	
IV	Compensation Management: Compensation Administration: Nature and Objectives of compensation, components of pay structure in India, Different forms of employee compensation for Executives & Non- Executives. Wage Policy in India – Minimum Wage, Fair Wage and Living Wages, Fringe Benefits.	8
V	Behavioral Dimensions of HRM: Understanding Human Behavior, Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations. Promotion, Transfer and Separation: Promotion – purpose, principles and types Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.	8

Course Outcomes:

At the end of the course, a student will be able to:

- 1) Understand the use of knowledge and skills needed to effectively manage human resources
- 2) Demonstrate knowledge of human behavior in organizations and the role of management strategies, including motivational theory to influence behaviour
- 3) Integrate teamwork, leadership and motivational skills to organizational scenarios and evaluate outcomes

Text and Reference Books

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books, .),
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
3. Decenzo- Human Resource Management (Wiley Dreamtech)
4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)
5. Ivancevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
6. Mondy – Human Resource Management (Prentice hall, 10th Ed.)
7. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
8. Singh. Nisha - Human Resource Management (Himalaya Publication)

Weblinks

<https://www.edx.org/course/people-management-iimbx-hr101x>
<https://www.edx.org/people-management-for-entrepreneurs>
<https://www.coursera.org/specializations/human-resource-management>
<https://www.coursera.org/courses?query=hr>
https://www.hrpa.ca/professionaldevelopment_/Pages/Edx-Online-Courses.aspx
<http://nptel.ac.in/courses/122105020/>
<http://nptel.ac.in/courses/110105069/>
https://onlinecourses.nptel.ac.in/noc16_mg03/preview

MBA 2nd Semester 1st year

MARKETING MANAGEMENT

Course Code: MBA 205	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course will introduce the student to marketing theory and concepts so as to make a Business Decision accurately. It will also familiarize with current challenges and issues in marketing.

UNIT	Course Content	Hours
I	Marketing: Definition, Importance and Scope of Marketing, Basic Concepts of Marketing, 4C's, 4P's, 4M's, Consumer Markets and Industrial Markets. Marketing Management: Definition, Functions, Marketing – Mix, Marketing Organisations, Marketing Environment, Marketing Information System, Strategic Marketing Planning.	10
II	Market Segmentation, Basis for Consumer/Industrial Market Segmentation. Market Targeting – Concept & Procedure, Positioning - Introduction, Objectives, Usefulness, Positioning Strategy, Differentiating the Product, Consumer Behaviour - Concept, Importance & Process.	6
III	Marketing - Mix Decisions, Product Decisions, New Product Development-Concept and Necessity for Development, Failure of New Products, New Product Planning	8

	and Development Process, Product-Mix, Branding and Packaging Decisions, Product Life cycle - Stages and Strategies for Different Stages of PLC.	
IV	Pricing Decisions, Pricing Objectives, Policies Methods of Setting Price, Pricing Strategies, Channels of Distribution for Consumer/ Industrial Products, Factors Affecting Channel Distribution, Management of Channels: Current Trends in Wholesaling and Retailing, Retail Distribution System in India.	8
V	Promotion: Promotion-mix, Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations. Brief Account of New Emerging Areas: Marketing of Services, Rural Marketing, CRM, Electronic Marketing; B2C, B2B and C2C, Direct Marketing through Internet, Viral marketing, Green Marketing, Guerrilla Marketing,	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct.
2. Apply contemporary marketing theories to the demands of business and management practice.
3. Find and generate information/data needed to inform problem solving in marketing using appropriate methodology.
4. Analyse information/data critically and synthesise new knowledge and communicate that knowledge via engaging written and oral formats.
5. Organise information and data to reveal patterns and themes, and manage teams and evidence gathering and problem solving processes.
6. Conduct the process of inquiry, and respond to feedback, accounting for ethical, social and cultural (ESC) issues.

Text and Reference Books

1. Marketing management the millennium /by Kotler Philip, 10th edition, PHI,
2. Marketing An Introduction /by Kotler Philip, Gray and Armstrong, Pearson education, 7edition,2007
3. Marketing management/, by Rajan Saxena, TMH, 4th edition
4. Fundamentals of marketing/ by Stanton William J et al, MGH,1996, edition
5. Marketing Management /by Tapan. K. Panda, Excel publications,2 nd edition
6. Marketing Management Planning Implementation and control, Indian context, / Ramaswamy VS Namakumari, McMillan India ltd,4 th edition,2010
7. Marketing /by Zikmund , Thompson learning,3 edition ,2007/Bombay
8. Basic Marketing: A Global Marketing, /by Perreault, Tata Mc Grawhill
9. Marketing Management, the Millennium Asian perspective,/by Kotler, Keller 13th edition
10. Marketing Management, Text and Cases, Chandrasekar, Tata Mc Grawhill,
11. Marketing Management /by Arun Kumar, N Meenakshi, Vikas publications.
12. Principles of Marketing /Kotler, Agnihotri, Haque, Armstrong

Weblinks

<https://www.edx.org/course/marketing-management-iimbx-mk102x>

<https://www.edx.org/learn/marketing>

<http://nptel.ac.in/courses/110104068/>

https://onlinecourses.nptel.ac.in/noc16_mg02/preview

<http://nptel.ac.in/courses/110104070/>

<http://nptel.ac.in/downloads/110104068/>

MBA 2nd Semester 1st year
OPERATIONS RESEARCH

Course Code: MBA 206	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The purpose of this course is to provide the participants with a sound conceptual understanding and application of various scientific methods and techniques for business decision making in an efficient and effective way.

UNIT	Course Content	Hours
I	Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making. Decision-making environments:-Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.	6
II	Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality. Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution. Assignment Problem.	8
III	Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method, Mixed Strategy	8

	Game.	
IV	Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Models of Inventory.	10
V	Project Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; Crashing of operations.	8

Course Outcomes

At the end of the course, a student will be able to:

- 1) Identify and develop operational research models from the verbal description of the real system.
- 2) Understand the mathematical tools that are needed to solve optimisation problems.
- 3) Use mathematical software to solve the proposed models
- 4) Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making

Text and Reference Books

1. Operations Research : Theory, Methods & Applications, SD Sharma
2. Operations Research: An Introduction, Hamdy A. Taha (Prentice Hall of India Private Ltd., New Delhi, 1998)

Weblinks

<https://www.edx.org/course/operations-management-iimbx-om101>

<http://nptel.ac.in/courses/112106134/1>

https://onlinecourses.nptel.ac.in/noc18_mg41/preview

<http://nptel.ac.in/courses/110106062/>

<http://nptel.ac.in/courses/112106131/1>

<https://www.edx.org/learn/operations-management>

<https://ocw.mit.edu/courses/sloan-school-of-management/15-761-introduction-to-operations-management-spring-2013/>

MBA 2nd Semester 1st year
PRODUCTION & OPERATIONS MANAGEMENT

Course Code: MBA 207	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The objective of this course is to expose the students to methods and techniques for managing operations more effectively and efficiently.

UNIT	Course Content	Hours
I	Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, Responsibilities of Operations Manager, New Product Development, Product Design, Plant Location, Layout Planning. Role of SCM in Production.	8
II	Forecasting as a planning tool, Forecasting types and methods, Exponential smoothing, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.	8
III	Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule, Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis. Purchasing & Vendor Management: Centralized and Decentralized Purchasing, Functions of Purchase Department, Single Vendor	8

	Concept, Management of Stores.	
IV	Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction-7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM).	8
V	Supply Chain Management(SCM): Concept, Features, Various Flows(cash, value & information), Benefits of SCM, Recent issues in SCM (Outsourcing, Value Addition, Lean Manufacturing), Logistics as a part of SCM, Logistics costs and Subsystems, Inbound & Outbound logistics, Bullwhip effect, Distribution and Warehousing. Role of Information Technology in SCM.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Understand and Appreciate of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms.
2. Develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
3. Use analytical skills already learned, and build on these skills to further increase your "portfolio" of useful analytical tools for operations tasks.
4. Use and recognize situations in a production system environment that suggests the use of certain quantitative methods to assist in decision making on operations management and strategy.

Text and Reference Books

1. Production & Operations Management- S.N. Chary, Tata Mcgraw Hill
2. Production & Operations Management- Dr. B S Goel, Pragati Prakashan
3. Production & Operations Management- Kanishka Bedi, Oxford University Press
4. Operations and supply management, 12th ed./ By Chase, Richard B .- New Delhi; TMH, 2010.
5. Logistics management, 2nd ed. /by Sople. - New Delhi: Pearson, 2010.
6. Supply Chain Management, 5/E Sunil Chopra & Peter Meindl, Pearson
7. Supply Chain : Modeling and solutions/ By Sahay, B.S .- Delhi; Macmillan, 2007.
8. Supply chain management. By Dubey, Jayshree .- Delhi: New century publications, 2007.
9. Supply chain collaboration: How to implement CPFR and other best collaborative practices / By Ireland, Ronald K.- USA: J.Ross Publication, 2005.

Weblinks

<https://www.edx.org/course/operations-management-iimbx-om101>

<http://nptel.ac.in/courses/112106134/1>

https://onlinecourses.nptel.ac.in/noc18_mg41/preview

<http://nptel.ac.in/courses/110106062/>

<http://nptel.ac.in/courses/112106131/1>

<https://www.edx.org/learn/operations-management>

<https://ocw.mit.edu/courses/sloan-school-of-management/15-761-introduction-to-operations-management-spring-2013/>

<https://www.edx.org/course/lean-production-tumx-qpls3x>

<https://www.edx.org/course/product-management-lean-agile-system-bux-qd503x>

MBA3rd Semester 2nd year

STRATEGIC MANAGEMENT

Course Code: MBA 301	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course aims to provide an organization perspective and integrates functional areas. This helps in understanding how organizational strategies are formulated and implemented in a changing global environment.

UNIT	Course Content	Hours
I	Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.	8
II	Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning, Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.	8
III	SWOT Analysis, SWOC Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination	6

	Strategy.	
IV	Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.	10
V	Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Define and understand strategic management and its importance.
2. Different levels of strategy that exists in organization & importance of strategic decisions.
3. Understanding concepts and frameworks which will aid in environmental, industry and competitor analysis.
4. Understand generic strategies, hybrid strategies and hypercompetitive strategies practiced by organization to supplement Business Strategy.

Reference Books

1. Essentials of Management: An International Perspective by Koontz & Wehrich, Tata McGraw Hill Education Private Limited, New Delhi.
2. Management (Text and Cases) by V.S.P. Rao and V Hari Krishna, Excel Books, New Delhi.
3. Principles and Practice of Management, L. M. Prasad, Sultan Chand & Sons, New Delhi.
4. Contemporary Management, Gareth R. Jones and Jennifer M. George, fifth Edition, Tata McGraw-Hill Education Private Limited, New Delhi.
5. Management by Stephen P. Robbins, Mary Coulter and Neharika Vohra, Pearson Publication, New Delhi.
6. Management: Principles, Processes and Practices, Anil Bhat & Arya Kumar, Oxford University Press.
7. Management and Organizational Behaviour, Mullins, 7th edition, Pearson Publication, New Delhi.
8. Organizational Theory: Structure, Design and Applications, Robbins, 13th edition, Pearson Publication, New Delhi

MBA 3rd Semester 2nd year
RETAIL MANAGEMENT

Course Code: MBA 302	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course is aimed at providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.

UNIT	Course Content	Hours
I	An Overview of Strategic Retail Management: Definition, Importance, Scope and Functions of Retailing; Evolution of Retail Competition,- The Wheel of Retailing, the Accordion, the Retail Life Cycle; Service characteristics of retailing; Emerging Trends in Retailing; Building and Sustaining Relationships in Retailing, Strategic Planning in Retailing.	8
II	Situation Analysis: Retail Institutions by Ownership, Retail Institutions by Store-Based Strategy, Web, Nonstore-Based, and Other Forms of Nontraditional Retailing. The Retail Scenario in India, Retail Formats in India. Targeting Customers and Gathering Information: Identifying and Understanding Consumers, Information Gathering and Processing in Retailing.	8
III	Choosing a Store Location: Trading-Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising and Atmospherics. Managing a Retail Business: Retail Organization and Human Resource Management, Operations Management-Financial & Operational Dimensions, Logistics and Supply Chain Management in Traditional Retailing and Online Retailing.	8

IV	Merchandise Management and Pricing: Developing Merchandise Plans, Implementing Merchandise, Financial Merchandise Management, Pricing in Retailing. Communicating with the Customer: Establishing and Maintaining a Retail Image, Promotional Strategy, Customer Service, The GAPs Model, Customer Relationship Management, Know Your Customer(KYC).	8
V	Integrating and Controlling the Retail Strategy. Governments policy for single and multi-brand retailing. Retail Management Information Systems; Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.	8

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Explain the design, implementation, and assessment of retailing strategies based on consumer needs and market changes.
CO2	Explain how factors of culture, economics, legal requirements, political activity, technology, the internet and the news media affect the operation of organizations in a global environment.
CO3	Demonstrate the skills needed to develop ideas and make decisions based on ethics, proper research, analysis, and critical thinking.
CO4	Describe the key actions to be taken to effectively and efficiently utilize organizational resources to achieve stated purpose and goals.
CO5	Describe the actions taken to acquire and retain customers; produce goods and services; and measure/track financial performance.

Text and Reference Books

1. Levy IM. And Weitz B.A (2004), Retailing Management, 5th ed., Tata McGraw Hill.
2. Berman B. Evans J. R. (2004), Retail Management, 9th Edition, Pearson Education.
3. Bajaj C; Tuli R., Srivanstava N.V. (2005), Retail Management, Oxford University Press, Delhi.
4. Dunne P.M, Lusch R.F. and David A. (2002), Retailing, 4th ed., South-Western, Thomson Learning Inc.
5. Retail Marketing Management by Gilbert, David, Pearson Education
6. Retail Marketing by Pradhan, Swapna ,TMH, 3rd edition, 2010
7. Managing Retailing Sinha by Piyush Kumar, Uniyal Dwarika Prasad, Oxford Univ. Press. 2007
8. Retail Franchising by Manish Sidhpuria, McGraw Hill 2009
9. Visual Merchandising by Bhalla, S. Anurag, McGraw Hill, 2010
10. Supply Chain Management by Ray, McGraw Hill, 2010

MBA 4th Semester 2nd year

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Course Code: MBA 401	
Course Type:	Core Course
Course Credit:	04

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective:

The purpose of the course is that the students acquire necessary knowledge and skills required for organizing and carrying out entrepreneurial activities, to develop the ability of analysing and understanding business situations in which entrepreneurs act and to master the knowledge necessary to plan entrepreneurial activities. The objective of the course is, further on, that the students develop the ability of analysing various aspects of entrepreneurship – especially of taking over the risk, and the specificities as well as the pattern of entrepreneurship development and, finally, to contribute to their entrepreneurial and managerial potentials.

UNIT	Course Content	Hours
I	Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship	8

II	Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs	8
III	Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers	8
	(DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions	
IV	Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.	8
V	Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report	8
VI	Small Business Plan – Concept, need, use. Business planning overview - Business planning as a change agent - Idea brainstorming session - Understanding your motivations for preparing a plan Writing a Business plan, Risk Assessment, Focus on small business: Sources of financing for small businesses, Financing with equity, Determining personal net worth, Getting equity investment for your business,	

Text and Reference Books

1. Lall&Sahai:Entrepreneurship(Excel Books 2 edition)
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Kakkar D N - EntrepreneurshipDevelopment(Wiley Dreamtech)
4. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
5. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
6. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998. 8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
7. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
8. Entrepreneurial Small Business, Katz J A , Green II R P, McGraw Hill/Irwin, New York, NY, 2008. 3rd Ed.

9. Getting to Plan B, Mullins J and Komisar R, Harvard Business Press, Boston, Massachusetts, 2009.
10. Business Planning: A guide to Business Start-up. By – David Butler. Thompson. Butterworth-Heinemann, MA. 2008. ISBN: 978-81-312-1432-9
11. The Successful business Plan Secret Strategies by Rhonda Abrams PH The business plan in a day by Rhonda Abrams , PH. Business plan preparation - Entrepreneurship Development Institute of India

**MBA
SKILL ENHANCEMENT COURSES**

COMPREHENSIVE VIVA VOCE (MBA 304)

A comprehensive viva voce shall be conducted at the end the fourth Semester in order to judge the extent to which the student has understood various topics and is judged for application of knowledge gained. This is also to see the student's level of articulation of what is learnt by him. The idea is to ensure that the students assimilate what is being taught and see their relevance in the practical field and also the inter relationships of various parameters.

The Comprehensive Viva Voce will be of 100 marks and of 4 credits.

Course Outcomes:

At the end of the course, a student will be able to:

CO1	identify skills and capabilities that intersect effectively with the needs of industry.
CO2	Apply and practice good communication skills in the workplace setting.
CO3	Reflect and evaluate on experiences that might lead to future employment.

**PROJECT/RESEARCH COURSES
(Description in ordinance)**

PROJECT REPORT (MBA-303):

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Identify skills and capabilities that intersect effectively with the needs of industry.
CO2	Apply and practice good communication skills in the workplace setting.
CO3	Reflect and evaluate on experiences that might lead to future employment.
CO4	Report research findings in written and verbal forms.
CO5	Demonstrate and apply research skills to complete a project.

DISSERTATION and VIVA VOCE (MBA 402)

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Demonstrate advanced understanding of principles of academic research.
CO2	Locate, evaluate and critique existing studies.
CO3	Identify the gap within the existing body of knowledge and research questions.
CO4	Demonstrate advanced understanding of common research methods and tools for construction and civil projects related studies.
CO5	Develop a research proposal.

MBA
HUMAN RESOURCE MANAGEMENT SPECIALIZATION

MBA 3rd Semester 2nd year

INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

Course Code: MBA HR1	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course is an attempt to understand the conceptual and practical aspects of employee relations at the macro and micro levels. Its intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of Industrial Relations.

UNIT	Course Content	Hours
I	Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR	4
II	Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.	8
III	Labourproblems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management, Industrial Dispute Act	6
IV	Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.	6

V	Labour Legislations: Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.	6
---	--	---

Text and Reference Books

1. Beaumont, P. B. (1995). The Future of Employment Relations. London: Sage.
2. Bareja, J.K. (2000). Industrial Law. Galgotia Publishing House.
3. Monappa, Arun (2002). Industrial Relations. Tata McGraw Hill.
4. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
5. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
6. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed)
7. Blyton, P. & Turnbull, P. (2004). The Dynamics of Employee Relations. Palgrave Mcmillan.
8. Ackers, P. & Wilkinson, A. (2003). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
9. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)

Weblinks

<http://www.mbaexamnotes.com/industrial-relations-and-labour-laws.html>

http://www.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf

MBA 3rd Semester 2nd year
ORGANIZATION DEVELOPMENT

Course Code: MBA HR2	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective:

- 1) To develop an understanding of the nature, functioning and design of organization
- 2) Be able to understand the theory and practice relating to the processes of organization development and change
- 3) Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and change in organizations

UNIT	Course Content	Hours
I	Organizations and Organizational Theory: Definition, Prospective Dimensions, Strategy, Organization design & effectiveness	4
II	Organizational Purpose & Structural Design: Basic challenges of organizational Design - Fundamentals of Organizational structure, Internal Design Elements. Organization size & life cycle	8
III	Organizational Culture & Ethics : Innovation & change, Decision making processes & organizational learning	6
IV	Managing Innovation & Change: Process of OD, Individual and Interpersonal Interventions, Team / Group Interventions, Intergroup Interventions, Techno structural Interventions, Strategic Change	8
V	Organizational Transformation, Learning Organization, Organization reengineering, Knowledge management	4

Course Outcomes:

At the end of the course, a student will be able to:

1. Understand the principles of OD and OD interventions at group and organisational level.
2. explain concepts clearly and critically in putting forward arguments.
3. understand how human process issues can be used by the OD consultant to diagnose organisation effectiveness;
4. interpret a range of organisation data to gain insights into organisational effectiveness;
5. analyse activity data from organisational systems in order to frame effective OD interventions;
6. evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques;
7. formulate an approach and business case for organisation development in response to appropriate organisational diagnosis, business imperatives and internal and external contextual forces.

Text and Reference Books

1. Organizational Development & Transformation by French, Bell, Zawacki- TMGH
2. Organization theory & Design by Richard L. Daft, Cengage Press.
3. Organization Development & Change by Cummings & Worely Cengage Learning's India Ltd, 8th Edition.
4. Managing Organizational Change by Nilkant & Ramnarayan, Response Books
5. Organization Change & Development by Kavita Singh, Excel Books
6. The Oxford Handbook of Organizational Theory by Tsoukas & Knudsen, Oxford University Press

Weblinks

<https://www.sigc.edu/department/mba/studymet/OrganisationDevelopment.pdf>

<http://www.pondiuni.edu.in/sites/default/files/organizatinal-development-260214.pdf>

MBA 4th Semester 2nd year
GLOBAL HRM

Course Code: MBA HR3	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective:

- 1) To give exposure to the students to international HR
- 2) To make students understand various initiatives in global HR
- 3) To make students understand various issues in global HR

UNIT	Course Content	Hours
I	Introduction: Defining international HR, difference between domestic and international HR, Variables determining difference between domestic and international HR, The path to global status, Talent management, International business ethics and HRM	8
II	Managing and supporting international assignments: Linking international assignments with organizational strategy, Staffing for international assignments, Issues in staff selection, selection criterion, The role of expatriate, the role of non-expatriate, dual career couples, are female expatriate different? role of the corporate HR function.	8
III	International HR: Importance of pre departure training, programs, the effectiveness of pre departure training, developing staff through international assignments. Objectives of international compensation, key components of international compensation program, approaches to international compensation. Performance management in multinational, PM of international employees, Appraisal of international employees.	8

IV	Key issues in international HR : Trade unions and international HR , the response of trade unions to multi nationals, the issue of social dumping, the impact of digital economy	8
V	Virtual Organization study: Field Study/ Desk Research Students to be divided in a group of 5 each. Each group to identify two organizations having presence in other country/countries and study their HR practices in the light of the above topics. This may be desk research or field visit. The groups will give hard copy of the work and also presentation.	8

Course Outcomes:

At the end of the course, a student will be able to:

1. Demonstrate an understanding of key terms, theories/concepts and practices within the field of global HRM
2. Appreciate the implications of increasing globalisation for the management of human resources, with particular reference to Global HRM in multinational corporations
3. Develop and ability to undertake qualitative and quantitative research and apply this knowledge in the context of an independently constructed work (i.e. dissertation)
4. Identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

Text and Reference Books

1. International Human Resource Management by Peter j Dowling, Deice E Welch, 4th Edition.
2. International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors
3. International Human Resource Management by K Aswathappa and SadhnaDash , TMGH

Weblinks

http://ddceutkal.ac.in/Syllabus/IHRM_BOOK.pdf

http://crectirupati.com/sites/default/files/lecture_notes/GHRM-notes.pdf

<https://examupdates.in/mba-global-hr-practices/>

MBA 4th Semester 2nd year
NEGOTIATION & COUNSELLING

Course Code: MBA HR4	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The objective of this course is to provide knowledge of concepts and issues of negotiation and counselling such that to equip the students with valuable skills, techniques and strategies in counselling.

UNIT	Course Content	Hours
I	Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.	4
II	Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.	8
III	Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By Udai Pareek, Oxford, Second Edition Page 410-415) case study (practical aspects)	6
IV	International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).	8
V	Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.	6

Course Outcomes:

At the end of the course, a student will be able to:

1. Describe the actions taken on different stages of negotiations; appreciate and explain the importance of pre-negotiation and post-negotiation phases
2. List the roles and functions in negotiation teams; demonstrate the skills of organizing and managing negotiation teams
3. Formulate and apply the instruments of negotiation strategy and tactics
4. Identify the zone of possible agreement (ZOPA) in negotiations
5. Explain the functions of the best alternative to a negotiated agreement (BATNA); recognize and use BATNA in negotiations
6. Distinguish positions from interests in negotiations; discover interests of the other side in negotiations; create interest maps
7. Differentiate methods of dealing with conflict and counselling
8. Describe negotiation styles in different cultures; adjust negotiation tactics to cultural differences

Text and Reference Books

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

Weblinks

<https://www.skillsyouneed.com/ips/negotiation.html>

<https://www.scribd.com/doc/126364394/Negotiation-and-Counselling-MBA-HR04>

https://www.trainerslibrary.com/materials/category_docs.aspx?id=3&area=2

<https://www.hse.ru/data/2016/09/06/1117078896/program-1446504671-yz10l8eg3.pdf>

MBA

FINANCIAL MANAGEMENT SPECIALIZATION

MBA 3rd Semester 2nd year

MANAGEMENT OF WORKING CAPITAL

Course Code: MBA FM1	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: Working capital is a daily necessity for businesses who require a regular amount of cash to make routine payments, cover unexpected costs and purchase basic materials used in production of goods. The subject aims to help students understand strategic management of finances in business.

UNIT	Course Content	Hours
I	Introduction to Working Capital: Nature, Scope and Definition of Working capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Profitability –Liquidity trade off, Working Capital Policy – Aggressive & Defensive. Overview of Working Capital Management.	4
II	Management of Cash and Marketable Securities: Meaning of Cash, Motives for holding cash, Objectives of Cash Management, factors determining cash needs, Cash Management Models, Cash Budget, Cash Management : basic strategies, techniques and processes, compensating balances; Marketable Securities Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities , cash Management Practices in India.	8
III	Management of Receivables ; Nature & Cost of maintaining receivables , objectives of receivables management, factors affecting size of receivables , policies for managing accounts receivables, determination of potential credit policy including credit analysis, credit standards, credit period terms etc; collection Policies; Credit Management in India.	6

IV	Management of Inventory: Need for monitoring and control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management : Minimizing cost of inventory, Techniques of Inventory Management – Classification , order quantity , order point etc.	6
V	Working Capital Financing: Need and Objectives of financing of working capital, short term credit, mechanism of cost- benefit analysis of alternative strategies for financing working capital: accrued wages and taxes, accounts payable , trade credit, bank loans , overdrafts , bill discounting, commercial papers, certificates of deposit, factoring , secured terms loans, etc; Pattern and sources of Working Capital Financing in India, with reference to Government Policies.	6

Course Outcomes:

At the end of the course, a student will be able to:

1. Clearly understand the role of working capital for a business, its components and its place in a firm's balance sheet
2. Estimate working capital needs of a business
3. Clearly understand how working capital management impacts profitability, liquidity and solvency
4. Modes of working capital financing available and how to choose among them

Text and Reference Books

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

Weblinks

<https://sol.du.ac.in/mod/book/view.php?id=829&chapterid=491>

<http://14.139.206.50:8080/jspui/bitstream/1/4336/1/Working%20capital%20management.pdf>

MBA 3rd Semester 2nd year

Security Analysis & Portfolio Management

Course Code: MBA FM2	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

- Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection.
- The course material will cover formulae that can be applied in different business situations regarding active portfolio management.
- To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.
- To provide a theoretical and practical background in the field of investments

UNIT	Course Content	Hours
I	Investment Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim & Approaches of Security analysis.	8
II	Portfolio Theory Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, Measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.	8

III	Capital Market & Asset Pricing Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis , Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies. .	6
IV	Bond, Equity and Derivative Analysis	8
	Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.	
V	Active Portfolio Management Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry	6

Course Outcomes:

At the end of the course, a student will be able to:

1. Recognize and apply appropriate theories, principles, and concepts relevant to securities analysis and portfolio management.
2. Develop a reasoned argument to the solution of familiar and unfamiliar problems relevant to securities analysis and portfolio management.
3. Analyze and evaluate portfolio performance.
4. Identify, analyze and draw reasoned conclusions in selecting and presenting information on securities.
5. Analyze investment opportunities in stock markets

Text and Reference Books

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
4. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
5. D. C. Patwari, Options and Futures: Indian Perspective, Jaico Publishing House.
6. Hull, Introduction to Futures and Options, Prentice Hall.
7. Preeti Singh, Investment Management, Himalaya Publishing.
8. Devin S., Portfolio Management, Prentice Hal
9. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
10. Agarwal, A Guide to Indian Capital Markets, New Delhi.

Weblinks

<http://ignoumbasupport.blogspot.com/p/ignou-ms-44-studymaterial-freedownload.html>

<https://www.studynama.com/community/threads/pdf-security-analysis-portfolio-management-sapm-notes-ebook-for-mba-finance.2713/>

[**https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm**](https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm)

<http://www.gurukpo.com/security-analysis-and-portfolio-management/>

MBA 4th Semester 2nd year

MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Course Code: MBA FM3	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The aim of the course is to help students understand and learn about different types of Financial institutions and financial services in the India and abroad and to help form a base for career in financial sector.

UNIT	Course Content	Hours
I	Introduction : Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.	4
II	Management of Commercial Banks : Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non-performing assets, Strategies for making commercial banks viable.	8
III	Management of Non-Banking Financial Institutions :Securitisation : concept, nature, scope and their implications. Securitization of Auto loans and housing loans, Securitisation in India.	6
IV	DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance & Mutual Fund organisations - Their status, types, working and strategies for commercial viability.	8

V	Management of Financial Services : Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.	6
---	---	---

Course Outcomes:

At the end of the course, a student will be able to:

1. Describe the dimensions of performance and risk relevant to financial firms.
2. Calculate contemporary measures of financial measures of performance and risk. 3. Describe contemporary managerial risk management oversight processes.
3. Explain how the financial services component industries (insurance, banking, securities, real estate and financial planning) interact.
4. Evaluate the economic environment and the impact of governmental economic policies on consumers and financial institutions.
5. Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.

Text and Reference Books

- 1) Fabozzi - Foundations of Financial Markets and Institutions (Prentice hall)
- 2) Parameswaran- Fundamentals of Financial Instruments (Wiley India)
- 3) Khan M Y - Financial Services (Tata Mc Graw Hill)
- 4) Machiraju H R - Indian Financial System (Vikas)
- 5) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill)
- 6) Srivastava ,R.M & Nigam Divya - Management of Financial Institutions (Himalaya)
- 7) Gurusamy R - Financial Services & Markets (Thomson)

Weblinks

http://164.100.133.129:81/econtent/Uploads/Management_Financial_Services.pdf

<https://www.gurukpo.com/management-of-financial-services/>

<http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>

MBA 4th Semester 2nd year

CORPORATE FINANCIAL RESTRUCTURING

Course Code: MBA FM4	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective:

1. To know the concept of Financial Restructuring in Companies
2. To get acquainted with the factors leading to financial distress of the organization.
3. To understand alternative sources of capital and planning of the same.
4. To know the significance of the Corporate Governance in the overall functionality of the organization.

UNIT	Course Content	Hours
I	Basics: Concept of Internal & External Restructuring, Financial perspective in restructuring, Reorganization strategies in corporate organizations, Financial Distress & Bankruptcy, Liquidation, Net Operating Losses, Sources of Funding & Problem of changing Capital Structure, Strategic and Financial Sponsors, Pros and Cons of different Sponsors, Capital Cash Flows Vs. Equity Cash Flows.	4
II	Mergers & Acquisitions: Difference and commonalities of the concepts, differentiation with regard to Take Over, Strategic & Financial Aspects, Hostile vs. Friendly Takeovers, Defense Tactics, Structural Defenses Vs. Non Structural Defenses, Contribution Analysis, Duties of Board of Directors, Market for Corporate Control.	8

III	Risk Management in Mergers & Acquisitions: Collars, Role of Arbitrators in Mergers & Acquisitions, Interpretation of Arbitrage Spreads, Earn Out and CVRs, Pre Closing & Post Closing M&A Risks, Management of M&A Risk with the help of Collars, Fixed Collar Offers Vs. Floating Collar Offers.	6
IV	Methods of Enterprise Valuation: Weighted Average Cost of Capital, Discounted Cash Flows Model, Equity/Residual Cash Flows, Adjusted Present Value, Capital / Leveraged Cash Flows, Relative Valuation Analysis, Sensitivity Analysis, Tables, Developing Break Up Analysis.	8
V	Corporate Governance: Significance in the Indian context, Reference of CG in Indian Companies Act (Amended) 2013, Role of Board of Directors, Disclosures and Clarifications on the part of Board of Directors and Inclusion in the Auditors' Report.	6

Course Outcomes:

At the end of the course, a student will be able to:

1. To know the concept of Financial Restructuring in Companies.
2. To get acquainted with the factors leading to financial distress of the organization.
3. To understand alternative sources of capital and planning of the same.
4. To know the significance of the Corporate Governance in the overall functionality of the organization.

Text and Reference Books

1. Business Environment, Justin Paul, Tata McGraw Hill,
2. Business Environment, A.C. Fernando, Pearson Education
3. Corporate Restructuring: Lessons from experience, Michael. Pomerleano, William Shaw
4. Creating Value Through Corporate Restructuring: Case Studies in Bankruptcies, Buyouts, and Breakups (Wiley Finance) - Stuart C. Gilson, Edward I. Altman
5. Valuation: Mergers, Buyouts and Restructuring (Wiley Finance) - Enrique R. Arzac

Weblinks

https://www.icsi.edu/media/webmodules/Corporate_Restructuring_Insolvency_LiquidationandWindingUp.pdf
<https://www.icsi.edu/media/webmodules/PP-CRVI-2017%20-%20MARCH%207.pdf>

MBA

MARKETING MANAGEMENT SPECIALIZATION

MBA 3rd Semester 2nd year

CONSUMER BEHAVIOR & MARKETING COMMUNICATION

Course Code: MBA MK1	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: To introduce the students to the field of consumer behaviour and its relevant association with marketing and allied subjects. In marketing communication section the objective of the course is to enhance the competency of students to become effective Managers perfectly fit in the dynamic and competitive field of advertising, public relations and media organizations.

UNIT	Course Content	Hours
I	Introduction: Defining Consumer Behaviour, Nature, Scope & Importance of Consumer Behaviour, Understanding Consumer and Market Segments, Consumer Research: Quantitative & Qualitative.	4
II	Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.	8
III	Consumer Decision Process: Problem Recognition, Search and Evaluation, Purchasing Processes, Post-Purchase Behaviour, Consumer Behaviour Models, Consumerism, Organization Buying Behaviour. Environmental Influences on Consumer Behaviour: Culture, Subcultures, Social Class, Reference Group and Family Influences, Personal Influences and Diffusions of Innovations.	6
IV	Marketing Communication, Objectives of Marketing Communication, Integrated Marketing Communication (IMC), Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC, Promotion Mix, Sponsorship, POP: Supportive Communication, Role of E-Commerce in Marketing Communication.	6

V	Advertising Management, Overview: Meaning, Nature and Scope of Advertising, Advertising and Other Promotional Tools, Role of Advertising in Promotion Mix, Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Media Planning, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising, Management of Advertising Agencies.	6
---	---	---

Course Outcomes:

At the end of the course, a student will be able to:

1. Explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.
2. Demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.
3. Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.
4. Thoroughly describe a range of media and methods available to marketers
5. Demonstrate a comprehensive understanding of Marketing Communications theories and concepts
6. Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.

Text and Reference Books

1. Consumer Behaviour/ Leon Schiffman & Leslie Kanuk, PHI, 10 th edition
2. Consumer Behaviour Building Marketing Strategy/by Hawkins, Coney Best Mookerjee, TMH,11th Edition 2007
3. Consumer behaviour / by David Loudon &Albert J Della Bitta, TMH publications,4 th edition,2002
4. Consumer Behaviour in Indian Perspective/ Suja Nair/
5. Consumer behaviour /by Henry Assael, Biztantra,2005
6. Shopper, Buyer and Consumer Behaviour/by Jay D Lindquist, M Joseph Sirgy, Biztantra,2nd edition
7. Consumer Behaviour and Branding : Concepts Readings, and Cases/Kumar, Pearsons Publications
8. Advertising and Promotion: An Integrated Marketing Communications Perspective, 10th Ed. by George E. Belch, Michael A. Belch, TMH
9. Advertising Management Concepts & Cases/by Manendra Mohan, TMH
10. Advertising Management /by Batra, 5ed, Pearson

Weblinks

www.pondiuni.edu.in/sites/default/files/Consumer%20Behaviour200813_0.pdf

https://www.academia.edu/5775752/CONSUMER_BEHAVIOR_05_MBAMM313_STUDY_MATERIAL_MBA_II_Year_Semester_III_COURSE_FACILITATOR_MODULE-I_INTRODUCTION_TO_THE_CB

https://www.academia.edu/31173887/Integrated_Marketing_Communications_2nd_edition

<https://www.managementstudyguide.com/marketing-communications.htm>

MBA 3rd Semester 2nd year

SALES AND DISTRIBUTION MANAGEMENT

Course Code: MBA MK3	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: To develop understanding and appreciation of the Sales & Distribution processes in organizations. The course includes the familiarization of concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.

UNIT	Course Content	Hours
I	Introduction: Selling as a Part of Marketing, Sales Management Process, Role of Sales Manager, Concept of Personal Selling, Sales Management and Salesmanship, The Ones of Personal Selling, Process of Personal Selling, Qualities of a Successful Salesman. Goals in Sales Management: Goal Setting Process in Sales Management, Analyzing Market Demand and Sales Potential, Techniques of Sales Forecasting, Preparation of Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.	4
II	Sales Force Management: Organising the Sales Force, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Sales Contests, Evaluation and Analysis.	8
III	Introduction to Distribution Management: Concept of Distribution Channel, Importance of a Channel, Reverse Distribution, Types of Channels, Primary Distributors, Specialized Distributors and Participants, Distributors: Policies and Strategies.	6

IV	Channel Management: Forces of Distributing Systems, Distributors Selection and Appointment, Channel Conflicts and their Resolutions, Training the Distributors Sales Team.	8
V	Emerging of marketing channels-An overview in context of 21st Century:	6
	Distribution Services for online marketing, Logistics and Supply Chain Management for Online Retailing. Distribution in Freight, Courier and Postal services: Spoke and Hub Distribution paradigm, Distribution in FMCG sector, Distribution in Apparel Industry, Confectionary Distribution. Global Distribution and channel management.	

Course Outcomes:

At the end of the course, a student will be able to:

1. Identify potential customers and segments, understands and anticipates customer expectations and needs
2. Understand of marketing and sales in the hotel industry and can put skills to practical use
3. Understand the relevance of new electronic communication channels
4. Apply knowledge to manage accommodation business distribution channels and branding

Text and Reference Books

1. Marketing Channels by Louis W. Stern, Adel I. El-Ansary & Anne T. Coughlan (to be given as text book).
2. Marketing Channel Management by Pingali & Venugopal.
3. Sales Management by Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni.
4. Sales and Distribution Management: An Indian Perspective, [Pingali & Venugopal](#), SAGE Publications, 2008
5. Field Sales Management –Principles & Practices by S.Ramachandran, Allied Publications
6. Marketing & Sales Management by Acharya & Govekar – HPH (1985 Edition)
7. Sales Management Decisions, Strategies and Cases, 5th edition by Still, Richard R et al. Prentice-Hall, India
8. Sales and Distribution Management–Text & Cases by Havaladar and Cavale Tata McGraw-Hill, 2007.
9. Confectionery sales and distribution, United States. Business and Defense Services Administration. Food Industries Division.

Weblinks

https://gurukpo.com/Content/MBA/Sales_Management.pdf <https://lecturenotes.in/materials/25730-sales-distribution-management>

<https://www.gurukpo.com/sales-and-distribution-management/>

MBA 4th Semester 2nd year
MARKETING OF SERVICES

Course Code: MBA MK2	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The course focuses on the unique challenges of managing services and delivering quality service to customers. The course is applicable to organizations whose core product is service (e.g., banks, transportation companies, hotels, hospitals, etc.)

UNIT	Course Content	Hours
I	Introduction: Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, Categories of Service Providers, STP for services. Services Marketing Mix – People, Physical Evidence & Process.	4
II	The Gap Model of Service Quality: The Customer Gap, The Provider Gap, The Customer Expectations of Service, The Zone of Tolerance, Customers Perception of Quality and Customer Satisfaction, SERVQUAL . Consumer Behaviour in Service Context. Understanding Customer Requirements, Listening to Customers through Research, Building Customer Relationship, Service Recovery, Factors Necessary for Appropriate Service Standards, Types of Customer -Defined Service Standards	8
III	Developing Service Products: Core and Supplementary, Services Pricing Strategies, Logistics & Distribution of Services, Physical and Electronic Channels, Role of retailing in service distribution. Promoting Services and Educating Customers, People and Internal Communication, Managing Marketing Communications.	6

IV	Physical Evidence and Servicescape: Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Servicescape, Role of Technology in Services Marketing. People in Services: Role, Importance and Training. Designing and Managing Service Processes: Forecasting, Managing Demand and Capacity Capacity Constraints, Demand Patterns, Strategies for matching Capacity and Demand., Process of Operations and Delivery of Services,	6
V	Marketing in various services: Fast food chains, Hospitality Services, Travel and	6
	Tourism services, Financial Services, Banking Services, Insurance Services, Telecom Services, Retailing Services (Brick & mortar, Online), Transportation & Logistics Services, Consultancy Services, Educational Services, Payment Bank Services, Entertainment & Public Utility information services . International marketing of services: challenges, recent trends, Principal Driving Force for globalization of services.	

Course Outcomes:

At the end of the course, a student will be able to:

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
3. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
4. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
5. Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
6. Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Text and Reference Books

1. Services Marketing, Zeithmal&Bitner, McGraw Hill
2. Services Marketing, Lovelock, Pearson
3. ServicesMarketing ,Jauhari& Dutta, Oxford
4. Services , Govind Apte, Oxford
5. ChristopherH.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
6. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.
7. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
8. Halen Woodroffe, Services Marketing, McMillan, 2003.

Weblinks

<https://examupdates.in/mba-service-marketing/>

http://www.pondiuni.edu.in/storage/dde/downloads/markiv_sm.pdf

MBA 4th Semester 2nd year
E-MARKETING

Course Code: MBA MK4	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective:

- 1 To make the students understand the concept and techniques of international marketing.
- 2 To train the students to develop plans and marketing strategies for entering into international markets and managing overseas operations.

UNIT	Course Content	Hours
I	E-Marketing: Concept & scope, E-Marketing and E-Business interrelationship, Marketing implications of Internet technologies and convergence, Convergence and M commerce. E-Marketing 7 Step Plan: Situation Analysis, E – Marketing Strategic Planning, Objectives, E- Marketing Strategies, Implementation Plan, Budget, Evaluation Plan	4
II	E -Marketing Environment: Global markets, Emerging Economies, Technological readiness, Ethical & Legal issues: Privacy and Security Concerns, Electronic Payment System - Different types of payment modes, ecash, e-check, e-money - E-Security Firewalls The Virtual Value Chain: Marketplace vs. Market space - Visibility, Mirroring capability, The network economy - "Moore's Law" and "Gilder's Law" , E-Marketplaces and Economic Impacts	8

III	Consumer Behavior: Social & cultural context, Individual characteristics and Resources, Motivations for shopping on the net, attributes of online shopping. Segmenting and Targeting Online Customers: Business – Government and Customer Markets, Important geographic segments for E-Marketing, Demographic segments, Psychographic segments, Behavior segments, Targeting online customers.	6
IV	Differentiation and Positioning Strategies: Product – Service – Personnel – Channel and Image differentiation. Differentiation Strategies – site atmospherics, making the intangible tangible, building trust, efficient and timely order processing, pricing, CRM, Enhancing the customer experience.	8
V	Marketing Strategies for BOP Markets: Four elements of BOP strategy - creating buying power, shaping aspirations, improving access, and tailoring local solutions. C K Prahalad's 12 principles, BOP Protocol Criticism of Marketing to BOP & Alternate Perspectives	6

Course Outcomes:

At the end of the course, a student will be able to:

1. explain and illustrate the use of search engine marketing, online advertising and online marketing strategies;
2. explain the role of e-marketing plans as a component of corporate-level plans;
3. recognise and write appropriate e-marketing objectives;
4. critically analyse planning options and offer constructive and practical alternative solutions;
5. formulate an integrated and comprehensive e-marketing plan;
6. describe in detail the implementation of an e-marketing plan, including the management of necessary internal organisational change; and,

Text and Reference Books

1. The Fortune at the Bottom of the Pyramid, Prahalad, C.K., Pearson –Singapore.
2. We are like that only, Bijapurkar, R. (2007), New Delhi: Penguin Portfolio.
3. Internet Marketing: Strategy, Implementation and Practice, 3/e, Dave Chaffey, Pearson
4. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques by Mike Grigsby, Kogan page, 2018
5. Business Analytics: Applications To Consumer Marketing by Sandhya Kuruganti and Hindol Basu, TMH, 2015

Weblinks

<https://www.coursera.org/learn/uva-darden-market-analytics>
<https://www.classcentral.com/course/coursera-marketing-analytics-4868>

MBA
INFORMATION TECHNOLOGY SPECIALIZATION

MBA 3rd Semester 2nd year

DATABASE MANAGEMENT SYSTEM

Course Code: MBA IT1	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: This course will help students to understand how databases can be used to store an organization's information.

UNIT	Course Content	Hours
I	Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.	4
II	Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.	8
III	Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.	6
IV	PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.	6
V	Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.	6

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Describe the fundamental elements of relational database management systems
CO2	Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.
CO3	Design ER-models to represent simple database application scenarios
CO4	Convert the ER-model to relational tables, populate relational database and formulate SQL queries on data.
CO5	Improve the database design by normalization.
CO6	Familiar with basic database storage structures and access techniques.

Text and Reference Books

1. Silberschatz, A. H. F. Korth, Sudarshan, S. (2002). Database system concepts. McGraw-Hill.
2. Koch, G. & Loney, K. (2002). Oracle 9i The complete reference. TMH.
3. R. Elmsari & S. D. Navathe (2004). Fundamentals of database systems. Addison Wesley.
4. Bipin C. Desai (2000). Introduction to Database Management System. Galgotia Publication.
5. C. J. Date (2003). An introduction to database systems. Pearson Educatio

MBA 3rd Semester 2nd year

SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING

Course Code: MBA IT2	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: To acquaint the students with the software project management concepts, techniques and issues related to implementation.

UNIT	Course Content	Hours
I	Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.	4
II	Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification, Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.	8
III	Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary,	6
IV	Process Modeling: Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).	6
V	Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards	6

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Understand the principles and tools of systems analysis and design
CO2	Understand the application of computing in different context
CO3	Understand the professional and ethical responsibilities of practicing the computer professional including understanding the need for quality
CO4	Solve a wide range of problems related to the analysis, design and construction of information systems
CO5	Analysis and Design of systems of small sizes
CO6	Plan and undertake a major individual project, prepare and deliver coherent and structured verbal and written technical reports

Text and Reference Books

1. Roger. S. Pressman (2001). Software Engineering: A Practioner's Approach. McGraw Hill, New Delhi, Fifth Edition.
2. Aggarwal, K. K. & Singh, Yogesh (2005). Software Engineering. New Age International.
3. Walker Royce (2001). Software Project Management: A Unified Framework. Pearson Education Asia, Singapore, First Edition.
4. Bob Hughes and Mike Cotterell (2001). Software Project Management. Tata McGraw Hill, New Delhi, Second Edition.
5. Ivar Jacobson, Grady Booch and James Rumbaugh (2000). The Unified Software Development Process. Pearson Education Asia, Singapore.
6. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach. John Wiley & Sons, Singapore, Fourth Edition.
7. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). Effective Project Management. John Wiley & Sons, Singapore, Second Edition.

MBA 4th Semester 2nd year

DATA COMMUNICATION & NETWORK

Course Code: MBA IT3	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective: The objective of studying this paper is to help student understand Communication networks and web related technologies.

UNIT	Course Content	Hours
I	Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data. Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.	4
II	LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card. Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN	8
III	OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network. Server.	6
IV	Operating systems: Unix; Linux; Windows. Mobile Operating Systems.	8
V	Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML: Mobile IP, Wireless TCP& UDP, WAP, WML	6

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Independently understand basic computer network technology.
CO2	Understand and explain Data Communications System and its components.
CO3	Identify the different types of network topologies and protocols.
CO4	Enumerate the layers of the OSI model and TCP/IP. Explain the function(s) of each layer.
CO5	Identify the different types of network devices and their functions within a network
CO6	Understand and building the skills of subnetting and routing mechanisms.
CO7	Familiarity with the basic protocols of computer networks, and how they can be used to assist in network design and implementation.

Text and Reference Books

1. Business Data Communications and Networking(2010), By Jerry FitzGerald, Alan Dennis, ,John Wiley & Sons
2. Data and Computer Communications, Stallings, Pearson Education India
3. DATA COMMUNICATION AND COMPUTER NETWORKS(2013) By AJIT PAL, PHI Learning Pvt. Ltd
4. Elements of Data Communication and Networks(2009) by S.A. AmuthaJeevakumari, Laxmi Publications, Ltd

MBA 4th Semester 2nd year

ELECTRONIC COMMERCE

Course Code: MBA IT4	
Course Type:	Discipline Elective
Course Credit:	03

End Semester Examination System

Maximum Marks Allotted	Minimum Pass Marks	Time Allowed
70	28	3 Hours

Continuous Assessment Marks

Assignment Marks	Minimum Pass Marks
30	12

Course Objective:

1. To introduce students to the concept of e -commerce
2. To equip students to assess e-commerce requirements of a business and develop e -business plans
3. To help students understand various e -commerce applications

UNIT	Course Content	Hours
I	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing procurement, and online marketing and advertising E-commerce resources and infrastructure planning.	4
II	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment management; Post sales services.	8

III	Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of Edi service arrangement; Internet based EDI; EDI architecture and standards; VANs; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion: Web counters; Web advertisements.	6
IV	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses	6
	and debit cards; Operational, credit and legal risks of e-payment, Risk management options for e-payment systems; Order fulfillment for e-commerce. Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security.	
V	Regulatory Environment of E-Commerce: Borders and jurisdiction contracting and contract enforcement; International cyber laws -aims and salient provisions; cyber laws in India and their limitations; Taxation and e-commerce; Ethical issues in e-commerce.	6

Course Outcomes:

At the end of the course, a student will be able to:

CO1	Demonstrate an understanding of the foundations and importance of E-commerce
CO2	Demonstrate an understanding of retailing in E-commerce.
CO3	Analyze the impact of E-commerce on business models and strategy
CO4	Describe Internet trading relationships including Business to Consumer, Business-to-Business, Intra-organizational.
CO5	Describe the infrastructure for E-commerce
CO6	Describe the key features of Internet, Intranets and Extranets and explain how they relate to each other.
CO7	Discuss legal issues and privacy in E-Commerce
CO8	Assess electronic payment systems
CO9	Recognize and discuss global E-commerce issues

Text and Reference Books

1. Bajaj, Deobyani Nag, E-Commerce, Tata McGraw Hill Company, New Delhi, 2000.
2. Diwan, Prag and Sunil Sharma, Electronic Commerce -A Manager's Guide to E-Business, Vanity Books International, Delhi.
3. Greenstein, M. and T.M. Feinman, Electronic Commerce: Security, Risk Management and Control, Tata

McGraw hill, 2000.

4. Agarwala, Kamlesh N., Amit Lal and DeekshaAgarwala, Business on the Net: An Introduction to the Whats and Hows of E -Commerce, Macmillan India Ltd., 2000.
5. Fitzgerald, Business Data Communication Network, McGraw Hill, 1998.
6. Kalakota, Ravi and Andrew P. Whinson, Frontiers of Electronic Commerce, Addison Wesley.