

# MASTER OF BUSINESS ADMINISTRATION (MBA)

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



## INDIRA GANDHI UNIVERSITY MEERPUR, REWARI (HARYANA) 123401

(Established under State Legislature Act 29 of 2013)

Approved by:	BOS	Discussed in DC Meeting	Academic Council
Approval Status:	Yes	Yes	-
Approval Date:	23/02/23	17/12/22	-

## **VISION AND MISSION**

### **VISION AND MISSION OF THE UNIVERSITY**

#### **VISION**

To be a globally renowned university, recognized for excellence in teaching, innovative research, and welfare of the society, imbining the spirit of “Vasudhaivkutumbkam”.

#### **MISSION**

1. To introduce and implement innovation in teaching and learning process matching up the global standards to strengthen academic delivery through curriculum design, teaching pedagogy and usage of ICT.
2. To develop a mechanism that attracts talented, qualified and experienced faculty from across the globe for pursuing their academic and research careers at the University.
3. To offer academic programs at UG, PG, doctoral, Post-Doctoral levels which are learner-centric, industry focused, and adhere to outcome based international models.
4. To create an ambiance that is conducive for undertaking sponsored research, innovation and consultancy services to a wide spectrum of societal and industrial requirements while encouraging interdisciplinary approach of learning, team work, and research.
5. To establish state of art centres of excellence in frontier areas of research and design innovation through industry collaboration to innovate and incubate the products and services.
6. To establish smart campus and promote e-governance activities in the university for the digitally empowered society and knowledge economy.
7. To provide a hygienic, modern, environment friendly and vivacious campus attuned to the urgent needs of Green Technology.
8. To consider and implement norms, metrics, standards, procedures and benchmarks for assessing and improving the quality in every aspect of University system and achieve quality certifications by National and International bodies.
9. To make society self-reliant by organizing various programmes including literacy, gender sensitization, health awareness, and dissemination of information about livelihood generation.

## **VISION AND MISSION OF THE DEPARTMENT**

### **VISION**

To nurture value-based management for a responsible global community

### **MISSION**

To build management graduates embedded with the values of integrity, empathy, and social responsibility; capable of critical thinking and problem-solving skills to serve the nation and society

### **BACKGROUND**

i.) NEP-2020 and LOCF an Integrated Approach

Considering the curricular reforms as instrumental for desired learning outcomes, the academic departments of Indira Gandhi University Meerpur, Rewari, Haryana made a rigorous attempt to revise the curriculum of postgraduate programmes in alignment with UGC Quality Mandate for Higher Education Institutions-2021.

The revised curricula of various programmes could be devised with concerted efforts of the faculty and Chairpersons of the Departments. The draft prepared by each department was discussed in a series of discussion sessions conducted at the Department, and the University level. The leadership of the University has been a driving force behind the entire exercise of developing the uniform template and structure for the revised curriculum. The Vice Chancellor of the University conducted a series of meetings with Chairpersons, and Deans to deliberate upon the vital parameters of the revised curriculum to formulate a uniform template featuring Background, Programme Educational Objectives, Course Outcomes, Programme Specific Outcomes, Structure of Masters Course, Semester-wise Courses and Credit Distribution, Teaching-Learning Process, Assessment and Evaluation, Keywords, References and Appendices. The experts of various Boards of Studies contributed to a large extent in giving the final shape to the revised curriculum of each programme.

To ensure the implementation of curricular reforms envisioned in CBCS-LOCF, the University has decided to implement various provisions in a phased manner.

ii.) About Management

Management is a fundamental process of coordinating and overseeing both human as well as non-human resources for achieving the predefined specific goals efficiently and effectively. It plays an essential role in the success of any organization by providing the framework for decision-making, planning, organising, leading and controlling activities. Effective management helps in facing any challenges or grabbing the opportunities coming in the way of organizations either it is a small startup or a multinational corporation by ensuring availability of optimal resources. Management is not

limited to the confines of business only, it is equally important in any non -profit organization, government entities and even in managing personal endeavours.

Management includes various disciplines, addressing specific aspects of functioning of any organization. For example, human resource management deals with the process of recruitment, training and overall development of employees. While marketing management helps in identifying target markets or creating value for customers. Financial management revolves around financial planning, budgeting and investment related decisions. And international business management gives us knowledge about the rules and regulations needed for businesses across the boundaries of any country. Management teaches the skills like leadership, communication, problem solving ability, decision making and analysing the situations.

By studying management, one can get the knowledge and competencies required to navigate the complexities of today's world. Aspiring managers learn the qualities needed to lead diverse teams, foster innovation, adoption of disruptions and taking ethical decisions. Studying management is a gateway to unlocking numerous opportunities and making a long-lasting impact on organizations as well as on society.

### iii.) About the Programme

**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's degree. MBA is an interdisciplinary programme that includes the courses borrowed from Commerce, Science, Humanities and Social Sciences and further modified 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 a dynamic business environment.

#### **Programme Objectives:**

- To develop competence in various functional domains such as Marketing, Finance, HR, International business, etc.
- To emphasize soft skills, technical skills, and the current business environment
- To build confidence and decision-making skills through individual-based activities.
- To develop decision-making skills through various group-based activities.
- To enable the research and overall exponential growth of students so that they become employable.
- To impart entrepreneurial skills to establish a business.

**Programme Outcomes (PO):**

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

- PO1: Knowledge of concepts, theories and best management practices and their implications across various domains of management
- PO2: Effective communication and interpersonal skills among budding managers and entrepreneurs
- PO3: Effective decision making in dynamic business environment
- PO4: Effective leadership and entrepreneurial skills through problem solving
- PO5: Capability to identify, formulate and analyse research problems and draw conclusions based on research findings
- PO6: Socially responsible behaviors that contribute to the growth of the nation and mankind

The Department of Management has formulated the Programme Educational Objectives (PEO's) with those in fields. The programme educational objectives (PEO) are the statement that describes the career and professional achievement after receiving the degree. The PEO's of the Master's degree in Management are as follows:

PEO1: To have fundamental as well as advanced knowledge of various fields of management.

PEO2: To provide the professional services to corporate, research, and academic institutes.

PEO3: To synergise disciplinary, and multi-disciplinary researches in management discipline.

**Programme Specific Outcomes (PSO's):** The programme outcomes (PSO) are the statement of competencies/abilities. PSOs are the statement that describes the knowledge and the abilities the post-graduate will have by the end of programme studies.

**PSO1:** To integrate the gained knowledge with various contemporary and evolving areas of business and management.

**PSO2:** To provide opportunities in the field of industry, research, and academics.

### Mapping of PEO's with PO's and PSO's

S. No.	PO1	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
1	To have fundamental as well as advanced knowledge of various fields of management.	✓	✓	✓	✓	✓	✓	✓	✓
2	To provide the professional services to corporate, research, and academic institutes.	✓	✓	✓	✓	✓	✓	✓	✓
3	To synergise disciplinary, and multi-disciplinary researches in management discipline.	✓	✓	✓	✓	✓	✓	✓	✓

### 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 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 the third semester, students have to choose three elective courses from specialization-I and two elective courses from specialization-II. In the fourth 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 the 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 ( $8 \times 2 = 16$ ). 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 ( $16 \times 4 = 64$ ).
2. English shall be the medium of instruction and examination except open elective courses 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.



**PROGRAMME STRUCTURE AND SCHEME OF EXAMINATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**UNDER CHOICE BASED CREDIT SYSTEM W.E.F. 2019-20**

**Semester: I**

**Total Credits: 38**

**Total Marks: 950**

Course Code	Course type	Nomenclature of the course	Contact Hours per week			Credits			Examination Scheme			Total
			L	P	Total	L	P	Total	Theory	Internal Marks	Practical	
MBA101	CC	Principles of Management	4		4	4		4	80	20		100
MBA102	CC	Accounting for Managers	4		4	4		4	80	20		100
MBA103	CC	Statistics for Managers	4		4	4		4	80	20		100
MBA104	CC	Business Communication	4		4	4		4	80	20		100
MBA105	CC	Managerial Economics	4		4	4		4	80	20		100
MBA106	CC	Fundamentals of Computers and e-commerce	2	4	6	2	2	4	60		40	100
MBA107	CC	Managerial Skill Development		4	4		2	2			50	50
MBA108	CC	Current Business and Economic Affairs	4		4	4		4	80	20		100
MBA109	CC	Seminar					1	1			25	25
MBA110	CC	Self-Study Paper					1	1			25	25
<b>Discipline Centric Elective Courses: Students have to Choose any one course out of following two:</b>												
MBA111	DCEC	Business Environment	4		4	4		4	80	20		100
MBA112	DCEC	Indian Economy	4		4	4		4	80	20		100
<b>Foundation Elective Courses: Students have to choose any one course out of the followings:</b>												
FEC01	FEC	Communication Skills and Personality Development	2		2	2		2	40	10		50
FEC02	FEC	Value Education	2		2	2		2	40	10		50
<b>Total</b>			<b>32</b>	<b>8</b>	<b>40</b>	<b>32</b>	<b>6</b>	<b>38</b>	<b>660</b>	<b>150</b>	<b>140</b>	<b>950</b>

L=Lecture, P=Practical

(w.e.f. 2019-20)  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**Semester: II**

**Total Credits: 36**

**Total Marks: 900**

Course Code	Course type	Nomenclature of the course	Contact Hours per week			Credits			Examination Scheme			Total
			L	P	Total	L	P	Total	Theory	Internal Marks	Practical	
MBA201	CC	Financial Management	4		4	4		4	80	20		100
MBA202	CC	Marketing Management	4		4	4		4	80	20		100
MBA203	CC	Human Resource Management	4		4	4		4	80	20		100
MBA204	CC	Business Research Methods	4		4	4		4	80	20		100
MBA205	CC	Operations Research	4		4	4		4	80	20		100
MBA206	CC	Organisational Behaviour	4		4	4		4	80	20		100
MBA207	CC	Managerial Skill Development		4	4		2	2			50	50
MBA208	CC	Current Business and Economic Affairs	4		4	4		4	80	20		100
MBA 209	CC	Seminar					1	1			25	25
MBA210	CC	Self-Study Paper					1	1			25	25
<b>Discipline Centric Elective Courses: Students have to choose any one course out of following two:</b>												
MBA211	DCEC	International Business	4		4	4		4	80	20		100
MBA212	DCEC	Production and Operations Management	4		4	4		4	80	20		100
<b>Total</b>			<b>32</b>	<b>4</b>	<b>36</b>	<b>32</b>	<b>4</b>	<b>36</b>	<b>640</b>	<b>160</b>	<b>100</b>	<b>900</b>

L=Lecture, P=Practical

(w.e.f. 2020-21)  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

Semester: III			Total Credits: 43						Total Marks: 1100			
Course Code	Course type	Nomenclature of the course	Contact Hours per week			Credits			Examination Scheme			Total
			L	P	Total	L	P	Total	Theory	Internal Marks	Practical / Viva-Voce	
MBA301	CC	Strategic Management	4		4	4		4	80	20		100
MBA302	CC	Business Legislation	4		4	4		4	80	20		100
MBA303	CC	Summer Training Report & Viva-Voce					4	4		20	80	100
<b>Specialization I</b>	DCEC	Elective 1	4		4	4		4	80	20		100
	DCEC	Elective 2	4		4	4		4	80	20		100
	DCEC	Elective 3	4		4	4		4	80	20		100
<b>Specialization II</b>	DCEC	Elective 1	4		4	4		4	80	20		100
	DCEC	Elective 2	4		4	4		4	80	20		100
MBA 326	CC	Managerial Skill Development		4	4		2	2			50	50
MBA 327	CC	Current Business and Economic Affairs	4		4	4		4	80	20		100
MBA328	CC	Seminar					1	1			25	25
MBA 329	CC	Self-Study Paper					1	1			25	25
<b>Open Elective Course</b>												
Open elective course to be opted from other disciplines from the list of courses offered by the other departments of the university			3		3	3		3	80	20		100
<b>Total</b>			<b>35</b>	<b>4</b>	<b>39</b>	<b>35</b>	<b>8</b>	<b>43</b>	<b>720</b>	<b>200</b>	<b>180</b>	<b>1100</b>
<b>Open elective course to be offered to the other Departments of the University</b>												
MBA330	OEC	Basics of Management	3		3	3		3	80	20		100

L=Lecture, P=Practical

**Note:**Students are required to choose two specializations out of four specializations offered by the department. In the third semester, students have to choose three elective courses from specialization-I and two elective courses from specialization-II from a pool of courses offered in respective specializations.

(w.e.f. 2020-21)  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

Semester: IV			Total Credits: 40						Total Marks: 1000			
Course Code	Course type	Nomenclature of the course	Contact Hours per week			Credits			Examination Scheme			Total
			L	P	Total	L	P	Total	Theory	Internal Marks	Practical	
MBA401	CC	Entrepreneurship Development	4		4	4		4	80	20		100
MBA402	CC	Business Ethics and Corporate Social Responsibility	4		4	4		4	80	20		100
MBA403	CC	Internet Security and Cyber Laws	4		4	4		4	80	20		100
<b>Specialization I</b>	DCEC	Elective 1	4		4	4		4	80	20		100
	DCEC	Elective 2	4		4	4		4	80	20		100
<b>Specialization II</b>	DCEC	Elective 1	4		4	4		4	80	20		100
	DCEC	Elective 2	4		4	4		4	80	20		100
	DCEC	Elective 3	4		4	4		4	80	20		100
MBA428	CC	Managerial Skill Development		4	4		2	2			50	50
MBA429	CC	Current Business and Economic Affairs	4		4	4		4	80	20		100
MBA430	CC	Seminar					1	1			25	25
MBA431	CC	Self-Study Paper					1	1			25	25
	<b>Total</b>		<b>36</b>	<b>8</b>	<b>44</b>	<b>36</b>	<b>4</b>	<b>40</b>	<b>720</b>	<b>180</b>	<b>100</b>	<b>1000</b>

L=Lecture, P=Practical

**Note:** Specializations of the students will remain the same as chosen in the third semester. In the fourth semester, students have to choose two elective courses from specialization-I and three elective courses from specialization-II.

(w.e.f. 2020-21)

## MASTER OF BUSINESS ADMINISTRATION (MBA)

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

### FINANCE

<b>SEMESTER: III</b>		
<b>Course</b>	<b>Course Code</b>	<b>Nomenclature of the Course(s)</b>
DCEC	MBA 304	Management of Financial Services
DCEC	MBA 305	Project Management and Infrastructure Finance
DCEC	MBA 306	Strategic Cost Management and Control
DCEC	MBA 307	Multinational Financial Management
DCEC	MBA 308	Security Analysis
DCEC	MBA 309	Management of Banking and Insurance
<b>SEMESTER: IV</b>		
DCEC	MBA404	Corporate Taxation
DCEC	MBA405	Principles of Banking
DCEC	MBA406	Portfolio Management
DCEC	MBA407	Financial Derivatives
DCEC	MBA408	Risk Management
DCEC	MBA409	Principles of Insurance

### INTERNATIONAL BUSINESS

<b>SEMESTER: III</b>		
<b>Course</b>	<b>Course Code</b>	<b>Nomenclature of the Course(s)</b>
DCEC	MBA 307	Multinational Financial Management
DCEC	MBA 310	Foreign Exchange Management
DCEC	MBA 311	International Business Environment
DCEC	MBA 312	IHRM
DCEC	MBA 313	India's Foreign Trade Policy
DCEC	MBA 314	International Advertising
<b>SEMESTER: IV</b>		
DCEC	MBA 410	Global Strategic Management
DCEC	MBA 411	Multinational Banking
DCEC	MBA412	Export Import Documentation and Procedures
DCEC	MBA 413	International Logistics
DCEC	MBA 414	International Accounting
DCEC	MBA 415	Cross Cultural and Global Management

(w.e.f. 2020-21)

## MARKETING

SEMESTER: III		
Course	Course Code	Nomenclature of the Course(s)
DCEC	MBA 315	Brand Management
DCEC	MBA 316	International Marketing
DCEC	MBA 317	Advertising Management
DCEC	MBA 318	Service Marketing
DCEC	MBA 319	Consumer Behaviour
DCEC	MBA 320	Public Relations and CRM
SEMESTER: IV		
DCEC	MBA416	Rural Marketing
DCEC	MBA417	Sales and Distribution Management
DCEC	MBA418	Retail Management
DCEC	MBA419	Marketing Research
DCEC	MBA420	Digital Marketing
DCEC	MBA421	Social Marketing

## HUMAN RESOURCE MANAGEMENT

SEMESTER: III		
Course	Course Code	Nomenclature of the Course(s)
DCEC	MBA 321	Managing Interpersonal and Group Processes
DCEC	MBA312	IHRM
DCEC	MBA322	Training and Development
DCEC	MBA323	HR Planning and Development
DCEC	MBA324	Trade Unions and Labour Legislations
DCEC	MBA325	Business Negotiation Skills
SEMESTER: IV		
DCEC	MBA422	Industrial Relations and Labour Welfare
DCEC	MBA423	Strategic Human Resource Management
DCEC	MBA424	Personal Power and Leadership Through Asian Values
DCEC	MBA425	Human Capital Management
DCEC	MBA426	Employee Engagement and Talent Management
DCEC	MBA427	Compensation Management

**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.*

**Learning Objectives:**

- LO1: To understand the basic concepts and evolution of the management
- LO2: To understand the role of management functions in organizations
- LO3: To appraise the basic design elements of organizational structure
- LO4: To understand the best management practices of the world

**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 21<sup>st</sup> 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.**

**Course Outcomes:**

After completing this course students will be able to:

CO1: Describe the primary functions of management and roles of managers

CO2: Comprehend the role of management functions in managing organizations for organization success

CO3: Explain how managers align the planning, organizing, directing and controlling

CO4: Describe the current developments in management practices

**Mapping of Paper MBA 101**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	M	M	S	S	M
CO2	S	M	S	S	M	S	M	S
CO3	S	S	S	S	M	M	M	S
CO4	S	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Koontz, H, O'Donnell, C & Weihrich, H, Management, McGraw Hill, New Delhi.
2. Koontz, Harold & Weihrich Heinz (2015) Essentials of Management An international, Innovation, and Leadership Prospective, 10<sup>th</sup> ed., McGraw Hill, New Delhi.
3. Stoner, James A F, Freeman, R Edward & Gilbert Jr, Daniel R (2013), Management, Pearson Education, New Delhi.
4. Robbins, S P and Decenzo, D (2017) Fundamentals of Management, Pearson Education, New Delhi.
6. Terry, G.R. & Franklin, S G, Principles of Management, McGraw Hill Higher Education.
7. Peter F. Drucker, Management: Tasks, Responsibilities and Practices, Routledge, London and New York.



**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.*

**Learning Objectives:**

- LO1: To understand the concept and techniques of financial accounting
- LO2: To develop knowledge for analysis and interpretation of financial statements
- LO3: To understand the concept of cost accounting and cost control techniques
- LO4: To apply various techniques of cost and financial accounting in management accounting

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Apply various financial accounting techniques in managerial decision making.

CO2: Analyze and interpret the financial statements of corporate and non-corporate entities

CO3: Understand various cost accounting and cost control techniques

CO4: Take managerial decisions with the help of various financial and cost accounting information.

**Mapping of Paper MBA 102**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	S	S	M	M	S
CO2	S	M	S	S	S	W	S	S
CO3	S	W	S	W	S	W	S	M
CO4	S	M	S	S	S	W	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Singhal, A.K. and Ghosh Roy, H.J., *Accounting for Managers*, JBC Publishers and Distributors, NewDelhi.
2. Pandey, I.M., *Management Accounting*, Vikas Publishing House, NewDelhi
3. Horngren, Sundem and Stratton, *Introduction to Management Accounting*, Pearson Education, New Delhi.
4. Anthony R.N. and Reece J.S., *Management Accounting Principles*, Homewood, Illinois, Richard D. Irwin.
5. Hansen & Mowen, *Cost Management*, ThomsonLearning, New Delhi.
6. Khan, M.Y. and Jain, P.K., *Management Accounting*, Tata McGraw Hill, NewDelhi

**Master of Business Administration (MBA)**  
**Semester-I**  
**Statistics for Managers**  
**MBA 103**

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.*

**Learning Objectives:**

- LO1: To develop the students ability to deal with numerical and quantitative issues in business
- LO2: To enable the use of statistical, and graphical techniques wherever relevant
- LO3: To have a proper understanding of Statistical applications in Management
- LO4: To measure the trend setting factors for projection of sales and demand curves

**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 coefficient 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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Gain knowledge and practical understanding of various statistical concepts

CO2: Compute various measures of Central Tendency, measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression Analysis and their implication on Business performance

CO3: Understand and solve the problems relating to testing of Hypothesis

CO4: Take managerial decision and applying the Concept of Business Analytics

**Mapping of Paper MBA 103**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	M	S	S	M
CO2	S	M	S	S	S	M	S	S
CO3	S	S	S	S	S	M	M	S
CO4	S	M	S	S	S	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Levin & Rubin, *Statistics for Business*, Prentice Hall of India, New Delhi.
2. Gupta S.P. & Gupta M.P., *Business Statistics*, Sultan Chand & Sons, Delhi.
3. Hooda R.P., *Statistics for Business and Economics*, Vikas Publishing House, New Delhi.
5. Chandan, J.S. *An Introduction to Statistical Methods*, Vikas Publishing House, New Delhi.
6. Gupta C.B. & Gupta, Vijay, *Business Statistics*, S.Chand & Co. Delhi.
7. Kothari C.R., *Quantitative Techniques*, Vikas Publishing House, New Delhi.

**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.*

**Learning Objectives:**

- LO1: To understand the basics of business communication within and outside the organization
- LO2: To acquire good communication and listening skills for successful management
- LO3: To appraise the budding managers with verbal and non-verbal communication in corporate
- LO4: To upskill the managers with essential communication skills

**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.**

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Business communication strategies and principles to prepare effective communication for domestic and international business situations

CO2: Identify ethical, legal, cultural, and global issues affecting business communication

CO3: Internal and external communication tools with technological aids

CO4: Select appropriate organizational formats and channels used in developing and presenting business messages

**Mapping of Paper MBA 104**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	M	M	S	S
CO2	S	S	S	M	M	S	M	S
CO3	S	S	M	M	M	W	S	S
CO4	S	S	M	S	M	M	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Reading:**

1. Heta A Murphy and Charles E Peck, *Effective Business Communication*
2. Pal, Rajendra and Korlahalli, J.S., *Essentials of Business Communication*, Sultan Chand & Sons, New Delhi.
3. Kaul, Asha, *Business Communication*, PHI, New Delhi.
4. Sinha, K.K., *Business Communication (4<sup>th</sup> ed.)*, Taxmann Publications Pvt. Ltd., New Delhi.

**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.*

**Learning Objectives:**

- LO1: To understand the concept and significance of managerial economics
- LO2: To impart knowledge about various economics theories which are used in managerial decisions
- LO3: To explore the knowledge about different market structure and their relevance in management
- LO4: To know about the concept of macroeconomic and national income

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Apply economics theories in managerial decision making

CO2: Understand the concept of demand, supply, cost, revenue, output etc used in managerial decisions

CO3: Use market structure theories in decision making

CO4: Take managerial decisions with the help of various macro-economic variables

**Mapping of Paper MBA 105**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	S	S	W	M	S
CO2	M	M	M	S	S	W	W	M
CO3	S	W	S	S	M	S	S	S
CO4	S	M	S	M	S	W	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Hirschey, M., *Managerial Economics*, Thomson Learning, Bangalore.
2. Monroe, Kent B., *Pricing-Making Profitable Decisions*, McGraw-Hill, New York.
3. Keat, Paul B., and Philip K.Y. Young, *Managerial Economics – Economic Tools for Today's Decision Makers*, Pearson Education, Delhi.
4. Salvatore, D., *Managerial Economics in a Global Economy*, Thomson Learning, Hyderabad.



**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.*

**Learning Objectives:**

LO1: To understand the basics of business within computer technology

LO2: To Understand the management functions by e-learning

LO3: To appraise the basic design elements of business model

LO4: To understand the e-commerce management and practices

**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**

Computer Network: Analog and Digital Signals, Band width, Network Topology, Network Applications. Introduction to MS-Office: - MS-Word, MS-Excel, MS-Power Point and MS-Access.

**Unit III**

Introduction to E-Commerce, Benefits, Impact of E-Commerce, Classification of E-Commerce, Application of E-Commerce Technology, Business Models, Framework of E-Commerce., Business to Business, Business to Customer, Customer to Customer.

**Unit IV**

Electronic Payment Systems: Online Electronic Payment Systems, Prepaid and Post Paid Electronic Payment Systems. Inter-organisational commerce & intra-organisational commerce, EDI, value-added network, digital library.

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

**Course Outcomes:**

After completing the course students would be able to:

CO1: computer hardware and software and basic of computer

CO2: Outline the foundations and importance of E-Business

CO3: Analyze the impact of E-business on business models and strategy

CO4: Demonstrate an understanding of retailing in E- Business

**Mapping of Paper MBA 106**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	S	S	S	M
CO2	M	S	S	S	M	M	S	S
CO3	S	M	M	M	S	S	S	S
CO4	S	S	S	S	S	M	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Kienam, *Managing Your E-Commerce Business*, Prentice Hall of India, N. Delhi.
2. Kosiur, *Understanding E—Commerce*, Prentice Hall of India, N. Delhi.
3. Kalakota, Whinston, *Frontiers of Electronic Commerce*, Addison Wesley.
4. Schneider P. Grey, Perry T. James, *E-Commerce*, Thomson Learning, Bombay.
5. Napie, *Creating a Winning E-business*, Vikas Publishing House, New Delhi.
6. Singh, D., *E-Commerce for Managers*, Vikas Publishing House, New Delhi.
7. Bhaskar, B., *Electronic Commerce -Framework, technologies and Applications*, Tata McGraw Hill Publications, New Delhi.

**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.*

**Learning Objectives:**

- LO1: To enhance the overall personality of students
- LO2: To develop and enhance communication skills as an individual
- LO3: To shape individual attitude and behaviour for corporate roles
- LO4: To shape group behaviour for corporate world

**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)

**Course Outcomes:**

After completing the course students would be able to:

- CO1: Communicate effectively with colleagues with diverse skills, and experience levels
- CO2: Think out-of-the-box
- CO3: Crack the interviews smartly
- CO4: Perform the duties diligently in the corporate world

**Mapping of Paper MBA 107**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	S	M	S	M	S
CO2	S	S	S	S	S	S	S	S
CO3	M	S	S	M	S	S	S	S
CO4	S	M	S	M	M	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. KK Sinha, Business Communication, Prentice Hall of India, N. Delhi.
2. P. Varshney, A. Dutta, Managerial Skill Development, Alfa Publications, N.Delhi

**Master of Business Administration (MBA)**  
**Semester-I**  
**Current Business and Economic Affairs**  
**MBA 108**

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).*

**Learning Objectives:**

- LO1: To connect the students with current affairs related to national and international finance
- LO2: To impart knowledge about news and events related to human resources in the industry
- LO3: To connect the students with current news related to international business
- LO4: To connect the students with current affairs related to marketing

**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:**

1. This paper will be based on the leading business newspapers: 'The Economic Times', 'Financial Express' and 'Business Standard' and leading business magazine 'Business Today'.
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.

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the latest market trends related to finance, marketing & HR

CO2: Connect themselves with latest events of market and industry

CO3: Understand geopolitical strategies among nations used in international trade

CO4: Examine the major latest events in the economy to explore new opportunities in the industry

**Mapping of Paper MBA 108**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	S	M	S	S
CO2	S	S	S	M	S	M	S	S
CO3	S	M	M	S	S	M	S	M
CO4	S	M	S	S	M	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. The Economic Times
2. Financial Express
3. Business Standard
4. Business Today

**Master of Business Administration (MBA)**  
**Semester-I**  
**Seminar**  
**MBA 109**

Maximum Marks: 25

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 |

**Master of Business Administration (MBA)**  
**Semester-I**  
**Self-Study Paper**  
**MBA 110**

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 handwritten 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.*

**Learning objectives:**

LO1: To understand the concept and role of the business environment

LO2: To understand the knowledge about economics reforms

LO3: To explore the knowledge about different market structures and financial regulations

LO4: To know about the concept of a competitive environment and the balance of payment

**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**

Economic Reforms: Liberalisation, Privatisation and Globalisation; Economic Policy: Monetary policy, Fiscal Policy; Inflation: CPI, WPI, current inflationary position and its impact on business sector.

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Gain knowledge of various constituents of the environment and their impact on businesses

CO2: Gain knowledge of economic reform, and its impact on economic welfare

CO3: Analyze the Indian financial system and its impact on businesses

CO4: Understand the exchange rate regimes and their impact on businesses

**Mapping of Paper MBA 111**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	M	M	S	S	M	S	M
CO2	S	S	S	S	S	S	S	S
CO3	S	M	S	M	M	M	S	S
CO4	S	S	S	S	S	S	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Acharya, Shankar, *India's Macroeconomic Management in the Nineties*, ICRIER, New Delhi.
2. Ahluwalia, I.J. and IMD Little, *India's Economic Reform and Development*, Oxford University Press, Delhi.
3. Datt, R., *Second Generation Economic Reforms in India*, Deep and Deep, New Delhi.
4. Khan, M.Y., *Indian Financial System*, TATA McGraw Hill, New Delhi.

**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.*

**Learning objectives:**

LO1: To understand the characteristics of the Indian Economy on the Eve of Independence

LO2: To understand the Micro-Economic Dimensions of the Eleventh Plan

LO3: To discuss the Economic Reforms in India since 1991

LO4: To explain the critique of Indian Economy Policies- Pre and Post Reforms

**Unit I**

Structure of Indian economy; determinants and calculation of GDP, Pre-economic reform Indian economy, Economic reforms: Liberalization, Privatization and Globalization, Post-reform Indian Economy.

**Unit II**

Poverty: definition, causes, measurement, The Human Poverty Index (HPI), Lorenz curve, Ginni 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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the characteristics of the Indian Economy on the Eve of Independence

CO2: Assess the process of Industrial Transition in India

CO3: Understand the Micro-Economic Dimensions of the Eleventh Plan

CO4: Discuss the Economic Reforms in India Since 1991

**Mapping of Paper MBA 112**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	S	S	M	S	S
CO2	W	S	S	S	M	W	M	M
CO3	M	M	S	W	S	M	S	S
CO4	S	M	S	S	S	W	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Kapila, U., *Indian Economy: Performance and Policies*, Academia Foundation, New Delhi.
2. Dutt and Sundharam, *Indian Economy*, S. Chand, New Delhi.
3. Krueger, A., *Economic Policy Reforms and Indian Economy*, Oxford University Press, New Delhi.
4. Mishra and Puri, *Indian Economy*, Himalaya Publishing House, New Delhi.
5. Government of India, Ministry of Finance, *Finance Commission Report*.
6. Ray, D., *Development Economics*, Princeton University Press.
7. Thirawall, A., *Growth and Development*, McMillan Publication, 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.*

**Learning Objectives:**

- LO1: To understand the concept and objectives of financial management and time value of money
- LO2: To understand the concept of capital budgeting and its method along with concept of cost of capital
- LO3: To have a understanding about capital structure decisions and dividend decisions alongwith their impact on profitability
- LO4: To know about the use of working capital management in business decision making

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the concept of financial management and time value of money

CO2: Use capital budgeting & dividend decision theories in business decision making

CO3: Explore the capital budgeting techniques in long term managerial decisions

CO4: Use working capital decisions for efficient management of short term finance

**Mapping of Paper MBA 206**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	M	M	M	S
CO2	S	M	S	S	S	W	M	S
CO3	S	M	M	M	S	W	S	S
CO4	M	M	S	S	S	W	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1.Pandy, I.M., Financial Management, Vikas Publishing House, New Delhi.

2.Khan M.Y, and Jain P.K., *Financial Management*, Tata McGraw Hill, New Delhi.

3.Keown, Arthur J., Martin, John D., Petty, J. William and Scott, David F, *Financial Management*, Pearson Education, New Delhi.

4.Chandra, P., *Financial Management*, Tata McGraw Hill, New Delhi.

5.Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India, New Delhi.

6.Brigham & Houston, *Fundamentals of Financial Management*, Thomson Learning, Bombay.

7.Kishore, R., *Financial Management*, Taxman's Publishing House, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-II**  
**Marketing Management**  
**MBA 202**

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.*

**Learning Objectives:**

- LO1: To understand the concept, scope and importance of Marketing Management
- LO2: To understand the consumer and business markets
- LO3: To have a understanding of branding, pricing and marketing channels
- LO4: To understand integrated marketing communication and various contemporary issues in marketing

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Formulate a marketing plan that will meet the needs or goals of a business or organization

CO2: Formulate strategies for developing new and/or modified products, concepts, goods and services that respond to evolving market needs

CO3: Develop strategies for the efficient and effective placement/ distribution of products, concepts, goods, and services that respond to evolving markets

CO4: Develop an integrated marketing communications plan for a product, concept, good and/or service based on an identified market need or target.

**Mapping of Paper MBA 202**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	S	S
CO2	M	W	S	S	S	S	M	S
CO3	S	S	M	M	M	S	S	M
CO4	S	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Kotler Philip and Keller; Marketing Management; Pearson Education, New Delhi.
2. Kotler, Philip, Kevin Keller, Koshy, A. and Jha, M., Marketing Management in South Asian Perspective, Pearson Education, New Delhi.
3. Kerin, Hartley, Berkowtz and Rudelius, Marketing, Tata McGraw Hill, New Delhi.
4. Etzel, Michael J, Marketing: Concepts and Cases, Tata McGraw Hill, New Delhi.



**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.*

**Learning Objectives:**

LO1: To understand the concept of Human Resource Management and its changing role

LO2: To understand the concept and process of HR planning

LO3: To have an understanding about Training and Development

LO4: To know about the use of Job Evaluation and Compensation Management

**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**

Human Resource Planning: meaning, objectives and importance, Process of human resource planning, Problems in HR planning; Job Analysis: Job description and Job specification; Human Resource Acquisition: meaning, sources and methods of recruitment, definition and process of selection; Placement, Induction, Socialization.

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Demonstrate an understanding of the key terms, theories/concepts and practices within the field of HRM

CO2: Demonstrate competence in development and problem-solving in the area of HR Management

CO3: Provide innovative solutions to problems in the fields of HRM

CO4: Be able to identify and appreciate the significance of the employee relation in an organisation

**Mapping of Paper MBA 203**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	M	S	S
CO2	S	W	S	M	W	S	M	S
CO3	S	M	S	S	S	S	S	M
CO4	M	M	S	S	W	M	S	M

**Suggested Readings:**

1. Aswathappa, K., Human Resource and Personnel Management, Tata McGraw Hill, New Delhi.
2. Dessler, G., Human Resource Management, Pearson Education, New Delhi.
3. Venkatesh, D.N. & Jyothi, P., Human Resource Management, Oxford University Press, New Delhi.
4. Bohlander, G. & Snell, S., Human Resource Management, Cengage Learning, New Delhi.
5. Patnayak, B., Human Resource Management, PHI Learning, New Delhi.
6. Rao, V.S.P., Human Resource Management, Excel Books, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-II**  
**Business Research Methods**  
**MBA 204**

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.*

**Learning Objectives:**

- LO1: To understand business research method including respective terms, definitions
- LO2: To understand applications to the research design
- LO3: To understand methodologies and analysis methods (both qualitative and quantitative)
- LO4: To evaluate and implement a research project

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the knowledge about research and its type

CO2: Identify research design, qualitative, quantitative and mixed methods research

CO3: Familiar with good practices in conducting quantitative and qualitative tools and techniques

CO4: Design a good quantitative purpose statement and good quantitative research tools for interviews and observation

**Mapping of Paper MBA 204**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	M	S	S	S
CO2	S	S	S	S	S	M	M	S
CO3	S	S	S	M	M	S	S	M
CO4	S	M	M	S	M	M	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Zikmund, Millian G., *Business Research Methods*, Thomson Learning, Bombay.
2. Cooper, Donald R- and Pamela Schindler, *Business Research Methods*, Tata McGraw Hills, New Delhi.
3. Geode, Millian J.& Paul K. Hatl, *Methods in Research*, McGraw Hills, New Delhi.
4. Sekran, Uma, *Business Research Method*, Miley Education, Singapore.
5. Kothari, C.R., *Research Methodology*, Himalayan Publication, New Delhi.
6. Aczel, A.D., Sounderpandian, J., Saravnan, P. and Joshi, R., *Complete Business Statistics*, McGraw Hill, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-II**  
**Operations Research**  
**MBA205**

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.*

**Learning Objectives:**

- LO1: To impart knowledge in concepts and tools of Operations Research
- LO2: To understand mathematical models used in Operations Research
- LO3: To apply these techniques constructively to make effective business decisions
- LO4: To understand and analyze managerial problems in industry so that they are able to use resources more effectively

**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.

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

**Course Outcomes:**

After completing the course students would be able to:

CO1: Apply research techniques in quantitative and qualitative aspects

CO2: Identify and develop operational research models from the verbal description of the real system

CO3: Understand the mathematical tools that are needed to solve optimisation problems

CO4: Schedule the projects and find the early ways of finishing it

**Mapping of Paper MBA 205**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	M	S	M
CO2	S	M	S	S	S	M	M	S
CO3	S	S	S	S	S	M	S	S
CO4	M	M	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Paneerselvam, *Operations Research*, Prentice Hall of India, N. Delhi.
2. Taha, *Operations Research: An Introduction*, Prentice Hall of India, N. Delhi.
3. Vohra, N.D., *Quantitative Techniques in Management*, Tata McGraw Hill Publishing Company Ltd., New4. Delhi.
5. Kapoor, V.K., *Operations Research*; Sultan Chand & Sons, New Delhi.
6. Sharma, J.K., *Operations Research: Theory and Applications*, Macmillan India Ltd, New Delhi.
7. Kalavathy, *Operations Research*, Vikas Publishing House, New Delhi.

**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.*

**Learning Objectives:**

- LO1: To understand individuals as well as group behaviour
- LO2: To handle employees with different backgrounds towards achieving the corporate objectives
- LO3: To critically evaluate the potential effects of important developments in the external environment on organizational behaviour
- LO4: To analyze organizational behavioural issues in the context of organizational behaviour theories, models and concepts

**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 development, 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.**

**Course Outcomes:**

After completing this course students will be able to:

CO1: Comprehend the influence of psychological factors in enhancing employee efficiency and effectiveness

CO2: Understand the role of the group dynamics and teams in organizations

CO3: Recognize the role of organizational structure and culture on employees' performance

CO4: Manage change in organizations and stress among the employees

**Mapping of Paper MBA 206**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	M	M	S	S
CO2	S	S	S	S	M	M	S	M
CO3	M	M	S	M	M	W	S	S
CO4	S	S	S	M	M	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:-**

1. Nelson, Debra L and James C Quick, Organisational Behaviour, Thomson Learning.
2. Pareek, Udai& Khanna, S. (2011), Understanding Organisational Behaviour, Oxford University Press, New Delhi.
3. Robbins, S.P., Judge, T & Vohra, N. (2013) Organisational Behaviour , Pearson Education, New Delhi
4. Hellgiegel, D & J.W. Slocum, Organisational Behaviour, Thomson Learning
5. McSchane, Organisation Behaviour, TMH, New Delhi
6. Luthans, Fred (2013), Organisational Behaviour, 12<sup>th</sup> ed., McGraw Hill, New Delhi.
7. Newstorm and Davis, Keith, Organisational Behaviour, McGraw Hill, New Delhi
8. Kreitner, R, Kinicki, A, Organisational Behaviour, Tata McGraw Hill, New Delhi.



**Master of Business Administration (MBA)**  
**Semester-II**  
**Managerial Skill Development**  
**MBA 207**

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.*

**Learning Objectives:**

- LO1: To focus on individual presentation skills
- LO2: To strengthen oral communication skills
- LO3: To sharpen the written communication skills of students
- LO4: To strengthen group discussion and interview skills

**Unit I**

Strengthening Oral Communication: Presentations and Extempore **(10 marks)**  
(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 **(15 marks)**  
(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 **(20 marks)**  
(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 **(5 marks)**  
(There will be one GD and one mock interview activity for 2.5 marks each)

**Course Outcomes:**

After completing this course students will be able to:

- CO1: Make effective presentations
- CO2: Learn skills used in real-world situations (debate, cooperation, persuasion)
- CO3: Develop and express ideas, opinions, and information in appropriate forms
- CO4: Provide opportunities for critical observation of peers

**Mapping of Paper MBA 207**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	M	S	S	S	S	M
CO2	S	S	S	S	S	S	S	S
CO3	S	S	M	S	M	S	M	S
CO4	S	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Asha Kaul, Business Communication, PHI, N. Delhi
2. KK Sinha, Business Communication, Prentice Hall of India, N. Delhi.
3. P. Varshney, A. Dutta, Managerial Skill Development, Alfa Publications, N. Delhi

**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.*

**Learning Objectives:**

- LO1: To connect the students with current affairs related to national and international finance
- LO2: To impart knowledge about news and events related to human resources in the industry
- LO3: To connect the students with current news related to international business
- LO4: To connect the students with current affairs related to marketing

**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:**

1. This paper will be based on the leading business newspapers: 'The Economic Times', 'Financial Express' and 'Business Standard' and leading business magazine 'Business Today'.
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.

**Course Outcomes:**

After completing the course students would be able to:

- CO1: Understand the latest market trends related to finance, marketing & HR
- CO2: Connect themselves with latest events of market and industry
- CO3: Understand geopolitical strategies among nations used in international trade
- CO4: Examine the major latest events in the economy to explore new opportunities in the industry

**Mapping of Paper MBA 208**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	S	M	M	S
CO2	S	M	S	S	S	M	M	S
CO3	S	M	M	S	S	S	S	M
CO4	S	M	S	S	M	M	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. The Economic Times
2. Financial Express
3. Business Standard
4. Business Today

**Master of Business Administration (MBA)**  
**Semester-II**  
**Seminar**  
**MBA 209**

Maximum Marks: 25

Internal Marks: 25

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 |

**Master of Business Administration (MBA)**  
**Semester-II**  
**Self-Study Paper**  
**MBA 210**

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-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.***

**Learning Objectives:**

LO1: To provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate

LO2: To examine the strategies and structures of international business and assess the special roles of an international business's various functions

LO3: To prepare students to formulate and execute strategies, plans, and tactics to succeed in international business

LO4: To introduce the legal framework, policies and jurisprudence of the Regional Economic Groups

**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.**

**Course Outcomes:**

After completing this course students will be able to:

CO1: Learn the nature, scope and structure of International Business

CO2: Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization

CO3: Learn the concept and dimensions of Foreign Direct Investment

CO4: Gain knowledge on Regional Economic Groups

**Mapping of Paper MBA 211**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	M	S	S	S	M
CO2	S	M	S	S	S	M	S	S
CO3	S	M	S	W	S	S	M	S
CO4	S	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested readings:**

1. Hill, Charles W.L., *International Business -competency in the Global Marketplace*, Tata McGraw Hill, New Delhi.
2. Sundaram, Anant K and Steward J Black, *International Business Environment: Text and Cases*, Prentice Hall of India, New Delhi.
3. Sharan, V., *International Business: Concept, Environment and Strategy*, Pearson Education, New Delhi.
4. Beth V. Yarbrough and Robert H. Yarbrough, *The World Economy – Trade and Finance*, Thomson Learning, Singapore.



**Master of Business Administration (MBA)**  
**Semester-II**  
**Production and Operations Management**  
**MBA 212 (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.*

**Learning Objectives:**

LO1: To understand the development of manufacturing and service operations management as a subject and be able to outline the strategic concerns involved in operations decisions

LO2: To be conversant with the principles and philosophy underpinning inventory management techniques, just-in-time and MRP systems

LO3: To understand quality management and the evolution of practice

LO4: To consider the notion of process management and its implications for practice

**Unit I**

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

**Unit II**

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

**Unit III**

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

**Unit IV**

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

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

**Course Outcomes:**

At the end of the course students will be able to:

CO1: Assess the relationship between quality and capability, and between quality and competitiveness

CO2: Be able to demonstrate the links between operations strategy, corporate strategy and organisation performance

CO3: Be in a position to identify the connection between organizational structures, technology, operational activities and competitiveness

CO4: Plan and implement suitable quality control measures in Quality Circles to TQM

**Mapping of Paper MBA 212**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	M	S	M	S	S
CO2	S	S	S	S	S	S	S	S
CO3	M	M	S	W	S	S	S	S
CO4	S	S	S	S	S	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

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

# **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.*

### **Learning Objectives:**

LO1: To understand the concept of strategic management and its role in business

LO2: To evaluate the external and internal environment of organisations for formulation of appropriate strategy

LO3: To implement the strategy from organisational and behavioural perspective

LO4: To evaluate and control the strategy

### **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**

Organisation appraisal and strategy formulation: organisational dynamics and structuring organisational appraisal, SWOT analysis, Strategic alternatives, Formulation of corporate level strategies and business strategies, Strategy analysis and choice: the process, BCG matrix, GE matrix, SPACE approach and strategic plan.

### **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.**

**Course Outcomes:**

After completing this course students will be able to:

CO1: Learn various perspectives and concepts in the field of strategic management

CO2: Understand the principles of strategy formulation, implementation and control in organizations

CO3: Develop skills for applying these concepts to the solution of business problems

CO4: Master the analytical tools of strategic management

**Mapping of Paper MBA 301**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	S	S
CO2	S	M	M	S	M	S	S	M
CO3	S	S	S	S	S	M	S	S
CO4	M	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Kazmi, Azhar, *Business Policy and Strategic Management*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. David, Fred R. *Strategic Management – Concept and Cases*, Pearson Education, New Delhi.
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., *Strategic Management Competitiveness and Globalisation*; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., *Strategic Management – Strategy Formulation and Implementation*, AITBS Publishers and Distributors, Delhi
5. Sonaki, C.L., *Strategic Management*, Kalyani Publications, New Delhi.

**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.*

**Learning Objectives:**

- LO1: To understand the implications of Business Acts related to day-to-day business operations
- LO2: To make students aware of the legal framework to start and run a business in different forms like Partnership firm, company etc
- LO3: To make understand the legal consumer rights and the procedure of grievance redressal
- LO4: To learn the nature and usage of different kinds of negotiable instruments and Consumer Act in business

**Unit-I**

The Indian Contract Act, 1872: Nature and kinds of contracts and agreements, Essentials of a valid contract, Offer and acceptance, Consideration, Capacity of parties, Free consent, Legality of object and consideration, void agreements, performance of contracts, discharge of contract, breach of contract and its remedies, Quasi-Contracts.

**Unit-II**

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, Performance of contract of sale, rights of an unpaid seller.

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 company.

**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.

The Consumer Protection Act, 1986: Introduction, Consumer Protection Councils, Consumer disputes redressal forums.

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

**Course Outcomes:**

After completing this course students will be able to:

CO1: Understand the basic concepts and laws of business

CO2: Know essential terms and conditions of the general and sales contract

CO3: Understand the legal procedure and formalities to start and run a business

CO4: Explain the legal rights of the consumers and usage of negotiable instruments in business transactions

**Mapping of Paper MBA 302**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	M	M	S	M	M
CO2	S	W	S	M	M	S	S	S
CO3	S	W	S	M	M	S	S	S
CO4	M	M	S	M	M	S	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Kuchhal, M.C. and Deepa Parkash, *Business Legislation Management*, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., *The Negotiable Instrument Acts*, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., *Guide to the Companies Act*, Wadhwa, Nagpur, 1992
4. Shah, S.M., *BusinessLaw for Managers*, Sultan Chand, New Delhi

**Master of Business Administration (MBA)**  
**Semester-III**  
**Summer Training Report & Viva**  
**MBA 303**

Maximum Marks: 100

**Learning Objectives:**

- LO1: To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity
- LO2: To provide means to immerse students in actual supervised professional experiences
- LO3: To give an insight into the working of the real organizations
- LO4: To gain deeper understanding in specific functional areas and their linkage with each other

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 |

**Course Outcomes:**

After completing this course students will be able to:

CO1: Develop skills, knowledge, attitude, and perceptions after the first hand corporate exposure as trainee

CO2: Gain the real life exposure of the corporate world as a part of the training

CO3: Know the actual working, challenges and difficulties faced in the organizations

CO4: Relate the theory with the practices of the corporate world and explore career opportunities

**Mapping of Paper MBA 303**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	M	M	S	S
CO2	S	M	S	S	M	S	S	M
CO3	S	M	S	S	S	M	M	M
CO4	S	S	M	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**



# **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.*

#### **Learning Objectives:**

LO1: To prepare the concepts of financial services and its role

LO2: To utilize the guidelines provided by various legal and regulatory frameworks

LO3: To assess the different trends of the leasing industry and Analyze the different elements as to leasing and hire purchasing concepts

LO4: To Apply different procedures as to merchant banking activities

#### **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.**

**Course Outcomes:**

After completing this course students will be able to:

CO1: Demonstrate basic finance management knowledge

CO2: Demonstrate an understanding of the overall role and importance of the finance function

CO3: Communicate effectively using standard business terminology

CO4: Develop knowledge on the allocation, management and funding of financial resources

**Mapping of Paper MBA 304**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	S	S	M
CO2	S	M	S	M	S	S	S	S
CO3	S	S	S	S	S	M	S	S
CO4	M	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Reading:**

1. Bhole, L. M., *Financial Institutions and Markets*, Tata McGraw Hill, New Delhi.
2. Khan, M. Y., *Financial Services*, Tata McGraw Hill, New Delhi.
3. Pathak, *Indian Financial System*, Pearson Education, New Delhi.
4. Khan, M.Y., *Indian Financial System*, Tata McGraw Hill, New Delhi.
5. Machiraju, H.R., *Indian Financial System*, Vikas Publishing House, New Delhi.
6. Machiraju, H.R., *Working of Stock Exchange in India*, New Age Publication, New Delhi.
7. Shrivastava, R.M., and Nigam, Divya, *Management of Indian Financial Institutions*, Himalaya Publishing House, New Delhi.
8. Bhalla, V. K., *Management of financial services*, Anmol Publications, New Delhi.

**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.*

**Learning Objectives:**

- LO1: To understand the concepts of Project Management for planning to execution of projects
- LO2: To understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation
- LO3: To manage project risk, including identifying, analyzing and responding to risk
- LO4: To make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context

**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**

Market and Demand Analysis- Meaning, Steps Involved, Information for market analysis, Market Planning, Demand Forecasting and its techniques, technical Analysis-its Dimensions, Technical Analysis with material, Manufacturing process, Product Mix, Capacity, Location, Machines and Schedules. Financial Analysis- Project costs, Estimation of cost of production, Sales, Working Capital Requirements, Estimation of Project cash flows.

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Explain the importance, scope and functions of project management in successful project and understand the life cycle of any given project

CO2: Prepare estimation of guidelines for time, costs and resources required for project management by applying different methods

CO3: Understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation

CO4: Demonstrate the scheduling resources and reducing project duration

**Mapping of Paper MBA 305**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	S	S
CO2	S	M	S	S	S	S	S	S
CO3	M	M	S	S	W	S	M	S
CO4	S	S	S	M	S	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Chandra, Prasanna, *Projects: Planning Analysis, Selection, Implementation and Review*, Tata McGraw Hill, New Delhi,
2. Bhavesh, M Patel, *Project Management*, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., *Project Finance*, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., *Project Management and Control*, Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, *Financing Infrastructure Projects*, Thomas Telford, UK, ISBN

**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.*

**Learning Objectives:**

- LO1: To develop skills of analysis, evaluation and synthesis in cost and management accounting
- LO2: To provide the details of contemporary issues in costing systems such as activity-based costing and pricing, target costing, etc
- LO3: To provide a comprehensive view on management control covering control structure issues like profit centers/SBUs
- LO4: To provide tools for tracking organizational performance

**Unit-I**

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. 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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Develop understanding of various costing systems in different strategic decision situations

CO2: Provide the details of contemporary issues in costing systems

CO3: Provide a comprehensive view on management control covering control structure issues

CO4: Gain an understanding of control process issues like budgeting, and performance evaluation

**Mapping of Paper MBA 306**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	M	S	M
CO2	S	M	M	M	S	M	S	S
CO3	S	M	M	S	M	S	M	S
CO4	S	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Drury, Colin, *Management Accounting and Control*, Thomson Learning, New Delhi.
2. Horngren, Datar Foster, *Cost Accounting*, Pearson Education, New Delhi.
3. Hansen and Mowen, *Cost Management*, Thomson Learning, New Delhi.
4. Kaplan, Atkinson and Young, *Management Accounting*, Pearson Education, New Delhi.
5. Kaplan, Atkinson, *Advanced Management Accounting*, Pearson Learning, New Delhi.
6. Anthony, Robert N., and Govindrajana, Vijay, *Management Control System*, McGraw Hill, 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.*

**Learning Objectives:**

- LO1: To understand the knowledge of multinational financial management
- LO2: To understand the working capital management in multinational financial management
- LO3: Organizes the documents required for completing export and import transactions
- LO4: To understand the tools and technique foreign exchange markets

**Unit I**

An overview of multinational financial management; international monetary and financial systems, IBRD and development banks; finance function in a multinational 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**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Clarify international capital and foreign exchange market

CO2: Examine risk relating to exchange rate fluctuations and develop strategies to deal with them

CO3: Outline the accounting components of BOP

CO4: Categories the factors affecting International Trade flows

**Mapping of Paper MBA 307**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	S	S
CO2	S	S	S	M	M	S	M	S
CO3	S	M	S	S	S	S	S	M
CO4	S	S	M	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Madura Jeff, *International Financial Management*; ThomsonLearning, NewDelhi.
2. Sharan, V., *International Financial Management*, PHI, NewDelhi.
3. Allen Shapiro, *Multinational Financial Management*, PHI, NewDelhi.
4. Levi, Maurice D., *International Finance*, McGrawHill, NewDelhi.



**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.*

**Learning Objectives:**

- LO1: To develop knowledge about investment, risk and return in investment & Indian stock market
- LO2: To understand the concept of technical analysis and fundamental analysis
- LO3: To have a understanding about valuation of equity and debt for investment purpose
- LO4: To know about financial derivatives and valuation of options and futures

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the concept of investment management and risk and return in investment management

CO2: Use technical analysis and fundamental analysis to find intrinsic value of stock

CO3: Find fair value of debt and equity instruments for various investment decisions

CO4: Understand the concept of financial derivatives and trading in future and options

**Mapping of Paper MBA 308**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	S	W	S	S
CO2	S	M	S	M	S	M	S	S
CO3	S	M	S	S	S	S	S	M
CO4	S	M	S	S	S	S	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

- 1.Reiley& Brown, *Investment Analysis & Portfolio Management*, Thomson Learning,Bombay.
- 2.Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House, NewDelhi.
- 3.Sharpe, Alexander & Wiley, *Investment*,Prentice Hall of India, NewDelhi.
- 4.Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, *Investments*, TMH, New Delhi.
- 5.Elton, Edwin J. & Gruber, Martin J., *Modern Portfolio Theory & Investment Analysis*, John Wiley & Sons.
- 6.Haugen, Robert A., *Modern Investment Theory*, Pearson Education, NewDelhi.

**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.*

**Learning Objectives:**

- LO1: To understand the knowledge of banking
- LO2: To understand the banking rules and regulations
- LO3: To learn the documentation process of insurance policy and system
- LO4: To understand the organizational structure of life and non-life insurance companies

**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**

Commercial Banking: Structure, Functions – Primary and Secondary Function, Role of Commercial Banks in Socio Economic Development, Services Rendered. Credit Creation and Deployment of Funds, Role of Reserve Bank and GOI as Regulator of Banking System – Provisions of Banking Regulation Act and Reserve Bank of India Act.

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the various banking concepts

CO2: Gain knowledge of commercial bank and banking regulation

CO3: Learn about the insurance sector and risk management process

CO4: Develop understanding of organizational forms and structure of life and non-life insurance companies

**Mapping of Paper MBA 309**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	S	S
CO2	S	M	S	S	S	S	S	S
CO3	S	S	S	S	M	S	M	M
CO4	M	S	S	M	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Black, Kenneth Jr. & Skipper, Harold D. Jr., *Life and Health Insurance*, Pearson Education, New Delhi.
2. Rejda, George E, *Principles of Risk Management and Insurance*, Pearson Education, New Delhi.
3. Shekhar, K.C. and Shekhar, Lekshmy *Banking Theories and Practices*, Vikas Publication, New Delhi.
4. BesisJoel, *Risk Management in Banking*, John Mily& Sons
5. Pal, K., Bodla, B.S. and Garg, M.C., *Insurance Management: Principles and Practices*, Deep and Deep Publishers, New Delhi.
6. 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.*

**Learning objectives:**

LO1: To understand the forex market and foreign exchange activities

LO2: To analyze and identify the linkages between Exchange rates

LO3: To understand the costs and benefits of different monetary systems

LO4: To identify the Foreign exchange rates and its determinations

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand how the foreign exchange market operates

CO2: Understand the principles of Currency valuation

CO3: Explain techniques that can be used to hedge foreign exchange risk

CO4: Develop foreign exchange risk hedging techniques

**Mapping of Paper MBA 310**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	M	S	M	S	S	S
CO2	S	S	S	S	S	S	S	M
CO3	S	M	S	S	S	S	S	S
CO4	M	M	S	S	M	S	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Giddy I.A.N., *Global Financial Markets*, AITBS, New Delhi.
2. D. Levi Maurice, *International Finance*, Prentice Hall of India, New Delhi.
3. Buckley, *Multinational Finance*, Prentice Hall of India, New Delhi.
4. Roth Paul, *Mastering Foreign Exchange and Money Markets*, Pitman, London.
5. Apte P.G., *International Financial Management*, Tata McGraw Hill, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-III**  
**International Business Environment**  
**MBA 311 (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.*

**Learning Objectives:**

- LO1: To provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which organizations operate
- LO2: To examine the instruments of commercial policy in international business
- LO3: To prepare students to formulate and execute strategies, plans, and tactics to succeed in international business
- LO4: To introduce the legal framework, and policies of the Regional Economic Groups

**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.**

At the end of the course students will be able to:

CO1: Learn the nature, and scope of the International Business Environment

CO2: Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization

CO3: Learn the concept and dimensions of International financial environment

CO4: Gain knowledge on Regional Economic Integration

### Mapping of Paper MBA 311

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	M	S	S	M	S	S
CO2	S	S	S	S	S	S	S	S
CO3	S	S	S	S	M	S	M	S
CO4	S	M	S	M	S	S	S	M

**S= Strong, M= Medium, W=Weak**

### Suggested Readings:

1. Sundaram, Anant K and Steward J Black, *The International Business Environment: Text and Cases*, Prentice Hall of India, New Delhi.
2. Sharan, V., *International Business: Concept, Environment and Strategy*, Pearson Education, New Delhi.



**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.*

**Learning Objectives:**

LO1: To understanding the key terms, concepts and practices of IHRM

LO2: To obtain an in-depth knowledge of specific IHRM-related theories, and skills

LO3: To appreciate the implications of increasing globalisation for the management of human resources, with particular reference to IHRM in multinational corporations

LO4: To identify and appreciate the significance of expatriates issues in IHRM practices

**UNIT 1**

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.**

**Course Outcomes:**

At the end of the course students will be able to:

CO1: Critically assess existing theory and practice in the field of IHRM

CO2: Identify and analyze problems in the field of IHRM and provide innovative solutions for these

CO3: Be able to identify and to evaluate social, cultural, ethical and environmental responsibilities and issues in global contexts

CO4: Work effectively with colleagues with diverse skills, experience levels and way of thinking

**Mapping of Paper MBA 312**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	M	S	S
CO2	S	M	S	M	S	S	S	M
CO3	S	S	S	S	S	S	S	S
CO4	M	S	S	S	M	S	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

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

**Learning Objectives:**

LO1: To recall different terms used in India's Foreign Trade Policy

LO2: To describe the different concepts of India's Foreign Trade

LO3: To apply the terms used in India's Foreign Trade Policy in doing their business

LO4: To create their own business by getting support from the government

**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.**

**Course Outcomes:**

After completion of the course, students will be able to

CO1: Apply the terms used in India's Foreign Trade Policy in doing their business

CO2: Appraise the overall structure of India's foreign trade

CO3: Evaluate the different schemes run by the government in promoting India's foreign trade

CO4: Create their own business by getting support from the government

**Mapping of Paper MBA 313**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	M	W	W	M	S
CO2	S	M	S	M	W	W	M	S
CO3	S	W	S	M	M	W	S	S
CO4	M	M	S	M	M	M	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Foreign trade policy [1st April, 2015 – 31st March, 2020]
2. Datt, Ruddar and Sundaram, K.P.M., *Indian Economy*, S.Chand & Co. New Delhi.
3. Mishra and Puri, *Indian economy*, Himalaya Publishing House.
4. *Export-Import Policy*, Nabhi Publications.
5. Paras Ram, *Export, What, Where & How*, Anupam Publications.
6. Bhalla, V.K., *International Business Environment and Management*, Anmol 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.*

**Learnings Objectives:**

LO1: To acquaint with the concepts, and techniques for developing an effective international advertising campaign

LO2: To provide knowledge of the major frameworks, theories, and research findings in the area of international advertising

LO3: To create and evaluate organization of international advertising, strategies and tactics

LO4: To create and defend the strategy and execution of an integrated marketing communication campaign for a client

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Create an integrated marketing campaign for international marketing

CO2: Explain the role of the international advertising in the contemporary marketing environment

CO3: Understand various kind of media to be utilized in international marketing

CO4: Evaluate creative strategies in the light of given marketing objectives and strategies

**Mapping of Paper MBA 314**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	M	S	S	W	S	S
CO2	S	S	S	M	S	W	M	S
CO3	S	M	S	S	S	W	M	S
CO4	S	S	S	S	S	W	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Aaker, David A. and Alexander L. Biel, *Brand Equity and Advertising: Advertising's Role in Building Strong Brands*, Psychology Press
2. Mooij, Marieke de, *Global Marketing and Advertising: Understanding Cultural Paradoxes*, Sage Publications.
3. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
4. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education.
5. Bergh, Bruce, Vanden, G. and Katz, Helen, *Advertising Principles: Choice Challenge, and Change*, NTC Business Books, Illinois, 1999.
6. Dunn, S. W. and Barbar, A. M., *Advertising: Its Role in Modern Marketing*, Dryden Press.

**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.*

**Learnings Objectives:**

- LO1: To build an appreciation of the role of brand and branding in winning competitive battles
- LO2: To developing understanding of the key issues in creating and managing brands
- LO3: To develop a grasp of theoretical concepts and frameworks of branding
- LO4: To provide students with skills and knowledge to develop and execute strategies in managing

**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, revitalized 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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Examine the brand concepts in real-life settings by articulating the context and rationale for the application

CO2: Understand the role the product plays in the marketing mix

CO3: Understand how a new product is developed and maintained

CO4: Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands

**Mapping of Paper MBA 315**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	M	M	M	S	M	S	M
CO2	S	W	S	S	S	W	S	M
CO3	S	W	S	W	S	S	S	S
CO4	W	M	M	S	S	W	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Aaker, David, A., *Managing Brand Equity*, Free Press.
2. Bhalla, A K, *Brand Management*, Wisdom Press, New Delhi.
3. Cowley, Don. , *Understanding Brands*, Kogan Page.
4. Czerniawskd, Richard D. & Michael W. Maloney, *Creating Brand Loyalty*, AMACOM.
5. Kapferer, J N., *Strategic Brand Management*, Free Press.



**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.*

**Learning Objectives:**

- LO1: To acquaint with the concepts, and techniques for developing an effective advertising campaign
- LO2: To provide knowledge of the major frameworks, theories, and models in the area of advertising
- LO3: To create and evaluate effective advertising strategies and tactics
- LO4: To create and defend the strategy and execution of an advertising campaign for a client

**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 adaption, 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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Create an advertising campaign for marketing purpose

CO2: Explain the role advertising play in the contemporary marketing environment

CO3: Understand various kind of media to be utilized in marketing campaign

CO4: Evaluate creative strategies in the light of given marketing objectives and strategies

**Mapping of Paper MBA 316**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	M	S	S
CO2	S	S	S	S	S	S	M	M
CO3	S	M	M	S	M	S	S	M
CO4	M	S	S	M	S	S	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Onkvisit, Sak and John J. Shaw, *International Marketing – Analysis and Strategy*, PHI, New Delhi
2. Doole Isobel and Robin Lawe, *International Marketing Strategy*, Thomson Learning, New Delhi.
3. Keegan Warren J., *Global Marketing Management*, Pearson Education, New Delhi.
4. Joshi, Rakesh Mohan, *International Marketing*, Oxford University Press, New Delhi.
5. Rajgopal, *International Marketing*, Vikas Publications, New Delhi
6. Kotler, P. and Keller, K., *Marketing Management-A South Asian Perspective*, Pearson Education, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-III**  
**Advertising Management**  
**MBA 317 (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.*

**Learning Objectives:**

- LO1: To acquaint with the concepts, and techniques for developing an effective advertising campaign
- LO2: To provide knowledge of the major frameworks, theories, and models in the area of advertising
- LO3: To create and evaluate effective advertising strategies and tactics
- LO4: To create and defend the strategy and execution of an advertising campaign for a client

**Unit I**

Introduction to Advertising: Advertising: Concepts, Types, forms and Importance. Role of advertising in the Marketing Process, Process of Communication - Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists. Source, Message and Channel.

**Unit II**

Planning and Development of Advertising: Advertising Objectives: Traditional Response Hierarchy Models, Alternative Response Hierarchy Models. DAGMAR Approach –Setting advertising objectives. Advertising budget: Objectives, preparation and methods of advertising budget. Message Decision: Determining advertising message; Developing advertising copy, Headline main copy, logo, illustration, appeal, layout, creativity in advertising. **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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Create an advertising campaign for marketing purpose

CO2: Explain the role advertising play in the contemporary marketing environment

CO3: Understand various kind of media to be utilized in marketing campaign

CO4: Evaluate creative strategies in the light of given marketing objectives and strategies

### Mapping of Paper MBA 317

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	M	M	M
CO2	S	S	S	S	M	S	S	M
CO3	S	S	M	S	S	S	M	M
CO4	M	S	S	M	S	S	S	S

**S= Strong, M= Medium, W=Weak**

### Suggested Readings

1. Batra, Rajeev, Myers, Johan G. and Aaker, David A. (2002). *Advertising Management*, Prentice Hall of India, New Delhi.
2. Belch, G. E., Belch, M., & Purani, K. (2013). *Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE)*, McGraw Hill, New Delhi.
3. Borden, William H. *Advertising*. New York, John Wiley.
4. Hard, Norman. *The Practice of Advertising*. Oxford, Butterworth Heinemann.
5. Kleppner, Otto. *Advertising Procedure*, Englewood Cliffs, New Jersey, Prentice Hall Inc.
6. Ogilvy, D., *Ogilvy on Advertising*. London, Longman.

**Master of Business Administration (MBA)**  
**Semester-III**  
**Service Marketing**  
**MBA 318 (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.*

**Learning Objectives:**

- LO1: To understand the concept of services, its characteristics and challenges
- LO2: To understand the consumer behaviour and consumer expectations in services
- LO3: To gain knowledge of customer perception and service recovery
- LO4: To understand service development and design and communication

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Apply methods for assessing the needs, expectations and perceptions of customers

CO2: Design Service delivery operations to produce superior customer experience

CO3: Explain methods with which organizations can measure their service performance

CO4: Apply the Service Quality Management methods for improving service operations

**Mapping of Paper MBA 318**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	S	S	M	S	S
CO2	S	M	S	M	S	M	S	M
CO3	M	M	S	M	S	M	M	M
CO4	S	M	S	S	M	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

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

**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.*

**Learning Objectives:**

- LO1. To develop an understanding of factors that influence consumer buying behavior
- LO2. To appreciate mental processes that precede the act of purchase
- LO3. To learn models that map and explain consumer buying processes
- LO4. To learn how to base marketing decisions on consumer insights

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Apply buyer behavior concepts to what customers do in "the real world"

CO2: Improve skills in the research and analysis of customer segments, demand, and market potential

CO3: Identify and explain factors which influence consumer behavior

CO4: Utilize knowledge of buyer behavior to enhance strategic decision making

**Mapping of Paper MBA 319**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	W	S	S	S	M	S	M
CO2	S	M	M	S	W	W	S	S
CO3	S	W	S	W	S	S	M	M
CO4	S	M	W	S	S	W	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Reading:**

1. Schiffman, Leon G. & Kanuk, Leslie Lazar; *Consumer Behaviour*; Pearson Education; New Delhi.
2. Assael, H. *Consumer Behaviour and Marketing Action*, Asian Books Private Ltd., New Delhi.
3. Engel, J.F., Kollat, D.T., and Blackwell, R.D., *Consumer Behaviour*, Holt, Rinehart and Winston.
4. Nair, Suja R., *Consumer Behaviour in Indian Perspective*; Himalaya Publishing House; New Delhi.
5. Loudon, David J. & DellaBitta, Albert, *Consumer Behaviour: Concepts and applications*, Tata McGraw Hill; New Delhi.



**Master of Business Administration (MBA)**  
**Semester-III**  
**Public Relations and CRM**  
**MBA 320 (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.*

**Learning Objectives:**

LO1: To understand the concept of public relation and customer equity

LO2: To influence public discourse

LO3: To identify the benefits of value creation for retaining customers

LO4: To interpret the role of appropriate business process and technology management capabilities in managing customer relationships

**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 Organizations, 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.**

**Course Outcomes:**

After completion of course, students will be able to:

CO1: Public Relations management in different types of organizations

CO2: Develop extensive public relation plan for different kinds of organizations

CO3: Design the strategies framework for the CRM integration in the existing function of the organization

CO4: Understanding the implementation of CRM Strategies in organizations

**Mapping of Paper MBA 320**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	M	M	S	M	S
CO2	S	S	M	M	S	M	S	S
CO3	M	S	S	S	M	S	S	M
CO4	S	S	M	M	S	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Reading:**

1. Buttle, Francis, *Customer Relationship Management – Concept and Tools*, Oxford, UK.
2. Payne, Adrian, *Handbook of CRM – Achieving Excellence in Customer Management*, Oxford, UK.
3. Dyche, Jill, *The CRM Handbook – A Business Guide to Customer Relationship Management*, Pearson Education, New Delhi.
6. Anderson, Kristen, and Carol J Kerr, *Customer Relationship Management*, Tata McGraw Hill.
7. Godson, M., *Relationship Marketing*, Oxford University Press, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-III**  
**Managing Interpersonal and Group Processes**  
**MBA 321 (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.*

**Learning Objectives:**

LO1: To understand the concept of group formation and development

LO2: To understand the interpersonal communication in groups

LO3: To have knowledge of techniques of group decision making

LO4: To understand group relation, conflicts and suggest remedial measures

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Demonstrate a critical awareness of the theory and practice of constructive conflict management.

CO2: Apply a range of assertion and conflict management skills during negotiation

CO3: Demonstrate a critical awareness of the theory and practice of group dynamics

CO4: Formulation of strategies to ensure the effective functioning of groups

**Mapping of Paper MBA 321**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	M	M	W	S	M
CO2	S	M	S	M	S	W	S	M
CO3	S	M	S	M	S	W	M	M
CO4	M	M	M	M	S	W	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Bennis, W.G., *Essay in Interpersonal Dynamics*, U.S.A., Dorsey Press.
2. Kolb, D., *Organizational Behaviour: An Experiential Approach*, Englewood Cliffs, New Jersey, Hall Inc.
3. Kolb, D., *Organizational Behaviour: Practical Readings for Management*, EnglewoodCliffs, New Jersey Prentice Hall Inc.
4. Mainiero, L.A. & Tromley C.L., *Developing Managerial skills in OB*, New Delhi, Prentice Hall of India.
5. Moore, M.D., *Inside Organizations: Understanding the Human dimensions*, London, Sage.

**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.*

**Learning Objectives:**

LO1: To understand training process and its role with all the theoretical aspects learned in classroom settings and simulated environment

LO2: To learn the different methods of training, preparation of trainer and trainee

LO3: To interpret the significance of traditional and contemporary training techniques

LO4: To appraise the effectiveness of training programmes for trainees and organizations

**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**

**Course Outcomes:**

After completing this course students will be able to:

CO1: Know the relevance and benefits of training programmes in organizations

CO2: Ascertain the need for training in the organizations

CO3: Implement the training and development initiatives taken by the organization

CO4: Assess the effectiveness of training and development programmes at individual and organizational level

**Mapping of Paper MBA 322**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	M	S	S	S	S	M
CO2	M	S	S	S	M	M	S	S
CO3	S	S	S	M	S	M	M	S
CO4	M	M	W	M	S	W	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Agochia, Devendra, *Every Trainer's Handbook*, New Delhi; Sage Publications
2. De Simone, R.L. and Harris, D.M., *Human Resource Development*, Thomson Learning
3. Sahu, R.K., *Training for Development*, Excel Books, New Delhi
4. Blanchard, P Nick, and James W. Thacker, *Effective Training – Systems, Strategies, and Practices*, Pearson Education, New Delhi
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.*

**Learning Objectives:**

- LO1: To describe the need of manpower planning
- LO2: To Micro level manpower planning and labour market analysis
- LO3: To understand behavioural factors in human resource planning
- LO4: To understand the concept of career development

**Unit I**

Definition, Need, importance, Manpower Planning, HR planning process, Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus and assessing demand.

**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**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the HR Planning and Development system

CO2: Analyze and identify the manpower planning and labor market

CO3: Understand the Human Resource Audit and HR Matrices

CO4: Grasp the knowledge of HRD in strategic organizations

**Mapping of Paper MBA 323**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	S	S	S	S
CO2	S	S	M	M	S	S	S	W
CO3	M	M	S	S	S	S	M	S
CO4	M	S	S	S	S	M	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Arthur, M. *Career Theory Handbook*, Englewood Cliffs, Prentice Hall Inc., 1991
2. Belkaoui, A. R. and Belkaoui, J.M. *Human Resource Valuation: A Guide to Strategies and Techniques*, Greenwood, Quorum Books, 1995.
3. Dale, B. *Total Quality and Human Resources: An Executive Guide*, Oxford, Blackwell, 1992.
4. Greenhaus, J.H. *Career Management*, New York, Dryden, 1987.
5. Kavanagh, M. J. *Human Resource Information System: Development and Applications*, Boston, PWS-Kent, 1993.
6. Mabey, C and Salama, G. *Strategic Human Resource Management*, Oxford, Blackwell, 1995.
7. Thomson, R and Mabey, C. *Developing Human Resource*. Oxford, Butterworth- Heinemann, 1994.



**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.*

**Learning Objectives:**

LO1: To know the development and the judicial setup of Labor Laws

LO2: To learn the salient features of welfare and wage Legislations

LO3: To learn the laws relating to Industrial Relations, Social Security and Working conditions

LO4: To understand the laws related to working conditions in different settings

**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**

Labour Legislation: Objectives and Principles;; Growth of Labour Legislation in India; Factors influencing Growth of Labour Legislation; Impact of ILO on Indian Labour; classification of Labour legislation: Regulatory, Social security, Protective and Welfare Legislations; Labour Legislation and Constitution.

**Unit-III**

Industrial Dispute Act 1947, Social security Legislations; ESI Act 1948, EPF Act 1952, Maternity benefit Act 1961, Payment of gratuity Act 1952, Workmen's compensation Act 1923.

**Unit-IV**

Protective and Welfare legislations; Factory Act 1948, Mines Act, 1952, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965.

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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Acquire expert knowledge, understanding and application of Labor Laws

CO2: Develop policies and devising programmes to promote decent work

CO3: Learn the laws relating to Industrial Relations, Social Security and Working conditions

CO4: Understand the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice

**Mapping of Paper MBA 324**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	S	S	M	S	S
CO2	S	M	S	S	S	W	S	S
CO3	S	W	M	W	S	W	S	M
CO4	W	M	S	S	S	M	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Venkataratnam, C.S. and Sinha, Pravin, *Trade Union Challenges at the Designing of 21<sup>st</sup> Century*, IIRA - Excel Books, New Delhi.
2. Monappa, A. *Industrial Relations*, Tata McGraw Hill, New Delhi.
3. Mamoria, C.B., Mamoria, Satish and Rao, P. Subba, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
4. Sinha, Sinha, Sakher, *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, New Delhi.
5. Venkataratnam, C.S., *Industrial Relations*, Oxford University Press, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-III**  
**Business Negotiation Skills**  
**MBA 325 (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.*

**Learning Objectives:**

LO1: To define the stages and elements of the negotiation process

LO2: To develop the skills and techniques of a successful negotiator

LO3: To identify optimal win-win solutions in negotiations and make profitable deals

LO4: To differentiate negotiation styles and mental models, analyze their own and their partner's behavior in negotiations

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand employee relation and negotiations imperatives in the changed business environment

CO2: Describe negotiation process and various issues related to negotiation process

CO3: Describe, appreciate and explain the actions taken on different stages of negotiations in organization

CO4: Discuss the complexities of negotiating with multiple parties, and how to leverage one's own bargaining position when negotiating with them

**Mapping of Paper MBA 325**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	M	S	M
CO2	M	S	S	M	S	M	S	S
CO3	S	S	S	S	S	S	S	S
CO4	S	S	S	M	S	S	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings**

1. Lewicki Roy J. , Saunders David M. & Barry Bruce, *Negotiations*, Tata McGraw Hill.
2. Brett, J.M., *Negotiating Globally*, Francisco, Jossey-Bass.
3. Cialdini, R. (1993) *Influence: The psychology of persuasion*. New York: Morrow.
4. Fisher, R., Ury, W., & Patton, B. (1991). *Getting to yes: Negotiating agreement without giving In*. New York: Penguin Books.
5. Kolb, D., & Williams, J. (2000) *The Shadow Negotiation*. UK: Simon & Schuster.
6. Korobkin, R. (2009). *Negotiation theory and strategy*. Aspen Publisher.
7. Lewicki, R. (2005). *Essentials of negotiation*. Alexandria V. A.: Society of HRM.
8. Raiffa, H. (1982). *The art & science of negotiation*. US: Harvard College.
9. Simons, H. W. (2001). *Persuasion in society*. New Delhi: Sage.
10. Thompson, L. L. (2009). *The mind and heart of the negotiator* (4th ed.). New Delhi: Prentice Hall.

**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.*

**Learning Objectives:**

LO1: To focus on the overall personality of students by enhancing their communication skills

LO2: To shape the attitude and behaviour of students as per corporate world

LO3: To make students prepare for interviews

LO4: To groom the students for cracking interviews

**Unit I**

Strengthening Oral Communication: Presentations and Debate **(10 marks)**  
(There will be one Presentation and one debate by each student for 5 marks each)

**Unit II**

Strengthening Verbal and Language Skills: Colloquium on Personality Development, Workshop on Body Language and assessments; Business Plan Competition **(15 marks)**  
(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)

**Unit III**

Enhancing Business Skills: Case Studies, Management Games and Team Games **(20 marks)**  
(There will be two case studies for four marks each and three Management/team games for four marks each)

**Unit IV**

Group Discussion and Mock Interviews **(5 marks)**  
(There will be one GD and one mock interview activity for 2.5 marks each)

**Course Outcomes:**

After completing the course students would be able to:

CO1: Enhance their communication and soft skills

CO2: Understand the physical behaviour, expressions, and mannerisms of peers

CO3: Establish credibility in speech using quotations, statistics, examples, and images

CO4: How to answer difficult questions, develop interview strategies, and reduce stress before an actual job interview

**Mapping of Paper MBA 326**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	W	M	S
CO2	M	S	S	S	S	S	M	M
CO3	M	M	M	S	M	S	M	S
CO4	S	S	M	M	M	M	S	S

**S= Strong, M= Medium, W=Weak**

**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).*

**Learning Objectives:**

- LO1: To connect the students with current affairs related to national and international finance
- LO2: To impart knowledge about news and events related to human resources in the industry
- LO3: To connect the students with current news related to international business
- LO4: To connect the students with current affairs related to marketing

**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:**

1. This paper will be based on the leading business newspapers: 'The Economic Times', 'Financial Express' and 'Business Standard' and leading business magazine 'Business Today'.
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.

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the latest market trends related to finance, marketing & HR

CO2: Connect themselves with latest events of market and industry

CO3: Understand geopolitical strategies among nations used in international trade

CO4: Examine the major latest events in the economy to explore new opportunities in the industry

**Mapping of Paper MBA 327**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	M	M	S	S	S
CO2	S	M	S	S	S	S	S	M
CO3	S	S	M	S	S	M	S	S
CO4	S	M	M	M	S	M	M	M

**S= Strong, M= Medium, W=Weak**

**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

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.*

**Learning Objectives:**

- LO1: To understand the basic concepts and evolution of the management
- LO2: To understand the role of management functions in organizations
- LO3: To appraise the basic design elements of organizational structure
- LO4: To understand the best management practices of the world

**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, Herzberg 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.**

**Course Outcomes:**

After completing this course students will be able to:

CO1: Describe the primary functions of management and roles of managers

CO2: Comprehend the role of management functions in managing organizations for organization success

CO3: Explain how managers align the planning, organizing, directing and controlling

CO4: Describe the current developments in management practices

**Mapping of Paper MBA 330**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	M	S	S	S
CO2	M	S	S	S	M	S	M	M
CO3	S	M	S	S	M	M	M	S
CO4	S	S	S	S	M	S	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Koontz, H, O'Donnell, C & Weihrich, H, *Management*, McGraw Hill.
2. Koontz, Harold & Weihrich Heinz (2015) *Essentials of Management An international, Innovation, and Leadership Prospective*, 10<sup>th</sup> ed., McGraw Hill, New Delhi.
3. Stoner, James A F, Freeman, R Edward & Gilbert Jr, Daniel R (2013), *Management*, 6<sup>th</sup> ed., Pearson Education, New Delhi.
4. Robbins, S P and Decenzo, D (2017) *Fundamentals of Management*, Pearson Education, New Delhi.
5. Vasishth, N, Vasishth, V. *Principles of Management: Text and cases*, Taxmann Publications Pvt. Ltd., New Delhi.
6. Terry, G.R. & Franklin, S G, *Principles of Management*, McGraw Hill Higher Education.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Entrepreneurship Development**  
**MBA 401**

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.*

**Learning Objectives:**

LO1: To understand the concept of entrepreneurship and business environment

LO2: To understand feasibility planning, marketing research and growth strategies for new venture

LO3: To know about different sources of finance

LO4: To elaborate various intellectual property rights along with various government scheme for start-ups

**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**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the concept of entrepreneurship, and entrepreneurship traits

CO2: Use feasibility planning, marketing research, pricing strategies etc for set-up a successful startup

CO3: Explore various alternatives sources of finance and acquire complete knowledge about franchising, acquisition of existing business, working capital requirement etc.

CO4: Understand the concept of intellectual property rights, government schemes and growth strategies for new startups

**Mapping of Paper MBA 401**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	S	M
CO2	S	M	S	M	M	S	M	S
CO3	M	M	S	S	M	M	S	S
CO4	M	S	S	S	S	S	M	S

**Suggested Readings:**

- 1.Cliffton, Davis S and Fyfie, David E.,*Project Feasibility Analysis*, John Wiley, New York.
2. Desai, A.N., *Entrepreneur & Environment*, Ashish, New Delhi.
- 3.Drucker, Peter, *Innovation and Entrepreneurship*, Heinemann, London.
4. Jain Rajiv, *Planning a Small Scale Industry: A Guide to Entrepreneurs*, S.S. Books, New Delhi.
5. McClelland, DC and Winter, W.G.,*Motivating Economic Achievement*, Free Press, NewYork.
6. Pareek,Udai and Venkateswara Rao, T., *Developing Entrepreneurship – A Handbook on Learning Systems*, Learning Systems, New Delhi.

**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.*

**Learning Objectives:**

LO1: To develop an understanding of philosophical frameworks that shape a sense of morality

LO2: To sensitizes participants towards negative outcomes of unethical practices at the level of organization, community, environment and self

LO3: To facilitate the development of critical thinking to solve ethical dilemmas in work life

LO4: To understand how business often engage in unethical practices

**Unit I**

Business ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of ethics, Absolutism verses Relativism, Teleological Approach, and Code of Ethics. Business Ethics and Social Responsibilities of the firm: Relationship of the firms with Customers, Competitors, Stockholders, Dealers and Suppliers. Ethics v/s Ethos, Indian v/s western Management, Globalization and business Ethics. Emerging Issues of business ethics.

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand business ethics and morals

CO2: Analyze corporate social Responsibility

CO3: Analyze various ethical codes in corporate governance

CO4: Analyze the employees conditions and business ethics

**Mapping of Paper MBA 402**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	M	S	S	S	M	S
CO2	S	W	S	S	M	S	M	S
CO3	M	S	S	W	S	S	M	S
CO4	S	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings**

1. AIMA. (2007), *Corporate Governance & Business Ethics*, Excel, New Delhi.
2. Blair, M. M. (1995), *Ownership and control: Rethinking Corporate Governance for the 21st century*. Brookings Institution, Washington.
3. Carrol, S. J., & Gannon, J. J. (1997). *Ethical Dimensions of International Management*. New Delhi: Sage.
4. Chakraborty, S. K. (2001). *The Management and Ethics Omnibus*, Oxford University Press, New Delhi.



**Master of Business Administration (MBA)**  
**Semester-IV**  
**Internet Security and Cyber Laws**  
**MBA 403**

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.*

**Learning Objectives:**

LO1: To protect and defend computer systems and networks from cyber security attacks

LO2: To diagnose and investigate cyber security events or crimes related to computer systems and digital evidence

LO3: To communicate in a professional setting to address information security issues

LO4: To apply business principles to analyze and interpret data for planning, decision-making, and problem solving in an information security environment

**Unit I**

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

**Unit II**

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

**Unit III**

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

**Unit IV: Case Laws** 1. Communication Device-Section 2(ha) of the Information Technology (Amendment) Act, 2008 'State v Mohd. Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385,2003(71) DRJ178, 2003(3) JCC1669'

2. Computer Network-Section 2 (j) of the Information Technology (Amendment) Act, 2008 ‘Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144STC, 59 (Kar)’
3. Electronic Record Sec. 2 (t)-‘Dharambir v Central Bureau of Investigation 148 (2008)DLT 289’
4. Time and Place of Dispatch and Receipt of Electronic Record-section 13-‘P.R.Transport Agency v Union of India and others, AIR 2006 All 23, 2006(1) AWC 504, ALLHC’; ‘Groff v America Online, Inc., 1998 WL 307001 (1998)’
5. Penalty for Damage to Computer or Computer System- Section 43‘Umashankar Sivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)’
6. Tampering with Computer Source Documents-Section 65-‘Syed Asifuddin and Ors. The State of Andhra Pradesh and Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314’
7. Punishment for sending offensive messages-Sec. 66A-‘SMC Pneumatics (India) Pvt. Ltd v JogeshKwatra”, Suit No. 1279/2001’
8. Punishment for Identity Theft-Section 66C-‘CBI v Arif Azim Case Judicial Reports(Criminal) 2003 (2) page 272’
9. Punishment for Cheating by Personating by using Computer Resource-section 66D-‘National Association of Software and Service Companies (NASSCOM)v Ajay Sood (2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del’ Page 13
10. Punishment for Publishing or Transmitting Obscene Material in Electronic form- section 67-‘Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 ( Del),116(2005) DLT427, 2005(79) DRJ576’
11. Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form-Section 67A-‘R v Graham Waddon, Southwark [Crown Court, 30/6/1999]’

### Course Outcomes:

After completing the course students would be able to:

CO1: Understand data security in the Indian scenario

CO2: Understand the importance of protection of consumption records and mandatory disclosure

CO3: Aware about cybercrimes and cyber laws

CO4: Communicate with youngsters regarding cybercrimes

### Mapping of Paper MBA 403

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	W	S	S	S	M	M	S
CO2	W	S	S	S	M	W	M	M
CO3	M	W	S	W	S	W	S	M
CO4	S	M	S	S	S	W	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

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

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Corporate Taxation**  
**MBA 404 (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.*

**Learning Objectives:**

LO1: To understand the income tax relating to income and residential status, tax liability

LO2: To understand the various penalties and interest charges in taxation laws and planning

LO3: To Understand system of corporate taxation planning and Identify and employers in relation to employee taxation

LO4: To keep records of the submission of returns

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the basic concepts of income tax relating to income and residential status, tax liability

CO2: Identify the various penalties and interest charges in taxation laws and planning

CO3: Describe the system of corporate taxation planning and Identify the compliance requirements imposed on employers in relation to employee taxation

CO4: Identify the minimum record-keeping requirements and identify the key dates for submission of returns

**Mapping of Paper MBA 404**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	W	S	S	M	M	M
CO2	M	S	S	W	S	S	M	S
CO3	S	S	S	S	S	S	S	S
CO4	S	S	M	S	S	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Ahuja, G., & Gupta, R., *Corporate tax planning and management*. Delhi: Bharat Law House.
2. Goyal, S. P., *Direct tax planning*, SahityaBhawan, Agra.
3. Iyengar, A. C. S., *Law of income tax*. Allahabad: State Mutual Book & Periodical Service.
4. Kanga, P., & Vyas, D., *The Law and practice of income tax*, Lexis Nexis.
5. Mittal, D. P., *Law of transfer pricing*, New Delhi: Taxmann.
6. Musgrave, R., & Musgrave, P., *Public finance in theory and practice*, New York: McGraw Hill.
7. Pagare, D., *Direct tax planning and management*. New Delhi: Sultan Chand & Sons.
8. Singhania, V. K., *Direct taxes: Law and practice*. Delhi: Taxmann.
9. Singhania, V. K., & Singhania, M., *Direct taxes planning and management*. Delhi: Taxmann Publications.
10. Srinivas, E. A., *Handbook on corporate tax planning*, New Delhi: Tata McGraw Hill.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Principles of Banking**  
**MBA 405 (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.*

**Learning Objectives:**

- LO1: To understand the knowledge of banking
- LO2: To understand the banking rules and regulations
- LO3: To learn the documentation process of banking system
- LO4: To understand the banking organizational strategic and implementation

**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**

Banker and Customer: Types of Relationship between Banker and Customer – Bankers Obligations to Customers: Right of lien, setoff, Appropriation – Bankers Legal Duty of Disclosure and Related Matters.

Customers Accounts with Banks: Opening- Operation – KYC Norms and Operation – Types of Accounts and Customers – Nomination – Settlement of Death Claims.

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.

Types of Loans: Overdraft Facilities, Discounting of Bills, Financing Bank Debts and Supply Bills, Charging of Security Bills, Pledge, Mortgage, Assignment.

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

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the various bank concepts

CO2 Provide the knowledge role of commercial bank and banking regulation

CO3 Learn about the banks sector and banks process

CO4 Update the banks organizational forms and structure

**Mapping of Paper MBA 405**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	S	M
CO2	S	M	S	M	M	S	S	M
CO3	M	M	S	S	M	S	M	M
CO4	M	S	S	S	S	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Shekhar, K.C. and Shekhar, Lekshmy, *Banking Theories and Practices*, Vikas Publication
2. Besis Joel, *Risk Management in Ban*

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Portfolio Management**  
**MBA 406 (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.*

**Learning Objectives:**

- LO1: To understand the concept of portfolio, risk and return in portfolio, traditional and modern portfolio theories
- LO2: To have a understanding about various portfolio theories
- LO3: To know bond portfolio strategies and concept of portfolio revisions
- LO4: To elaborate the concept of portfolio revision and behavioral finance

**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**

Portfolio performance evaluation: risk adjusted measures of performance, Behavioral finance-Heuristic- Driven Biases, Emotional and Social influence and Market inefficiency.

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



**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the concept of portfolio risk and return and portfolio management

CO2: Use portfolio techniques in various investment decisions and evaluate various investment avenues

CO3: Formulate bond portfolios and have knowledge of equity and bond portfolio

CO4: Understand the concept behavioral finance and portfolio evaluation and revision

**Mapping of Paper MBA 406**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	S	S	M	W	S	M
CO2	S	M	S	S	M	W	M	S
CO3	S	M	S	S	S	M	M	S
CO4	S	W	S	M	S	M	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings**

1. Reiley & Brown, *Investment Analysis & Portfolio Management*, Thomson Learning, Bombay.
2. Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi
3. Sharpe, Alexander & Wiley, *Investment*. Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Bailey, Jeffery V., *Investment analysis and Portfolio Management*, Dryden Press, Thomson Learning, Bombay.
5. Bodie ZVI, Kane Alex, Marcus, Alan J and Mohanty, Pitabas, *Investments*, TMH, New Delhi,
6. Elton, Edwin J. & Gruber, Martin J., *Modern Portfolio Theory & Investment Analysis*, John Wiley & Sons.
7. Haugen, Robert A., *Modern Investment Theory*, Pearson Education, 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.*

**Learning Objectives:**

- LO1: To introduce the concepts of derivative instruments, namely, forwards, futures, options and swaps, and their valuation
- LO2: To understand the terminology, risks and costs associated with financial derivatives
- LO3: To be familiar with the different types of swaps available and their characteristics
- LO4: To describe the characteristics of forward, futures and options contracts and understand their pricing mechanisms

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Provide an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management

CO2: Construct models for pricing of financial derivatives

CO3: Introduce trading and settlement of derivatives

CO4: Explore hedging methods to conduct risk management for business operations, speculative trades, and issued financial instruments

**Mapping of Paper MBA 407**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	S	S	M
CO2	S	W	S	S	M	W	M	S
CO3	M	S	S	W	S	W	S	M
CO4	S	S	S	S	S	S	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Reading:**

1. Robert A Strong, *Derivatives: An Introduction*, Thomson Learning, Bombay.
2. N.D. Vohra & B.R. Bagri, *Futures and Options*, Tata McGraw-Hill, New Delhi.
3. Red Head, *Financial Derivatives: An Introduction to Futures, Forward, Options*, Prentice Hall of India, New Delhi.
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.*

**Learning objectives:**

- LO1: To understand risk and its components
- LO2: To understand the management risk and financial relationship risk
- LO3: To understand methods/techniques of Risk-Measurement
- LO4: To understand the tools of risk management

**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**

Management of Risk: Credit risk, Asset-liability gap risk, Interest rate risk, market risk, currency risk, due-diligence risk, systematic and unsystematic risk. Relationship of risk with financial: distress, taxes, Risk and Risk Managers, Risk-Premia.

**Unit-III**

Measurement and Control of Risk: Methods/Techniques of Risk-Measurement, Standard-deviations, Variance, co-variance, Beta. Risk and Hedging: Relationship. Elementary knowledge of Risk-Hedging Techniques, Risk and Liquidity, Volatility, cash flow at Risk (CaR), Value at Risk (Var).

**Unit-IV**

Tools of risk management: insurable and non-insurable, Derivatives tools. Correlation between the Returns of two or more securities: Borrowing and Lending. Utility Theory: Introduction, Linear and concave utility function and risk; uncertain outcomes; Insurance and Expected Returns; Indifference curves for Risk-Averse Investors.

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

**Course Outcomes:**

After completing the course students would be able to:

CO1: Demonstrate knowledge of the range of financial and financial related risks facing organisations

CO2: Understand the approach to risk management through risk identification, risk measurement and risk management

CO3: understand reputational risk

CO4: Understand operational risk and how to manage it

**Mapping of Paper MBA 408**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	S	M	S	S	M
CO2	M	S	M	S	S	M	M	S
CO3	S	S	M	M	S	S	S	M
CO4	S	S	S	S	S	S	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Emmett J. Vaughan, *Risk Management*, John Wiley & Sons, Inc.
2. Kenneth A. Foot, *The Financing of Catastrophic Risk*, The University of Chicago Press.
3. A. Suryanarayana, *Risk Management Models: A Primer*, ICFAI Reader.
4. Marshall John F. & Bansal, V. K., *Financial Engineering*, PHI Learning.
5. Watsham Terry J., *Futures and Options in Risk Management*, Thomson Learning, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Principles of Insurance**  
**MBA 409 (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.*

**Learning Objectives:**

- LO1: To understand various insurance industry in India
- LO2: To provide the knowledge insurance contract and risk
- LO3: To knowledge about the insurance sector and life insurance process
- LO4: To understand the organizational forms of fire insurance and structure

**Unit-I**

Concept of Insurance, Need for Insurance, Insurance Industry in India, Globalization of Insurance Sector, Role of IRDA, Regulation of Risk Reduction by IRDA. Reinsurance, Coinsurance, Assignment. Indian Insurance Industry: Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance; Insurance Act, 1938-eligibility-Registration and Capital requirement-Investment of assets-Approved investments-Licensing of insurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholders interest.

**Unit-II**

Nature of Insurance Contract, Utmost Good Faith, Insurable Interest, Control of Malpractices, Negligence, Loss Assessment and Loss Control, Exclusion of Perils, Actuaries, Automobile Insurance, Computation of Insurance Premium. Legal Aspects of Insurance Contract, Risk Retention and Transfer, Pooling, Loss Exposure, Principle of Indemnity, Estoppels, Endowment.

**Unit-III**

Life Insurance - Law Relating to Life Insurance; General Principles of Life Insurance Contract - Different Products Offered by Life Insurers- Premiums and Bonuses - Assignment, Nomination and Surrender of Policy - Policy Claims; ULIPs; LIC - Role and Functions. Health Insurance, Legal Liability Insurance- Engineering Insurance - Rural Insurances - Micro Insurance.

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand various Insurance Industry in India

CO2: Provide the knowledge Insurance Contract and risk

CO3: To knowledge about the insurance sector and life insurance process

CO4: To Understand the organizational forms of Fire Insurance and structure

**Mapping of Paper MBA 409**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	S	M	M	S	M
CO2	S	S	S	S	S	S	M	S
CO3	M	M	M	M	S	S	M	S
CO4	S	S	S	S	S	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Trieschmann, Risk Management & Insurance, Thomson Learning
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi.
3. Pal, K., Bodla, B.S. and Garg, M.C., *Insurance Management: Principles and Practices*, Deep and Deep Publishers, New Delhi.

**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.*

**Learning Objectives:**

- LO1: To expose students to various perspectives/concepts in the field of global strategic management
- LO2: To enable the students to understand the principles of strategy formulation, implementation and control in global organizations
- LO3: To help students develop skills for applying these concepts to the solution of business problems
- LO4: To help students master the analytical tools of global strategic management

**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 Strategic 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**



**Course Outcomes:**

After completing the course students would be able to:

CO1: Equips students with a critical and comprehensive understanding of the nature and meaning of corporate strategy

CO2: Understand the basic concepts and principles of global strategic management analyse the internal and external environment of business

CO3: Develop and prepare organizational strategies that will be effective for the current business environment

CO4: Devise strategic approaches to manage a business successfully in a global context

**Mapping of Paper MBA 410**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	S	M	S
CO2	S	S	S	M	S	S	S	M
CO3	S	S	S	S	M	M	M	M
CO4	M	S	S	S	S	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Adler, N. J., *International Dimensions of Organisational Behaviour*, Kent pub. , Boston, 1991.
2. Bartlett, C and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin, Chicago, 1995.
3. Dowling, P. J., *International Dimensions of Human Resource Management*, 2nd ed., Wadsworth, California, 1994.
4. Hofstede, G., *Cultures Consequence: International Difference in Work Related Values*. 2nd edition, Sage, London, 2001.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Multinational Banking**  
**MBA 411(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.*

**Learning Objectives:**

LO1: To learn about international banking, including financial institutions, the lending technology and other instruments that international banks use

LO2: To provide a conceptual and theoretical grounding in current concepts and techniques in bank financial management, portfolio management, and associated areas

LO3: To develop skills in the analysis of international financial markets and institutions

LO4: To develop an understanding about the different international payment system

**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**

Structure of Federal Reserve System and its monetary policy & interest rates, International Investing-Capital budgeting for international investment – FDI – International portfolio investing – Opportunities and challenges. Capital adequacy norms International money & capital markets International banking M&A

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

**Course Outcomes:**

After completing the course students will be able to:

CO1: To examine the nature and importance of the international banking business

CO2: To apply critical thinking skills to complex international banking issues by identifying and evaluating relevant issues and information

CO3: To undertake individual and collaborative research, and present solutions to problems related to international banking

CO4: To demonstrate comprehensive knowledge and understanding of the way in which the international financial system operates

**Mapping of Paper MBA 411**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	S	S	M
CO2	S	S	S	M	S	S	S	M
CO3	S	S	S	S	M	M	M	S
CO4	M	M	S	S	S	M	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Coulbeck, N.S., *The Multinational Banking Industry*, Rouledge, USA.
2. Khambata, D., *The Practice of Multinational Banking: Macro-Policy Issues and Keys International Concepts*, Praeger, UK.
3. Grebel, H.G., *Multinational Banking*, ASIAN Economic Research Unit.
4. Rugman, A. M., *Multinational Banking and Theory of Internationalisation*, Springer, Palgrave McMillian, London.

**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.*

**Learning Objectives:**

LO1: To gain the understanding of various types of documentation required in international business

LO2: To understand the importance of INCOTERMS in international business

LO3: To evaluate the nuances of import and export clearance procedures

LO4: To develop the skills to export-import various commodities in different countries and avail benefits of various export incentives and promotional schemes given by the government

**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.**

**Course Outcome:**

After completion of the course, students would be able to:

CO1: Prepare the documents as per standards of the authorities across national boundaries

CO2: Correlate the policies and documents as per the nature of the business

CO3: Adapt the business as per the contemporary business environment in the international market

CO4: Evaluate the nuances of import and export clearance procedures

**Mapping of Paper MBA 412**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	M	M	M	S	W	M
CO2	S	M	M	M	S	S	S	M
CO3	M	S	S	M	W	M	M	S
CO4	S	W	M	M	W	S	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. C. Rama Gopal, *Export Import Procedures, Documentation and Logistics*, New Age International Publishers, New Delhi.
2. M. D. Jitendra, *Export Procedures and Documentation*, Rajat Publications.
3. Wadia, P., *Export Markets and Foreign Trade Management*, Manishka Publications.
4. Paras Ram, *Export: What, Where and How*, Anupam, Publications.
5. Government of India, *Handbook of Import - Export Procedures*.
6. Nabhi's *Exporters Manual and Documentation*.
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.*

**Learning Objectives:**

- LO1: To understand the logistics industry
- LO2 To update the knowledge of ocean transportation and risk
- LO3 To gain knowledge about the port organization and management
- LO4 To understand the organizational forms of shipping industry

**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.**

### Course Outcomes

After completion of the course, students would be able to:

CO1: Understand the working of logistics industry

CO2: Learn about the warehouse management

CO3: Evaluate the logistics cost calculation methods

CO4: Understand the organizational forms of shipping industry

### Mapping of Paper MBA 413

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	M	S	S	S	S	S	M
CO2	S	S	M	S	M	M	M	M
CO3	S	M	M	S	S	S	M	S
CO4	S	S	S	S	S	M	S	M

**S= Strong, M= Medium, W=Weak**

### Suggested Readings:

1. Annual Reports, INSA.
2. Annual Reports, CONCOR.
3. Bowersox, DhohldJ.andCloss David J., *Logistical Management*, Tata McGraw-Hill
4. Coyle, Bard and Langley, *The management of Business Logistics*, Thomson.
5. Pierre David, *International Logistics*, Biztantra.
6. Bloomberg David J., Stephan Lemay& Joe B. Hanna., *Logistic*, PHI.
7. Shipping Documents and Reports, UNCTAD.
8. Krishnaveni, M., *Logistice Management and World Seaborne Trade*, Himalaya Publishing House, New Delhi

**Master of Business Administration (MBA)**  
**Semester-IV**  
**International Accounting**  
**MBA 414 (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.*

**Learning Objectives:**

LO1: To understand the concept and techniques of international accounting

LO2: To develop knowledge for analysis and interpretation of international information systems and accounting practices

LO3: To understand the concept of international financial management and international accounting environment

LO4: To impart knowledge about transfer pricing, forex accounting, international taxation etc

**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.**



**Course Outcomes:**

After completing the course students would be able to:

CO1: Apply various international accounting techniques in managerial decision making

CO2: Analyze and interpret the international financial statements of multinational companies

CO3: Understand various aspects of international accounting

CO4: Take managerial decisions with the help of various financial and cost accounting information

**Mapping of Paper MBA 414**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	M	S	S	M	S	S
CO2	M	S	S	M	M	S	M	S
CO3	S	S	S	W	S	S	S	M
CO4	S	S	M	S	S	W	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Rathore, Shiin, International Accounting, Prentice Hall of India Ltd, NewDelhi
2. Saudagaran, S N, International Accounting, Thomson Learning, Taxmann Publications, 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.*

**Learning Objectives:**

LO1: To understand the emerging business and cross cultural issues

LO2: To critically analyze the cultural differences and its impact on global business organizations

LO3: To work cohesively in a cross-cultural team and demonstrate understanding of problem solving strategies in diverse teams

LO4: To learn cultural sensitivity and emotional intelligence in business and the workplace

**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.**

**Course Outcomes:**

After completing the course students would be able to:

CO1: Better understand the process of communicating across cultural boundaries

CO2: Identify cultural difference and predict misunderstanding

CO3: Understand the value of country cluster analysis and relational orientations in developing effective international management practices

CO4: Understand the major dimensions of culture relevant to work settings

**Mapping of Paper MBA 415**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	M	M	S
CO2	M	S	S	M	S	S	M	S
CO3	S	S	S	S	M	S	M	M
CO4	S	M	M	S	S	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Adler, N J., *International Dimensions of Organizational Behaviour*, Kent Publishing.
2. Bartlett, C and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Irwin.
3. Dowling, P J., *International Dimensions of Human Resource Management*, Wadsworth.
4. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*, Sage.
5. Marcie, D and Puffer, M., *Management International: Cases, Exercises and Readings*, West Publishing.
6. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell, Camb., Mass.
7. Mendenhall, M., *Global Management*, Massachusetts, Blackwell.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Rural Marketing**  
**MBA 416 (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.*

**Learning Objectives:**

LO1: To develop understanding of rural markets

LO2: To recite problems in rural marketing and changing the focus of corporate towards the rural market

LO3: To provide an overview of the marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural distribution channels

LO4: To recognize the need of agricultural marketing in economic development

**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 behavior: 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 agri products; Supply chain management in Agribusiness: 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.**

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Understanding the issues, characteristics and buyer behaviour in rural markets

CO2: Gain knowledge of opportunities, challenges and marketing strategies for rural markets

CO3: Evaluate the role of government and financial institutions in growth of rural and agricultural marketing

CO4: Understand marketing models and business practices for rural and agricultural marketing

**Mapping of Paper MBA 416**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	M	M	M
CO2	M	S	S	M	S	M	M	M
CO3	S	M	S	S	S	M	S	S
CO4	S	M	S	S	S	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Dogra, B., & Ghuman, K (2007) *Rural Marketing: Concept and Practices*, Tata McGraw Hill, New Delhi
2. Badi, V. R., & Badi, V. N., (2011), *Rural Marketing (2<sup>nd</sup> ed.)*, Himalaya Publishing House, New Delhi.
3. Krishnamacharyulu, C.S.G & Ramakrishnan, Lalitha (2010) *Rural Marketing: Text and cases (2<sup>nd</sup> ed.)*, Pearson Education, Delhi.
4. Gopalaswamy, T P (2009) *Rural Marketing-Environment, Problems and Strategies*, Vikash Publications, New Delhi.
5. Habeeb & Rehman, *Rural Marketing in India*, Himalaya Publishing House, New Delhi.
6. Acharya S.S. and Agarwal N.L., *Agricultural Marketing in India*, Oxford & IBH Publishing Co.
7. Bhavé, 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.*

**Learning Objectives:**

- LO1: To understand the factors influencing sales organizations structures
- LO2: To understand the process of sales organizations structures
- LO3: To understand the effective distribution management
- LO4: To understand the sales organizations structures

**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.**

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Understand the role, importance and various aspects related to sales management

CO2: Understand the issues related to organizing, selecting and developing of sales force

CO3: Design and implement the various aspects related to sales force market

CO4: Understand the techniques of controlling and evaluating sales efforts

**Mapping of Paper MBA 417**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	M	M	S	S	M
CO2	S	M	M	S	S	M	M	M
CO3	S	S	S	M	S	S	M	S
CO4	M	S	S	S	M	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Havaladar, Krishna K.& Cavale, Vasant M.,*Sales and Distribution Management*, Tata McGraw Hill, New Delhi.
2. Khan, Mateen,*Sales and Distribution Management*, Excel Books, New Delhi.
3. Dalrymple, Douglas J., Cron, William L. & Decarlo, Thomas,*Sales Management*, John Wiley & Sons (Asia) Pvt. Ltd, New Delhi.
4. Rosenbloom, Bert,*Marketing Channels: A Management View*, Thomson Learning, New Delhi.
5. Stern, Louis W., El-Ansary, Adel & Coughlan, Anne T., *Marketing Channels*, Prentice Hall of India/Pearson Education, New Delhi.
6. Kapoor, Satish K. & Kansal, Purva,*Basics of Distribution Management*, Prentice Hall of India. New Delhi.

**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.*

**Learning Objectives:**

LO1: To understand the concept of retail, retail consumer and careers in Retail

LO2: To understand the role of location, site selection and visual merchandising

LO3: To gain knowledge of merchandising and retail pricing

LO4: To understand the supply chain management and contemporary issues in retail

**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.**



**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Understand the complete retail sector with focus on FDI

CO2: Get ready for the rewarding career in the retail sector

CO3: Classify the general steps of strategic planning in retail

CO4: Employed in profiles such as category managers, retail buyers, supply chain and logistic managers, brand managers etc.

**Mapping of Paper MBA 418**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	M	S	S	M	M	M
CO2	S	M	S	M	M	W	S	S
CO3	S	M	S	M	S	M	S	M
CO4	S	S	S	S	M	M	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Levy, Micheal, Weitz, Barton, A. and Pandit, Ajay, *Retailing Management*, Tata McGraw Hill, New Delhi.
2. Berman, Barry and Evans, Joel, R., *Retail Management; A Strategic Approach*; PHI/Pearson Education; New Delhi
3. Newman, Andrew, J. & Cullen, Peter, *Retailing: Environment & Operations*, VikasPublishing House; New Delhi.
4. Gilbert, David, *Retail Marketing Management*, Pearson Education, New Delhi.
5. Diamond, Jay and Gerald Pintel,*Retailing*, Prentice-Hall, NJ.
6. Morgenstein, Melvin and Harriat, *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.*

**Learning Objectives:**

LO1: To enhance the understanding of the marketing research industry

LO2: To develop skills required by the researcher and understand different applications of Marketing Research

LO3: To explore different approaches of Marketing research

LO4: To exploit Marketing Research data for management decision-making

**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; Project report writing: Types of report, report preparation and presentation process, Report Format.

Applications of marketing research.

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

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Understand the process of marketing research and its different processes identify sources of information

CO2: Understand different research methods and apply these methods

CO3: Analyze and interpret both qualitative and quantitative data

CO4: Analyse and interpret as per research ethics

**Mapping of Paper MBA 419**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	S	S	W	S	W
CO2	S	M	S	S	S	M	M	M
CO3	S	W	S	S	M	M	S	M
CO4	S	W	M	S	S	W	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Reading:**

1. Malhotra, N. & Dash, S. Marketing research: An applied orientation (7th ed.), Pearson Education New Delhi.
2. Tull, D.S., Hawkins, D. I., Marketing Research: Measurement and Method, Prentice Hall.
3. Boyd, H.W., Westfall, R. &Starsh, S.F., Marketing Research: Text and Cases (7<sup>th</sup> ed.), Richard D. Irwin Inc., Boston.
4. Churchill, Gilbert, A Basic Marketing Research, Dryden Press, Boston.
5. Bradley, N. Marketing research, Tools and techniques (2<sup>nd</sup> ed.), Oxford University Press, Delhi.
6. Cooper, Donald & Pamela S. Schindler, Marketing Research (12<sup>th</sup> ed.), McGraw-Hill, NewDelhi
7. Nargundkar, R., Marketing Research, Text and Cases (3<sup>rd</sup> ed.), McGraw Hill, New Delhi.

**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.*

**Learning Outcomes:**

- LO1. To analyse the differences and similarities between non-digital and digital marketing
- LO2. To understand the consumer behavior on digital media
- LO3. To effectively develop the digital strategy
- LO4. To understand the social media marketing

**Unit I**

Introduction to Marketing in the Digital Environment, Types of Web Presence, Common e-Commerce Business Models, Pure Play, Hybrid and Multi-Channel Options. Media Options Online, Fulfilment Options and Strategies, Introduction to Payment Gateways and PayPal.

**Unit II**

Digital Marketing Research: Audience Profiling and Segmentation, Internet Usage Patterns, Post Internet, Consumer Behaviour and Understanding Buyer Behaviour Online, Pillars of Direct Marketing, Online Research and Behaviour Tracking Methods, Introduction to Behavioural Targeting. Online Surveys, Blog Mining, Data Mining, Building Customer Profiles using Navigation and Sales Data, Competitor Analysis Online, Integrating Online and Offline Strategies.

**Unit III**

Search Engine Marketing- Email Campaign Creation and Management, Search and Display on Search Engines, Pricing Models Online, Introduction to Page Rankings, Google Ad words Analytics, Search Engine Optimization, Process and Methodology, Long Tail in SEO, Link Building, Key Word Analysis, Process and Optimization. Search Engine Marketing – Paid versus Natural Search, SEM Landscape, Landing Pages and their Importance in Conversion Analysis,

**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.**

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Learn the knowledge, concepts and skills needed in marketing through digital channels

CO2: Develop a digital marketing plan that will address common marketing challenges

CO3: Recognize key performance indicators tied to any digital marketing program

CO4: Articulate the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display etc.

**Mapping of Paper MBA 420**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	M	M	S	M	M
CO2	M	M	M	M	S	M	M	S
CO3	S	S	S	M	S	S	S	M
CO4	M	S	S	S	M	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Deiss, R, Henneberry, R, *Digital Marketing*, John Wiley & Sons.
2. Dodson, I, *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*, Wiley.
3. Batia, P, *Fundamental of Digital Marketing*, Pearson, New Delhi.
4. Gupta, Seema, *Digital Marketing*, McGraw Hill India, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Social Marketing**  
**MBA 421(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.*

**Learning Objectives:**

- LO1: To understand the basic concept of social marketing
- LO2: To understand the social marketing environment
- LO3: To understand various objectives of social marketing
- LO4: To understand various strategies of social marketing

**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.**

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Understand the basic concept of social marketing

CO2: Understand the social marketing environment

CO3: Understand various objectives of social marketing

CO4: Understand various strategies of social marketing

**Mapping of Paper MBA 421**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	M	S	M	M	S	S	M
CO2	M	M	M	M	S	M	M	M
CO3	S	S	S	M	S	S	S	S
CO4	M	M	M	S	M	M	M	M

**Suggested Readings:**

1. Kotler, P., Roberto, E.L. & Lee Nancy, Social Marketing- Improving the quality of life, Sage Publication.
2. Nancy, R., Lee, Kotler, P. Social Marketing: Influencing Behaviour for Good, Sage Publication.
3. Mukherji G.B., Introduction to Social Marketing, Pual& Co Pub Consortium.
4. Lazer, W., & Kelley, E.J., Social Marketing: Perspectives and Viewpoint, Irwin Press.
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.*

**Learning outcomes:**

- LO1. To understand the nature and importance of employee Relations in India
- LO2. To develop an understanding of the Economic, social and political environment and labor force
- LO3. To gain knowledge about the constitution, laws and issues related to Trade Unions in India
- LO4. To understand the role of government in Industrial Relations and Social dialogue

**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**

Labour welfare: concept, objectives and characteristics, Theories and classification of labour welfare actions, Agencies of Labour Welfare; ILO; Recent trends in IR: Participative Management: objectives, Levels & Forms, Workers' education, Quality of Work Life: concept & Determinants, Workers' Empowerment; Work life balance, industrial hygiene.

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



**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Develop an understanding about the socio-political background, issues and challenges related to employee relations in the Indian context

CO2: Prepare for the ground realities of industrial strife

CO3: Know about the institutionalized mechanisms to resolve conflicts and instill harmony

CO4: Understand the worker-management cooperation and importance of participation in Industrial Relations

**Mapping of Paper MBA 422**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	M	M	S	S	S
CO2	S	M	M	S	S	M	S	S
CO3	S	S	S	M	S	S	M	S
CO4	M	S	S	S	M	M	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Venkataratnam, C.S. and Sinha, Pravin, *Trade Union Challenges at the Designing of 21<sup>st</sup> Century*, IIRA - Excel Books, New Delhi.
2. Monappa, A. *Industrial Relations*, Tata McGraw Hill, New Delhi.
3. Mamoria, C.B., Mamoria, Satish and Rao, P. Subba, *Dynamics of Industrial Relations*, Himalaya Publishing House, New Delhi.
4. Sinha, Sinha, Sakher, *Industrial Relations, Trade Unions and Labour Legislations*, Pearson Education, New Delhi.
5. Venkataratnam, C.S., *Industrial Relations*, Oxford University Press, New Delhi.

**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.*

**Learning Objectives:**

- LO1: To understand the concept of Human Resource Management and its changing role
- LO2: To understand the concept and process of HR planning
- LO3: To have an understanding of Training and Development
- LO4: To know about the use of Job Evaluation and Compensation Management

**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 offshoring

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

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Understand the concept and scope of Human Resource Management and its changing role

CO2: Understand the concept and process of HR planning

CO3: Understand the linkage between business strategy and HR strategy

CO4: Gain knowledge of strategic options and HR decisions

**Mapping of Paper MBA 423**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	M	M	M	M	S	S	M
CO2	S	S	M	M	W	M	S	S
CO3	S	S	S	M	S	S	S	S
CO4	M	W	M	S	M	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

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

**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.*

**Learning Objectives:**

- LO1: To understand the dynamics of power
- LO2: To understand and practice strategic and value based leadership
- LO3: To unleash creativity and personal power in a human being
- LO4: To imbibe Asian values in personality

**Unit I**

Understanding dynamics of Power, Intrapersonal, Interpersonal, Intergroup and Institutional power. Ontology of Human and Organisational Existence; Model of Personality & Holistic Growth: *PanchKosh*; Excellence in Actions: *Guna theory*; Dynamics of Human Motivation: *Purushartha*. Constructive and Destructive Emotions: *Rasa theory*.

**Unit II**

Strategic & Value based Leadership: *Dharma-Danda*, Leveraging on competencies: *Svabhava Sanskar & Svadharma* model. Change Management: *Ekkatoparaya*.

**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.**

**Course Outcomes:**

After completion of the course, students will be able to:

CO1: Develop a holistic perspective towards managerial actions, and foster organizational excellence

CO2: Nurtures value based leadership that supports diversity and manages change effectively

CO3: Develop creativity and personal power in human being

CO4: Understand interpersonal influences on moral developments

**Mapping of Paper MBA 424**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	M	S	M	M	M	M	M
CO2	S	S	S	S	S	M	M	M
CO3	S	M	S	S	M	S	M	S
CO4	M	M	S	S	S	S	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings**

1. Eva Wong. (2000). *The Shambala guide to Taoism*. Boston: Shambala, South Asia Editions.
2. Gardner, D. K. (2007). *The Basic Teachings of the Later Confucian Tradition*, Hackett Publishing Company.
3. Goldman, R.P. & Tokunaga, M. (2009). *Epic Undertaking*. Delhi: MotilalBanarsidas Publishers Pvt. Ltd. Delhi.
4. Gerardo, N. J. (2008). *Myth and Meaning in Early Daoism: The themes of chaos*. Hundun: First Three Pines Press Edition.
5. Iyengar, B. K. S. (2005). *Light on Life*. London: Rodale.
6. Jue, R., & Wedemeyer, R. (2002). *The Inner Edge: Achieving Spiritual Fulfilment in Life and Work*. New Delhi: Tata McGraw Hill.
7. Kao, H. S. R. & Sinha D., (1997) *Asian Perspectives on Psychology*. New Delhi: Sage.
8. Karve, I., (1991). *Yuganata*. Hyderabad: Orient Longman Ltd.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Human Capital Management**  
**MBA 425 (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.*

**Learning Objectives:**

LO1: To access the requirement of human capital in an organization

LO2: To understand the methods of human capital management

LO3: To develop the human capital as per the needs of the organization

LO4: To assess the implementation of strategies of human capital management

**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**

Nature and importance of Training, Methods of Training, TNA, Nature of HRD Program, Methods of Management Development and executive Development programs, Development Beyond Training, contemporary HRD Practices, Performance Management.

**Unit III**

Nature and Importance of performance Appraisal and PMS, Methods and Models, Difference with Performance Appraisal, Future of Performance Management System; Compensation management and employee Relations, Introduction to Compensation Management, components of Employee and Executive compensation, Factors affecting Employee compensation, employee incentive schemes, and Recent trends in compensation management.

**Unit IV**

Nature of employee Relation, industrial Relations, Resolution of industrial disputes, employee grievance, Trade Union and their Relevance Introduction, Characteristics and Scope of SHRM, SHRM vs Conventional HRM, barriers to strategic HRM, linking HR strategy with Business Strategy, SHRM and Business Performance.

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

**Course Outcomes:**

After completing the course students will be able to:

CO1: Forecast and access the manpower requirements of the organization

CO2: Devise strategies and plans to fulfill the human capital requirement of the organization

CO3: Understand the development of human capital through training and development programmes

CO4: Understand importance of human capital management in the competitive business world

**Mapping of Paper MBA 425**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	S	S	M	S
CO2	M	S	S	S	M	S	S	S
CO3	M	M	M	S	S	M	M	S
CO4	S	S	S	S	S	M	S	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. Dessler, G., and Varkkey, B., *Human Resource Management*, Person Publication, New Delhi.
2. Jyothi, P. and Venkatesh, D.N., *Human Resource Management*. Oxford Publication, New Delhi.
3. Biswajeet, P., *Human Resource Management*, PHI Publications, New Delhi.
4. Rao, V.S.P. and Mamoria, C.B., *Personal Management (Text and Cases)*, Himalaya Publications, New Delhi.

**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.*

**Learning Objectives:**

LO1: To understand different aspects of employee engagement

LO2: To align employee vision and values through different initiatives

LO3: To help students in understanding the acquisition, retention, and development practices

LO4: To enhance employee ability through talent management system

**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.**



**Course Outcomes:**

After completing the course students will be able to:

CO1: To formulate strategies for retaining employees for a long term

CO2: To devise employee engagement tools and techniques

CO3: To understand talent management practices at India and global level

CO4: To understand the interplay between various aspects of talent acquisition, retention and development of talent

**Mapping of Paper MBA 426**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	M	S	S	S	S	M	S
CO2	S	S	S	S	M	S	S	S
CO3	S	S	M	S	S	S	S	S
CO4	S	M	S	S	S	M	M	M

**S= Strong, M= Medium, W=Weak**

**Suggested Readings**

1. Hasan, M., Singh, A. K., Dhamija, Talent management in India: Challenges and opportunities, Atlantic Publication, New Delhi.
2. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, Mc.Graw Hill, New Delhi.
3. Byrne Zinta S., Understanding Employee Engagement, Taylor & Francis Ltd.
4. Mishra& Tripathy, Employee engagement and HR initiatives, Himalaya Publication House, New Delhi.

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Compensation Management**  
**MBA 427 (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.*

**Learning Objectives:**

- LO1: To understand the concept and significance of compensation system
- LO2: To know the various components of compensation
- LO3: To devise compensation structure of employee of various levels
- LO4: To know the governing laws and policies regarding compensation structure

**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**

**Course Outcomes:**

After completing the course students will be able to:

CO 1: Formulate compensation policies for the employees

CO 2: Devise reward system for the employees

CO 3: Incorporate the legal obligations in employee compensation management

CO 4: Keep employees motivated with a suitable compensation system

**Mapping of Paper MBA 427**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	M	M	S	S	S	M
CO2	S	M	S	S	M	S	M	S
CO3	S	M	M	S	S	S	M	S
CO4	S	S	S	S	S	M	S	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

- 1.Milkovich, George T and Newman J.M., *Compensation*, Tata McGraw Hill, New Delhi.
- 2.Henderson, R.O., *Compensation Management*, Pearson Education, New Delhi.
- 3.Martocchio, J.J., *Strategic Compensation*, Pearson Education, New Delhi.
- 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.*

**Learning Objectives:**

- LO1: To develop overall personality of the students by strengthening their communication skills
- LO2: To enhance analytical and interpretational skills among future managers
- LO3: To make students prepare for business, risk and return, etc.
- LO4: To groom the personality of students and making them corporate ready

**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 **(5 marks)**  
(There will be one GD and one mock interview activity for 2.5 marks each)

**Course Outcomes:**

After completing the course students would be able to:

CO1: Focus on overall Personality Development and their communication skills

CO2: Understand, comprehend the business situations and problems

CO3: Offer solutions to corporate issues and implement them

CO4: Face challenges successfully in management of corporations

**Mapping of Paper MBA 428**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	S	S	S	S	M	S	S	M
CO2	M	S	S	M	M	S	S	M
CO3	S	S	S	S	M	M	M	M
CO4	S	M	M	S	M	M	M	S

**S= Strong, M= Medium, W=Weak**

**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).*

**Learning Objectives:**

- LO1: To connect the students with current affairs related to national and international finance
- LO2: To impart knowledge about news and events related to human resources in the industry
- LO3: To connect the students with current news related to international business
- LO4: To connect the students with current affairs related to marketing

**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:**

1. This paper will be based on the leading business newspapers: 'The Economic Times', 'Financial Express' and 'Business Standard' and leading business magazine 'Business Today'.
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.

**Course Outcomes:**

After completing the course students would be able to:

CO1: Understand the latest market trends related to finance, marketing & HR

CO2: Connect themselves with latest events of market and industry

CO3: Understand geopolitical strategies among nations used in international trade

CO4: Examine the major latest events in the economy to explore new opportunities in the industry

**Mapping of Paper MBA 429**

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
CO1	M	S	S	M	M	M	M	M
CO2	S	M	S	S	S	M	S	M
CO3	S	M	S	S	S	M	M	S
CO4	S	M	S	S	M	M	M	S

**S= Strong, M= Medium, W=Weak**

**Suggested Readings:**

1. The Economic Times
2. Financial Express
3. Business Standard
4. Business Today

**Master of Business Administration (MBA)**  
**Semester-IV**  
**Seminar**  
**MBA 430**

Maximum Marks: 25

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 |



**Master of Business Administration (MBA)**  
**Semester-IV**  
**Self-Study Paper**  
**MBA 431**

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 handwritten 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 the 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