Annexure-I

MASTER OF BUSINESS ADMINISTRATION (MBA)

SYLLABI AND SCHEME OF EXAMINATIONS
UNDER THE CHOICE BASED CREDIT SYSTEM (CBCS)
W. E. F. THE ACADEMIC SESSION 2019-20

INDIRA GANDHI UNIVERSITY MEERPUR, REWARI
(HARYANA) 123401

(Established under State Legislature Act 29 of 2013)
THE PROGRAMME STRUCTURE

Objectives of the Programme: Master of Business Administration is a two year professional degree programme that prepares individuals for the business world and leads to earning a master degree. MBA is an inter-disciplinary programme that includes the courses borrowed from Commerce, Science, Humanities and Social Sciences and further modified them as per the need of business administration. This programme is structured to enable the graduate students of any discipline to evolve as Master of Business Administration (MBA). The programme imparts the knowledge of management concepts and learnings in functional areas such as Marketing, Finance, Human Resources and International Business etc. The courses lay importance to both hard and soft skills and further add substance for the comprehensive knowledge, skills development to manage businesses in dynamic business environment.

Learning Outcomes

After going through the programme, the students shall be able to have:

- Understanding of socio-economic-technological-politico-legal environment at national and global levels,
- Knowledge of concepts, theories and best management practices and their implications,
- Effective decision making in dynamic business environment,
- Effective communication, leadership, and entrepreneurial skills,
- Socially responsible behaviors in managing of corporate and entrepreneurial ventures, and act as a responsible citizen and contribute in the growth of nation and mankind.

Programme Duration

Master of Business Administration is a two years full time programme divided into two years and four semesters-two even and two odd semesters.

Type of Courses: Courses in the programme may be of following kinds:

- Core courses (CC): Compulsory course (paper) to be studied by the student as a core requirement of the degree.
- Discipline Centric Elective Courses (DCEC): Optional course that student can choose from a pool of courses within the department.
- Open Elective Courses (OEC): An elective course chosen from the pool of courses related to other disciplines offered by other departments of the university.
- Foundation Elective Courses (FEC): An elective paper opted to enhance the understanding related to value based courses, computer awareness, information processing, office automation programming, communication skills, spoken English, personality development, soft skill, entrepreneurship development, etc.
**Pedagogy:** The courses are delivered through a mix of modern teaching techniques such as:
- Lectures
- Presentations
- Seminars
- Case Studies
- Field Visits
- Group & Individual Projects
- Role-Playing
- Experiential Learning
- Simulation Exercises/games

The actual mix varies with the nature of a course. For effective learning, students are required to participate actively in the class sessions. Discussions and deliberations by the students make learning more effective and interesting. The students will be required to do a fair amount of practical work by the way of summer training, project works, field investigations and case analysis besides library reading and contact hours. Students’ participation in the programme inside and outside of class will be evaluated on a continuous basis.

**Specialization**

1. The Department offers dual specialization in the programme. First year is common for all the students and they have to select two specializations (Specialization-I and Specialization-II) in second year from the following specializations:
   a. Finance
   b. Human Resource Management
   c. Marketing
   d. International Business

2. Students are required to opt 5 (five) elective courses from the selected specializations in a way that in third semester, student has to choose three elective courses from specialization-I and two elective courses from specialization-II. In forth semester, students have to choose two elective courses from specialization-I and three elective courses from specialization-II. The specializations opted in III semester would remain same in the IV semester.

**Note:**
1. The syllabus of each course (except few courses) is divided into four units. The question paper shall be divided into two sections. Section ‘A’ shall comprise of eight short answer type questions spread over the entire syllabus carrying two marks each, which shall be compulsory. Each short answer type question would carry two marks (8 X 2 =16). Section ‘B’ shall comprise eight questions (two questions from each unit) and shall be required to attempt four questions selecting one question from each unit. All questions will carry equal marks (16X4=64).
2. English shall be the medium of instruction and examination except open elective course for which medium of instruction will be Hindi and English both.

3. The duration of external examination for each course shall be three hours.

4. The distribution & weightage of internal assessment marks shall be based on:
   - 10 marks for the sessional/ internal test.
   - 5 marks for written assignments, presentations, class participation.
   - 5 marks for Class attendance.

5. The ‘Summer Training Report’ in the Third Semester will be evaluated as 50 marks for 20-30 minutes presentation as scheduled by the department in front of the panel of two internal examiners duly appointed by the chairperson/head of the department, 50 marks for report evaluation.

6. Discipline centric elective courses (DCEC) will be started only after the enrollment of minimum ten students in the course subject to the availability of requisite resources/expert faculty.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course type</th>
<th>Nomenclature of the course</th>
<th>Contact Hours per week</th>
<th>Credits</th>
<th>Examination Scheme</th>
<th>Total</th>
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L=Lecture, P=Practical

**Note:** Student will choose one Foundation Elective Course (FEC) from a pool of FEC courses offered by the University at central level.
## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Semester: II

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**Discipline Centric Elective Courses:** Students have to choose any one course out of following two:

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**Total**

|             |             |                                    | 32 | 4 | 36 | 32 | 2 | 36 | 640 | 160 | 50 | 900 |

L=Lecture, P=Practical
## MASTER OF BUSINESS ADMINISTRATION (MBA)

### Semester: III  Total Credits: 43

<table>
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<td>4</td>
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<tr>
<td>MBA303</td>
<td>CC</td>
<td>Summer Training Report &amp; Viva-Voce</td>
<td>4</td>
<td></td>
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**Specialization I**

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**Total**

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<th>L</th>
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<th>Total</th>
<th>L</th>
<th>P</th>
<th>Total</th>
<th>Theory</th>
<th>Internal Marks</th>
<th>Practical/Viva-Voce</th>
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<td>4</td>
<td>39</td>
<td>35</td>
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<td>43</td>
<td>720</td>
<td>200</td>
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L=Lecture, P=Practical

**Note:**

1. *Open Elective Course (OEC) will be offered to the students of other departments of the university, similarly the students of MBA third semester will choose one OEC from a pool of courses offered by other departments of the university.

2. Students are required to choose two specializations out of four specializations offered by the department. In third semester, student has to choose three elective courses from specialization-I and two elective courses from specialization-II from a pool of courses offered in respective specializations.
### MASTER OF BUSINESS ADMINISTRATION (MBA)

**Semester: I**
**Total Credits: 40**
**Total Marks: 1000**

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**Specialization I**
- DCEC Elective 1
- DCEC Elective 2
- DCEC Elective 3

**Specialization II**
- DCEC Elective 1
- DCEC Elective 2
- DCEC Elective 3

| MBA428      | CC          | 4 | 4 | 4     | 2 | 2 | 4     | 80     | 20           | 100       |
| MBA429      | CC          | 4 | 4 | 4     | 4 | 4 | 4     | 80     | 20           | 100       |
| MBA430      | CC          | 4 | 4 | 4     | 1 | 1 | 1     | 25     |              | 25        |
| MBA431      | CC          | 4 | 4 | 4     | 1 | 1 | 1     | 25     |              | 25        |

**Total**

|     | 36 | 8  | 44  | 36 | 4  | 40  | 720  | 180 | 50 | 1000 |

L=Lecture, P=Practical

**Note:** Specializations of the students will remain same as chosen in third semester. In fourth semester, student has to choose two elective courses from specialization-I and three elective courses from specialization-II.
MASTER OF BUSINESS ADMINISTRATION (MBA)

(Courses offered for the Specializations in Semester III and Semester IV)

FINANCE

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<th>Nomenclature of the Course(s)</th>
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<td>DCEC</td>
<td>MBA 305</td>
<td>Project Management and Infrastructure Finance</td>
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<td>MBA 306</td>
<td>Strategic Cost Management and Control</td>
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<td>MBA 307</td>
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<td>DCEC</td>
<td>MBA 308</td>
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<td>DCEC</td>
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SEMESTER: IV

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<td>DCEC</td>
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<td>MBA408</td>
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INTERNATIONAL BUSINESS

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SEMESTER: IV

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<th>Nomenclature of the Course(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCEC</td>
<td>MBA 410</td>
<td>Global Strategic Management</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA 411</td>
<td>Multinational Banking</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA412</td>
<td>Export Import Documentation and Procedures</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA 413</td>
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</tr>
<tr>
<td>DCEC</td>
<td>MBA 414</td>
<td>International Accounting</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA 415</td>
<td>Cross Cultural and Global Management</td>
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## MARKETING

### SEMESTER: III

<table>
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<tbody>
<tr>
<td>DCEC</td>
<td>MBA 315</td>
<td>Brand Management</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA 316</td>
<td>International Marketing</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA 317</td>
<td>Advertising Management</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA 318</td>
<td>Service Marketing</td>
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<td>DCEC</td>
<td>MBA 319</td>
<td>Consumer Behaviour</td>
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<tr>
<td>DCEC</td>
<td>MBA 320</td>
<td>Public Relations and CRM</td>
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### SEMESTER: IV

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<tbody>
<tr>
<td>DCEC</td>
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<td>Rural Marketing</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA417</td>
<td>Sales and Distribution Management</td>
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<tr>
<td>DCEC</td>
<td>MBA418</td>
<td>Retail Management</td>
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<td>DCEC</td>
<td>MBA419</td>
<td>Marketing Research</td>
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<td>DCEC</td>
<td>MBA420</td>
<td>Digital Marketing</td>
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<tr>
<td>DCEC</td>
<td>MBA421</td>
<td>Social Marketing</td>
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## HUMAN RESOURCE MANAGEMENT

### SEMESTER: III

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<tbody>
<tr>
<td>DCEC</td>
<td>MBA 321</td>
<td>Managing Interpersonal and Group Processes</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA312</td>
<td>IHRM</td>
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<tr>
<td>DCEC</td>
<td>MBA322</td>
<td>Training and Development</td>
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<tr>
<td>DCEC</td>
<td>MBA323</td>
<td>HR Planning and Development</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA324</td>
<td>Trade Unions and Labour Legislations</td>
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<tr>
<td>DCEC</td>
<td>MBA325</td>
<td>Business Negotiation Skills</td>
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### SEMESTER: IV

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<tbody>
<tr>
<td>DCEC</td>
<td>MBA422</td>
<td>Industrial Relations and LabourWelfare</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA423</td>
<td>Strategic Human Resource Management</td>
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<tr>
<td>DCEC</td>
<td>MBA424</td>
<td>Personal Power and Leadership Through Asian</td>
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<td>Values</td>
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<td>DCEC</td>
<td>MBA425</td>
<td>Human Capital Management</td>
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<tr>
<td>DCEC</td>
<td>MBA426</td>
<td>Employee Engagement and Talent Management</td>
</tr>
<tr>
<td>DCEC</td>
<td>MBA427</td>
<td>Compensation Management</td>
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</table>
Master of Business Administration (MBA)
Semester-I
Principles of Management
MBA 101

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Management: Introduction, definition, functions and levels of Management; Managerial roles, skills and competencies; types of managers; Evolution of management thought: The Scientific Management School, Classical organisation theory school, the Behavioral School, System and Contingency approach; characteristics of 21st century manager, social responsibilities of manager.

Unit II
Planning: meaning and nature and importance of planning, types of plans, process of planning; MBO: nature, objectives and process of MBO, Decision making: nature, objectives and process, techniques and models of decision making, types of decisions
Organising: Nature, objectives, elements and process of organising; Basic concepts: departmentation, span of management, line and staff, centralisation and decentralisation, delegation of authority; Types of organisation structure, new approaches in organisation design, downsizing and its implications, organisational culture.

Unit III
Direction: concept, its significance and main elements, Motivation: nature, importance and theories; Leadership: Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills; Coordination: importance and techniques.

Unit IV
Control- concept, nature, its process & importance, controlling techniques; Recent trends in management: Knowledge management, Total Quality Management, Business process reengineering, Management of productivity, Comparative management in Japan, US and India; Corporate governance.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-I
Accounting for Managers
MBA 102

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Financial Accounting: concept, importance and scope; Accounting principles; journal; ledger; trial balance; depreciation methods (straight line and diminishing balance); preparation of final accounts with adjustments.

Unit-II
Analysis and interpretation of financial statements: meaning, importance and techniques; Ratio analysis; fund flow analysis; cash flow analysis (AS-3).

Unit-III
Cost Accounting-meaning, importance, methods, techniques; classification of costs and cost sheet; inventory valuation; an elementary knowledge of activity based costing.

Unit-IV
Management Accounting- concept, need, importance and scope; cost volume and profit analysis; Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

Case discussion is compulsory at the end of every unit.
Suggested Readings:
2. Pandey, I.M., Management Accounting, Vikas Publishing House, NewDelhi
Note: There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit-I
Introduction to Statistics: Basic concepts, Statistics in business, Data measurement; frequency distribution, measures of central tendency: mean, median, mode, geometric mean and harmonic mean; measures of dispersion: range, quartile deviation, mean deviation and standard deviation; Skewness: meaning and co-efficient of skewness.

Unit-II
Correlation analysis: meaning & types of correlation, Karl Pearson’s coefficient of correlation and spearman’s rank correlation; Regression analysis: meaning, types and measurement; Difference between correlation and regression; Time series analysis: components and measurement of trend and seasonal variations.

Unit-III
Probability: basic concepts and approaches, addition, multiplication and Bayes’ theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distribution.

Unit-IV
Sampling theory and basic concepts in statistical inference; tests of significance; Hypothesis testing; Large samples, Small samples: Chi-square test, Analysis of variance

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-I
Business Communication
MBA 104

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Business communication- Nature, importance and types of business communication, process of communication, communication barriers and ways to overcome barriers, principles of effective communication, Presentation: planning and presentation; listening-process of listening, types of listening, deterrents to listening, essential of a good listener, Ethics in business communication

Unit-II
Verbal communication: Oral and written communication, types of business letters, Memorandum, Agenda, Circular, Order, Notice, minutes, sales letter, enquire and replies, complaints and follow up, agency correspondence, correspondence with government authorities.

Unit-III
Personality types, assessing personality, Johari Window, assessing EQ, time management, stress management; Job applications & resume writing, Group Discussion & Interviews, Extempore, Role playing, Debate, Art of public speaking, business etiquettes and manners across cultures.

Unit-IV
Non-verbal communication, body language, kinetics, proxemics, Para-language, gestures; Visual communication - use of AVAs, Technology and communication - Communicating digitally - Fax, Electronic mail, Video conferencing, telephonic communication, Report Writing.

Case discussion is compulsory at the end of every unit.

Suggested Reading:
Master of Business Administration (MBA)
Semester-I
Managerial Economics
MBA 105

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Introduction to Economics, nature and scope of managerial economics, Significance and application of Managerial Economics in decision making; Theory of demand and consumer equilibrium- utility and indifference curve analysis; demand function; elasticity of demand and its significance in decision making; demand forecasting and its technique.

Unit II
Theory of cost- Types of costs, production cost, selling cost, R&D cost, Short run and Long run cost curves, revenues curve of a firm; Relation between cost and revenue; Break-even point, Shut down point; Production function- Law of variable proportions; laws of return; output-cost relations; Isoquant curves.

Unit III
Market Structure and Competition- Price and output determination under perfect competition; monopoly; monopolistic competition and oligopoly; Baumol’s sales maximization model.

Unit IV
National Income- concept and measurement of national income; Keynesian Analysis- Keynesian theory of employment; consumption function; investment function; multiplier.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Hirchey, M., Managerial Economics, Thomson Learning, Bangalore.
Master of Business Administration (MBA)
Semester-I
Fundamentals of Computers and e-commerce
MBA 106

Maximum Marks: 100
External Marks: 60
Practical Marks: 40
Time: 3 Hrs.

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

Unit I
Computer fundamentals: An introduction; Elements of Computer system; Generations of Computers, Computer languages; Compiler, Interpreter and Assembler, Number system, Components of systems: Input-Output devices, Types of Memory. An Introduction to Operating System, Hardware and software.

Unit II

Unit III

Unit IV

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-I
Managerial Skill Development
MBA 107

Maximum Marks: 50
Internal Practical Marks: 50

Note: *it is an internal practical course, no external examination will be conducted for this course. An internal committee of two faculty members duly constituted by the chairperson/head of the department will evaluate the students throughout the semester as per the syllabus.*

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

**Unit I**
Analyzing Confidence and Speaking Abilities: Presentation and Debate/Declamation  (10 marks)
(There will be one Presentation and one debate or declamation by each student for 5 marks each)

**Unit II**
Test of Interpretation Skills: Recorded and Invited lectures; their participation, interpretation and assessment  (15 marks)
(There will be a total of three such tests of interpretation skills for five marks each)

**Unit III**
Think out-of-the-box: Movie Analysis; Brain-Storming Sessions; Management games and case studies  (20 marks)
(There will be two business case studies for four marks each, two movies analysis sessions for three marks each and one brain-storming session for four marks and a management game for two marks)

**Unit IV**
Group Discussion and Mock Interviews  (5 marks)
(There will be one GD and one mock interview activities for 2.5 marks each)
Note: There shall be eight questions in all. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks (20 marks).

Unit-I: Current Affairs in Finance

Unit-II: Current Affairs in Human Resources

Unit-III: Current Affairs in International Business

Unit-IV: Current Affairs in Marketing

Note:

2. The duration for the course content (Newspapers and magazine) will be June to November for odd semester and December to May for even semester.

3. Examiner is required to set two questions from each unit with equal marks i.e. 20 marks. A question may carry ‘n’ number of sub-parts, depending on Examiner’s discretion.

4. The student shall attempt one question from each unit.

Suggested Readings:
1. The Economic Times
2. Financial Express
3. Business Standard
4. Business Today
Each student will present a seminar of about 15-20 minutes duration on any topic (not mentioned in the syllabi) chosen in consultation with the teacher allotted to him/her by the department.

The seminar presentation will be for 25 marks i.e. 1 credit. One course coordinator will be nominated by the chairperson/head of the department among the teachers of the department.

An internal committee of two teachers constituted by the chairperson/head of the department will evaluate the seminar presentation. The evaluation will be based on the presentation of student, in-depth understanding of subject matter and answer to questions. Distribution of marks will be as follows:

- Presentation: 10 Marks
- Depth of subject matter: 10 Marks
- Answer to questions: 05 Marks
Objective: This course aims to inculcate the reading habit, creative writing skills on the topics of self-interest. The students learn to present the ideas and thoughts in their words.

Instructions for the students:
1. Choose the topic (not mentioned in the syllabi) of interest in consultation with your teacher/in-charge/mentor.
2. Select a suitable title for your paper.
3. You are expected to be creative and original in your approach.
4. Submit a hand written paper (in your own handwriting) of about 6-10 pages to the concerned teacher.
5. Structure of the paper will be as follow:
   a. Introduction
   b. Main Body
   c. Conclusion
6. The student will be required to submit the paper after getting it checked by the concerned teacher and will be asked to resubmit the report after making the required corrections (if any) before the commencement of examination of the semester.
7. The thoughts presented in the paper must be original work of the student.
8. Give a list of references at the end of the paper.

Instructions for evaluation:
The paper will be evaluated by the panel (one external and one internal examiner) to be appointed by the chairperson/head of the department from the prescribed panel of the University.

The evaluation will be done as given below:
- Evaluation of the paper 15 Marks
- Viva-voce on the paper 10 Marks
- Total 25 Marks
Master of Business Administration (MBA)
Semester-I
Business Environment
MBA 111

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Nature, structure and glimpses of business environment; macro and micro indicators; assessing risk in business environment; Sectors of Indian economy; relative size and growth of public and private sector.

Unit-II

Unit-III
Indian Financial System: Financial markets-capital market, money market; Financial Regulations: SEBI regulations for capital market, RBI, IRDA, MUDRA.

Unit-IV
Competitive environment - composition, duties, powers and functions of CCI and Competition Act, 2002; EXIM Policy, Balance of payments trends; foreign trade and investment.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Acharya, Shankar, India’s Macroeconomic Management in the Nineties, ICRIER, New Delhi.
Master of Business Administration (MBA)
Semester-I
Indian Economy
MBA 112

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Structure of Indian economy; determinants and calculation of GDP, Pre-economic reform Indian economy, Economic reforms: Liberalisation, Privatisation and Globalisation, Post-reform Indian Economy.

Unit II
Poverty: definition, causes, measurement, The Human Poverty Index (HPI), Lorenz curve, Gini Coefficient, measures to overcome poverty; Unemployment: Causes, types, measures and government policies to overcome unemployment; Human Development Index (HDI): definition and calculation.

Unit III
Union Budget of India and Economy; Foreign Trade Policy; EXIM policy; Banking system of India: Commercial banks and RBI; Money and money supply; Microfinance.

Unit IV
Centre and State Relations: Fiscal Federalism, division of taxes and revenues; Finance Commission; Planning Commission and Five-Year Plans; NITI Ayaog.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
2. Dutt and Sundharam, Indian Economy, S. Chand, New Delhi.
Master of Business Administration (MBA)
Semester-II
Financial Management
MBA 201

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Financial Management—nature, scope, functions and its organisation, objectives of financial management, modern approaches of financial management, key strategies of financial management; time value of money; sources of funds—short term, medium term and long term.

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

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

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

Case discussion is compulsory at the end of every unit.

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

Unit-I
Nature and scope of marketing, Importance of marketing, Core marketing concepts; Company orientation towards market place; Customer value and satisfaction, attracting and retaining customer, Customer Relationship Management, Strategic Marketing; Marketing environment; marketing research and information system.

Unit-II
Analysing consumer and business markets; Factors affecting buyer behaviour, Buying decision process; Market segmentation, Targeting, Brand positioning; Product differentiation; Product: Product Mix, Product-line decisions, Product life cycle, New Product Development Process, Marketing of services.

Unit-III
Brand: Branding decisions, Brand equity; Packaging and labeling decisions; Pricing strategies and Methods, process of price setting; Designing and managing marketing channels: Channel dynamics, Wholesaling and Retailing

Unit-IV
Developing Integrated Marketing Communication: Advertising, sales promotion; public relations; Direct marketing; Personal selling, managing and motivating sales force; Contemporary issues in marketing: digital marketing; App based marketing, Social media marketing, Rural marketing, Green marketing; Cause related marketing; Ethical issues in marketing.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-II
Human Resource Management
MBA 203

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Introduction to HRM: concept, objectives, nature and scope of the Human Resource Management, HR Functions, Role of HR Managers, Challenges for HR, HR Policy and Its formulation, Changing role of HRM- Workforce diversity, Technological change, Restructuring and rightsizing, Empowerment; TQM, Managing ethical issues, HRIS.

Unit II

Unit III
Training: concept, needs and training methods; Development: definition, need and management development programmes; Performance Appraisal and Potential Evaluation; Career and Succession Planning.

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

Case discussion is compulsory at the end of every unit.

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

UNIT-I
Business Research: Definition, types of business research; the basics of research – concept, constructs, definitions, variables, propositions and hypothesis, theory and models; research – identification of research problem, statement of research objective and hypothesis, formulation research question, role of business research in managerial decision; ethics in business

UNIT-II
Research Design: Exploratory, descriptive, experimental designs and case study; measurement of variables; operational definitions and scales – nominal and ordinal scales, rating scales, ranking scales; reliability and validity – content validity, criterion related validity and construct validity; research tools – questionnaire, check list, interview schedule; measurement and scaling – attitude measurement; sampling methods – probabilistic and non-probabilistic sampling, sample design and procedures; sample size estimation

UNIT-III
Frequency distribution, cross tabulation and hypothesis testing; test of significance – assumptions about parametric and non-parametric tests; parametric test – T test, F test and Z test; non-parametric test – Mann Whitney U test, Kruskal Wallis, sign test, Bivariate (Anova, Chi-Square) (Practice on SPSS).

UNIT-IV
Multivariate analysis –factor analysis, cluster, multiple regression, discriminant analysis (Practice on SPSS); Research Reports: Components, the title page, table of contents, executive summary, introductory section, Presenting data analysis and interpretation, recommendations and suggestions, references, appendix; guidelines for preparing a good research report; Oral presentation of report and handling questions.

Case discussion is compulsory at the end of every unit.

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

Unit-I
Operations Research: Evolution, methodology and role in managerial decision making; Linear programming: Meaning, assumptions, advantages, scope and limitations; Formulation of problem and its solution by graphical and simplex methods; special cases in simplex method: infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality.

Unit-II
Transportation problems including transshipment problems; Special cases in transportation problems: unbalanced problems, degeneracy, maximization objective and multiple optimal solutions; assignment problems including traveling salesman’s problem. Special cases in assignment problems: unbalanced problems, maximization objective and multiple optimal solutions.

Unit-III
PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time-cost trade-off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees.

Unit-IV
Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time models (MM1 and MMK); Simulation; meaning, process, advantages, limitations and applications.

Suggested Readings:
Master of Business Administration (MBA)
Semester-II
Organisational Behaviour
MBA 206

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Organisational Behaviour: definition, theoretical foundation of OB, Historical background: Hawthorne studies; Challenges and opportunities in OB, contemporary challenges – managing workforce diversity, cross-cultural dynamics, changing nature of managerial work, ethical issues at work, emotional intelligence; OB model.

Unit-II
The Individual: foundations of individual behaviour; Learning and Reinforcement; Perception: concept, process and applications; Personality: concept, determinants, theories and applications; Values and attitudes; Motivation: concept, theories and application.

Unit-III
The Group: group behaviour, group dynamics, social loafing; developing teams, types of teams, team building; Leadership: styles and theories; Empowerment - concept, significance, process, prerequisites; Conflict: concept, sources, types, its management; Negotiation process and strategies; Power: concept, sources, approaches; Organisational politics: meaning, causes and consequences.

Unit-IV
The Organisation system: Organisational structure and design; Organisational culture; Organisational change and development: Meaning of change, factors responsible for change, stages of organisational change, resistance to change, Overcoming resistance to change; Meaning, process and techniques of OD; Stress: Symptoms, causes, consequences and management.

Case discussion is compulsory at the end of every unit.

Suggested Readings:-
Note: *It is an internal practical course, no external examination will be conducted for this course. An internal committee of two faculty members duly constituted by the chairperson/head of the department will evaluate the students throughout the semester as per the syllabus.*

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

**Unit I**
Strengthening Oral Communication: Presentations and Extempore  
(There will be one Presentation and one Extempore by each student with each activity containing 5 marks)

**Unit II**
Strengthening Oral Communication: Role Playing, Ad Making Innovation and Business Quiz  
(There will be one role play-5 marks, two ad-making innovation campaigns for 2.5 marks each and one business quiz – 5 marks)

**Unit III**
Strengthening Written Communication: Case Studies, Exercises on Corporate Writing, Wall Mag - Poster Making/Slogans/Captions/Print ads  
(There will be two case studies for four marks each, one Corporate Writing sessions for four marks and two Wall Mag contribution for four marks each)

**Unit IV**
Group Discussion and Mock Interviews  
(There will be one GD and one mock interview activity for 2.5 marks each)
Master of Business Administration (MBA)
Semester-II
Current Business and Economic Affairs
MBA 208

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

Note: There shall be eight questions in all. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks (20 marks).

Unit-I: Current Affairs in Finance

Unit-II: Current Affairs in Human Resources

Unit-III: Current Affairs in International Business

Unit-IV: Current Affairs in Marketing

Note:

2. The duration for the course content (Newspapers and magazine) will be June to November for odd semester and December to May for even semester.

3. Examiner is required to set two questions from each unit with equal marks i.e. 20 marks. A question may carry ‘n’ number of sub-parts, depending on Examiner’s discretion.

4. The student shall attempt one question from each unit.

Suggested Readings:
1. The Economic Times
2. Financial Express
3. Business Standard
4. Business Today
Each student will present a seminar of about 15-20 minutes duration on any basic research paper or article chosen in consultation with the teacher allotted to him/her by the department.

The seminar presentation will be for 25 marks i.e. 1 credit. One course coordinator will be nominated by the chairperson/head of the department among the teachers of the department.

An internal committee of two teachers constituted by the chairperson/head of the department will evaluate the seminar presentation. The evaluation will be based on the presentation of student, in-depth understanding of subject matter and answer to questions. Distribution of marks will be as follows:

- Presentation 10 Marks
- Depth of subject matter 10 Marks
- Answer to questions 05 Marks
Objective: This course aims to inculcate the reading habit, creative writing skills on the topics of self-interest. The students learn to present the ideas and thoughts in their words.

Instructions for the students:
1. Choose the topic (not mentioned in the syllabi) of interest in consultation with your teacher/in-charge/mentor.
2. Select a suitable title for your paper.
3. You are expected to be creative and original in your approach.
4. Submit a hand written paper (in your own handwriting) of about 6-10 pages to the concerned teacher.
5. Structure of the paper will be as follow:
   a. Introduction
   b. Main Body
   c. Conclusion
6. The student will be required to submit the paper after getting it checked by the concerned teacher and will be asked to resubmit the report after making the required corrections (if any) before the commencement of examination of the semester.
7. The thoughts presented in the paper must be original work of the student.
8. Give a list of references at the end of the paper.

Instructions for evaluation:
The paper will be evaluated by the panel (one external and one internal examiner) to be appointed by the chairperson/head of the department from the prescribed panel of the University.

The evaluation will be done as given below:
- Evaluation of the paper 15 Marks
- Viva-voce on the paper 10 Marks
- Total 25 Marks
Master of Business Administration (MBA)
Semester-II
International Business
MBA 211(DCEC)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
International Business- Recent global trends in international trade and finance, dimensions and modes of IB, risk in IB, theories of International trade; Multinational Corporation; Balance of Payment.

Unit II
Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

Unit III
International Strategic Management; Decisions concerning global manufacturing and material management; managing global supply chains; Integration between countries; Foreign Exchange Management.

Unit IV
Institutional support to International business- IMF, World Bank and WTO; Regional integrations for international trade- NAFTA, SAFTA, EU, SAARC, BRICS, BIMSTEC and G-20.

Case discussion is compulsory at the end of every unit.

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

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

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

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

Unit IV

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-III
Strategic Management
MBA 301

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Strategic Management: defining strategy, levels of approaches to strategic decision making, process of strategic management, role of strategies in business, linkage between strategic analysis and strategic management; mission and objectives, strategic business unit, environment (internal & external): concept, components and appraisal.

Unit-II

Unit-III
Strategy implementation: aspects, structures, design and change; Behavioural implementation: leadership, culture, value and ethics.

Unit-IV
Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; Strategic evaluation and control: overview of strategic evaluation and control, techniques of strategic evaluation and control.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)  
Semester-III  
Business Legislation  
MBA 302  

Maximum Marks: 100  
External Marks: 80  
Internal Assessment: 20  
Time: 3 Hrs.  

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

Unit-I  

Unit-II  
Indian Partnership Act, 1932: Definition and nature of partnership, formation of partnership, rights, duties and liabilities of partners, dissolution of partnership firm.  

Unit-III  
The Companies Act, 2013: Nature and types of companies; formation of a company; Memorandum of Association and Articles of Association; Prospectus, Directors, Company Meetings: Procedures and types, Shares and share capital of a company, Winding up and dissolution of a companies.  

Unit-IV  
The Negotiable Instruments Act, 1881: Nature and types, Promissory note, Bills of exchange, Cheque, Holder and holder in due course, Negotiation of negotiation instrument, Presentation of negotiation instrument, dishonour and discharge of a negotiable instrument.  

Case discussion is compulsory at the end of every unit.  

Suggested Readings:  
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi
Master of Business Administration (MBA)  
Semester-III  
Summer Training Report & Viva  
MBA 303

Maximum Marks: 100  
External Marks: 80  
Internal Assessment: 20

Each student will undergo summer training in any organisation or industry for 6-8 weeks after the completion of second semester and before the beginning of third semester. They should prepare a project report based on their learnings from business organisation. The report should present overview of the organisation, work done by the student in the organisation, his/her learnings and contribution towards organisation. The report should demonstrate the capability of the student for some creative potential and original approach to solve the practical problems in today's business or industry. The report should include field studies, surveys, data analysis, interpretations, planning and design of improved integrated management systems, presented in a comprehensive manner with recommendations for solutions based on scientifically worked out data.

Internal faculty supervisor will be allotted to each student by the department, who will guide the student during training and supervise his/her report preparation.

The report will be evaluated by an internal committee of two faculty members duly constituted by the chairperson/head of the department for 50 marks. Students will have to make a 20-30 minutes presentation before the same committee and other students for 50 marks. The committee will evaluate report presentation of the students as per the schedule decided by the chairperson/head of the department.

**Evaluation**

- Report presentation = 50 Marks
- Summer Training Report (Written) = 50 Marks
Master of Business Administration (MBA)
Semester-III
Management of Financial Services
MBA 304 (Finance)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Financial Services: Introduction to financial Services, characteristics of financial services, Nature and Scope in India; Role of Financial services in management and development; Financial Intermediaries: Corporate financial services, Retail financial services.

Unit-II
Regulatory and supervisory frame work; Role of RBI, SEBI, and Ministry of Finance, finance Bill and financial services, Finance Commission; supervision and regulation of banking companies in India; Regulatory/Institutional and Environmental constrains. Credit rating; factoring and forfeiting; housing finance; merger/amalgamation and acquisition/takeover; debt securitization

Unit-III
Corporate financial services: organisational frame work, functions regulatory and supervisory guidelines and procedures; Merchant Banking; Mutual funds, Credit rating services, Venture capital services, Leasing, factoring and forfeiting, Securitization, Banking services, Non-Banking Financial Companies, Corporate Insurance.

Unit-IV
Retail financial services: Credit cards, Debit cards, smart cards, Electronic Fund Transfer, Electronic Clearing; Portfolio Management Services, Broking services, Consumer credit, Hire purchase finance, housing finance.

Case discussion is compulsory at the end of every unit.

Suggested Reading:
Master of Business Administration (MBA)
Semester-III
Project Management and Infrastructure Finance
MBA 305 (Finance)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Project Planning: Meaning and importance, An overview of capital expenditure and capital budget, Resource allocation strategy for projects, Phases of project analysis, Generation and screening of project ideas, Situational analysis for project - techniques used for environmental analysis for a project.

Unit II

Unit III
Project management: organisation, planning, control, human aspects and pre-requisites. Financing infrastructure projects: Concept, rational and financial instruments; Public finance for infrastructure projects; BOOT/ BOT system for infrastructure projects. Project financing in India -project appraisal by financial institutions, environmental appraisal of Projects.

Unit IV
Special Decision Situations-Mutually Exclusive Projects, Multiple Projects and Constraints. Analysis of Project Risk-Firm Risk and Market Risk. Social cost benefit analysis (SCBA) and UNIDO approach for project analysis. Project planning and analysis in India.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Chandra, Prasanna, Projects: Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi,
Master of Business Administration (MBA)
Semester-III
Strategic Cost Management and Control
MBA 306 (Finance)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Conceptual framework of SCM, environmental influences on cost management practices, role of SCM in strategic positioning. Cost management tools - life cycle costing, target costing, kaizen costing, JIT, BPR and benchmarking.

Unit-II
Nature of activity-based costing (ABC); Activity hierarchies; cost drivers; designing an ABC system benefits and limitations of ABC; Activity based management; operational and strategic application of ABC; customer profitability analysis and process.

Unit-III
Value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis and linkage analysis; application of linkage analysis in cost reduction and value addition; Activity-based budgeting; Kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control: nature and role of responsibility centres; Evaluation of responsibility centers.

Unit-IV
Strategic-based performance measurement system: balanced score card, establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; Quality cost management and reporting system.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Drury, Colin, Management Accounting and Control, Thomson Learning, New Delhi.
Master of Business Administration (MBA)
Semester-III
Multinational Financial Management
MBA 307 (Finance & IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multination firms; international flow of funds

Unit II
International working capital management: international cash management; international receivable management, managing short term assets and liabilities; international capital money markets; euro dollar and currency market; financial market instruments – GDRs, ADRs, Euro issues, CP and ECB

Unit III
Multinational capital budgeting, cost of capital and capital structure decisions; dividend policy of multinational firm

Unit IV
Developments in foreign exchange markets; exchange rate determination; measuring and managing various risks and exposure; country risk analysis; taxation in multinational firms

Case discussion is compulsory at the end of every unit

Suggested Readings:
Master of Business Administration (MBA)
Semester-III
Security Analysis
MBA 308 (Finance)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Investment: Meaning, nature, process and alternatives; return and risk; investment vs. gambling and speculation. Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk, Measurement of systematic risk.

Unit II
Objectives and benefits of investment analysis; Efficient Market Theory- weak form hypothesis; semi-strong form hypothesis and strong form of hypothesis; Fundamental Analysis: Economic, Industry and Company Analysis; Technical Analysis.

Unit III
Valuation of securities: Debt instruments and their valuation; equity instruments and their valuation; Basic introduction to derivatives.

Unit IV
Indian Security Market: Stock exchanges in India; Service of intermediaries; Mutual fund management.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)  
Semester-III  
Management of Banking and Insurance  
MBA 309 (Finance) 

Maximum Marks: 100  
External Marks: 80  
Internal Assessment: 20  
Time: 3 Hrs.

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

Unit I  
Origin of banking, bank Concept, Classification, their Objectives and Functions. Bank Management Concept, Functions, Importance, Evolution of Indian Banks – Types of Banks –Public Sector, Regional Banks, Performance of Public Sector Banks, Private Sector Banks, Corporate Banking, Rural Banking, Retail Banking, International Banking, E-Banking Reforms in Banking after 1991.

Unit II  

Unit III  
Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans; investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India.

Unit IV  
Organisational forms, structure and administration of life and non-life insurance companies; life and nonlife insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies.

Case discussion is compulsory at the end of every unit.

Suggested Readings:  
4. BesisJoel, Risk Management in Banking, John Mily& Sons  
6. The New Basel Record, ICFAI Publication  
8. Trieschmann, Risk Management & Insurance, Thomson Learning, New Delhi.
Master of Business Administration (MBA)
Semester-III
Foreign Exchange Management
MBA 310 (IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Foreign Exchange markets: Functions and structure of Forex markets, Foreign exchange market participants, mechanics of making foreign payments, cost associated with international payments; Forex Management: Nature, significance and scope of forex management, forex management and global environment. Foreign exchange: sources of demand and supply of foreign exchange; the balance of payments (BoP) framework.

Unit-II
Exchange rates: nominal, real and effective exchange rates; determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches; overvalued and undervalued currencies; Exchange rate systems.
International financial markets and instruments: An overview of international capital and money markets, arbitrage opportunities, integration of markets, international capital and money market instruments – GDRs, DRs, Euro Bonds, dual currency bonds, euro equity, euro deposits.

Unit-III
Foreign exchange rates and its determinations: exchange rate, spot, forward and cross exchange rates, Forex trading and financing of international trade. Arbitrage operations; bid -ask spreads, the Interest Rate Parity Theorem, the Expectation Theory; International Fisher Effect; central bank intervention for exchange rate stability; effect of depreciation on trade balance.

Unit-IV
Foreign Exchange Risk Hedging techniques: Forward markets, Future markets,, Options market, currency swaps, Interest rate swaps, problems in both two and three way swap, Cross currency swaps, Hedging through currency of invoicing, hedging through mixed currency invoicing.

Case discussion is compulsory at the end of every unit.

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

Unit I
International Business: Importance, nature and scope; Management of international business environment – complexities and issues; Domestic and foreign environments and their impact on international business decisions; India’s involvement in International Business; Theoretical Foundations of International Trade: Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.

Unit II
Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; World trade and protectionism, Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies, WTO, IMF, WORLD BANK, UNCTAD & other international agreements and treaties.

Unit III
International Financial Environment: Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects. Movements in foreign exchange and interest rates and their impact on trade and investment flows

Unit IV
Regional Economic Integration: Free Trade Areas, Customs union and common market; Theory of customs union; Trade creation and diversion effects; Regionalism vs. multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation. FDI & its impact on economy Issues in International Business.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-III
IHRM
MBA 312(IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

HRM in international organizations: Meaning and concept of Culture, dimensions, characteristics and elements of culture; Human and cultural variables of organization; Culture diversity, models and attitudinal dimensions; cultural differences, similarities and managerial implications.

Unit-II
Global HR issues: Cross-national differences; Differences in communication, work settings, negotiations, leadership, motivational context, standardization and adoption of work practice; Globalisation and HRM.

Unit III
International HRM models – Pooles adaptation of the Harvard model- the Brewster and Bournois model of International HRM – Impact of inter country differences on HRM. Recruitment and Selection strategies of international staff and issues; Compensation: Objectives, determinants and key components; Standards of performance management in global perspective; Issues and challenges; Expatriate and repatriate issues in global context.

Unit IV
International Pressures on National Practices; women in global business; WPM – Practices in various countries; Cross border ethics management; ; Comparative study of HRM practices in major global economies; Western and Eastern Management thoughts in the Indian context.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
5. Larry E. Sen and John R. Childress, The Secret of a Winning Culture (Building High Performance Teams), PHI (Pvt.) Ltd., New Delhi.
Master of Business Administration (MBA)
Semester-III
India’s Foreign Trade Policy
MBA 313(IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
India’s Foreign Trade Policy: Direction and composition of India’s foreign trade, India’s Foreign Trade Recent Trends, and Directional Pattern in the Global Context, objectives of foreign trade policy, Structure and Equilibrium of India’s Balance of Payments, major exports and imports, prohibited and restricted items.

Unit II
Merchandise Exports from India Scheme (MEIS), Service Exports from India Scheme (SEIS), export promotion capital goods (EPCG) scheme, schemes for exporters of gems and jewellery, Duty exemption / remission schemes: duty free import authorisation scheme (DFIA), deemed exports.

Unit III
Role of State Trading Organisations, Specific Service Institutions, Quality complaints and other trade Disputes, Role of EXIM Bank of India, Export Promotion Councils, Role of central board of excise and custom, Role of WTO in India’s foreign trade policy.

Unit IV
Special Economic Zones, Agriculture Export Zones, Export Oriented Units electronics hardware technology parks (EHTPS), software technology parks (STPS) scheme and bio-technology parks (BTPS), Ministry of Commerce, organisation and Role of DGFT in India’s trade policy.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Foreign trade policy [1st April, 2015 – 31st March, 2020]
4. Export-Import Policy, Nabhi Publications.
Master of Business Administration (MBA)
Semester-III
International Advertising
MBA 314 (IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
International Advertising: Its importance and nature; International Communication model; Meaning and nature of advertising; International advertising complexities and issues; Major international advertising decisions and influencing factors; Determination of target audience in international markets; Determining advertising international objectives; DAGMAR Approach; Determining advertising budget.

Unit II
Developing International Advertising Campaign: Determining international advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; International Media planning: Types of media, media selection and scheduling Advertising through Internet.

Unit III
Evaluation and Organisation of International Advertising Efforts: In-house arrangements; Using advertising agencies: selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness: Before and after advertising tests and techniques.

Unit IV
International Advertising of Indian Products: Complexities and issues; Ethical issues in international advertising; Integrated international marketing communications

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-III
Brand Management
MBA 315 (Marketing)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Introduction to brand: Definition, Concept and Importance of Branding; Brand values; Brands and consumer psychology; Types of Brands; Brand Awareness, Brand Personality, Brand Image, Brand Identity, Brand Loyalty, Brand Extension; Brand Equity and its models, Branding decisions- Family versus Individual Brand Names, Multiple Branding, Private versus National Brands.

Unit II
Perceptions and branding: emotional benefits of branding, emotional branding perceptions, reception, customer contact points, brand reflection, Brand design: Visual identity, Colour in design, sound in brand design, audio logos and jingles, verbal identity; Brand architecture - brand building skills. Branding in Specific Sectors- Consumer Market; Industrial Market; Service Brands.

Unit III
Brand positioning: Brand planning, brand creation, brand platform, brand experience, brand communication, public relations perspective, opportunity modeling, Brand protection: Trademarks, copyright, registered designs, brand as business asset, brands and wealth creation, brands on the balance sheet - approaches to brand valuation.

Unit IV
Globalisation and brands: brand leadership, global brands, Asian brands, revitalised brands, challenger brands, brand building, brand sustainability, brand decline; brands in mergers and acquisition; brand audit; strategic brand management; E-Branding; Branding for International Markets, Brand Legacy; Brand failures; Changing paradigms in brand management: Luxury branding, masstige branding.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
4. Czerniawskd, Richard D. & Michael W. Maloney, Creating Brand Loyalty, AMACOM.
Master of Business Administration (MBA)
Semester-III
International Marketing
MBA 316 (Marketing)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Nature and scope of international marketing; Stages of international marketing involvement, domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organisational structure for international marketing; WTO framework and the international marketing: TRIPS, TRIMS, GSP, Marketing Barriers: Tariff and non-tariff; international marketing environment; free trade zones.

Unit-II
International marketing research and information system; product and branding decisions; standardisation vs adaptation, new product development, counterfeiting and IPR issues; packaging; pricing strategies; factors affecting international pricing; international dumping: types, legal aspects of dumping, price distortion, transfer pricing, counter trade.

Unit-III
International Distribution System: direct and indirect channel intermediaries, development of channel, determinants of channel types, management of channel members; managing channel conflicts in international markets; transportation and documentation in physical distribution, packing for international distribution.

Unit-IV
International promotion mix: Advertising, Sales Promotion, Personal Selling, Publicity and Public Relations, Direct Marketing; Aspects of international sales management; Challenges in international advertising; global media strategy.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Onkvisit, Sak and John J. Shaw, International Marketing – Analysis and Strategy, PHI, New Delhi
5. Rajgopal, International Marketing, Vikas Publications, New Delhi
Note: *There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.*

**Unit I**

**Unit II**

**Unit III**
Production of Advertising. Advertising Campaigns: Big Idea. Media planning & scheduling: Types of media and their merits and limitations; Advertising through the internet: Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: pulsing, & continuous. Integrated Marketing Communication and Advertising: Components of IMC.

**Unit IV**
Organisation of Advertising Operations: In-house vs. advertising agency arrangements; Managing advertising agency relations; Evaluation of advertisement and campaign effectiveness – Before - and – after advertising tests and techniques; Legal, Ethical and Social Aspects of Advertising in India; Regulatory guidelines for advertising in India; Recent developments and issues in advertising.

**Case discussion is compulsory at the end of every unit.**

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

Unit I
Foundation of Service Marketing: Definition and concept of service marketing, distinctive characteristics and classification of services, growth in service, service marketing mix, 7P’s marketing framework and challenges, emergence and growth of service sector in India.

Unit II
Consumer Behaviour: customer perception and expectations of services, customer defines service standards, process of market segmentation, Building and managing customer relationship, relationship development strategies; SERVQUAL Model, handling complaints, service failure and recovery.

Unit III
Designing and Delivery services:Challenges of services, innovation and design, service blueprinting, physical evidence strategies; challenges in distribution of services; Role of employees in service delivery, role of customers in service delivery, delivering services through intermediaries e-channels.

Unit IV
Growth and current scenario of important service industries in India: Hospitality and Tourism, Banking and Insurance, Airlines, Education, Entertainment, Healthcare, Retail, BPO and KPO; Special Issues in Service Marketing – e-services, online consumer behaviour, self-service technologies, Not-for-profit services marketing.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-III
Consumer Behaviour
MBA 319 (Marketing)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Consumer Behaviour: concept, need and importance of consumer behaviour; consumer research concept and process; characteristics of Indian consumer, challenges in predicting consumer behaviour; Consumerism; consumer decision process; types and factors affecting the decision process; Consumer behaviour and marketing strategy.

Unit II
Consumer motivation- need and types of motives, personality – meaning, theories of personality, implications of personality in marketing, self-image, consumer perception- elements and process of perception, applications of perception in marketing; consumer learning: elements of learning, learning theories, measures of consumer learning. Consumer attitude: models of formation and strategies of attitude change.

Unit III
Reference group: nature and types of reference groups, reference group appeals; family decision making; concept and role of family members in decision making, changing consumption in family life cycle stages; Social Class, Culture: nature, role of core values of Indian culture in understanding consumer, subculture: religion, region, age and gender criterion of subculture.

Unit IV
Cross Culture consumer behaviour and consumer analysis, alternative corporate strategies, cross cultural psychographic segmentation; Opinion leadership, diffusion of innovation, Consumer behaviour models. Current trends and ethical issues in consumer behaviour studies.

Case discussion is compulsory at the end of every unit.

Suggested Reading:
1. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; Pearson Education; New Delhi.
4. Nair, Suja R., Consumer Behaviour in Indian Perspective; Himalaya Publishing House; New Delhi.
Note: There shall be nine questions in all. Question No. I shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit I
Public Relations: Definition, Functions of Public relations; Public Relations vs. Advertising; Creating a Public Relations Plan; Public Relations Departments and Agencies. Marketing and Public Relations: publications, events, sponsorships, news, speeches, public service activities, identity media-Types of PR Work - The nature of "The Public" and the Role of the Media - Public relations process.

Unit II
Program Planning for Corporations, Nonprofit Organisations, Political parties and Government PR; International Media Relations; PR Campaigns; Ethical and Social Responsibility in PR, Public Opinion and Persuasion; Research & Evaluation in Public Relations; Future of PR.

Unit III
Relationship marketing, Understanding buyers expectations, building customer loyalty, Customer Lifetime Value- CRM: Definition, Concepts and importance of effective CRM, Role of technology in CRM, KPO and BPO, Sales Force Automation; creating customer value, strategies for improving customer experience; Managing customer life-cycle: Acquisition, Retention and development.

Unit IV
Principles of customer research; Using internal information sources. Using customer data, Data warehousing and data mining; Segmentation and targeting applying CRM, Identifying cost effective external information sources: Published data, Using the Internet, Market research for understanding and managing customer expectations; developing customer confidence; Building relationships by adding value to customers cost effectively; Managing customer contact strategies; Measuring performance of CRM; Future of CRM; Emerging trends in CRM: social CRM, mobile CRM, global CRM, e-CRM.

Case discussion is compulsory at the end of every unit.

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

Unit I
Group formation and development; stages of group development, types of groups; Group cohesiveness, factors contributing group cohesiveness; Influence processes-power and politics in groups.

Unit II
Interpersonal communication: Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory, Interpersonal awareness and feedback process- Transactional Analysis, Interpersonal trust; Competition and cooperation.

Unit III
Group decision making: The Vroom Yetton model, techniques of group decision making; advantages and disadvantages of group decision making; Group synergy; Team building.

Unit IV
Inter group relation and conflicts: nature and types of conflicts, causes of conflicts, remedial measures of group conflicts, role of negotiation in group conflicts, distributive and integrative negotiation, third party negotiation, fundamental interpersonal relations orientation (FIRO-B).

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-III
Training and Development
MBA 322 (HRM)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Training: concept, rationale and importance, requisites of effective training; training process; role, responsibilities and challenges of training manager; Training Needs Assessment (TNA): purpose of TNA, TNA at different levels, Approaches for TNA, competency mapping.

Unit-II
Organisation of Training and Development programs: Training design, kinds of training and development programs, competence based and role based training; training climate and pedagogy; selection and training of trainers; Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules, Training aids.

Unit-III
Training methods and techniques: business games, in basket exercises, laboratory training; incidents and case study; seminars, syndicates and group discussion; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning Team Building, and Sensitivity Training, Position Rotation, inspirational techniques: brainstorming, mind mapping, creative problem solving, mentoring, executive coaching, employee counseling.

Unit-IV
Evaluation of training – need for evaluation, principles of evaluation and approaches; ROI in training; emerging trends in training and development; Electronic Enabled Training Systems (EETS): benefits and challenges; new perspectives on training – cross cultural training, e-learning, knowledge management.

Case discussion is compulsory at the end of every unit

Suggested Readings:
1. Agochia, Devendra, Every Trainer’s Handbook, New Delhi; Sage Publications
5. Goldstein, Training in Organization, Thomson Learning, Bombay
6. McGrath, Training for Life and Leadership in Industry, Prentice Hall of India, New Delhi
Master of Business Administration (MBA)
Semester-III
HR Planning and Development
MBA 323 (HRM)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I

Unit II
Micro level manpower planning and labour market analysis; Workforce flow mapping; Age and grade distribution mapping, Organisational Workforce Demand Forecasting (Executive and Non-Executive Cadres); Models and techniques of manpower demand and supply forecasting. Benchmarking and Calculation of man-hour in different industry sectors

Unit III
Behavioural factors in human resource planning: Wastage analysis; Retention; Redeployment and exit strategies; career planning; Performance planning, Behavioural Model of Human Resource Planning; Supply Analysis, Manpower wastage and Retention Strategies; Retirement Planning; Human Resource Audit and HR Matrices.

Unit IV
Potentials appraisal and career development: HRD Climate; Culture; QWL; HRD strategies; HRD in strategic organisations; Downsizing Strategies- Legal and voluntary framework; Internal Mobility, Career Management and Succession Plans; Human resource information system; Human resource valuation and accounting.

Case discussion is compulsory at the end of every unit

Suggested Readings:
Master of Business Administration (MBA)
Semester-III
Trade Unions and Labour Legislations
MBA 324 (HRM)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Trade Unions: Objectives and functions; Development of trade Union movement in India; Impact of Globalisation, Technology and economic reforms on Trade Unions; Types and structure of Trade unions; Challenges of Trade Union movement, Employers’ Organisation: Objectives & Functions, ILO: Role and objectives; NCL recommendation on Trade Unions, Trade Union (Amendment) Act 2001.

Unit-II

Unit-III

Unit-IV
Labour Ministry: Functions, Offices Attached to Labour Ministry; Commissions and committees on Labour in India; Indian Labour market

Case discussion is compulsory at the end of every unit.

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

Unit I
Negotiation: introduction, definition and nature, goals and types of Negotiation; understanding Negotiation scope; Negotiation SubProcesses: Perception, Cognition and Emotions, Influence; Negotiation Power; difference between Bargaining and Negotiation.

Unit II
Negotiation Process; Levels of Negotiation; Preparation for Negotiations; various Issues in Negotiation process; Personality and negotiations; Gender and negotiations; Cultural differences in negotiation styles; International and cross cultural negotiations; Context of mediation; Ethics in Negotiation.

Unit III
Resolving differences: Managing negotiation impasses, nature of impasses, resolving impasses, Negotiation skills; Effective Presentation of Demands, Strategies and Tactics for negotiation; Breakdown of Negotiation: Causes and Consequences; Third Party Intervention; Adjudication.

Unit IV
Closing of Negotiation and Drafting the Agreement: Memorandum of Understanding (MOU); Communication and Administration of Negotiation Agreement; Interpretation of clauses of Agreement and related problems; Recent Trends in Negotiation; Future Challenges in Negotiation.

Case discussion is compulsory at the end of every unit.

Suggested Readings
Master of Business Administration (MBA)
Semester-III
Managerial Skill Development
MBA 326

Maximum Marks: 50
Internal Practical Marks: 50

Note: *It is an internal practical course, no external examination will be conducted for this course. A committee of two internal faculty members duly constituted by the chairperson/head of the department will evaluate the students throughout the semester as per the syllabus.*

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

**Unit I**
Strengthening Oral Communication: Presentations and Debate
(There will be one Presentation and one debate by each student for 5 marks each)

(10 marks)

**Unit II**
Strengthening Verbal and Language Skills: Colloquium on Personality Development, Workshop on Body Language and assessments; Business Plan Competition
(There will be One Colloquium on Personality Development for five marks, one Body Language workshops for five marks and One Business Plan Competition for five marks)

(15 marks)

**Unit III**
Enhancing Business Skills: Case Studies, Management Games and Team Games
(There will be two case studies for four marks each and three Management/team games for four marks each)

(20 marks)

**Unit IV**
Group Discussion and Mock Interviews
(There will be one GD and one mock interview activity for 2.5 marks each)

(5 marks)
Master of Business Administration (MBA)
Semester-III
Current Business and Economic Affairs
MBA 327

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

Note: There shall be eight questions in all. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks (20 marks).

Unit-I: Current Affairs in Finance

Unit-II: Current Affairs in Human Resources

Unit-III: Current Affairs in International Business

Unit-IV: Current Affairs in Marketing

Note:

2. The duration for the course content (Newspapers and magazine) will be June to November for odd semester and December to May for even semester.

3. Examiner is required to set two questions from each unit with equal marks i.e. 20 marks. A question may carry ‘n’ number of sub-parts, depending on Examiner’s discretion.

4. The student shall attempt one question from each unit.

Suggested Readings:
1. The Economic Times
2. Financial Express
3. Business Standard
4. Business Today
Master of Business Administration (MBA)
Semester-III
Seminar
MBA 328

Maximum Marks: 25
Internal Marks: 25

Each student will present a seminar of about 15-20 minutes duration on any national level research paper/article chosen in consultation with the teacher allotted to him/her by the department.

The seminar presentation will be for 25 marks i.e. 1 credit. One course coordinator will be nominated by the chairperson/head of the department among the teachers of the department.

An internal committee of two teachers constituted by the chairperson/head of the department will evaluate the seminar presentation. The evaluation will be based on the presentation of student, in-depth understanding of subject matter and answer to questions. Distribution of marks will be as follows:

- Presentation 10 Marks
- Depth of subject matter 10 Marks
- Answer to questions 05 Marks
Master of Business Administration (MBA)
Semester-III
Self-Study Paper
MBA 329

Maximum Marks: 25

Objective: This course aims to inculcate the reading habit, creative writing skills on the topics of self-interest. The students learn to present the ideas and thoughts in their words.

Instructions for the students:
1. Choose the topic (not mentioned in the syllabi) of interest in consultation with your teacher/in-charge/mentor.
2. Select a suitable title for your paper.
3. You are expected to be creative and original in your approach.
4. Submit a hand written paper (in your own handwriting) of about 6-10 pages to the concerned teacher.
5. Structure of the paper will be as follow:
   a. Introduction
   b. Main Body
   c. Conclusion
6. The student will be required to submit the paper after getting it checked by the concerned teacher and will be asked to resubmit the report after making the required corrections (if any) before the commencement of examination of the semester.
7. The thoughts presented in the paper must be original work of the student.
8. Give a list of references at the end of the paper.

Instructions for evaluation:
The paper will be evaluated by the panel (one external and one internal examiner) to be appointed by the chairperson/head of the department from the prescribed panel of the University.

The evaluation will be done as given below:
- Evaluation of the paper 15 Marks
- Viva-voce on the paper 10 Marks
- Total 25 Marks
Master of Business Administration (MBA)
Semester-III
Basics of Management
MBA 330 (Open Elective Course)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Management: Introduction, definition, functions and levels of Management; Evolution of management thought: The Scientific Management School, Classical organisation theory school, the Behavioural School, System and Contingency approach.

Unit II
Planning: meaning and nature and importance of planning, types of plans, process of planning; Organizing: Nature, objectives, elements and process of organizing; Basic concepts: departmentation, line and staff, centralization and decentralization, delegation of authority; Types of organisation structure.

Unit III
Direction: concept, its significance and main elements, Motivation: nature, importance and theories (Maslow Need Hierarchy, Hertzberg two factor); Leadership: Meaning and Importance, leadership styles and skills.

Unit IV
Control - concept, nature, its process & importance; Recent trends in management: Knowledge management, Total Quality Management; Corporate governance; Ethical dilemmas in Management.

Case discussion is compulsory at the end of every unit.
Suggested Readings:
Note: There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit I
Defining an entrepreneur; entrepreneurial traits; Developing entrepreneurs, New ventures and Business Plan: Need for a Business plan, Steps in the preparation of business plan, Need for marketing research, Operating plans and financial plans, Dynamics of small business environment, Causes for small business failure - Success factors for small business.

Unit II
Feasibility Planning: Planning paradigm for new ventures, Stages of growth model, Fundamental of a good feasibility plan, Components of feasibility plan, Relevance of marketing concept to new ventures, Marketing research of pre-start-up planning, Sources of marketing research information, Implication of market research, Marketing functions of new ventures: Establishing marketing and sales promotion infrastructure, Concept of pricing, Growth strategies, Marketing plan.

Unit III
Acquiring an Established venture: Advantages and disadvantages of acquiring established business, considerations for evaluation business opportunities, Methods of valuing a business, Franchising and franchisee's perspective; Sources of financing new venture: Alternate methods of financing, Venture capital and new venture financing, working capital requirement in new venture.

Unit IV
Role of entrepreneur during various transition stages, growth requirements for successful patent grants, steps in obtaining a patent, Registration of trademark, copy right and the concept of fair use, Protection of intellectual property, concept of start-up, Govt. Schemes and agencies to support start-ups.

Case discussion is compulsory at the end of every unit

Suggested Readings:
Master of Business Administration (MBA)
Semester-IV
Business Ethics and Corporate Social Responsibility
MBA 402

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I

Unit II
Ethical Dilemma: Characteristics, Ethical Decision Making, Ethical Reasoning, the Dilemma Resolution Process. Ethical Considerations in marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical Considerations in Human Resource Management, Environmental Ethics.

Unit II
Corporate Social Responsibility: Concept, Definition, Need, Arguments in Favor of Against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Model of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR. Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and Importance of sustainability.

Unit IV
Corporate Social Responsibility within the Organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the companies Act, 2013, CSR Practices in India, Corporate Sustainability Reporting Frameworks: Global Reporting initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of business.

Case discussion is compulsory at the end of every unit.

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

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

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

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

Unit IV: Case Laws
3. Electronic Record Sec. 2 (t)-‘Dharambir v Central Bureau of Investigation 148 (2008)DLT 289’
5. Penalty for Damage to Computer or Computer System- Section 43‘Umashankar Sivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)’
6. Tampering with Computer Source Documents-Section 65-‘Syed Asifuddin and Ors. The State of Andhra Pradesh and Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314’

7. Punishment for sending offensive messages-Sec. 66A-‘SMC Pneumatics (India) Pvt. Ltd v JogeshKwatra”, Suit No. 1279/2001’

8. Punishment for Identity Theft-Section 66C-‘CBI v Arif Azim Case Judicial Reports(Criminal) 2003 (2) page 272’


11. Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form-Section 67A-‘R v Graham Waddon, Southwark [Crown Court, 30/6/1999]’

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

Unit I
Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status of a company, incidence of tax liability, Dividend Distribution Tax (DDT), Income determination of a company under different heads

Unit II
Set off and carry forward of losses, deductions from income, Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax and other Special provisions relating to Companies.

Unit III
Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

Unit IV
Preparation of return of income manually as well as through software Advance payment of tax, Interest and penalty, Tax deduction at source, e-TDS return/return of TDS and assessment.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
2. Goyal, S. P., Direct tax planning, SahityaBhawan, Agra.
Note: There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit I
An overview of the banking sector- growth and structure; function and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector – role of RBI and Ministry of Finance; marketing in banking industry - component of bank marketing strategy; role of technology in banking.

Unit II
Component of Asset Liability Management (ALM) and their management; liquidity management, interest rate management; management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs.

Unit III
Banking Regulation Act, 1949, RBI Act 1934, Role & Functions of RBI.

Unit IV
Banking Technology: concept, applications; Concept of Universal Banking, Home Banking, Core Banking Solutions: Debit, Credit, and Smart Cards; Electronic Payment Systems, MICR-Cheque Transaction, ECS, EFT, NEFT, RTGS, SWIFT.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
2. Besis Joel, Risk Management in Banking, John Mily & Sons
Note: There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit I
Introduction to Portfolio Management: Meaning, advantages, need and objective; expected return and standard deviation for portfolios; the process of portfolio management.

Unit II
Selection Problems: Markowitz portfolio theory; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single-index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

Unit III
Bond portfolio management strategies – passive portfolio strategies, active portfolio strategies; Portfolio revision: meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan.

Unit IV

Case discussion is compulsory at the end of every unit.

Suggested Readings
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, Investments, TMH, New Delhi.
Master of Business Administration (MBA)
Semester-IV
Financial Derivatives
MBA 407 (Finance)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Derivatives: Concept and types, Participants – hedgers, speculators, arbitragers and scalpers; Uses and Functions of Derivatives; types of orders; Derivative markets in India – History, Current trends and future prospects.

Unit II
Futures and forwards; concept, fundamentals; Basics of stock index future; interest rate futures; currency futures; factors affecting futures; Difference between forward and future contracts; Pricing of futures.

Unit III
Options: Types of options; Call and Put options, option payouts, trading strategies involving options; determination of option prices, option pricing (including Black Scholes option pricing model); Swaps: Concept, types and Pricing Mechanism

Unit IV
Trading and Settlement of Derivatives: Futures and Options: Procedures and Specification of BSE and NSE; Risk management system through margins of different kinds, Clearing entities and settlement mechanism.

Case discussion is compulsory at the end of every unit.

Suggested Reading:
4. Hull, John C., Futures and other derivatives securities, PHI, New Delhi.
5. Equity Derivatives: A Beginner’s Module, Workbook from NSE.
Master of Business Administration (MBA)
Semester-IV
Risk Management
MBA 408 (Finance)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Introduction to risk management: The Concept of Risk, Risk v/s Uncertainty, Different types of risk; Risk management v/s Risk avoidance; Risk Management Process; Risk Management Policies; Risk Immunization Strategies.

Unit-II

Unit-III

Unit-IV

Case discussion is compulsory at the end of every unit.

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

Unit-I

Unit-II

Unit-III

Unit-IV
Fire Insurance - Types of Fire Policy; Coverages; Subrogation; Double Insurance; Contribution; Proximate Cause; Claims of Recovery. Marine Insurance - Law Relating to Marine Insurance; Types of Policy; Insurable Interest; Disclosure and Representation; Insured Perils; Proximity Cause; Voyage; Warranties; Measurement; Subrogation; Contribution; Under Insurance. Motor Insurance - Liability Only Policy- Package Policy, Terms and Conditions of Motor vehicle insurance Claim settlement.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Trieschmann, Risk Management & Insurance, Thomson Learning
Master of Business Administration (MBA)
Semester-IV
Global Strategic Management
MBA 410 (IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Strategic Management: Concept and nature; role of strategy; The Strategic Management Process; Approaches to Strategic Decision Making; strategic management and strategies at international level; Strategic flexibility and learning organisation. Changing Global Landscape and Implications to Firms’ Strategies

Unit II
Scanning Global Environment- Environmental Profile; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter’s Diamond Model; Scanning Operating Environment - Michael Porters Model of Industry Analysis; Strategic Group Analysis; International Product Life Cycle (IPLC) Analysis of Internal Environment– Resource Audit; Resource Based View (RBV), Global Value Chains Systems; Core and Distinctive Competencies; From Sustainable Competitive Advantage to Transient Competitive Advantage.

Unit III
Corporate Level strategies– Growth, Stability and Retrenchment Strategies; Corporate Restructuring Strategies; Corporate Restructuring Options at Business Level- Michael Porters’ Competitive Strategies and Cooperative Strategies; Evaluation of Strategic Alternatives – Product Portfolio Models (BCG matrix, GE Matrix, etc.) Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.
Firms internationalization: Reasons and process; International entry options; Multi-country and global strategies; Outsourcing strategies.

Unit IV
Issues in global strategy implementation- Planning and allocating resources; Organisation Structure and Design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control. Ethical issues in global strategic management; Corporate Governance in Global Context.

Case discussion is compulsory at the end of every unit.

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

Unit I
Structure and growth of international banking, Reasons for growth of multinational banking; organisational characteristics of multinational banking, Regulatory environment for international banking; BASEL, international banking risks;

Unit II
Eurocurrency markets; growth of Eurocurrency deposits and credit; determination of Eurocurrency interest rates; Eurocurrency instruments, Structure of federal reserve system and its monetary policy & interest rates, LIBOR, ADR, GDR

Unit III
International payment systems; international asset and liabilities management; managing non-performing assets; international credit appraisal techniques, Syndicated Loan, BIS, bank assets liability management(ALM)

Unit IV

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Coulbeck, N.S., The Multinational Banking Industry, Rouledge, USA.
Master of Business Administration (MBA)
Semester-IV
Export Import Documentation and Procedures
MBA 412 (IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Export Preliminaries, Documentation in international trade: Aligned Documentation System (ADS); Commercial documents, Regulatory documents, Documents related to goods, shipment, payment, inspection and legal regulated documents, Official machinery for consultation.

Unit II
Export contract: Distinction between domestic sales contract and export sales contract, Major laws for export contracts, Elements in export contracts, Dispute settlement, Role of ICC; INCOTERMS, Containerization.

Unit III
Export order processing; shipping and custom clearance of export and import cargo; central excise clearance; Role of clearing and forwarding agents. Types of risks in international trade, Cargo Insurance and claim Procedures.

Unit IV
Methods of payment in international trade; documentary collection of export bills, UCPDC guideline, Instruments of payments, Pre-shipment and post-shipment finance, Negotiation of documents with banks, Main Provisions of FEMA; Procedure and documentation for availing export incentives.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
7. Nabhi’s *New Import-Export Policy Procedures*.
Master of Business Administration (MBA)
Semester-IV
International Logistics
MBA 413 (IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Logistics: Concept, objectives and scope; logistics interface with marketing; Logistics System elements, Relevance of International logistics, logistics as a strategic resource, Principles for logistics excellence.

Unit II
General Structure of Shipping Industry: Characteristics, liner and tramp operations; Liner conferences; Freight structure and practices; chartering principles; UN convention on shipping.

Unit III
Developments in Ocean Transportation: Containerization: Inland container depots; Multi-modal transportation and CONCOR; Highlights of the Multi-modal Transport of Goods Act 1993, Role of intermediaries including freight forwarders, Shipping agents, freight brokers and Stevedores.

Unit IV
Port organisation and management: Responsibilities of Port Trust: Major ports of India; International Maritime Organisation (IMO), INCOTERMS, Air Transport Management, Air Cargo Tariff Structure.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Annual Reports, INSA.
2. Annual Reports, CONCOR.
7. Shipping Documents and Reports, UNCTAD.
Note: There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit I
Unique global business transaction; international dimensions of accounting; conceptual development and comparative development patterns; foreign currency translation; international audit environment; international accounting standards; concept and mechanism of setting international standards, disclosure requirements of international accounting standards

Unit II
Managing international information systems; international perspective on inflation accounting; international dimensions of financial reporting; harmonization of accounting practices

Unit III
Analysing foreign financial statements; financial management of multi-national entities; accounting for environment protection measures

Unit IV
Transfer pricing and international accounting; performance evaluation; foreign exchange risk management; international taxation

Case discussion is compulsory at the end of every unit.

Suggested Readings:
1. Rathore, Shii, International Accounting, Prentice Hall of India Ltd, NewDelhi
2. Saudagaran, S N, International Accounting, Thomson Learning, TaxmannPublications, NewDelhi
3. Holf, International Accounting, Thomson Learning, Bombay
Master of Business Administration (MBA)
Semester-IV
Cross Cultural and Global Management
MBA 415 (IB)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Human and Cultural Variables in Global Organisations; Cross Cultural Differences and Managerial Implications, Complexities of international firms, staffing policy, Process of recruitment and training.

Unit II
Cross Cultural Research Methodologies and Hofstede’s Study, Structural evolution of Global Organisations; Cross Cultural Leadership and Decision Making.

Unit III
Cross Cultural Communication and Negotiation, Human Resource Management in Global Organisations, Management of industrial relations.

Unit IV
Ethics and social responsibility in international business, Western and Eastern Management thoughts in the Indian Context, Management of cultural diversity.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
7. Mendenhall, M., Global Management, Massachusetts, Blackwell.
Note: There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit I
Rural marketing: meaning, features and significance of Rural Marketing in India; Rural marketing environment, distinction between rural and urban market; Rural market opportunities and challenges; Understanding rural consumer behaviour: buying decision process, factors influencing decision making process, buying characteristics of rural consumers.

Unit II
Rural Marketing Mix: Product innovations and modifications for Rural Markets, challenges in rural marketing. Branding strategies for rural markets, challenges in branding; counterfeit brands; challenges in pricing for rural market; problems and solutions in distribution for rural market.

Unit III
Agriculture Marketing: definition, scope and objectives, role of agriculture in Indian economy; role of government in agriculture marketing, constraints in agriculture marketing, Agribusiness: challenges and scope; Marketing of agriculture inputs and outputs; Role of government in pricing of agricultural products; Supply chain management in Agri business: cold chains, organised procurement and warehousing.

Unit IV
Integrated Marketing Communication strategies for rural markets; changing role of youth, children and women in rural marketing; Co-operative marketing: concept, history, functions; reasons for slow progress of co-operatives, co-operative practices in rural areas.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
7. Bhave, S, Agribusiness Management in India: Text and Cases.
Master of Business Administration (MBA)
Semester-IV
Sales and Distribution Management
MBA 417 (Marketing)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Sales Management: introduction, nature and scope; sales environment; strategic role of sales management; Personal selling objectives; theories of selling; personal selling process; emerging trends in selling: relationship selling, online auctions, e-commerce.

Unit-II
Types of sales management positions, Recruitment and selection of sales force, training motivating and compensating the sales force, controlling the sales force, sales planning: sales forecast and budgeting, Sales meetings and sales contests; sales quotas and territories; sales cost and cost analysis.

Unit-III
Distribution management: Introduction, need and scope, functions of distribution management; role of distribution in marketing mix; marketing channels strategy; levels of channels; distribution centres; designing channel system.

Unit-IV
Logistics and supply chain management: function and Importance, role of transport in distribution management: direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions; market channel structure.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-IV
Retail Management
MBA 418 (Marketing)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Introduction to Retail- Evolution of Retail, Organised Vs Unorganised retailing, Retail Mix, Retail theory, Retail Cycle; Types of Retailers; Careers in Retailing; Understanding Consumers.

Unit II
Retail Locations- Planned and Unplanned, Retail Site Location- Site Characteristics, Trade Area Characteristics, Location and Site Evaluation; Store Layout and Design; Space Management; Visual Merchandising; Atmospherics.

Unit III
Merchandise Management- Process, Forecasting Sales, Developing Assortment Plans, National Brands and Private Labels; Retail Pricing- Setting Retail Prices, Price Adjustments, Pricing Strategies; Retail Communication Mix.

Unit IV
Information and Supply Chain Management- Information Flows, Logistics, Distribution Centre. Contemporary issues in Retail- Retail scenario at International and National Level, Technology in Retailing, e-retailing, Challenges for traditional retail and e-retail, FDI in Retail.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
2. Berman, Barry and Evans, Joel, R., Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi
5. Diamond, Jay and Gerald Pintel, Retailing, Prentice-Hall, NJ.
6. Morgenstein, Melvin and Harriet, Strong in Modern Retailing, Prentice-Hall.
Master of Business Administration (MBA)
Semester-IV
Marketing Research
MBA 419 (Marketing)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Marketing Research: Introduction, nature and scope, Applications of Marketing Research, Importance and role of marketing research, Marketing research process; Formulation of Research problem; Research designs - Exploratory Research, Descriptive Research and Causal Research Design; Qualitative research & Quantitative research: Meaning, methods, role and applications.

Unit II
Data Collection: Secondary Data Sources- Classification and Evaluation; Methods of Primary Data Collection – Survey, Questionnaire, Observation, Interview, Focus group interview; Measurement and Scaling: Comparative and non-comparative techniques; Questionnaire designing, Form and layout; Pilot testing

Unit III
Sampling: design and process, probabilistic and non-probabilistic sampling techniques; Sample size determination; Administering the Data Collection-fieldwork; Data preparation & Testing on SPSS: Data preparation process; General hypothesis testing procedure for parametric and nonparametric statistics, Analysis of Variance

Unit IV
Data Analysis using SPSS: Correlation and regression, Discriminant Analysis, Factor Analysis, Cluster Analysis

Case discussion is compulsory at the end of every unit.

Suggested Reading:
Master of Business Administration (MBA)
Semester-IV
Digital Marketing
MBA 420 (Marketing)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I

Unit II

Unit III

Unit IV
Social Media and e-PR Using Face book, Linked-in, Twitter, You tube including Creating a Channel on You Tube, Content Guidelines for Online Communications, Social Media Measuring, Monitoring & Reporting, Tracking & Monitoring Platforms. Content Seeding, How to Use Blogs, Forums and Discussion Boards, Blogs, Forums and Communities, Viral Campaigns and the Social Graph. Building Relationships with Different Stakeholders Online.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-IV
Social Marketing (Marketing)
MBA 421

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Social Marketing: Concept, scope, purpose and issues; Comparison with commercial marketing; Approaches to influence public behaviour; Social Marketing Planning Process.

Unit II
Social marketing environment: Mapping the internal and external environment related to various societal programmes and campaigns; Establishing target audience, target marketing.

Unit III
Setting objectives and goals: Behaviour objective, knowledge objective, belief objective; Social marketing strategies: product in Social Marketing, pricing in social marketing, budgets and funding sources and organisations.

Unit IV
Promotional strategies: designing social marketing campaign, type of media channels, choosing media vehicles, timings; factors influencing media strategies; Evaluation and monitoring of marketing plan: process and methods.

Case discussion is compulsory at the end of every unit.

Suggested Readings:
5. Mckee, N., Social Mobilization and Social Marketing in Developing Communities. Southbound Publication.
Master of Business Administration (MBA)
Semester-IV
Industrial Relations and Labour Welfare
MBA 422 (HRM)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit-I
Industrial Relations: Concept, Objectives & Importance, Evolution of Industrial Relations, Indian perspective of IR, Various Approaches to IR, Impact of Globalization and Technological change on IR; State intervention in managing industrial relations, factors affecting industrial relations.

Unit-II
Industrial Conflict: Concept and essentials of Disputes; classification and causes; impact of industrial Disputes on society and economy; Strikes: types, validation and preventive measures of strike; Lockouts and Lay-off; Changing Scenario of Industrial Unrest in India; Achieving Industrial harmony.

Unit-III
Resolution of Industrial Disputes: Tripartite and Bipartite Bodies to Prevent Industrial Disputes; Growth of Standing order; Grievance: concept, causes and principles of settlement; Code of Discipline; collective Bargaining ; Disputes settlement Machineries; dispute settlement procedure under Industrial Dispute Act, 1947.

Unit IV

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)  
Semester-IV  
Strategic Human Resource Management  
MBA 423 (HRM)  

Maximum Marks: 100  
External Marks: 80  
Internal Assessment: 20  
Time: 3 Hrs.  

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

Unit-I  
Concept of SHRM and HR environment: HRM in knowledge economy; investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.  

Unit-II  
Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices  

Unit-III  
HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems  

Unit-IV  
Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring  

Case discussion is compulsory at the end of every unit.  

Suggested Readings:  
1. Mello, Jeffrey A., Strategic Human Resource Management, Thomson Learning Inc  
4. Greer, Charles, Strategic Human Resource Management, Pearson Education  
Master of Business Administration (MBA)
Semester-IV
Personal Power and Leadership through Asian Values
MBA 424 (HRM)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I

Unit II

Unit III
Unleashing Creativity & Personal power: Techniques from Ashtanga Yoga, Zen- Buddhism and Taoism; Work values & relationship management through Confucian values.

Unit IV
Moral Development - meaning interpersonal influences on moral developments, morality & inter group attitudes, moral emotions, moral development and social exclusion, morality and cultural linkage according to Asian values.

Case discussion is compulsory at the end of every unit.

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

Unit I
Nature of HRM, Scope, functions and Importance of HRM, Evolution of HRM, Difference with HRD, Contemporary Issues and practices in HRM, changing concept of HRM in India and in the globe. Human capital planning and employee, nature of job analysis, job design, job evaluation, human resource planning, demand forecasting, Need for and factors influencing HRP, Career Planning, promotion, Transfer, Demotion and separation; Recruitment, selection.

Unit II

Unit III

Unit IV

Case discussion is compulsory at the end of every unit.

Suggested Readings:
Master of Business Administration (MBA)
Semester-IV
Employee Engagement and Talent Management
MBA 426 (HRM)

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

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

Unit I
Employee Engagement; Definition, Scope and importance; Relationship between Employee Engagement and Motivation; Organizational Dynamics of Employee Engagement; Understanding influence of Leadership on Employee Engagement.

Unit II
Identification of Engagement needs: Drivers of Engagement; Employee Engagement Tools and Techniques; Managing Employee Satisfaction; Trends in Global Employee Engagement.

Unit III
Talent Management; Meaning & Objective; Evolution of Talent Management; Role of TM in Sustainable Development of Organization; Source and Process of Talent Management; Talent and Knowledge workers key differences; Outcomes of Failure in Managing Talent.

Unit IV
Talent Management System: Components and benefits; issues in TMS; Managing Performance; conducting performance Reviews; Talent planning: Concept, succession planning and Career planning; Developing and Retaining Talent; Competency Mapping.

Case discussion is compulsory at the end of every unit.

Suggested Readings
3. Byrne Zinta S., Understanding Employee Engagement, Taylor & Francis Ltd.
Note: There shall be nine questions in all. Question No. 1 shall be compulsory, consisting of eight short answer type questions covering the entire syllabus. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks.

Unit I
Introduction & Role of compensation in organisation: economic and behavioural theories related to compensation; concept and types of wages; strategic perspectives of compensation; compensation as motivational tool; compensation policy.

Unit II
Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, components of compensation package: fringe benefits, incentives and retirement plans etc.; pay for performance plans, designing salary: salary breakup, CTC, Gross salary, Net salary, In-hand salary.

Unit III
Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, compensation of sales person, international compensation.

Unit IV
Statutory provisions governing different components of reward systems; institutions related to reward system: wage boards, pay commissions etc., role of trade unions in determining compensation; tax planning.

Case discussion is compulsory at the end of every unit

Suggested Readings:
4. Armstrong, M and Murlis H, Reward Management, Kogan Page, UK
5. Singh, B.D., Compensation and Reward Management, Excel Books, New Delhi
Master of Business Administration (MBA)
Semester-IV
Managerial Skill Development
MBA 428

Maximum Marks: 50
Internal Practical Marks: 50

Note: It is an internal practical course, no external examination will be conducted for this course. A committee of two internal faculty members duly constituted by the chairperson/head of the department will evaluate the students throughout the semester as per the syllabus.

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

Unit I
Strengthening Oral Communication: Presentations and Speech  (10 marks)
(There will be one Presentation and one Speech by every student for 5 marks each)

Unit II
Written Corporate Skills: Research Paper Simulation/Review, Industrial Visit Reports  (20 marks)
(There will be One Research/review paper simulation for ten marks and two industrial visit reports for five marks each)

Unit III
Building the Manager: Management Games/activities and Market Simulation Act  (15 marks)
(There will be total of two management games/activities for five marks each and one market simulation act for five marks)

Unit IV
Group Discussion and Mock Interviews
(There will be one GD and one mock interview activity for 2.5 marks each)  (5 marks)
Master of Business Administration (MBA)
Semester-IV
Current Business and Economic Affairs
MBA 429

Maximum Marks: 100
External Marks: 80
Internal Assessment: 20
Time: 3 Hrs.

Note: There shall be eight questions in all. Two questions will be asked from each unit. Students will have to attempt one question from each unit. Each question shall carry equal marks (20 marks).

Unit-I: Current Affairs in Finance

Unit-II: Current Affairs in Human Resources

Unit-III: Current Affairs in International Business

Unit-IV: Current Affairs in Marketing

Note:

2. The duration for the course content (Newspapers and magazine) will be June to November for odd semester and December to May for even semester.

3. Examiner is required to set two questions from each unit with equal marks i.e. 20 marks. A question may carry ‘n’ number of sub-parts, depending on Examiner’s discretion.

4. The student shall attempt one question from each unit.

Suggested Readings:
1. The Economic Times
2. Financial Express
3. Business Standard
4. Business Today
Each student will present a seminar of about 15-20 minutes duration on any foreign journal research paper/article chosen in consultation with the teacher allotted to him/her by the department.

The seminar presentation will be for 25 marks i.e. 1 credit. One course coordinator will be nominated by the chairperson/head of the department among the teachers of the department.

An internal committee of two teachers constituted by the chairperson/head of the department will evaluate the seminar presentation. The evaluation will be based on the presentation of student, in-depth understanding of subject matter and answer to questions. Distribution of marks will be as follows:

- Presentation 10 Marks
- Depth of subject matter 10 Marks
- Answer to questions 05 Marks
Objective: This course aims to inculcate the reading habit, creative writing skills on the topics of self-interest. The students learn to present the ideas and thoughts in their words.

Instructions for the students:
1. Choose the topic (not mentioned in the syllabi) of interest in consultation with your teacher/in-charge/mentor.
2. Select a suitable title for your paper.
3. You are expected to be creative and original in your approach.
4. Submit a hand written paper (in your own handwriting) of about 6-10 pages to the concerned teacher.
5. Structure of the paper will be as follow:
   a. Introduction
   b. Main Body
   c. Conclusion
6. The student will be required to submit the paper after getting it checked by the concerned teacher and will be asked to resubmit the report after making the required corrections (if any) before the commencement of examination of the semester.
7. The thoughts presented in the paper must be original work of the student.
8. Give a list of references at the end of the paper.

Instructions for evaluation:
The paper will be evaluated by the panel (one external and one internal examiner) to be appointed by the chairperson/head of the department from the prescribed panel of the University.

The evaluation will be done as given below:
- Evaluation of the paper 15 Marks
- Viva-voce on the paper 10 Marks
- Total 25 Marks