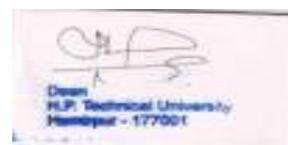


H.P. TECHNICAL UNIVERSITY HAMIRPUR (HP)



Syllabus

Master of Business Administration



PREAMBLE

The curriculum of an institution of higher learning is a living entity. It evolves with time; it reflects the ever changing needs of the society and keeps pace with the growing talent of the students and the faculty. The curriculum of Himachal Pradesh Technical University, Hamirpur (HPTU) is no exception. Half a century of experience in preparing graduates in engineering and postgraduates in science for a wide variety of industries has led to creation of the new curriculum. I sincerely believe that it will meet the aspirations of all stake holders – students, faculty and the employers of the graduates and postgraduates of NIT Rourkela.

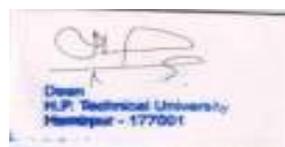
In the university system the curricula and syllabi represented the upper limit of the material to be covered, the teacher having no motivation for stepping outside the defined territory. The curriculum and syllabi only serve as a guideline. The teacher enjoys freedom to expand it in any direction he feels appropriate, incorporates his latest knowledge and stimulates the creative minds of the students. He experiments with new contents and new techniques. A new teaching learning paradigm is born.

The curriculum is the culmination of the efforts of large number of faculty members and university staff and reflects their creative contribution. In keeping with the demands of the changing times, it contains many innovative features. I sincerely hope that the faculty and students will take full advantage of the dynamic features of the curriculum and make the teaching-learning process a truly sublime experience for all.

On behalf of the Senate of HP Technical University Hamirpur, I record my appreciation of the meticulous work done by the Dr.N.N.Sharma, Dean Academic in compiling the whole curricula of different programmes in this consolidated form. I also record my personal gratitude to the members of the Senate who have lent every bit of their wisdom to make the contents truly superior.



**Prof. R. L. Sharma,
Vice-Chancellor**

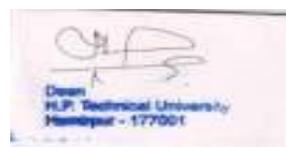


FIRST YEAR
SEMESTER-I

| Sr. no. | Subject Code | Subject | L | T | P | Credit | Evaluation Scheme | | | | |
|----------------------------------|--------------|---|-----------|----------|----------|-----------|---------------------|----|-------|-----|---------------|
| | | | | | | | Internal Assessment | | | ESE | Subject Total |
| | | | | | | | CT | TA | Total | | |
| Professional Core Courses | | | | | | | | | | | |
| 1 | MBA-101 | Accounting for Managerial Decisions | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 |
| 2 | MBA-102 | Marketing Management | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 |
| 3 | MBA-103 | Management Practices and Organizational Behaviour | 3 | - | - | 3 | 20 | 20 | 40 | 60 | 100 |
| 4 | MBA-104 | Business Environment | 3 | 1 | - | 3 | 20 | 20 | 40 | 60 | 100 |
| 5 | MBA-105 | Human Resource Management | 3 | 1 | - | 3 | 20 | 20 | 40 | 60 | 100 |
| Foundation Courses | | | | | | | | | | | |
| 6 | MBA-106 | Computer Applications in Business | 1 | - | 2 | 2 | 20 | 20 | 40 | 60 | 100 |
| 7 | MBA-107 | Human Values and Professional & Ethics | 2 | 2 | - | 3 | 20 | 20 | 40 | 60 | 100 |
| Total Credits | | | 18 | 3 | 1 | 22 | | | | | 700 |

Legend :-

| | |
|-----|--------------------------|
| L | Lecture |
| T | Tutorial |
| P | Practical |
| CT | Class Test |
| TA | Teachers Assessment |
| ESE | End Semester Examination |

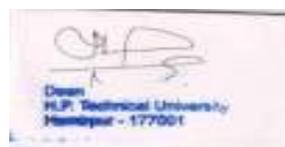


SEMESTER-II

| Sr. no. | Subject Code | Subject | L | T | P | Credit | Evaluation Scheme | | | | |
|----------------------------------|--------------|--|-----------|----------|----------|-----------|---------------------|----|-------|-----|---------------|
| | | | | | | | Internal Assessment | | | ESE | Subject Total |
| | | | | | | | CT | TA | Total | | |
| Professional Core Courses | | | | | | | | | | | |
| 1 | MBA-201 | Business Statistics & Computing Skills | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 |
| 2 | MBA-202 | Financial Management | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 |
| 3 | MBA-203 | Business Research Methods | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 |
| 4 | MBA-204 | Managerial Economics | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 |
| 5 | MBA-205 | Production & Operations Management | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 |
| Foundation Courses | | | | | | | | | | | |
| 6 | MBA-206 | Fundamental of Entrepreneurship | 2 | - | - | 2 | 20 | 20 | 40 | 60 | 100 |
| 7 | MBA-207 | Communication & Marketing Skills | 2 | - | - | 2 | 20 | 20 | 40 | 60 | 100 |
| Total Credits | | | 19 | 5 | - | 24 | | | | | 700 |

Legend :-

| | |
|-----|--------------------------|
| L | Lecture |
| T | Tutorial |
| P | Practical |
| CT | Class Test |
| TA | Teachers Assessment |
| ESE | End Semester Examination |

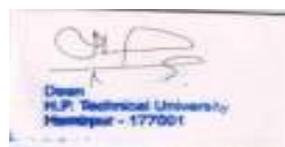


SECOND YEAR
SEMESTER- III

| Sr. no | Subject Code | Subject | L | T | P | Credit | Evaluation Scheme | | | | | |
|-------------------------------------|---------------------------|--------------------------------------|-----------|----------|----------|-----------|---------------------|----|-------|-----|---------------|--|
| | | | | | | | Internal Assessment | | | ESE | Subject Total | |
| | | | | | | | CT | TA | Total | | | |
| Professional Core Courses | | | | | | | | | | | | |
| 1 | MBA-301 | Strategic Management | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 | |
| 2 | MBA-302 | Business Law | 3 | 1 | - | 3 | 20 | 20 | 40 | 60 | 100 | |
| 3 | MBA-303 | *On the Job Training/Summer Training | - | - | 6 | 3 | | | | | 100 | |
| 4 | Specialization (Major I) | | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 | |
| 5 | Specialization (Major II) | | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 | |
| Elective Core Courses | | | | | | | | | | | | |
| 6 | Specialization (Minor) | | 3 | 1 | - | 3 | 20 | 20 | 40 | 60 | 100 | |
| Foundation Courses | | | | | | | | | | | | |
| 7 | MBA-304 | Management Information System | 2 | - | 2 | 3 | 20 | 20 | 40 | 60 | 100 | |
| Total Credits | | | 17 | 3 | 4 | 24 | | | | | 700 | |
| **Open Elective(Additional) | | | | | | | | | | | | |
| 8 | Open Elective | | 2 | - | - | 2 | 20 | 20 | 40 | 60 | 100 | |
| Total Credits | | | 19 | 3 | 4 | 26 | | | | | 800 | |

Legend:

| | |
|------|--------------------------|
| L | Lecture |
| T | Tutorial |
| P | Practical |
| CT | Class Test |
| TA | Teachers Assessment |
| ESE | End Semester Examination |
| **OE | Open Elective |

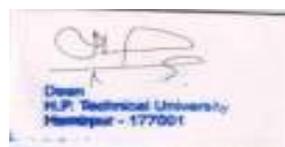


Professional Core Courses: Major Specialization (I&II) Semester-III

| Sr. No. | Subject Code | Major | Specialization | Subject Title |
|---------|--------------|----------|---------------------------------|---|
| 1. | MBA-311 | Major I | Finance | Indian Financial System |
| 2. | MBA-312 | Major II | | Security Analysis and Portfolio Management |
| 3. | MBA-321 | Major I | Marketing | Advertising and Sales Management |
| 4. | MBA-322 | Major II | | Consumer Behavior |
| 5. | MBA-331 | Major I | Human Resource Management (HRM) | Management of Industrial Relations |
| 6. | MBA-332 | Major II | | Labor Legislation |
| 7. | MBA-341 | Major I | Information Technology | Relational Database Management System |
| 8. | MBA-342 | Major II | | E-commerce and IT enabled Services |
| 9. | MBA-351 | Major I | International Business | International Marketing |
| 10. | MBA-352 | Major II | | International Business Environment and Foreign Exchange Economics |

Elective Core Courses: Minor Semester-III

| Sr. No. | Subject Code | Minor | Specialization | Subject Title |
|---------|--------------|-------|---------------------------------|---|
| 1. | MBA-313 | Minor | Finance | Management of Banking Operations |
| 2. | MBA-323 | Minor | Marketing | Rural Marketing |
| 3. | MBA-333 | Minor | Human Resource Management (HRM) | Industrial/Organizational Psychology |
| 4. | MBA-343 | Minor | Information Technology | System Analysis & Design & Software Engineering |
| 5. | MBA-353 | Minor | International Business | Export Management And Documentation |



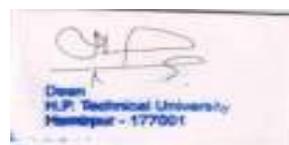
Open Elective (Additional): Semester-III

****Note: -Open Elective** shall be optional for the students in which he/she can opt any one of the Open Elective course. Each course shall be of 2 additional credit as under.

| Sr. No. | Subject Code | Additional | Subject Title |
|---------|--------------|-----------------|-------------------------------|
| 1. | MBA-361 | Insurance | Insurance & Risk Management |
| 2. | MBA-362 | Tourism | Tourism Management |
| 3. | MBA-363 | Security Market | Regulation of Security Market |

***Note:** Student is required to undergo On the Job/ Summer Training after 2nd Semester examination to be evaluated in Semester-III as mentioned in respective curriculum as under.

| Sr. No | Contents | Marks |
|----------------------------------|--|-------|
| Component – I (Internal) | | |
| 1 | Summer Training Report, Presentation and Seminar | 40 |
| Component – II (External) | | |
| 2 | Summer Training Report Evaluation & Viva-voce | 60 |

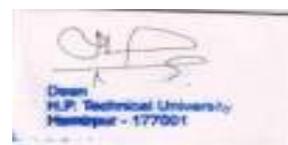


SEMESTER-IV

| Sr. No | Subject Code | Subject | L | T | P | Credit | Evaluation Scheme | | | | | |
|-------------------------------------|---------------------------|------------------------------------|-----------|----------|----------|-----------|---------------------|----|-------|-----|---------------|--|
| | | | | | | | Internal Assessment | | | ESE | Subject Total | |
| | | | | | | | CT | TA | Total | | | |
| Professional Core Courses | | | | | | | | | | | | |
| 1 | MBA-401 | Operations Research | 3 | 1 | - | 3 | 20 | 20 | 40 | 60 | 100 | |
| 2 | MBA-402 | * Project Training | - | - | 6 | 3 | | | | | 100 | |
| 3 | MBA-403 | Logistic & Supply Chain Management | 3 | - | - | 3 | 20 | 20 | 40 | 60 | 100 | |
| 4 | Specialization (Major I) | | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 | |
| 5 | Specialization (Major II) | | 3 | 1 | - | 4 | 20 | 20 | 40 | 60 | 100 | |
| Elective Core Courses | | | | | | | | | | | | |
| 6 | Specialization (Minor) | | 3 | 1 | - | 3 | 20 | 20 | 40 | 60 | 100 | |
| | Total Credits | | 15 | 2 | 3 | 20 | | | | | 600 | |
| ** Open Elective(Additional) | | | | | | | | | | | | |
| 7 | Open Elective | | 2 | - | - | 2 | 20 | 20 | 40 | 60 | 100 | |
| 8 | Field Report (FR) | | - | - | 4 | 2 | | | | | 100 | |
| | Total Credits | | 17 | 2 | 5 | 24 | | | | | 800 | |

Legend :

| | |
|------|--------------------------|
| L | Lecture |
| T | Tutorial |
| P | Practical |
| CT | Class Test |
| TA | Teachers Assessment |
| ESE | End Semester Examination |
| **OE | Open Elective |



Professional Core Courses: Major Specialization (I&II) Semester-IV

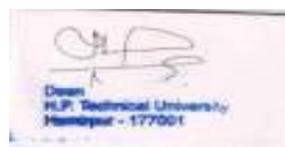
| Sr. No. | Subject Code | Major | Specialization | Subject Title |
|---------|--------------|----------|---------------------------------|--------------------------------------|
| 1. | MBA-314 | Major I | Finance | Strategic Financial Management |
| 2. | MBA-315 | Major II | | International Finance & Tax Planning |
| 3. | MBA-324 | Major I | Marketing | Marketing of Services |
| 4. | MBA-325 | Major II | | Web Based Marketing |
| 5. | MBA-334 | Major I | Human Resource Management (HRM) | Cross Cultural Management |
| 6. | MBA-335 | Major II | | Team Building & Leadership |
| 7. | MBA-344 | Major I | Information Technology | Data Communication & Networks |
| 8. | MBA-345 | Major II | | Enterprise Resource Planning (ERP) |
| 9. | MBA-354 | Major I | International Business | International Logistic Management |
| 10. | MBA-355 | Major II | | International Financial Management |

Elective Core Courses: Minor Semester-IV

| Sr. No. | Subject Code | Minor | Specialization | Subject Title |
|---------|--------------|-------|---------------------------------|---|
| 1. | MBA-316 | Minor | Finance | Management of Financial Services |
| 2. | MBA-326 | Minor | Marketing | Retail Management |
| 3. | MBA-336 | Minor | Human Resource Management (HRM) | Personal Growth and Training & Development |
| 4. | MBA-346 | Minor | Information Technology | Internet & Web Designing |
| 5. | MBA-356 | Minor | International Business | International business ethics and social responsibility |

Open Elective (Additional): Semester-IV

****Note: -Open Elective** shall be optional for the students in which he/she can opt any one of the Open Elective course. Each course in Semester IV shall be of 4 additional credit as under.



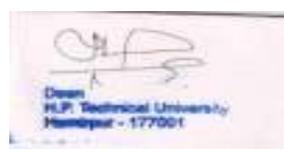
| Sr. No. | Subject Code | Additional | Subject Title |
|---------|---------------------------|-----------------|--|
| 1. | MBA-364 | Insurance | Marketing & Public Relations in Insurance |
| 2. | MBA-365 | Tourism | Travel Agency & Tour Operations Business |
| 3. | MBA-366 | Security Market | Corporate Governance & Investor Protection |
| 4. | MBA-367 Common for all | Field Report | |

***Note:** Each student will have to choose research project based on his/her major specialization in consultation with his/her allotted supervisor. Assessment and Evaluation of Project Training shall be as under:-

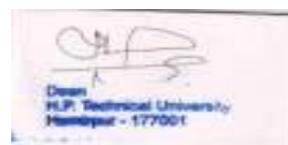
| Sr. No | Contents | Marks |
|----------------------------------|--|-------|
| Component – I (Internal) | | |
| 1 | Project Report, Presentation and Seminar | 40 |
| Component – II (External) | | |
| 2 | Project Training Report Evaluation & Viva-voce | 60 |

Open Elective shall be optional for the students in which he/she can opt any one of the Open Elective course. Hence, the student opting Open Elective shall be awarded MBA degree with 96 credit (90+6). Assessment and Evaluation of Field Report (FR) which is common for all shall be as under:-

| Sr. No | Contents | Marks |
|----------------------------------|--|-------|
| Component – I (Internal) | | |
| 1 | Field Report, Presentation and Seminar | 40 |
| Component – II (External) | | |
| 2 | Field Report Evaluation & Viva-voce | 60 |



SEMESTER-I



MBA-101: ACCOUNTING FOR MANAGERIAL DECISIONS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of this course is to develop acquaintance with basic techniques of accountancy. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

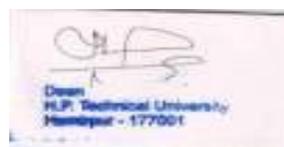
UNIT-I

Accounting and its functions: Concepts and Conventions in Accounting .Accounting Cycle. Double Entry System. Rules regarding Journal Entries; Recording of Journal Entries; Ledger Posting; Subsidiary Books, Cash Book, Trial Balance;

Preparation of Final Accounts: Manufacturing Account, Trading Account; Profit& Loss Account; Balance Sheet.

UNIT-II

Management Accounting: Nature; Scope; Objectives; Functions of Management Accounting; Relationship between Financial and Management Accounting; Tools and Techniques of Management Accounting; Limitations; Meaning of Financial Statement; Importance and Limitations of Financial Statement; Meaning and Objectives of Financial Statement Analysis; Limitation of Financial Analysis.



Ratio Analysis: Meaning, Interpretation, Significance, Limitations of Ratio Analysis; Classification of Ratio.

UNIT-III

Fund Flow Analysis: Meaning and Concept of Funds; Meaning of Fund Flow; Meaning of Fund Flow Statement; Significance; Limitations; Procedure of Preparing Fund Flow Statement.

Cash Flow Analysis: Meaning; Classification of Cash Flow; Comparison between Fund Flow Statement and Cash Flow Statement; Preparation of Cash Flow Statement (as per AS-3);

UNIT-IV

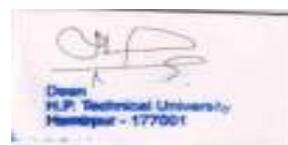
Price Level Accounting: Meaning; Methods or Techniques of Price Level Accounting; Advantages; Disadvantages.

Social Accounting: Concept of Social Cost Benefit Analysis; Meaning of Social Accounting; Need; Social Accounting Approaches.

Human Resource Accounting: Meaning; Need; Methods of Human Resource Accounting; Objections Against Human Resource Accounting; HRA in India.

Suggested Readings:

1. Horngren, Datar, Foster, Rajan, Iitner (2011). Cost Accounting- A Managerial Emphasis, 13th Edition, Pearson Education.
2. M.Y.Khan and P.K.Jain (2010) Management Accounting, Edition 5. Tata Mc Graw Hill.
3. Maheshwari, S.N (2009). Accounting for Management, 2nd Edition., Sultan Chand & Sons.
4. Glautier, M.W.E. And Underdown B. (2010). Accounting Theory and Practice, Financial Times / Pearson.
5. Horngren, Sunden and Ostratton(2010): Introduction to Management Accounting, Prentice Hall.
6. Hilton(2009): Managerial Accounting, McGraw Hill.
7. Bhattachaiya :K. andDearden J.(2011) : Accounting for Management, Text and cases, New Delhi,Vikas Publishers.



MBA-102: MARKETING MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: (i) To understand the nature, tasks and the environment under which marketing operates. (ii) To study the theory, principles and practical aspects of various marketing functions. (iii) To learn to take marketing decisions.

UNIT-I

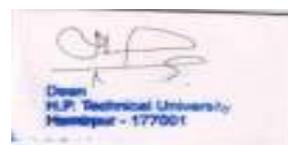
Nature and scope of Marketing: Corporate orientations towards the market place. The marketing environment and Environment scanning .

Marketing Information System and Marketing Research, Understanding consumer and Industrial markets.

UNIT-II

Market Segmentation: Targeting and Positioning.

Product decisions – product mix, product life cycle, new product development, Branding and packaging decisions. Pricing methods and strategies.



UNIT-III

Promotion decisions – promotion mix, advertising, sales promotion, publicity and personal selling. Vertical marketing – Implementation and systems.

Distribution Decisions: Patterns of channels and types of intermediaries, channel design decisions, Channel conflict, types and functions of wholesalers and retailers, Emerging trends in retailing.

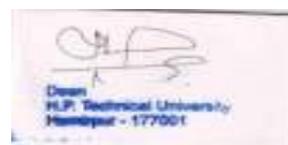
UNIT-IV

Direct Marketing: Meaning, Benefits and growth of direct marketing, Forms of direct marketing, Multi level marketing, Meaning, need and importance of multilevel marketing, Advantages, Criticism of multilevel marketing, Ethical issues in direct & multilevel marketing.

Organizing and Implementing: Marketing in the organization, Evaluation and control of marketing efforts New issues in marketing – Globalization, Consumerism, Green marketing, Legal issues.

Suggested Readings:-

1. Kotler,P., Keller, K.L. Koshy, A. and Jha, M., (2011). Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, TataMcGrawHill, New Delhi
1. Enis, B.M. Marketing Classics : A Selection of Influential Articles. New York,McGraw Hill, 1991.
2. Kotler, Philip and Armstrong, G. Principles of Marketing. New Delhi, PrenticeHall of India, 1997.
3. Kotler, Philip. Marketing Management : Analysis, Planning, Implementation andControl. New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S. Marketing Management :Planning,Control. New Delhi, Prentice Hall of India, 1994.
5. Ramaswamy, V.S. and Namakumari, S. Marketing Management :Planning,Control. New Delhi, MacMillan, 1990.



MBA-103: MANAGEMENT PRACTICES AND ORGANISATIONAL BEHAVIOUR

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | - | - | 3 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to make student aware with basic management concepts and behavioral process in the Organization.

UNIT-I

Introduction of OB: Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour.

Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception.

Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.

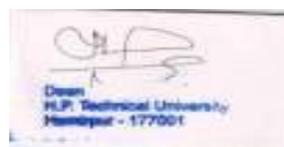
UNIT-II

Learning: Concept and Theories of Learning.

Conflict: Concept, Sources, Types, Process

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups

Motivation: Theories of Motivation, **Leadership** : Styles of leadership



UNIT-III

Management: Concept, Nature, Importance; Management : Art and Science, Management Vs. Administration, Management Skills, Levels of Management. Taylor and Scientific Management, Fayol's Administrative Management, Hawthorne Experiments and Human Relations,

Introduction to Functions of Management:

Planning: Nature, Scope, Objectives and Significance, Types of Planning, Process of Planning.
Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organizational Design.

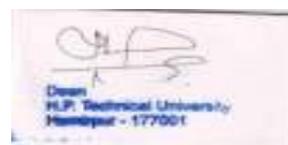
UNIT-IV

Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal
Directing: Concept, Direction and Supervision, Job Enrichment & Morale Building

Controlling: Concept, Process, Types of Control.

Suggested Reading:

1. Robbins, S.P., Judge, T.A., Sanghi, S (2010). Organizational Behaviour, Pearson Education.
2. Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 6TH Ed, .Prentice-Hall of India
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6thEdition)
4. Koontz Harold &Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2009)
5. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Ed).
6. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12thEdition 2008)



MBA-104: BUSINESS ENVIRONMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the subject is to provide the insight to the students about the changes that are taking place in the Business Environment, the effect of these changes on business and the demand placed on managers regarding national and global business environment.

UNIT-I

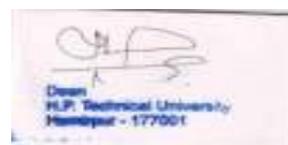
Environmental Scanning: Different Aspects of Business Environment.

Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship. Micro and Macro Environment.

UNIT-II

Economic Policy: Monetary and Fiscal Policies in India, India's Trade Policy, Aspects of

Economic Reforms: Liberalization; Privatization; Globalization and its Implications for India. EXIM Policy; FEMA(Foreign Exchange Management Act).



UNIT-III

Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of social responsibility, Ethics and social responsibility of management.

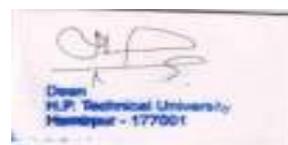
The Environment Protection Act, 1986.

UNIT-IV

International Economic Environment: Emergence of Globalization, Control of Foreign Direct Investment, Benefits and Problems from MNCs, WTO-its role and functions, implications for India; Devaluation of Rupee.

Suggested Readings:

1. Saleem, Shaikh (2010). Business Environment, 2nd edition, Pearson Education.
2. S.K.Misra&Puri: Indian Economy (Its Development Experience), Himalaya Publishing House Pvt.Ltd.
3. R,uddarDatt& K.P.M. Sundaram(2010) : Indian Economy, S.Chand& Co.
4. Mungekar,Nachana&ManoharRao(2011) : Indian Economy in the New Millenium, Himalaya PublishingHouse Pvt. Ltd.
5. G.Rama Krishna & A.G. Moss V.Suguna(2009): Economic Reforms in India- Retrospect and Prospect,Himalaya Publishing House Pvt. Ltd.
6. M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House Pvt. Ltd.
7. Misra&Puri: Economic Environment of Business, Himalaya Publishing House Pvt. Ltd



MBA-105: HUMAN RESOURCE MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

UNIT-I

Introduction to Human Resource Management: Growing Importance and functions of Human Resource management Important Environmental Influences on HRM.

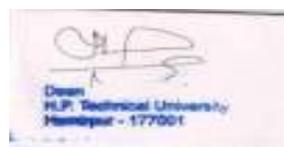
Personnel Management: Meaning, Approaches to Personnel Management, Challenges to Personnel Management, Responsibilities of a Personnel Managers, Demographic, Societal and Workforce Trends. Personnel Management and Professionalization.

UNIT-II

Human Resource Planning: Importance of Human Resource Planning, Contemporary Challenges in Human Resource Planning, Factors affecting HRP, HRP Process, Approaches to HRP, Evaluating Effectiveness of HRP, Methods of HRP.

Recruitment, Selection and Placement, Interview and Promotion Socializing the new employees.

Training: Meaning, Importance, Methods of Training, Evaluating Training Effectiveness Methods for developing managers, Managerial Development.



UNIT-III

Performance Appraisal and Compensation Management: Performance Appraisal: Meaning, Purpose, Essentials of effective Performance Appraisal system, Various Components of Performance Appraisal, Methods and techniques of Performance Appraisal.

Managing Compensation: Employee Remuneration: Concept, Objectives, Factors Influencing Employee Remuneration, Remuneration methods, Challenges of remuneration; Job Evaluation: Meaning, Process and Methods of Job Evaluation; Incentives: Concept, Importance and Types. Fringe Benefits – Meaning, Types and administration of Benefits.

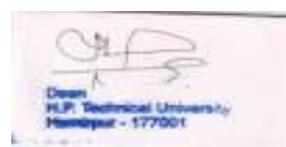
UNIT-IV

Maintenance, Disciplining the Employees: Maintenance and disciplining the employees. Discipline meaning and importance. Employees' grievance handling mechanism and procedure. Disciplinary action dismissal and retrenchment, Various workplace safety and health issues and management of these issues.

Introduction to IHRM: Concept of IHRM, Issues in IHRM, Barriers to effective global HRM; Cultural & behavioral differences and its relevance and importance in IHRM; IHRM trends, issues and challenges .

Suggested Readings:-

1. Snell et al (2010). Human Resource Management, Cengage Learning(India Edition).
2. Dessler et al (2008). Human Resource Management, Pearson Education.
3. Armstrong, M. (2009). Armstrong's Handbook of Human Resource Practice, Kogan Page
4. Lepak, D. & Gowan M. (2009). Human Resource Management, Pearson Education.
5. Edwin B. Flippo :- Principles of Personnel Management
6. Robert L. Mathis and John H. Personnel Human Resource Management (4th ed.)
7. David A. De Cenzo and Stephen P. Robbins Personnel Human Resource Management



MBA-106: COMPUTER APPLICATIONS IN BUSINESS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 1 | - | 2 | 2 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: This course offers a good understanding of basics of Information Technology. It is basically concerned with developing an appreciation of different software and hardware system available in the industry among the students.

UNIT-I

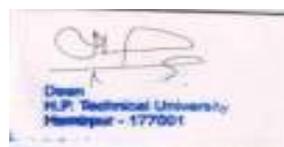
Introduction to Computers: Classification, Components of Computer System, Introduction to High level and low level languages.

Computer Hardware: CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies.

Software: Application Software and System Software, Applications Basic concepts of operating systems, Artificial Intelligence Flow charts and data flow diagrams

UNIT-II

Networking concepts: Internet and intranet, sending and reading e-mails. Practical on Internet using emails, Use of search engines Fundamentals of website design End User Computing using MS-Office 2000:



Word processing: MS-Word, word basics, formatting text and documents, working with header and footer, footnotes, endnotes, tables and sorting, graphics, mail merge and macros.

UNIT-III

Spreadsheets and their uses in business: Excel basics, Rearranging, Worksheets, Excel formatting techniques, using formulas and functions, chart features and working with graphics in Excel. Power Point: Basics, working with texts and graphics in Power Point, Creating and delivering presentations

Functional and Enterprise Systems: Data, Information and Knowledge Concepts, Decision Making Process, Physical Components of Information Systems, Overview of Security Issues in Information Technology, Emerging Trends in Information Technology.

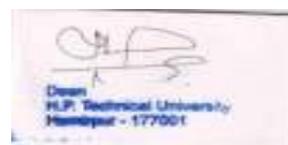
UNIT-IV

Computer Networks and Internet: Goals and Objectives of Computer Networks, Topologies, applications, ISO-OSI Protocol, TCP/IP: Protocol; Local Area Network, Metropolitan Area Network, Wide Area Network, E-Mail, search engines and protocols; FTP, HTTP, Telnet, Lynx.

The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets

Suggested Readings:

1. ITL Education Solutions (2009). Introduction to Information Technology, Pearson Education.
2. Turban, Rainer and Potter (2009). Introduction to information technology, 2nd Edition, John Wiley and Sons.
3. Joseph A. Brady and Ellen F Monk (2007). Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
4. Saini A. K. and Pradeep Kumar (2007). Computer Applications in Management, Anmol Publications.
5. Deepak Bharihoke, (2009). Fundamentals of Information Technology, 3rd Edition, Excel Books.
6. V.Raja Raman,(2009). Fundamentals of Computers, PHI, New Delhi
7. Leon & Leon :Introduction to Computers, Vikas Publishing house, New Delhi



MBA-107: HUMAN VALUES AND PROFESSIONAL & ETHICS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 2 | 2 | - | 3 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to make student understand the moral values that ought to guide them in the society and it is intended to develop a set of beliefs, attitudes ethics that students should display concerning morality.

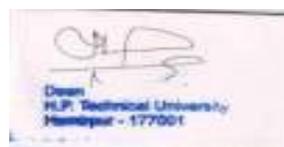
UNIT-I

Concept of Values; Types of Values; Human Values in Management; Relevance of Values in Modern Management; Values for Managers. Leadership and Human Values; Inter-personal Relations and Human Values; Stress Management and Human Values; Team Building and Values.

Business Ethics: The Changing Environment and Stakeholder Management, Relevance of Ethics and Values in Business, Spiritual Values. Modern Business Ethics and Dilemmas

UNIT-II

Value Education: understanding value education, self-exploration as the process of value education, continuous happiness and prosperity-the basic human aspirations, right understanding ,relationship and physical facilities ,happiness and prosperity –current scenario.



UNIT-III

Harmony in the human being: understanding human being as the co - existence of self (I)and the body ,Discriminating between the needs of self (I) and the body , Understanding harmony in the self ,harmony of the self (II) with the body.

Program to ensure Sanyam and Swasthya.

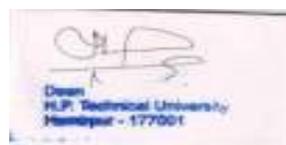
UNIT-IV

Harmony in the family and society: harmony in the family –the basic unit of human interaction, values in human to human relationship, trust –the fundamental values in the relationship, respect–as the right evaluation, understanding harmony in the society vision for the universal human order

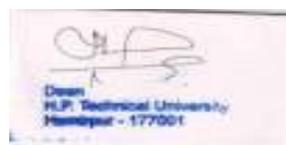
Harmony in the nature (Existence): Understanding harmony in the nature, interconnectedness, self regulation

Suggested Books:

1. Weiss, Joseph W (2009). Business Ethics: Concepts & Cases, Cengage Learning.
2. Colin Fisher and Alan Lovell (2009). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.
3. Gaur R. R, R Sangal, G P Bagaria (2011). Human values and professional ethics (excel books)
4. Fernando A.C., (2009). Business Ethics: An Indian Perspective, Prentice Publications
5. Nagarazan R.S. (2008). Professional ethics and Human values New Age International



SEMESTER-II



MBA-201: BUSINESS STATISTICS AND COMPUTING SKILLS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of this paper is to train the students to use various statistical methods in order to understand, analyze and interpret various business, managerial and economic problems.

UNIT-I

Classification of data and construction of Frequency Distribution: Graphic Presentation of Data, Meaning & Types.

Introduction of Descriptive Statistics: Measures of Central Tendency; Measures of Dispersion- Range, Quartile Deviation, Mean Deviation, and Standard Deviation, Skewness & Kurtosis.

Index Numbers: Definition and Methods of Construction of Index Numbers; Problems in Construction, Importance of Index Numbers in Managerial Decision Making.

UNIT-II

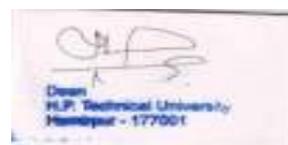
Theory of Probability: Basic concepts, Additive and Multiplicative Rule, Idea of Conditional Probability, Concept of Random Variable and its mathematical expectation.

Theoretical Distributions: Binomial, Poisson and Normal Distribution.

UNIT-III

Statistical Inference: Concept of Sampling Distribution, Parameter & Statistics, Standard Error.

Testing of Hypothesis: Large Sample Tests, Small Sample Test (t Test-single sample mean and



difference of means tests; F test-Variance Ratio test; Z test-single proportion, difference of proportions single sample mean and Difference of Means; (chi square) test-Independence of Attributes, Goodness of Fit and Test of Homogeneity.

UNIT-IV

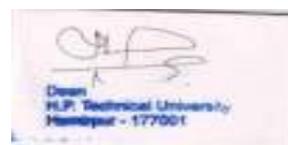
Correlation Analysis: Rank Method and Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Simple Linear Regression Model, Specification of the Model, Assumptions, Least Square Estimates of Parameters and their properties, Coefficient of Determination and Interpretation of Coefficients.

Time Series Analysis: Components, Measurement of Trend by Least Squares Method, Straight Line and Importance of Time Series.

Suggested Readings:

1. Richard Levin and DS Rubin (2011) Statistics for Management, 7th edition, Pearson Education.
2. Gupta, S.P. & Gupta M.P. (2012) Business Statistics, 16th edition, Sultan Chand and Sons.
3. Sharma, J.K. (2009). Operations Research: Theory and Applications, 4th ed. Macmillan.
4. J. K. Sharma: Business Statistics, Pearson Publication, New Delhi.
5. Amir D Aczel & Sounderpandian (2010): Complete Business Statistics, Tata McGraw Hill Publishing Company Ltd.
6. Levin & Kapoor (2009) : Statistics For Management, Prentice Hall
7. U.K. Srivastava, Shenoy & Sharma(2009): Quantitative Techniques for Management, New Age International, New Delhi.
8. P.N. Arora & S. Arora(2011): Statistics for Management, S. Chand & Co., New Delhi.



MBA-202: FINANCIAL MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The course has been designed to develop understanding of different concepts and theories underlying financial management and implications of various financial techniques.

UNIT-I

Introduction to Financial Management: Meaning, Scope, Finance Function, Financial Goals, Limitations.

Sources of Finance: Types- Advantages and Limitations of Equity Shares, Preference Shares, Debentures, Term-Loans, Right Issue, Venture Capital, Private Equity GDR, ADR.

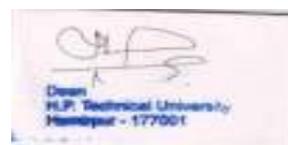
Cost of Capital: Meaning; Calculation of Cost of Debt Capital; Equity Capital; Preference Capital; Retained Earnings; Weighted Average Cost of Capital.

UNIT-II

Capital Structure: Meaning, Determinants, Assumptions, Net Income and Operating Income Approach, Traditional Position, M-M Position, EBIT and EPS Analysis.

Leverage Analysis: Meaning, Types, Estimation of Financial, Operating and Combined Leverage, Relation of Financial Leverage with Risk and Return.

Management of Working Capital: Meaning of WC; Need of WC Management; Determinants of WC, Operating Cycle.



UNIT-III

Cash Management: Meaning; Facets of Cash Management; Motives for Holding Cash; Optimal Cash Balance; Short-Term and Long-Term Cash Forecasting.

Receivable Management: Meaning; Credit Policy Variable; Credit Evaluation; Credit Decisions; Control of Account Receivable.

Inventory Management: Meaning; Need to hold Inventory; Objective of Inventory Management; Inventory Investment Analysis; Inventory Control System.

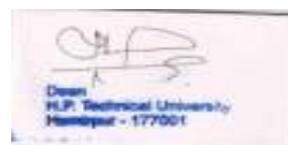
UNIT-IV

Capital Budgeting: Meaning; Basic Principles of Costs and Benefits; Investment Criteria; Pay back Method; Accounting Rate of Return Method; Net Present Value Method; Benefit -Cost Ratio; Internal Rate of Return; Capital Rationing; Introduction to Basic Techniques of Risk Analysis in Capital Budgeting.

Dividend Decisions: Meaning and Types of Dividend; Issues in Dividend Policy; Traditional Model; Walter Model; Gordon Model; Miller and Modigliani Model.

Suggested Readings:

1. Khan, M. Y. and Jain P. K. (2011). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N.(2009). Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons.
3. Prasanna, Chandra (2011) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.
4. Bhalla. V. K.(2009). Financial Management and Policy: Text and Cases, 9th Edition, Anmol Publications Pvt. Ltd.
5. I.M. Pandey (2010): Financial Management, Vikas Publishing House
6. James C. Van(2009): Financial Management, Pearson Education Horne Policy Asia
7. Brealy and Myres: Principles of Corporate Finance, Tata McGraw Hill



MBA-203: BUSINESS RESEARCH METHODS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The object Research Methodology of the course contents is to make the learner aware of the basic concepts of Research Methodology and prepare them for conducting research project.

UNIT-I

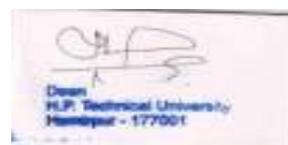
Introduction to Research: Definition, Scope, significance Limitations, and Types. Definition and Applications of Business Research; Types of Research , Objectives of Research

Research Process: Steps in the Research Process; Reviewing of Literature; Formulating A Research Problem, literature review.

UNIT-II

Research Designs: Exploratory, Descriptive and Experimental Research Design.

Data Collection: Secondary Data, Primary Data and Methods of Collection. Scaling Techniques, Attitude Measurement Techniques; Motivational Research Techniques.



UNIT-III

Sample Design: Sampling, Concepts, Principles; Types of Sampling – Probability, Non-Probability, Mixed Sampling Designs, Sample Size Determination.

Statistical technique: Selecting an Appropriate Statistical technique; Field Work and Tabulation, coding, Editing. Interpretation of Data and Report Writing.

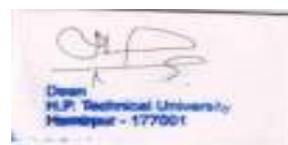
UNIT-IV

Hypothesis: Functions, Characteristics, Types of Hypotheses, Testing of Hypothesis, Constructing the Hypothesis .

Techniques for Data Analysis –ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Methods.

Suggested Readings:-

- 1) Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.
- 2) Naresh Malhotra and S Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.
- 3) Robert Stine and D Foster (2010) Statistics for Business, 1st edition, Pearson Education.
- 4) Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education.
- 5) C.R.Kothari (2014) ,Research Methodology
- 6) S.L.Gupta ,Marketing Research, Excel Books.
- 7) Luck,David J and Ronald S.Rubir (2009). Marketing Research ,Prentice Hall India Ltd.



MBA-204: MANAGERIAL ECONOMICS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy.

UNIT-I

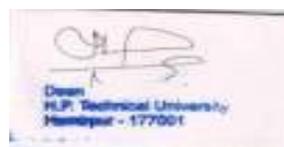
Introduction to Managerial Economics: Nature, Scope and Importance of Managerial Economics. Relationship of Managerial Economics with Decision Making. Distinction between Micro and Macroeconomics.

UNIT-II

Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Functions, Demand Schedule and Law of Demand.

Elasticity of Demand: Concept, Types, Measurement and importance.

Demand Forecasting: Sources of Data-Expert Opinions, Surveys and Market Experiments;
Time Series Analysis-Trend Projection; Barometric Forecasting-Leading Indicators, Composite and diffusion Indices.



UNIT-III

Production Function: Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions.

Cost concepts and Analysis: Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis.

Revenue Curves: Concept and Types.

Pricing in various markets: Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.

UNIT-IV

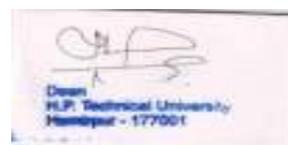
National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.

Inflation: Meaning, Types, Theories, Causes, Effects and Control.

Balance of Payments Monetary and Fiscal Policies, Investment Multiplier, Credit Multiplier.

Suggested Readings:

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2009). Managerial Economics: Analysis, Problems, Cases, 8th Edition, John Wiley & Sons.
2. Atmanand (2009). Managerial Economics, 2nd Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). Managerial Economics, 9th edition, McGraw Hill Co.
4. Petersen, H. C., Cris, L W and Jain, S.K. (2008). Managerial Economics, 1st edition, Pearson Education.
5. William Samuelson and Stephen G. Mark, Managerial Economics, John Wiley & Sons.
6. Managerial Economics Analysis: Problem Cases, 8th Edition, Truett & Truett, Wiley
7. R.L. Varshney & K. L. Maheshwari (2009). Managerial Economics, S. Chand & Sons, New Delhi



MBA-205: PRODUCTION AND OPERATIONS MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: To understand a systems view of operations, to understand the conversion of inputs into outputs with various technology.

UNIT-I

Operations Management: Concepts, Functions.

Product Design & Development: Product Design and its Characteristics, Product Development Process (Technical), Product Development Techniques.

Process Selection: Project, Job, Batch, Mass & Process types of Production Systems, Product-Process Mix.

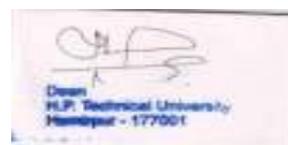
UNIT-II

Facility Location: importance, Factors in Location Analysis, Location Analysis Techniques. Facility Layout: Objectives, Advantages, Basic Types of Layouts.

Capacity Planning: Concepts, Factors Affective Capacity, Planning, Capacity Planning Decisions.

Production Planning & Control (PPC): Concepts, Objectives, Functions

Work Study: Productivity, Method Study, Work Measurement.



UNIT-III

Materials Management: Concepts, Objectives.

Introduction to modern Productivity techniques: Just in time, Kanban System, Total quality Management & six sigma.

Functions Purchasing Management: Objectives, Functions, Methods, Procedure.

UNIT-IV

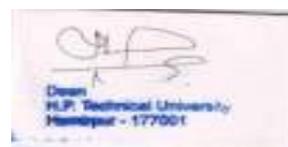
Stores Management: Types of Stores; Functions

Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order Level, ABC Analysis.

Maintenance Management: Concepts; Objectives; Functions; Types of Maintenance.

Suggested Readings:

- 1) Mahadevan B. (2010). Production Operations Management: Theory and Practice, 2nd Edition, Pearson Education.
- 2) Chase, R.B, et. Al (2010). Operations Management for Competitive Advantage, Tata McGraw Hill, New Delhi
- 3) Stevenson W. J (2009). Operations Management, 9th Edition, Tata McGraw Hill, New Delhi
- 4) Nair (2009) . Production & Operation Management, Tata McGraw Hill
- 5) Adam & Ebert(2009). Production & Operation Management, Prentice Hall India
- 6) Krajewski & Ritzman: Operations Management, Pearson Education Asia
- 7) SN Chary: Production & Operations Management, Tata McGraw Hill



MBA-206: FUNDAMENTAL OF ENTREPRENEURSHIP

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The objective of the paper is to provide students with the knowledge, skills and motivation to encourage entrepreneurial success and oriented them towards different ways of realizing opportunities.

UNIT-I

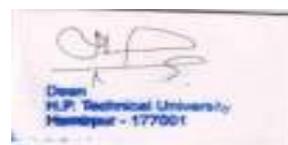
Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, Concept of Entrepreneurship, stages in entrepreneurial process.

Entrepreneurial Growth: Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneur; Manager Vs. Entrepreneur.

UNIT-II

Creativity and Entrepreneurial Plan: Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical.

Project Planning: Evaluation, Monitoring and Control segmentation. Creative Problem Solving.



UNIT-III

International Entrepreneurship Opportunities: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic's entrepreneurship, Stages of economic development.

Institutional support for new ventures: Supporting Organizations; Incentives and facilities; Financial Institutions and Small scale Industries, Govt. Policies for SSIs.

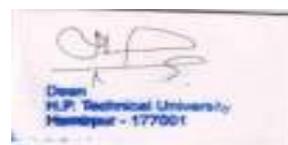
UNIT-IV

Family and Non Family Entrepreneur: Role of Professionals, Professionalism vs family entrepreneurs, Role of Woman entrepreneur.

Venture Capital: Venture capital, Nature and Overview, Venture capital process, locating venture capitalists.

Suggested Readings:

1. Kuratko, D.F. & Hodgetts, R.M. (2011). Entrepreneurship: Theory, Process and Practice. Thomson Press
2. Charantimath, P. (2009). Entrepreneurship Development: Small Business Enterprises. Pearson.
3. Bridge Setal (2009). Understanding Enterprise: Entrepreneurship and Small Business (Palgrave,
4. Holt (2009) . Entrepreneurship : New Venture Creation, Prentice-Hall
5. Hunger J D and Wheelen T L (2009). Strategic Management ,Addison-Wesley
6. Dollinger M J (2009). Entrepreneurship ,Prentice-Hall



MBA-207: COMMUNICATION AND MARKETING SKILLS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN Short Note Type Questions carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX Short Answer Type Questions carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR Essay Type Questions of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* as specified.

Objective: The course is aimed at equipping the students with the necessary techniques and skills of Communication to inform others inspire them and enlist their activity in the performance of their jobs.

UNIT-I

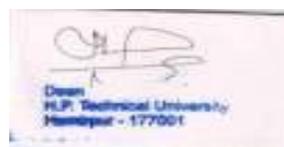
Introduction of Communication: Role of communication, defining and classifying communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication.

Employment Communication: Writing CVs, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, e mails, SMS, teleconferencing, videoconferencing.

UNIT-II

Oral Communication: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

Written Communication: Purpose of writing, clarity in writing, principles of effective writing, writing technique, electronic writing process.



UNIT-III

Business letters: Introduction to business letters, Types of business letter, Layout of business letter, writing memos, what is a report purpose, kinds and objectives of reports, writing reports.

Case method of Learning: Understanding the case method of learning, different types of cases, overcoming the difficulties of the case Method, reading a case properly (previewing, skimming, reading, scanning), case analysis approaches .

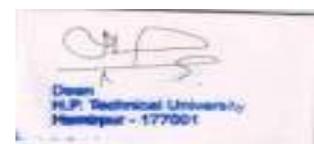
UNIT-IV

Presentation Skills: What is a presentation: elements of presentation, designing a presentation, Advanced visual support for business presentation, types of visual aid.

Group Communication: Meetings, Notice, Planning meetings, objectives, participants, timing, venue of meetings, leading meetings, Minutes of Meeting, Media management, the press release, press conference, media interviews, Seminars, workshop, conferences, Business etiquettes.

Suggested Readings:

1. Lesikar et al (2011). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2011). Business Communication Today, Pearson.
3. M. K. Sehgal & V. Khetrapal(2010) - Business Communication (Excel Books).
4. Rajendra Pal(2009) - Business Communication (Sultan Chand & Sons Publication).
5. P.D. Chaturvedi(2009). Business Communication (Pearson Education, 2nd Edition)
6. Lesikar RV & Pettit Jr. JD .Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
7. TaylerShinley(2011) . Communication for Business (Pearson Education, 4th Edition).



SEMESTER-III

MBA-301: STRATEGIC MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

- 4) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 5) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 6) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The course aims at imparting knowledge of formulation, implementation and evaluation of Business Strategies.

UNIT-I

Understanding strategy and Strategic Management: Strategic management process. Strategic decision making ,Levels of strategy. Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement.

External environment analysis: Strategically relevant components of external environment. Industry analysis – Porter’s five forces model, Strategic group mapping, industry, key success factors .External Factor Evaluation matrix.

Environmental scanning techniques: ETOP and SWOT analysis etc.

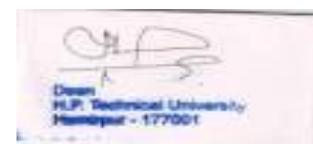
UNIT-II

Internal environment analysis: Resource based view of an organization, Value chain analysis, Competitive advantage and Core competency. Internal Factor Evaluation Matrix.

Business level Strategies: Porter’s framework of competitive strategies: Cost leadership, Differentiation and Focused strategies. Corporate level strategies: Growth strategies – horizontal and vertical integration; strategic out sourcing, related and un-related diversification, international entry options, harvesting and retrenchment strategies.

UNIT-III

Portfolio Strategies: BCG Model, GE Business Planning Matrix, Shell’s Directional Policy



Matrix, Product Life Cycle matrix.

Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances. Restructuring Strategies regarding growth of firm.

Corporate Restructuring: Types, Synergy, Location and Timing tactics.

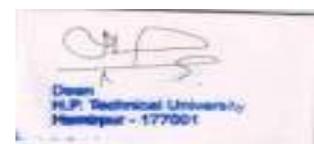
UNIT-IV

Strategy Implementation: Strategy-structure fit, developing and modifying organizational structure. Leadership and organization culture

Strategy Evaluation and Control: Nature of strategy evaluation, Strategy evaluation framework, the balanced Score Card, Benchmarking.

Suggested Readings:

1. Lasserre, Philippe (2009). Global Strategic Management, Palgrave MacMillan.
2. John D Daniels, Lee H Radebaugh Daniel P Sullivan , Prashant Salwan (2010). International Business Environments and Operations, Pearson Education
3. Tamer Cavusgil, Gary Knight (2011). International Business: Strategy, Management and the New Realities, 1st Edition, Pearson Education.
4. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books.
5. Azhar Kazmi (2009). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi
6. Jauch & Glueck(2009) : Business Policy and Strategic Management.
7. Thompson LA. And Stickland A.J.: Strategic Management - Concept and cases.



MBA-302: BUSINESS LAWS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract - Offer and Acceptance, Consideration, Capacity to Contract, Free consent, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Agency.

UNIT-II

Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners : Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.

Sales of Good Act, 1930: Meaning and its essentials, Cavet emptor.

UNIT-III

Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus. Winding up of Company.

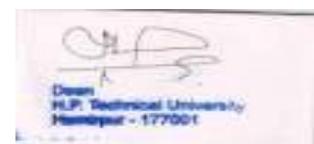
UNIT-IV

Consumer Protection Act, 1956: Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. **The Information Technology Act, 2000.**



Suggested Readings -

1. Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13thEdition)
2. Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
3. Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
4. Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
5. Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
6. All acts pertaining to Business Law provided by Indian Governance.



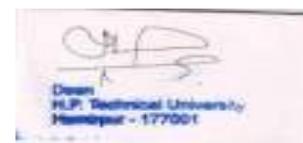
MBA-303: ON THE JOB TRAINING/ SUMMER TRAINING

| Teaching Scheme | | | Credits | Marks | | |
|-----------------|---|---|---------|-----------|-------------------|-------|
| L | T | P | C | Sessional | End Semester Exam | Total |
| - | - | 6 | 3 | | | 100 |

Summer Training Report (STR)

The student has to undergo On the Job Training after Second Semester in any industry/organization for the period of 4-6 weeks to get industrial/corporate exposure. The student will submit his/her Summer Training Report (STR) (in Triplicate) within a period of one month in the concerned Institute/School/College. The student is required to submit the required copies of the report along with the certificate issued by the concerned industry/organization showing satisfactory completion of his/her training. The period of submission for the STR shall be counted from the last date of completion of his/her On the Job Training. The assessment and evaluation of this STR shall be as under:-

| Sr. No | Contents | Marks |
|----------------------------------|--|-------|
| Component – I (Internal) | | |
| 1 | Summer Training Report, Presentation and Seminar | 40 |
| Component – II (External) | | |
| 2 | Summer Training Report Evaluation & Viva-voce | 60 |



MBA-III SEMETER ELECTIVES



MBA-311: INDIAN FINANCIAL SYSTEM

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

UNIT-I

Regulatory Bodies in Indian Financial System: Reserve Bank of India: Organization, Management and Objectives of RBI, Credit Creation & Credit Control, Monetary Policy

Security Exchange Board of India: Organization, Management, Functions and Objectives of SEBI, Regulations & Guidelines of Security Market.

Insurance Regulatory and Development Authority: Duties, Powers and Functions of IRDA.

UNIT-II

Planning of Financial Institutions; Financial Goals; Role of Development Banks in Industrial Financing in India; Objectives and Functions of Different Financial Institutions in India Like IFCI, ICICI, IDBI, UTI, LIC.

Mutual Funds in India : Structure, Types, Advantages, Regulations and Supervision of Mutual Funds.



UNIT-III

Introduction to Financial Markets: Money Market :Structure of Indian Money Market, Functions and Types.

Capital Market: Structure of Indian Capital Market, Functions, Reforms in Capital Market
Types of Capital Market: Primary and Secondary Market.

Foreign Exchange Market: Introduction, Exchange Rate Management, Forex Market

UNIT-IV

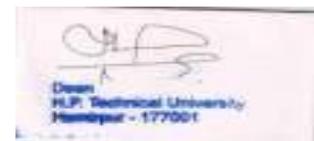
Online Financial Services: E-Banking, Plastic Money, Stock Exchange Operations: E trading and Demat Services

Venture Capital: Meaning, Functions, Its role as a source of finance.

Merchant Banking and Credit Rating Agencies: Role and its Concept.

Suggested Readings:

1. Bhole, L.M. (2009). Financial Institutes & Markets, 5th Edition, Tata McGraw Hill.
2. Pathak Bharti V. (2007). Indian Financial System- Markets, Institutions and Services”, 2nd edition, Pearson Education.
3. M Y Khan,(2009). Financial Services, 6th Edition, Tata McGraw Hill.
4. Hull. John C. (2009). Management and Financial Institutions”, 2nd Edition, Prentice Hall.
5. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
6. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.



MBA- 312: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* specified against each chapter.

Objective: The course has been designed to develop understanding of different concepts relating to analysis of investment and portfolio management.

UNIT-I

Introduction to Investment Management: Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues

Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Relationship between Risk and Return.

Introduction to Indian Stock Market :BSE,NSE

UNIT-II

Fundamental Analysis: Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis.

Company Analysis: Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value.



Technical Analysis: Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.

UNIT-III

Portfolio Theory: Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for securities, Optimal Portfolio.

Portfolio Analysis: Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory, Single Index Model, Beta Generation in Efficient Frontier, Interactive Risk through Covariance, Sharpe's Model.

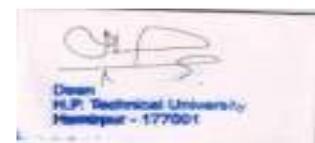
UNIT-IV

Portfolio Selection: Concept of Portfolio Selection, Efficient Frontier and Portfolio Selection, Role of Beta and its concept, Capital Market Theory, CAPM, SML Arbitrage Pricing Theory.

Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.

Suggested Readings:

1. Chandra. Prasanna.(2011). Investment Analysis and Portfolio Management, 3rd Edition, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon (2009). Security Analysis and Investment Management, 6th Edition, Pearson Education.
3. Rustagi. R. P. (2009). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
4. Bhalla, V.K. (2012). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S.Chand & Sons.
5. Frank K. Reilly, Keith E Brown. (2009). Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning.



MBA-313: MANAGEMENT OF BANKING OPERATIONS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The objective of this course is to acquaint the students with the accounting needs of international financial Markets and to analysis the accounting measurement and reporting issues unique to multinational business transactions.

UNIT-I

Evolution of modern commercial banking in India: Basic concepts; Banking structure-banking consolidation; Banking sector reforms in India.

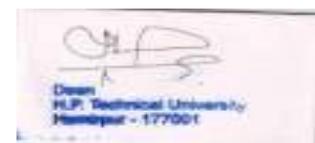
Banking Regulation Act, 1949: Role of banking in Economic Development, Role of RBI.

Sources of bank funds: Deposit products- Types of Bank Deposits, The Fee based services, Letter of credit, Bank Guarantees, Subsidiary Services, Off Balance Sheet activities, Bank assurance.

UNIT-II

Non Performing Assets: Prudential norms for asset classification and provisioning Management of capital funds: Functions, Capital Adequacy ratio - The New Basel Accord-Implication for Banks.

New Forms of Banking: Wholesale and Retail Banking, Universal and Narrow banking, Corporate Banking, Off shore Banking and Multi National banking.



UNIT-III

Anti money laundering: Concept, Its need and KYC norms.

Risk Management in Banks: Basic concepts, Need/purpose, process, different types of risk in banks- operational, Liquidity, Credit risk, capital risk, Interest rate risk and systematic risk.

Asset- Liability Management.

UNIT-IV

Service Quality Metrics: Core factors, Role and process of capability of Managing services, Importance of six sigma in banks, Customer Relationship Management.

Electronic Banking: Concepts, Internet/Phone/Mobile Banking- Benefits, concerns, E-payment and settlement system: Plastic cards, EFT, NEFT, RTGS, MICR, Cheque Truncation and ATM.

Social Banking, Priority sector lending, Genesis of Microfinance.

Suggested Readings:

1. M Y Khan,(2011). Financial Services, 6th Edition, Tata McGraw Hill.
2. Hull. John C. (2012). Banking and Financial Institutions”, 2nd Edition, Prentice Hall.
3. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
4. Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.
5. Mehta, R.R.S. : Fundamental of Banking; Himalaya Publishing House Co., New Delhi.
6. Nigam, B.M.L. : Banking Law and Practice, Konark Publishers, Delhi.
7. Periodicals:
 1. Reserve Bank of India, RBI Bulletin.
 2. Indian Institute of Finance, Finance India



MBA-321: ADVERTISING AND SALES MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To make the students understand the basics of Advertising and Promotion required by them in their career.

UNIT-I

Introduction to Advertising: Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives

Behavioral Dynamics: The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning

Advertising and Product Life Cycle: Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic Effects and Legal Aspects of Advertising.

UNIT-II

Managing an Advertising Program

Message Structure – Appeals, Copy, Layout



Advertising Media – Media Planning, Media Selection and Scheduling
Measuring Advertising Effectiveness – Pre-testing and Post-testing copy
Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method;
Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping.

UNIT-III

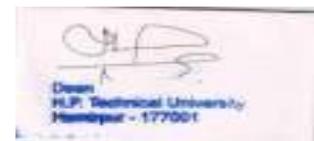
Sales Management- Nature and Scope of Sales Management, Personal Selling Objectives
Sales Force Organization – Nature and Types;
Sales Force Recruitment – Process and Sources; • Sales Force Selection Process

UNIT-IV

Managing Sales Training Programs – Need and Objectives;
Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas
International Global Advertising

Suggested Readings:

1. Belch, George E. and Belch, Michael A.(2011). “Advertising and Promotion”, Tata McGraw Hill, 7th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J.(2009) “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2009). Sales Management. 5th Edition Pearson Education, New Delhi
4. Rosenbloom, Bert (2007) Marketing Channels: A Management View, 7th Edition ,Cengage Learning, New Delhi.
5. Jobber , David and Lancaster, Geoffery (2009), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
6. Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2011), Sales Management:, Pearson Education, New Delhi



MBA-322: Consumer Behaviour

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The basic objective of this course is to develop an understanding about the consumer decision – making process and its applications in marketing function of firms.

UNIT-I

Introduction to Consumer Behavior: Consumer Behavior: Scope, importance and interdisciplinary nature Consumer Research Process: Qualitative and Quantitative research

Evolution of Consumer Behavior: Introduction to Consumer Decision Making Models: Howard-Sheth, Engel Kollat-Blackwell and Nicosia Models of consumer decision-making.

UNIT-II

Individual Determinants of Consumer Behavior: Consumer Perception: Concept and Elements of Perception, Consumer Imagery, Perceived Risk Consumer Learning: Behavioural and Cognitive Learning Theories

Consumer Attitude: Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies, Designing persuasive communications



UNIT-III

External Influences on Consumer Behaviour Culture: Values and Norms, Characteristics and Effect on Consumer Behaviour, Types of sub culture, Cross cultural consumer behaviour

Group Dynamics and Reference Groups: Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle

Social Class: Categories, Measurement and Applications of Social Class.

UNIT-IV

Consumer Decision Making Process: Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy.

Diffusion of innovations: Diffusion Process, Adoption Process, Researching Consumer Behavior; Online Consumer Behavior, Profile of Consumer Innovator.

Suggested Readings:

- 1) Schiffman L.G. and Kanuk L.L. (2011), Consumer Behaviour, 9th Edition, Pearson Education, New Delhi.
- 2) Hawkins, D. I. & Best R. J. and Coney, K.A. and Mookerjee, A, (2009) Consumer Behaviour-Building Marketing Strategy. Tata McGraw Hill, New Delhi.
- 3) Solomon, Michael R. (2012), Consumer Behaviour: Buying, Having and Being, PHI Learning Pvt. Ltd., New Delhi
- 4) Assel Henry, (2009), Consumer Behaviour, Cengage Learning, New Delhi.
- 5) Majumdar,R.(2010), Consumer Behaviour: Insights from the Indian Market, PHI Learning Pvt. Ltd., New Delhi
- 6) Loudon, David L. and Della Bitta, J. (2008) Consumer Behaviour, 4th Edition, Tata McGraw Hill, New Delhi.



MBA-323: RURAL MARKETING

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter

Objectives: The course aims at creating an understanding of the unique challenges of rural and marketing to enable students to apply the concepts and methods of marketing management to rural markets and cause related marketing.

UNIT-I

Rural Markets in India: Nature, Scope, characteristics and the potential of rural markets in India, Rural Marketing and its Concepts.

Rural Markets in India: Characteristics of Rural Consumers; Rural Market Environment and Infrastructure; Challenges of Rural Marketing.

UNIT-II

Marketing of consumer durables and non-durable goods and services in the rural markets :with special reference to product planning, media planning, planning of distribution channels and organizing personal selling in rural markets in India.

Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distributor Strategies; Role of IT in Rural Marketing (e-



Chaupals etc.)

UNIT-III

Organization and functions of Agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perish ability.

Rural Marketing structure and performance: Processing facilities for different agricultural products.

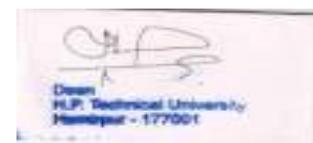
UNIT-IV

Foundation of Social Marketing: Definition, Scope and Importance; Social Marketing Challenges; Conceptual Framework of Social Marketing; Social Markets Segmentation.

Role of Warehousing: Role of central and state governments. Institutions and organizations in agricultural marketing. Nature, scope and role of co-operative marketing in India.

Suggested Reading:

1. Kotler P and Andreasen (2008) Strategic Marketing for Non-Profit Organisations, Prentice Hall of India, PHI, New Delhi
2. Kashyap, Pradeep, Amp, Raut, Siddhartha(2005) Rural Marketing,Wiley, New Delhi
3. Krishnamacharyulu, C.S.G and Rama Krishnan Lalitha, (2006),“Rural Marketing – Text and Cases”, Pearson Education, New Delhi.Reference Books
4. Balram, Dogra and Ghuman, Kharminder. (2008) Rural Marketing, Tata McGraw Hill, NewDelhi,
5. Kotler, P. Lee, N. R., Lee, N.(2008) Social Marketing: Influencing Behaviors for Good, Sage Publications.
6. Kotler, P. Roberto, N. Lee, N. (2002) “Social Marketing: Strategies for Changing Public Behavior”,2ndEdition, Sage Publications
7. Bhatia, Tek K. (2007) Advertising and marketing In Rural India, 2nd Edition, Macmillan PublishersIndiaLtd.,NewDelhi.



MBA -331: MANAGEMENT OF INDUSTRIAL RELATIONS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

INSTRUCTIONS TO QUESTION PAPER SETTERS

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To familiarize students in the major industrial relations systems operating in different economic, political and cultural contexts.

UNIT-I

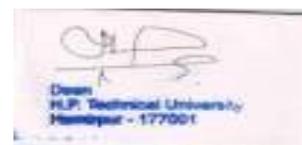
Industrial Relations: Concept, Theories and Evolution. The Dynamic Context of Industrial Relations: Globalization and the National Economy, Responses to Competitive Pressures, **Changes in Employment Practices:** System approach to IR-Actors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages

The Trade unions Act, 1926 {with amendments}

UNIT-II

Labour Problems: Concept of Labour Problems in India, Discipline & Misconduct, Grievance Handling

Industrial Bodies: Tripartite and bipartite bodies, Anatomy of Industrial disputes. Conciliation, arbitration and adjudication.



UNIT-III

Collective Bargaining: Concept, meaning and objectives, Approaches, technique & Strategies to collective Bargaining, Process of Collective Bargaining in detail.

Impact of Collective Bargaining: Impact of CB in detail and workers participation in management on IR.

UNIT-IV

Industrial relations : UK & USA, Japan & Russia

International Labor Organization (ILO): Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions

The industrial Disputes Act, 1947{with amendments }

Suggested Reading:

- 1) Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- 2) Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- 3) Padhi, P.K. (2012). Labor and Industrial Laws. Prentice Hall of India.
- 4) Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books
- 5) Blain Pane, International Encyclopedia of Industrial Relations.
- 6) Sinha- Industrial Relation, Trade union and Labour Legislation. (Pearson Education).
- 7) C.N.Patil Collective Bargaining University Press .
- 8) S.C.Srivastava Industrial Relation & Labour Laws.
- 9) Report of National Commission on Labour, 1969 .
- 10) Clark Kler Labour & Management in Industrial society .



MBA-332: LABOUR LEGISLATIONS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Evolution of Industrial workers: Meaning ,Its various phases, Need for Labour Legislation in India

The concept of Labour welfare: definition, Scope and Objectives, welfare work and social work .Main recommendations of second National Labour Commission, The Trade Union Act. 1926.

UNIT-II

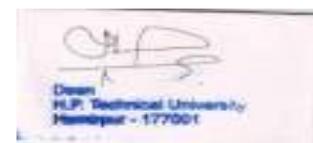
Payment of Wages Act, 1936.The Minimum Wages Act, 1948, Contract Labour Act 1970,

UNIT-III

The Maternity Benefits Act,1961. The Payment of Bonus Act, 1965, The Employees Provident Fund and Miscellaneous Provisions act 1952.

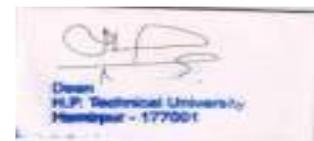
UNIT-IV

The Workmen Compensation Act, 1923, Adjustment processes and Voluntary Retirement schemes, The ESI Act 1948, The Factories Act, 1948.



Suggested Reading:-

- 1) Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- 2) Blyton, P. & Turnbull, P. (2009). The Dynamics of Employee Relations. Palgrave Macmillan.
- 3) Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- 4) Padhi, P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.
- 5) Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
- 6) Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan India



MBA-333: INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The objective of the course is to acquaint the students about the Psychology of the executives in the organization and than to use it to enhance the productivity.

UNIT-I

Introduction to Industrial Psychology: Meaning, Concept, Nature, Scope & Importance, Problems of industrial psychology; Psychological testing: Utility, Reliability, and Validity. Individual Differences & their evaluation; Occupational Information and its importance in Industrial Psychology.

Personnel Tests- Purposes & Uses of Tests for Placement, Promotion etc. Validity of Tests, types of Tests and their efficiency, Tests on the basis of intelligence personality and interests, limitation of psychological tests.

UNIT-II

Human Engineering: Introduction, Time Study, Motion study, work study, Hawthorne Study

Fatigue : Nature, environmental condition, effecting Fatigue, fatigue reduction, monotony, boredom

Accident Prevention : Introduction, causes of accidents, Industrial safety programmes.



UNIT-III

Organizational Stress: Causes and effects, coping with stress

Motivation at work: Fundamentals, Financial & Non-Financial aspects;

Attitudes: Introduction, components, Methods of measuring attitudes.

Psychological and Social Issues: Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.

UNIT-IV

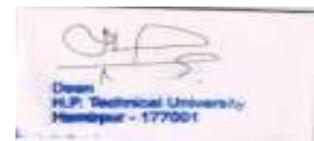
Job Satisfaction: factors influencing job satisfaction. How to increase job satisfaction

Personnel Counselling: Objectives, types of Counselling, steps & Techniques of counseling.

Group dynamics: Formal & informal groups, group think and group shift.

Suggested Reading:

- 1) Aguinis, H. (2011), Industrial Psychology, Second Edition. Pearson Education, New Delhi
- 2) Kohli, A.S. & Deb, T. (2010). Organizational Psychology. Oxford University Press, New Delhi.
- 3) Willard Harrell T. (2009). Industrial Psychology: (Oxford IBH Publishing Co.)
- 4) Edgar Schein (2009). Organizational Psychology PHI, New Delhi
- 5) Industrial Psychology; E.J. McCormic and Igen, PHI, New Delhi
- 6) Industrial Psychology :M.L.Blum, J.C.Nayur (CBS Publishers)



MBA-341: RELATIONAL DATA BASE MANAGEMENT SYSTEM

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Overview of DBMS: Basic DBMS terminology, data independence, data Abstraction, Architecture of DBMS.

Distributed Databases: structure of distributed databases, design of distributed databases, Introduction to - data mining, data warehousing.

UNIT-II

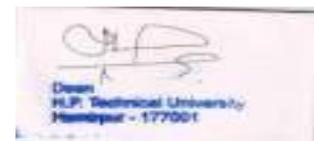
Introduction to Data models: Entity relationship model, hierarchical model, relational model,

Object Oriented databases: object relational database, comparison of OOD & ORD, comparison of network, hierarchical and relational models.

UNIT-III

Structure of Relational model: Basic Structure of Relational Data base, Data base Scheme, Query language, storage organizations for relations.

Relational algebra: Fundamental operations, relational calculus, functional dependencies, multivalued dependencies, and normalization.



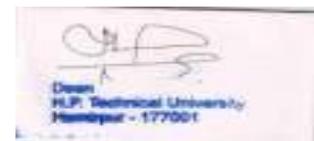
UNIT-IV

Relational query language: SQL, database integrity, security, concurrency basics, recovery basics, client/ server architecture.

Introduction to SQL, DDL, DML: Working with common database objects, Pitfalls in Relational Database Design, Decomposition.

Suggested Reading:

- 1) Silberschatz, A, Korth H and Sudarshan S (2012), Database System Concepts, Sixth Edition, McGraw-Hill.
- 2) Elmsari R. and Navathe S. (2009). Fundamentals of Database Systems, Fifth Edition, Pearson Education, Delhi.
- 3) Koch, G. & Loney, K. (2009). Oracle 9i The complete reference. Tata McGraw-Hill.
- 4) Bipin C. Desai (2005). Introduction to Database Management System. Galgotia Publication.
- 5) Singh Shio Kumar (2009), Database Systems: Concepts, Design and Applications, First edition, Pearson Education.
- 6) Rob. Peter (2010). Data base system concepts, first edition, Cengage Learning.



MBA-342: E-Commerce & IT Enabled Services

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Internet Basics: What Special about Internet. Definition of E – Commerce, Comparison with Traditional Commerce, Framework of Electronic Commerce, The Anatomy of E-Com Applications, Plastic/ E –Money Market, Global Information Distribution Networks.

Web Based Tools for Electronic Commerce: Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.

UNIT-II

Domain Name System: Meaning, Need, Importance for e- business

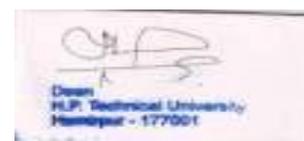
Mobile commerce –Wireless Protocol, WAP, Mobile Computing Applications, Blue tooth. E-Business models, E-Business security.

Electronic Data Interchange- EDI Applications in Business

UNIT-III

IT Act and Enabled Services : Laws Related to IT Security, Data Communication etc, IT Enabled Services - Call Centre, BPO, Tele-Marketing,

Electronic Payment System: Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems, B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.



UNIT-IV.

Web security – Firewall, Transaction security, Secured Socket layout, Security Threats, Network security. Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security.

e-Business Applications & Strategies: Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce, Strategies for E-Commerce, Internet based Business Models.

Suggested Books:

- 1) Efraim Turban, David King, Dennis Viehland, Jae Lee, (2012): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
- 2) Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.
- 3) Dave Chaffey (2011). E-Business and E-Commerce Management- Strategy, Implementation and Practice, 3rd Edition, Pearson Education.
- 4) Bharat Bhaskar (2009). Electronic Commerce- Framework, Technologies and Applications, 3rd Edition, Tata McGraw Hill
- 5) Efraim Turban, David King, Dennis Viehland, Jae Lee, (2009): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
- 6) Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.



MBA-343: SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Systems Concept: Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Design

System Development Life Cycle: Meaning, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT-II

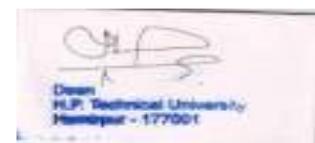
Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification

Determining the User's Information Requirements: Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

UNIT-III

Tools of Structured Analysis: Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary

Process Modeling: Structured English, Decision Tree & Decision Table, Architectural Design, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).



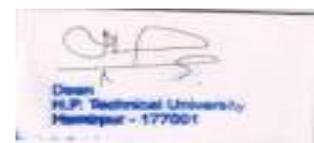
UNIT-IV

Software Architecture: Architectural View Model, Framework, Development , Erosion and Software Architecture Recovery.

Basics of Information Security: Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection, Risk Management, Disaster Recovery Plan, Cryptography and authentication.

Suggested Readings:

- 1) Tanenbaum, A. S. (2009). Computer Networks. Pearson Education
- 2) David A Stamper (2011).System ananalysis. Addison Wesley.
- 3) Burke Richard J (2011).System Analysis & Design: Concepts and Practice, A Hands-On Approach, First edition, Pearson.
- 4) Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
- 5) Ankit Fadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.).



MBA-351: INTERNATIONAL MARKETING

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Overview of World Business and Framework of International Marketing: Definition of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

World Market Environment: Political Environment, Legal Environment- Legal Market, Gray Market, Cultural Environment.

UNIT-II

Planning for International Marketing: Marketing Research ,Marketing Information Sources, Marketing Information System, Market Analysis.

Foreign Market Entry Strategies: Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations , Management Contracts, Turnkey Operations, Free Trade Zones

UNIT-III

International Product Policy and Planning- Product Design and Standardization, Developing



an International Product Line. Foreign Product Diversification, International Branding Decisions, International Packaging.

International Pricing Strategy: Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and Means of Payment International Channels of Distribution – Channel Members, Channel Management, Retailing in International Scenario, International Physical Distribution.

UNIT-IV

International Marketing Decisions : International Promotion Strategies- Promotion Mix, Promotion and Communication, Personal Selling, International Sales Negotiations.

International Advertising: Patterns of Global Advertising, Global Advertising Regulations , Advertising Media, Standardized International Advertising, International Organizational Control

SUGGESTED READINGS

- 1) Cateora, Philip R. and Graham John L. (2008). International Marketing. 11th Edition, Tata McGraw- Hill, New Delhi .
- 2) Czinkota, Michael R., and Ronkainen, Ilkka A. (2007)). International Marketing, 8th Edition, Cengage Learning, New Delhi.
- 3) Hollensen, S. (2010), Global Marketing , 4th Edition, Pearson Education.
- 4) Onkvisit, Sak and Shaw Johan J. (2009) International Marketing- Strategy and Theory, Fifth Edition, Taylor and Francis
- 5) Keegan, Warren J. (2009). Global Marketing, 4th Edition, Pearson Education, New Delhi..
- 6) Joshi, R M (2005) , International Marketing, Oxford University Press



**MBA-352: INTERNATIONAL BUSINESS ENVIRONMENT AND
FOREIGN EXCHANGE ECONOMICS**

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets.

Recent Trends in Globalization: Effects and Benefits of Globalization.

UNIT-II

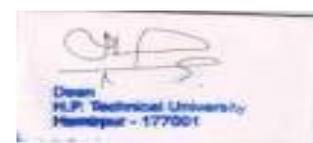
International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory, Product Cycle Theory.

Instruments of Trade Policy: Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

UNIT-III

Foreign Exchange Market: Introduction, Exchange Rate Management, Forex Market.

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange,



Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

UNIT-IV

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

SUGGESTED READINGS:

1. Saleem, Shaikh (2012). International Business Environment, 2nd edition, Pearson Education.
2. Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
3. Paul J (2010) Business Environment Text & Cases, Third Edition, Tata Mc Graw Hill
4. Prakash, B A (2009) ed “The Indian Economy Since1991; Economic reforms and performance” Pearson Education, New Delhi
5. Pailwar, V K (2010), “Economic Environment of Business,” 2nd Edition, Prentice Hall India Learning, New Delhi
6. Khan, M. Y. and Jain P. K. (2011).International Financial Management, Text, Problems & Cases, 6th Edition, Tata McGraw Hill Company, New Delhi.
7. Maheshwari, S.N.(2009)., Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons.
8. Bhalla V.K (2009). - International Business Environment (Anmol).



MBA-353: EXPORT MANAGEMENT AND DOCUMENTATION

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Introduction to Export Management: Introduction, Definition of Export, Benefits arising from Export, Export Prospect for Small Firms, Importance of Exports to India, Process of Export Marketing, Sources of Export Information, Important Publications, Important Organizations, Recent Trend in India's Export.

Selection of Products and Identification of Export Markets: Choosing a Product, Methods of Identifying Export Winners, Suitability of a Product for A company, Selecting Products for Manufacturing and Export, Selection of Export Markets, Criteria for Grouping Countries.

UNIT-II

Export Marketing Channels: Concepts of Distribution Channels, International Channels Distribution, Agents in Exporting.

Export Sales Contract: Methods of Locating and Selecting an Agent, Signing the agreement, Nature of Exports Sales Contract, Important Incoterms, Settlement of Disputes, Terms of Payment in Export.

UNIT-III

Export Finance: Various sources of Export Financing, Preshipment Finance, Postshipment Finance, Special Financial Facilities, Export Import Bank of India, E.C.G.C.

Export Pricing: Various modes of export Pricing, Its determinants, Mechanism of Price Fixation, Benefits to India Exports.



UNIT-IV

Formalities of Registration : Naming the Enterprise, form of Ownership, Opening a Bank Account, General Registrations, Registrations with RBI, Registration with Licensing Authorities.

Defining Export Documentation: Main Commercial Documents, Additional Commercial Documents, and Statutory Documents for Export's Country, Statutory Documents for Imports Country and Documents for Claiming Export Benefits.

SUGGESTED READINGS

- 1) Cherunilam, F -International Trade and Export Management (Himalaya, 2007)
- 2) Kotabe – Global Marketing Management, 5ed (Wiley)
- 3) Varshney R.L, Bhattacharya B-International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 4)Govt. of India - Hand Book of Export Import Policy 2002-2007 (Ministry of Commerce, India)
- 5)Keegan J Warren – Global Marketing Management (Pearson, 7th Ed.)



MBA-304: MANAGEMENT INFORMATION SYSTEM (MIS)

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 2 | - | 2 | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

- Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* specified against each chapter.

UNIT-I

Organization and Information Systems- data and information, Information system and types, components of Information System, managing information systems in organizations, challenges for managers, ethical and Social issues concerning Information Systems

Management Information System (MIS): Components of MIS, functions, applications of MIS, Limitations of MIS

Decision Making and MIS: Decision making, types of decisions, decision Support System (DSS), Types of DSS, components and functions of DSS, GDSS, Information system for decision making

UNIT-II

Development of MIS system-need for MIS Planning: objectives, process and techniques of MIS Planning.

Approaches of System development: top down, bottom up and integrative methods, System Development Life Cycle(SDLC), Prototyping, Rapid Application Development, End User Development; System Analysis: feasibility study, requirement analysis, structured analysis;



System Design: Conceptual and detailed design; Implementation and post implementation issues for MIS

System Development Life Cycle: Sequential Process of software development; Computer Aided Software Engineering (CASE); Information system audit.

UNIT-III

Enterprise Systems: Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation.

ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.

UNIT-IV

ERP: Resource Management Perspective: Business Process Reengineering, Relationship between ERP & BPR, ERP Implementation Life Cycle, Implementation methodology, ERP Project Management & Monitoring.

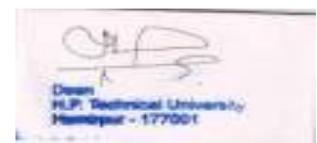
Security and Ethical Challenges: Ethical responsibilities of Business Professionals – Business, technology; Computer crime – Hacking, cyber theft, unauthorized use at work; Piracy – software and intellectual property; Privacy – Issues and the Internet Privacy.

Suggested Books:

- 1) Alexis, Leon (2nd Edition, 2011). Enterprise Resource Planning, Tata McGraw Hill.
- 2) Luvai Motiwalla (2008). Enterprise Systems for Management, First edition, Pearson.
- 3) Alexis, Leon (2009). ERP Demystified, Tata McGraw Hill.
- 4) Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2011). Building the Customer Centric Enterprise, 3rd Edition, John Wiley & Sons.
- 5) Luvai Motiwalla (2009). Enterprise Systems for Management, First edition, Pearson Education.
- 6) Ashim Singla (2009). Enterprise Resource Planning, First edition, Cengage Learning.



Additional Electives



MBA-361: INSURANCE & RISK MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

The Concept of Insurance and its Evolution: The basics and nature of insurance , evolution and nature of insurance , how insurance operates today, different classes of insurance , importance of insurance , how insurance takes care of unexpected eventualities.

The Business of Insurance: Management of risk by individuals , management of risk by insurers ,fixing of premiums , reinsurance and its importance for insurers ,role of insurance in economic development and social security , contribution of insurance to the society.

UNIT-II

Risk Management: Provides an understanding of risk management, different types of risks , actual and consequential losses , management of risks , loss minimization techniques.

Concept of Risk: Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance. Disaster Risk Management.

UNIT-III

Insurance Customers: Understanding insurance customers, different customer needs ,importance of customers ,customer mindsets , customer satisfaction ,customer behavior at purchase point , customer behavior when claim occurs ,importance of ethical behavior.



The Insurance Contract: Terms of an insurance contract , principles which form the foundation of insurance , significance of the principle of insurable interest , the principle of indemnity , the principle of subrogation ,the principle of contribution , disclosure of all relevant information , principle of utmost good faith , the relevance of proximate cause , the insurance contract.

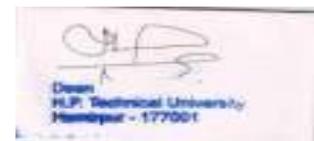
UNIT-IV

Insurance Terminology: Common terms used in insurance , terms common to both life and non – life insurance , terms are specific to life and non – life insurance , how insurance terms are used.

Concept of Unit-linked policies : ULIP premium and its break-up ,Types of funds in ULIPS , Traditional plans Vs ULIPS ,How ULIPS work, Top Up & NAV , Features of ULIPS , Revival of ULIPS , IRDA guidelines on ULIPS.

Suggested Reading:

1. Gupta. P.K. (2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House.
2. George. E. Rejda. (2005). Principles of Risk Management and Insurance, 9th Edition, Pearson Education.
3. Mittal. Alka. And Gupta. S. L.(2008). Principles of Insurance and Risk Management”, 2nd Edition, Sultan Chand and Sons.
4. Panda. G.S.(2005). Principles and Practices of Insurance, Kalyani Publications.
5. Mishra. M. N.(2004). Principles and Practices of Insurance, Sultan Chand and Sons



MBA-362: TOURISM MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-------|-----------|-------------------|--------------------------------------|
| L | T | P | | C | Sessional | End Semester Exam | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

- 1) Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* specified against each chapter

UNIT-I

Understanding Tourism: Tourism: Meaning, nature and Characteristics

Tourism Terms: Tourist, Tourism Resources; Tourism Product; Tourism Market, Destination; Recreation; Pleasure.

Benefits from Tourism: Economic, Social, Cultural and Environmental benefits of tourism

UNIT-II

Growth of Tourism: Factors contributing for growth of tourism, Tourism Trends and patterns at global level, Tourism trends and patterns in India

Motivations for tourism, Motivations, Needs and Expectations

Push and Pull factors: Push and Pull factors in Motivation Theory, Types of Tourism and Tourists.

UNIT-III

Major Tourism Services: Travel Agency and Tour Operator Services, Tourist Transportation Services, Hospitality Services.

Tourism Chain: Meaning, Process, Vertical and horizontal integration of services.



UNIT-IV

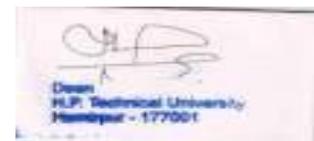
International Tourism growth: Forces and factors influencing growth of international tourism

Trends in tourists' arrivals and receipt in international tourism

Measurement of International Tourism: Methods and their merits and demerits, Foreign exchange Earnings and its Impact on Economy.

Suggested Readings:

1. Anand, M.M. Tourism and Hotel Industry in India, prentice Hall New Delhi, 1976
2. Bhatia, A.K., Tourism development(2012): Principles, practices and Philosophies, Sterling Publisher, New Delhi
3. McIntosh, Robert, W. Goldner, Charles, Tourism principles , practices and Philosophies, John Wiley and sons Inc. New York, 1990 (9th edition)
4. Mill, Robert Christie and Alastair M. Morrison, The Tourism System, Englewood Cliffs, N.J.,Prentice Hall, 1985
5. Negi, J.M.S., Tourism and Travel-Concepts and principles,Gitanjali Publishing House, New Delhi, 1990
6. Robinson, H.A., Geography of Tourism, Mc Donald and Evans, London, 1976



MBA-363: REGULATION OF SECURITIES MARKET

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of Three sections:

- Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Marketing of Securities: Overview of Indian Securities Market, Nature of Savings & Investment, growth of Indian Security Market. Recent trends of Security Market.

Capital Market:, Need of capital Market, Functions of Capital Market, Primary Market and Secondary Market, Securities Market and Economic Growth.

Stock Exchanges in India: Types

Factors affecting Investments decision of an Indian Investor

UNIT-II

Need for Regulating Securities Markets in India: Protection to retail investor, Scams in Security Market, Various Committees Report , Reforms in Security Market after Scams

Resource Mobilization in International Capital Market: ADR,GDR,IDR, FCCB, Pricing of IPO's & possible economic offences.

UNIT-III

Legislations Governing the Securities Markets: Companies Act 1956, Securities contracts Regulation Act, Insurance Act (IRDA), RBI,SEBI Act

Depositors in India: Meaning, Need & Importance, Demat Vs Remat, Growth of NSDL & CDSL in India. Process of Depositories in India.



UNIT-IV

Insider Trading: Meaning, Concept, Provisions Relating to Insider Trading in Companies Act, 2013. Various scams regarding Insider Trading In India.

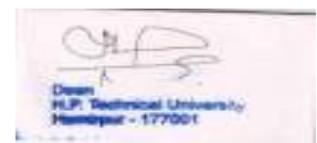
SEBI (Prohibition of Insider Trading) Regulation, 1992: Prohibition on Dealing Communicating or Counseling on Matters Relating to Insider Trading

SUGGESTED READINGS:

- 1) Chandra. Prasanna.(2009). Investment Analysis and Portfolio Management, 3rd Edition, Tata McGraw Hill, New Delhi.
- 2) Fischer. and Jordon (2009). Security Analysis and Investment Management, 6th Edition, Pearson Education.
- 3) M.Y. Khan(2012) . Indian Financial Systems; Tata McGraw Hill, 4/12, Asaf Ali Road, New Delhi – 110 002.
- 4) S. Suryanarayanan & : SEBI – Law, Practice & Procedure; Commercial Law Publishers (India) V. Varadarajan Pvt. Ltd., 151, Rajindra Market, Opp. Tis Hazari Court, Delhi – 110054
- 5) Mamta Bhargava : Compliances and Procedures under SEBI Law; Shreeji Publishers, 8/ 294, Sunder Vihar, New Delhi – 110 087



SEMESTER-IV



MBA-401: OPERATIONS RESEARCH

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: To equip the students with techniques of data analysis, to grasp the various optimization techniques.

UNIT-I

Operations Research: Introduction to OR: Definition, Characteristics, Scope and Necessity of OR, OR Models: Principles and Types.

Decision making: Decision making environment, Decision making under certainty, Decision making under uncertainty, Decision making under risk, Decision Tree Analysis.

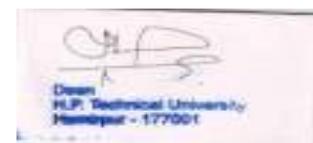
UNIT-II

Linear Programming : Problem Formulation, Graphical Method, Simplex Method, Duality

Project Management: PERT, CPM, Phases of a Project, Network Arrow Diagrams; Slack; Critical Path, Float, Crashing the Network.

UNIT-III

Transportation Models: Transshipment Problem, Assignment Models, Competitive Strategies:



Theory of Games: Duopoly Two Person Zero Sum Game, Pure and Mixed Strategies, Criteria of choosing strategies and simple numerical problems based on these.

UNIT-IV

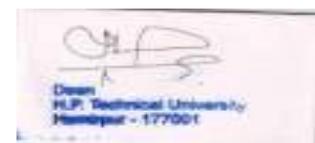
Inventory Management: Definition of Inventory, Costs associated with Inventory Elementary, Models of Inventory.

Waiting Lines: Applications of waiting lines, queue disciplines, derivations of Average length, number of units in the queue, Average waiting time for single service station.

Replacement Theory: Replacement Models and Problems.

Suggested Readings:

1. Sharma. J. K.(2009). Operations Research: Theory and Applications, 3rd Edition, Macmillan India Ltd.
2. Choudhury, S, (2010). Project Management, 1st Edition, Tata Mc Graw Hill Publishing Company.
3. J.K. Sharma(2011): Quantitative Techniques for Managerial Decisions, 1st Macmillan.
4. N.D. Vohra(2009): Quantitative Techniques in Management, 2nd Tata McGraw Hill.
5. V.K. Kapoor: Operations Research, 7th Sultan Chand .
6. Tulsian and Pandey: Quantitative Techniques, 1st Pearson Edn.
7. Hiller and Lieberman: Introduction to Operations Research, 7th Tata McGraw Hill.



MBA-402:Project Training

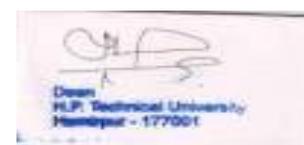
| Teaching Scheme | | | Credits | Marks | | |
|-----------------|---|---|---------|-----------|-------------------|-------|
| L | T | P | C | Sessional | End Semester Exam | Total |
| - | - | 6 | 3 | | | 100 |

Project Training Report (PTR):

The course titled “Project Training Report (PTR)” has 4 credits. The purpose of including project in MBA Programme is to provide students an opportunity to investigate a management problem in a scientific manner. Students should take this project work very seriously. Topics selected, should be appropriate enough to justify as a MBA project according to specialization ones opted. The project should be genuine and original in nature and should not be copied from anywhere.

Each student shall be allotted supervisor (Internal) keeping in view, his/her specialization for completion of his/her assigned project. All the students will submit their Project Training Report (in Triplicate) before completion of semester and examination to the concerned Institute. The assessment and evaluation of this project report shall be as under:-

| Sr. No | Contents | Marks |
|----------------------------------|--|-------|
| Component – I (Internal) | | |
| 1 | Project Report, Presentation and Seminar | 40 |
| Component – II (External) | | |
| 2 | Project Training Report Evaluation & Viva-voce | 60 |



MBA-403: LOGISTIC & SUPPLY CHAIN MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | - | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The objective of the course is to provide a comprehensive analysis of the principles and practices of international Distribution and logistics.

UNIT-I

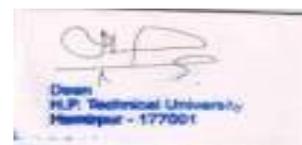
Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples. The Architecture of Physical distribution network in a Global Operation Approach,

International Distribution Management: Types of Intermediaries, Channel Objectives and Constraints, Channel Selection and Management, Global Retailing, International Channel Innovation.

UNIT-II

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

Purchasing & Vendor Management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating /



evaluation, single vendor concept, management of stores, accounting for materials.

UNIT-III

Inventory Management: Concept, various costs associated with inventory,. Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and Control.

Tools in Inventory Management: Various EOQ models, buffer stock (tradeoff between stock out/working capital cost), lead time reduction, re-order point / re-order level fixation, exercises – numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

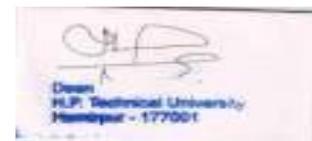
UNIT-IV

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration.

SUGGESTED READINGS:

1. Rushton, A., Croucher, P. and Peter Baker, (2006). Handbook of Logistics and Distribution Management, 3rd Edition, Kogan Page Pub..
2. Christopher Martin. (2005). Logistics & Supply Chain Management Creating Value-adding Networks, 3rd Edition, Pearson Education.
3. Chopra Sunil and Peter Meindl (2009). Supply Chain Management, 4th Edition, Pearson Education.
4. Ballou, R. H. (2004). Business Logistic Management, 5th Edition, Prentice Hall, New Delhi.
5. Bowersox, D. J., David, J & Cooper (2010). Supply Chain Logistics Management, McGraw Hill
6. Agarwal D.K.(2009) - A Text Book of Logistics and Supply chain management (Macmillan, 3rd Ed.).



MBA SEMETER-IV

ELECTIVES



MBA-314: STRATEGIC FINANCIAL MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* specified against each chapter.

UNIT-I

Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process.

Interrelation of Financial Decisions, EBIT-EPS Analysis

Dividend Decisions: Meaning, Types of Dividend Decisions, Relevance Model and Irrelevance Model. Theories: Gordon and Walter Approach.

UNIT-II

Capital Expenditure Decision under Conditions of Risk and Uncertainty: Meaning, Capital Budgeting process, Types of Risk. Concept of Time value of Money.

Techniques of investment decision- risk adjusted discount rate, statistical method, sensitivity analysis and simulation method. Decision Tree Analysis.

UNIT-III

Financial analysis and Planning: Forecasting Financial Statements, Cross sectional analysis of financial statement information. Forecasting Financial Statements



Financial Models: Types of Financial Models, Corporate governance and financial architecture. Corporate Valuation and Value Based Management.

UNIT-IV

Expansion and Financial Restructuring: Mergers and amalgamations – Corporate structuring, Buy-back of shares, LBO, Sell-off, Spin-off, Demerger and reverse merger, reasons for merger.

Legal procedure for merger: Process for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring.

Suggested Readings:

- 1) Khan, M. Y. and Jain P. K. (2012). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
- 2) Maheshwari, S.N.(2010).., Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons..
- 3) Van Horne, James, C (2009). Principles of Financial Management, Pearson.
- 4) Prasanna, Chandra (2011) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.
- 5) Van Horn, JC(2010), Financial Management and Policy, Prentice Hall, New Delhi
- 6) PG Godbole(2010), Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi



MBA-315: INTERNATIONAL FINANCE& TAX PLANNING

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* specified against each chapter.

Objective: The basic objective of this course is to provide an insight into the concept of International Finance & corporate tax planning and to equip the students with a reasonable knowledge of tax planning devices.

UNIT-I

Global Financial Environment: Overview, International Monetary System: Exchange Rate, IMF, EURO Market, Balance of Payments.

Foreign Investment Decision: Recent trends of FDI & FII in India, Flow of FDI & FII, Relation with Indian Economy.

Foreign Exchange Market in India: Nature, Structure & Limitations.

UNIT-II

Exchange Rate Determination: The Exchange Rate of Rupee, Foreign Exchange Risk Exposure: Types of Risk, Hedging

Derivative Market in India: MCX, Structure of Derivates, Options, Difference between Future and Forwards, Swaps, Role of SEBI.



UNIT-III

Taxation: Introduction to Taxation Management -Taxation system in India. Basics of Direct and indirect taxes.

An overview of Tax Audit- Tax incentives and Export promotion.

Concepts relating to Tax Avoidance and Tax Evasion, Issue of Bonus Shares, Right Issue ,Dividends etc.

UNIT-IV

Tax Planning: Effects of taxation on Investments. Role of tax Planning Manager, and factors to be considered for Tax Planning. Need of Financial Planning.

Tax Management: Filing of Returns, Penalties and Prosecutions, Advance Tax, TDS, Income Tax Rates/Slabs (Current assessment Year, Theoretically), Various Investment avenues to claim rebate from tax sections like 80c,80 D etc.

Suggested Readings:

- 1) Apte, P.G (2011). International Financial Management (Tata Mcgraw–Hill).
- 2) Sharan (2010) International Financial Management (Prentice–Hall)
- 3) Shapiro – Multinational Financial Management (Prentice–Hall)
- 4) Bhalla, V.K.(2009) : Financial Management and Policy, 2nd ed., New Delhi, Anmol,
- 5) Ahuja Girish, Gupta Ravi, (2010). Systematic Approach to Income Tax, Service Tax and VAT, Bharat Law House Pvt. Ltd., New Delhi
- 6) Singhania V.K., Singhania Monica (2006) “Student’s Guide to Income Tax”, Taxman Publications, Delhi.



MBA-316: MANAGEMENT OF FINANCIAL SERVICES

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

UNIT-I

Financial Services: Meaning, Structure and their importance. Securities Trading - Online Vs Offline Trading, Demat and Remat .

Depository in India: Introduction, Concept, depository participants, functioning of depository systems, benefits, depository systems in India, SEBI regulation.

UNIT-II

Mutual funds and AMCs: concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units.

Insurance Services: Introduction, Principles of insurance, Types of Insurance. Traditional and ULIPs.

Credit rating: the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating.

UNIT-III



Leasing: concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee.

Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t Merchant bankers. Venture capital: concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

UNIT-IV

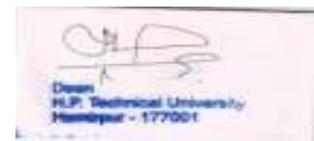
Net Banking : Meaning , E Banking pros and cons. Mobile Banking

Plastic Money: Concept and different forms of plastic money - credit and debit cards, pros and cons.

Factoring: Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

Suggested Readings:

1. Bhole, L.M. (2012). Financial Institutes & Markets, 5th Edition, Tata McGraw Hill.
2. Pathak Bharti V. (2009). Indian Financial System- Markets, Institutions and Services”, 3rd edition, Pearson Education.
3. M Y Khan,(2009). Financial Services, 6th Edition, Tata McGraw Hill.
4. Hull. John C. (2009). Management and Financial Institutions”, 2nd Edition, Prentice Hall.
5. Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
6. .Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.



MBA-324: MARKETING OF SERVICES

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weight age* is based on the *teaching hours* specified against each chapter.

Objectives: This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

UNIT-I

Introduction: Difference between Product and Services Marketing, Characteristics of Services Classification of Services, Paradigms in Services Marketing,

Service Marketing System: Service Quality, Understanding Customer Expectations and Zone of Tolerance, Segmentation and Zone of Tolerance, Targeting and Positioning of Services.

UNIT-II

Services Marketing Mix: Augmented Marketing Mix, Developing the Service Product/ Intangible Product, Service Product Planning, Service Pricing Strategy, Services Promotions, Services Distributions.

Physical Evidence: Role of Communication in Service Marketing, People and Internal Communication, Process of Operations and Delivery of Services, Role of Technology in Services Marketing.



UNIT-III

Delivering and performing service: through Employees, Intermediaries and Customer Participation. Managing Demand and Capacity, Waiting Line Strategies Integrated Services Marketing Communications and Services marketing triangle. Employee and Customer Role in Service Delivery.

UNIT-IV

Services in Global Perspective: International Marketing of Services Recent Trends, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing, Services Strategy and Organizing for Global Marketing.

Marketing Applications in Select Service Industries: Hospitality Services, Airlines, Tourism Services, Health Care and Wellness: Banking and Insurance Services.

Suggested Readings:

1. Baron S and Harrisk - Services Marketing: Text and Cases (Palgrave, 2nd Ed.)
2. Love lock Christopher - Services Marketing: People, Technology and Strategy (Pearson Education, 5th Ed.)
3. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Zeithaml V. A. , Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
5. Lovelock C. H., Wirtz, J. and Chaterjee, J. (2010). Service Marketing: People, Technology, Strategy, 6th Edition, Pearson Education, New Delhi.



MBA-325: WEB BASED MARKETING

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

4. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
5. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
6. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

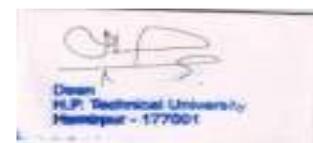
UNIT-I

Overview about Internet Marketing: Introduction to Web Marketing, History of Web , Meaning, scope and importance of web marketing, Business Internet, Internet vs traditional marketing.

Business to consumer and Business to Business Internet Marketing: E-Marketing research, Internet Marketing Strategy.

UNIT-II

Web Fundamentals: Internet micro & Macro factors, online buyer behavior, The marketing mix in an online context, Managing the online customer experience, Understanding site user requirement, service quality



UNIT-III

Development of Web Portals: Characteristics of Interactive marketing communications, Integrated Internet Marketing Communications (IIMC), Objectives and measurement of Interactive marketing communication.

Online Promotion techniques: Search engine marketing, Online PR, Interactive advertising, Viral marketing. Website planning and designing, Campaign planning for digital media

UNIT-IV

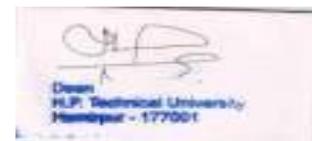
Emerging Trends in Web Marketing: Relationship marketing using the Internet, e-CRM, Customer life cycle management.

E-Banking, Green Marketing, Mobile marketing & Advertising, Social Media Network marketing, Web Based Event Marketing.

Ethical Issues in Web Marketing

Suggested Readings:

1. Singh Bhagwan, Internet Based Marketing: Trends, Issues & Challenges for Digital Marketing & Web Based Advertising, (2014), 1st Edition, Anamika Publishers & Distributers, New Delhi
2. DaveChaffey, FionaEllisChadwick, KevinJohnston&RichardMayer(2009), InternetMarketing: Strategy, ImplementationandPractice, 3rd Edition, PearsonEducation
3. RamaswamyV.S.&NamakumariS.(2009), MarketingManagement: Global Perspective IndianContext, 4th Edition, MacmillanPublishersIndiaLtd., NewDelhi.
4. KotlerPhilip; Armstrong Gary; AgnihotriPrafullaY. &HaqueEhsanUI(2011), Principles of
5. Marketing:ASouthAsianPerspective, 2nd Edition, PearsonEducation, NewDelhi.
6. .KotlerPhilip; KellerKevinLane; KoshyAbraham&JhaMithileswar(2009), Marketingt: SouthAsianPerspective, 13th Edition, PearsonEducation, NewDelhi.
7. BoseBiplabS.(2010), Marketing Management, 3rd Edition, Himalaya Publishing HousePvt.Ltd., Mumbai.



MBA 326: RETAIL MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Overview of Retailing Environment and Management: Retailing, Definition and Concept, Functions of Retailing.

Driving Forces for Retailing, Building and Sustaining Relationships, Strategic Planning, Structural Change, Type of Retail Outlets, Market Structure, Retail Planning, Development and Control.

The Customer and Retail Business: Knowing your Customers, Focusing on the Consumer, Mapping Out Society.

UNIT-II

Situational Analysis: Retail Institutions by Ownership. Retail Institutions by Store-based Strategy-Mix, Web, Targeting Customers and Gathering Information, Promotional Strategies used in retailing.

Choosing a Store Location: Trading Area Analysis, Site Selection, Store Design and Layout, The Store and its Image, The External Store, Internal Store, Display, Visual Merchandising.



UNIT-III

Managing Retail Business: Retail Organization and HRM, Retail Organization and Operations Management, Financial Dimensions, Managing Retail Services.

Merchandise Management : Process, Sales forecasting, Merchandise Budget, Assortment Plan, Inventory Management, Merchandise Buying.

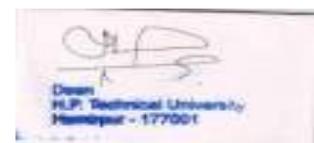
UNIT-IV

Delivering the Product: Retail Information Systems, Management Retail Pricing, Development and Implementing Plans, People in Retailing.

International Retailing: Internationalization and Globalization, Shopping at World Stores, Going International, The Internalization Process, Culture.

Suggested Readings:

1. Pradhan S. (2009), Retailing Management – Text and cases, 3rd Edition, Tata McGraw Hill, New Delhi
2. Vedamani, Gibson G. (2011) Retail Management: Functional Principles and Practices, 3rd Edition, Jaico Books, New Delhi.
3. Easterling, R. C., Flottman, E.L., Jernigan, M. H. and Wuest, B.E.S. (2008) Merchandise Mathematics for Retailing, 4th Edition, Pearson Education, New Delhi.
4. Sinha P.K., Uniyal D.P., (2009) Managing Retailing, 1st Edition, Oxford University Press
5. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill.



MBA-334: CROSS-CULTURAL MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The objective of the course is to acquaint the students with Cross Cultural Management approaches, challenges and strategies and enrich them with concept of quality of worklife.

UNIT-I

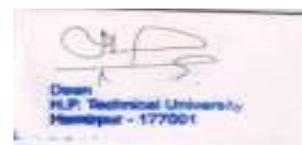
Culture: Culture and its importance, features and dimensions of culture, Cultural diversity, Cross cultural differences and implications

Cultural Dimension Models: Hofstede Model, Globe Model, Kluckhohn and Strodtbeck's Value Orientation Model; Implications of these models in International Business.

UNIT-II

Cross Cultural management: cross cultural Decision making, cross cultural strategy, Cross Cultural Communication, Cross Cultural teams and Leadership, cross cultural negotiation, Ethics in cross cultural Business.

Intercultural communication competence: Meaning, Components of Intercultural competence, Factors affecting Intercultural Communication competence, Tools for Improving it.



UNIT-III

International Human Resource Management (IHRM): Dimensions, features and need of IHRM, managing diversity in IHRM, International Recruitment and Selection, International Training, Expatriate problem, Repatriation.

International Association for Human Resource Management (IHRIM): Meaning, its Role, Futuristic Vision.

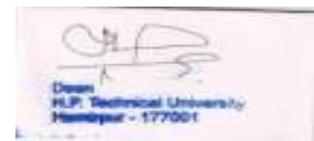
UNIT-IV

Diversity at Work: Managing diversity: Causes of diversity, diversity with special reference to handicapped, women and aging people, culture diversity advantages and problems, intra company cultural difference, reasons for culture and behavioural differences .

Culture in India, Japan, China and US

Suggested readings:

1. Mello, J. (2008). Strategic Human Resource Management. Thompson Learning.
2. Dowling, P.J. & Welch, D.E. (2010). International Human Resource Management: Managing People in a Multinational Context. Cengage Learning
3. Vance, C.M. & Paik Y. (2009). Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management. PHI
4. Greer, C. (2008). Strategic Human Resource Management. Pearson Education.
5. International Dimensions of Human Resource Mgt. , Doweing , P.J. – End Edition Words Worth
6. Cross cultural management- text and cases, Dipak Kumar Bhattacharyya, PHI



MBA-335: TEAM BUILDING & LEADERSHIP

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Follower, Assessing Leadership & Measuring Its effects.

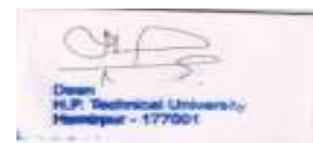
Focus on the Leader – Power and Influence; Leadership Traits; Leadership Behavior; Contingency Theories of Leadership; Leadership and Change.

UNIT-II

Groups, Teams and Their Leadership, Groups : Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.

Dynamics of Cross-Cultural leadership.

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



UNIT-III

Workgroup Vs. Teams: Transforming groups to teams, types of teams, stages of team building and its behavioral dynamics, role of interpersonal competence in team building, team size, role and diversity of team members,

Communication and Creativity: Communication Process; Communication Effectiveness & Feedback, Delphi technique, Fostering Team Creativity, nominal group technique, brain storming process.

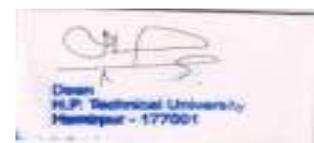
UNIT-IV

Leadership for teams – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Building High Performance Teams, rewarding team players, resource management for teams, collaborations in teams, interventions to build collaboration in organization, social loafing, synergy in teams, self managed teams.

Role of Leaders in Teams: Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators.

Suggested Readings :

1. Robbins, S. P. (2009). Organizational Behavior. Pearson Education.
2. Luthans, F. (2007). Organizational Behavior. McGraw-Hill International Edition.
3. Pareek, Udai. (2009). Understanding Organizational Behaviour. Oxford University Press.
4. Naper, Rodhey, W & Gershenfeld Mattik, (1996). Groups Theory & Experience, AITBS, India.
5. McShane, S. L & Glinow M. A. V. (2001). Organizational Behaviour: Emerging Realities for the Workplace Revolution. Tata McGraw-Hill Publishing Company Ltd.
6. Hellriegel, D. & Slocum, J. W. (2004). Organizational Behaviour. Thomson Asia Pvt. Ltd., Singapore.



MBA-336: PERSONAL GROWTH AND TRAINING & DEVELOPMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

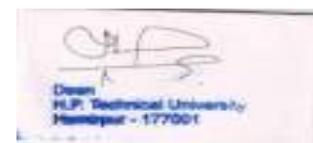
Personality: Meaning & Concept Personality theories, Sick Personalities and Healthy Personalities.

Training: Concept, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme, problems in training, Resistance in Training.

UNIT-II

Training Need Assessment: Determination of Training Needs, Approaches to Training Needs Assessment, TNA Cycle of Events. Designing Training Programmes, Methods of conducting Training, Evaluation of Training Programmes.

Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Person Analysis.



UNIT-III

Development: Designing development programme, theories of career development, Career Paths, Transitions and Plateaus. Dual Career Paths, Plateauing, and Managing Career Breaks, Future Aspects of Training and development.

Evaluation of Development: Criteria, Problem and Steps involved in Evaluation. Emerging issues in Training and Development in India

UNIT-IV

Managerial Succession Planning: Dual – Laddering for Career Development, Counseling for Employee Development, Issues in Career Management, Relevance of Ethics in Career Development.

Employee Development, Career Management : Approaches to Employee Development, The Development Planning Process, Companies Strategies to Provide Development. Models of Career Development, Challenges in Career Management.

Suggestion Readings :

1. Goldstein, I.L. & Ford, J.K. (2010). Training in Organizations, Cengage Learning.
2. Blanchard, P. N. & Thacker, W. J. (2009). Effective Training: Systems, Strategies and Practices, Pearson.
3. Raymond Noe, A. (2009). Employees Training and Development, McGraw Hill Publication.
4. O'Connor, Browner & Delaney (2008). Training for Organizations, Thompson Learning Press (now Cengage Learning)
5. Friedman & Schustack (2009) - Personality: Classic Theories and Modern Research (Pearson)
6. Ben Ball, Personal and Professional development: Assessing your career, Hyderabad University's Press 2005.



MBA 344: DATA COMMUNICATION & NETWORK

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Fundamentals of Communication System: Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data.

Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.

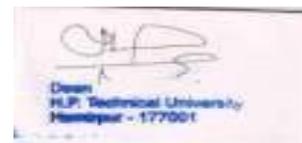
UNIT-II

Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

Networks and accessories: LAN, MAN, WAN; LAN topologies: Hub; Bridges; Switches; Routers; Gateways, Cell Relay; Frame Relay; ISDN; B-ISDN.

UNIT-III

OSI Model: Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network.



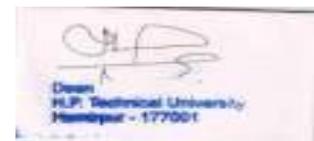
Network Operating systems: Unix; Linux; Windows.

UNIT-IV

Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Wireless TCP& UDP, WAP, WML

SUGGESTED READINGS:

1. Jerry, Fitz Gerald and Alan, Dennis (2002). Business Data Communications & Networking. John Wiley & Sons.
2. Dye M.A., McDonald R. and Ruff W.A.(2008), Network Fundamentals, CCNA Exploration Companion Guide, Second Edition, Pearson Education, Delhi
3. David A Stamper (2003). Business Data Communications. Addison Wesley.
4. Burke Richard J (2008). Network Management: Concepts and Practice, A Hands-On Approach, First edition, Pearson.
5. Stallings, W. (2007). Data and Computer Communications, Eighth Edition, Pearson Education.



MBA-345: ENTERPRISE RESOURCE PLANNING

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The main objective aimed at to introduce the students with latest technologies of Business era and its integration with Information Technology.

UNIT-I

Enterprise Resource Planning: Evolution of ERP, Definition, Elements, need for system Integration, ERP products and Market, Opportunities and problems in ERP, selection and implementation.

Enterprise Perspective: An Overview, Features of ERP, MIS Integration, ERP drivers, Trends in ERP

UNIT-II

Business Process Reengineering:- Conceptual foundation of Business Process Re-engineering, Role of Information Technology in BPR, Process identification and mapping, Process improvement and Process Redesign, Man Management for BPR implementation.

Communication in ERP Systems: OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for ERP.



UNIT-III

ERP Moduels/Functionality: Functional modules of ERP system, Sales order processing, MRP: Scheduling, Forecasting, Maintenance, Distribution, Finance and HRP; Features of each of the modules.

Integration of ERP with net technologies: Internet in ERP

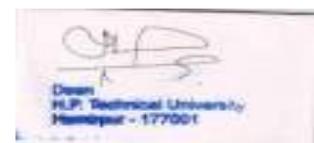
UNIT-IV

Implementation Issues: Pre-implementation and implementation and post implementation issues, financial justification of ERP, Project management, Performance measurement.

Key Issues: ERP and E-Commerce, ERP Culture, ERP and CRM, ERP and SCM, ERP Selection Issues, ERP in Public Sector Enterprises, Pre and Post Implementation Issues, ERP Vendors, Key ERP Consultants in India.

BOOKS RECOMMENDED:

- 1) Alexis, Leon (2nd Edition, 2008). Enterprise Resource Planning, Tata McGraw Hill.
- 2) Imhoff, C. Loftis Lisa & Geiger, G. Jonathan (2001). Building the Customer Centric Enterprise, 1st Edition, John Wiley & Sons.
- 3) Luvai Motiwalla (2008). Enterprise Systems for Management, First edition, Pearson Education.
- 4) Ashim Singla (2009). Enterprise Resource Planning, First edition, Cengage Learning.



MBA-346: INTERNET AND WEB DESIGNING

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Introduction to Internet: Evolution of Internet, Hardware and Software Requirements for Internet, Internet Application, Bandwidth, Types of Internet Connections(Broadband/Dial-UP/Lease Line/ISDN/DSL etc.)

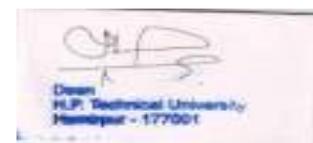
Internet Features: (Electronic Mail, Newsgroups, FTP Archive, Real Time Activity, Video, Audio, Search Engine), World Wide Web, WWW Browsers, WWW Servers.

UNIT-II

TCP/IP Connectivity : IP addressing, DNS, Domain Names Registration process, Routing with TCP/IP Basics, Routing Protocol, Static Routing, Open Shortest Path First Protocol.

Internet Technology : WI-FI, 2G, 3G,4G etc.

UNIT-III



HTML : Text formatting, Data, Tables, Table layout, Images, HTML Interactivity, URLs, HTTP, NNTP, Hyperlinks, Menus & Image Maps, HTML Form, Embedded objects in HTML, Web Cryptography, Approaching Web cryptography, Graphics and Type, Families and Faces, Type forms, Color and Type, Adding Graphics, Adding Graphics with the Image Element, Using images as links, Creating Image Maps, Working with Image Files, Layout Technology,

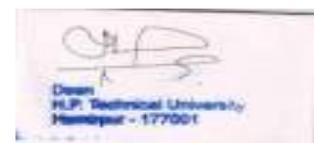
UNIT-IV

Cascading Style Sheets, Understanding CSSI's Advantages and Limitations, Embedding of CSS in HTML, Learning How CSSI Works, Introduction to XML.

MS Visual Interdev: Introduction, Features, Developing Asp Pages using MS Visual Interdev.

Suggested Readings:

1. Efraim Turban, David King, Dennis Viehland, Jae Lee, (2011): Electronic Commerce – A Managerial Perspective, 4th Edition, Pearson Education.
2. Elias M. Awad (2009). Electronic Commerce- From Vision to Fulfillment, 3rd Edition. PHI Learning.
3. Deitel & Deitel, Goldberg (2009). Internet & World Wide Web, Fourth edition. Pearson.
4. Tauber, "Mastering Front Page 2000" BPB.
5. James Jaworski, "Making Java Script and JSCRIPT", BPB Publications



MBA 354: INTERNATIONAL LOGISTIC MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Introduction to Logistic System: Concepts of Logistics, Scope and Objectives of Logistics, System Elements, Importance of Logistics, Relevance of Logistics to Expert Management, Logistics Excellence.

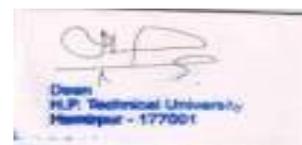
Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

UNIT-II

Structure of Shipping Industry and World Seaborne Trade: Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of Shipping Company. Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering.

UNIT-III

Freight Structure and Role of Intermediaries: Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Shipping Agents, Freight Brokers, Freight Forwarders



Stevedores.

Purchasing & Vendor Management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials

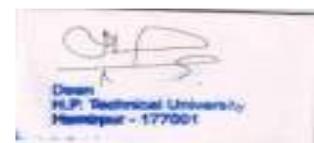
UNIT-IV

Indian Shipping and Containerization: Ports in India, Developments in India Shipping, Ports Infrastructure Development, Shipping Association, Shipment of Govt. Controlled Cargo. Concept of Containerization, Classification of Constraints in Containerization, I.C.D's.

International Air Transport: Concept of Air Transport, Advantages of Air Transport, Constraints, Air Cargo, Tariff Structure, I.A.T.A.

SUGGESTED READING:

1. Rushton, A., Croucher, P. and Peter Baker, (2006). Handbook of Logistics and Distribution Management, 3rd Edition, Kogan Page Pub..
2. Christopher Martin. (2005). Logistics & Supply Chain Management Creating Value-adding Networks, 3rd Edition, Pearson Education.
3. Chopra Sunil and Peter Meindl (2009). Supply Chain Management, 4th Edition, Pearson Education.
4. Ballou, R. H. (2004). Business Logistic Management, 5th Edition, Prentice Hall, New Delhi.
5. Bowersox, D. J., David, J & Cooper (2010). Supply Chain Logistics Management, McGraw Hill
6. Agarwal D.K.(2009) - A Text Book of Logistics and Supply chain management (Macmillan, 3rd Ed.).



MBA-355: INTERNATIONAL FINANCIAL MANAGEMENT

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 4 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

- Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
- Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

International Finance: concept & role of international finance manager in multinational corporations. Different types of risks: country risk analysis.

International financial environment: international transactions & financial market, trade & capital flow, inflation, exchange control & currency devaluation, ex-propietary action etc.

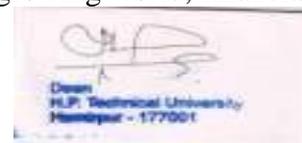
UNIT-II

Role of FDI & FII :Foreign direct investment & foreign institutional investment foreign collaboration trends since liberalization. Financial operations of multinational corporation: sources & investment: short, medium & long term national currency financing foreign currency financing, regional & national development finance, private investment companies.

Multilateral financial institution: WB/IMF, ADB. Export & import financing: role of commercial banks. Basic instruments, private non-bank sources of finance.

UNIT-III

Financial innovation & risk sharing: introduction, futures markets in growing world, financial



future trading, role of financial futures, swap markets, basic swap structure, interest rate, fixed rates currency, currency coupon types.

International stock exchanges: New York, London, Luxemburg, third world and Asian stock exchanges: working and their influences, the securities market, bond market, foreign portfolio investment.

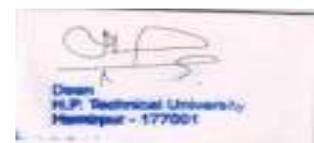
UNIT-IV

New developments in international finance: country funds, ADR, GDR, EURO issues, ECBs, their process of issue, benefits, limitations & specific guidelines issued by Foreign Investment Promotion Board (FIPB). International financial investment strategies and regulations for Indian Companies.

Foreign Exchange Management Act, 1999: Need, Scope, FERA, Various Provisions.

Suggested Readings:

- 1) Khan, M. Y. and Jain P. K. (2012). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
- 2) Maheshwari, S.N.(2010)., International Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons..
- 3) Van Horne, James, C (2009). Principles of Financial Management, Pearson.
- 4) Prasanna, Chandra (2011) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.
- 5) Van Horn, JC(2010), Financial Management and Policy, Prentice Hall, New Delhi
- 6) PG Godbole(2010), Mergers, Acquisitions and Corporate Restructuring, Vikas Publishers, New Delhi



MBA-356: INTERNATIONAL BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 3 | 1 | - | 3 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

1. Section A will contain TEN *Short Note Type Questions* carrying 2 marks each. In this section, all the questions are COMPULSORY.
2. Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
3. Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Fundamental principles of ethics: Ethics in international business ,Normative and relative ethics, concept and choice, Legal compliances.

Sarham Oxley Act (SOX), Home and host country's regulations and compulsions of international agencies.

UNIT-II

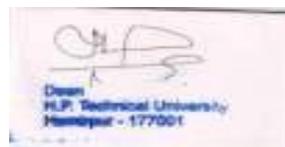
Corporate governance: Corporate governance beyond legal compliance. Human dignity, Meeting stake holders, expectations, competitiveness and fair trade practices, Employee wellness.

International Importance of integrity, avoidance of corrupt, practices, Importance of doing business on merit.

UNIT-III

Social Responsibility: Meaning, Wider concept of social responsibility, Balance between profit and social / moral obligations and survival. Ethics and human rights.

Global Environment: Balanced global environment Kyoto Protocol concern of global warming, judicious use of natural resources, Maintenance of ecological balance, Sustainable development, Cost benefit analysis of corporate social responsibility and good corporate citizenship.



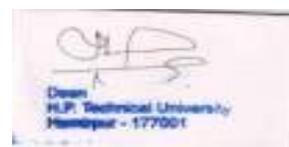
UNIT-IV

Role of International trade : Role of international trade and business organizations Concept of Ombudsman.Cases- Analysis of failure of leading corporate and top auditing firms due to lapses in ethics and social responsibilities.

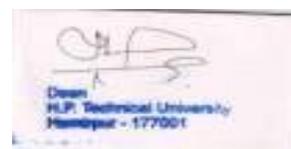
Legal and Ethical Issues in International Trade.

Suggested Reading:

- 1) Weiss, Joseph W (2011). Business Ethics: Concepts & Cases, Cengage Learning.
- 2) Colin Fisher and Alan Lovell (2010). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.
- 3) Hartman , Laura P. and Joe DesJardins (2009). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin
- 4) Hartman, Laura P and Abha Chatterjee (2009). Perspectives in Business Ethics, Tata McGraw Hill .



Additional Electives



MBA-364: MARKETING AND PUBLIC RELATIONS IN INSURANCE

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

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- 2) Section B will contain SIX *Short Answer Type Questions* carrying 5 marks each, out of which the student has to answer ANY FOUR.
- 3) Section C will contain FOUR *Essay Type Questions* of 10 marks each, out of which the student has to answer ANY TWO.

The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objectives: Marketing is the function which provides the bread and butter for the insurance industry. This course is designed to give the student an idea about some of the principles and concepts in marketing as it applies to the business of insurance.

UNIT-I

Introduction to Insurance: What is insurance , how it works , importance of insurance industry – history of insurance.

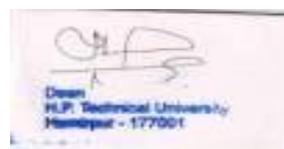
Introduction to Marketing: Consumer Focus , Who is a Consumer , What is a Market, Marketing and Selling , Market Segmentation , Marketing Mix , Market Research , Marketing Strategies – Marketing Programmes and Activities , Product Life Cycle , Positioning, Branding .

UNIT-II

Quality in Services: Why Quality , What is Quality , Satisfaction vs Expectations , Levels of Quality, Costs of Quality, Elements of Quality , Quality Gaps , Responsibility for Quality , Monitoring Customer Needs and Expectations , Tools for Quality Control , Handling Complaints in Insurance.

Relationship Marketing: Marketing Management Process. Customer Relationship Management.

UNIT-III



Strategies for Insurance Marketing : Product and its Differentiation , Product Development , Flexible options, Product Image , Product Obsolescence, Boston Matrix, Pricing , Customer Service , Market Research, Distribution and Distribution Channels , Direct Marketing , Promotion , PR and Publicity , Merchandising , Personal Selling, People.

Role of Intermediaries: Insurance Agents, Bancassurance, Direct Marketing, Promotion, Merchandising, Reward Systems, Empowering.

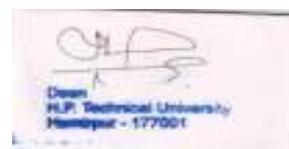
UNIT-IV

Rural Insurance: Profile of Rural Sector, Role of marketing techniques in Rural India.

Consumerism and Ethics: Marketing and Consumerism – Dimensions of Social Responsibility, Business Ethics.

Suggested Books:

1. Gupta. P.K. (2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House.
2. George. E. Rejda. (2005). Principles of Risk Management and Insurance, 9th Edition, Pearson Education.
3. Mittal. Alka. And Gupta. S. L.(2008). Principles of Insurance and Risk Management”, 2nd Edition, Sultan Chand and Sons.
4. Panda. G.S.(2005). Principles and Practices of Insurance, Kalyani Publications.
5. Mishra. M. N.(2004). Principles and Practices of Insurance, Sultan Chand and Sons



MBA-365: TRAVEL AGENCY & TOUR OPERATIONS BUSINESS

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | C | Sessional | End Semester Exam | Total | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 Hours |

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The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

Objective: The course gives the desired exposure to the prevalent procedures and processing style in aspects of tourism, travel and tour management.

UNIT-I

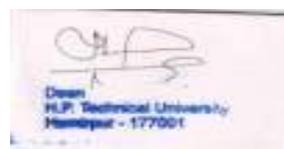
Travel agency and tour operator: meaning, concept, Types and importance. Historical growth and development of travel agency and tour operation business. Linkages and interrogations in travel agency & tour operation business.

Entrepreneurship in travel operation: Role of Entrepreneurship in Travel Operations and Career in travel agency and tour operation business. The future role of Travel Intermediaries.

UNIT-II

Organisation structure and Functions: Organizational structure of travel agency and tour-operator-main operational and managerial staff of major travel agencies/tour operators. Ownership structure-MNCS, Franchise, collaborative and others.

Travel agency: Role of Travel agency, Responsibilities, Legal and Ethical Issues in Travel agency, HR planning and job analysis of major positions.



UNIT-III

Setting up of travel agency and tour operation and their approval: Travel agency & Tour operation Business-Setting procedure and process

Regulatory Bodies: Ministry of Tourism, Govt. of India and IATA approval for travel agency and tour operator. Ownership structure and revenue sources of travel agency and tour operation. Financial incentives available for travel agency and tour operator in India.

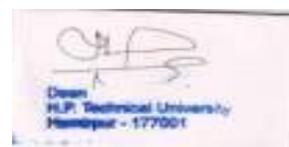
UNIT-IV

Understanding the role of Govt. and other Organizations in travel Trade: Role and contribution of Department of Tourism, Government of India, ITDC and State Govt. Tourism corporations in travel agency and tour operation business. Travel Trade Association and Organizations-role of contribution of WTO, IATA, TAAI and IATO.

Present business Trends and Future prospects of travel agency and tour operation business.

Suggested Readings:

1. Gee, Chuck and y. Makens,(2010) Professional Travel Agency Management, Prentice hall ,New York..
2. Mohinder Chand,,(2007), Travel Agency Management: An Introductory Text,Anmol publication Pvt. Ltd. New Delhi.
3. Foster, D.L.(2010) The Business of Travel Agency Operations and Administration, McGraw Hill, Singapore.
4. Frenmount P.,(2009), How to open and run a Money Making Travel Agency, Johan Wiley and Sons, New York..
5. Gregory A.,(2007), The Travel Agent: Dealer in dreams,, Prentice Hall, London.
6. Yole P.,(2007), The Business of Tour Operations, Pitman, Landon.



MBA-366: CORPORATE GOVERNANCE & INVESTOR PROTECTION

| Teaching Scheme | | | Credits | Marks | | | Duration of End Semester Examination |
|-----------------|---|---|---------|-----------|-------------------|-------|--------------------------------------|
| L | T | P | | Sessional | End Semester Exam | Total | |
| 2 | - | - | 2 | 40 | 60 | 100 | 3 Hours |

The question paper will consist of THREE sections A, B and C.

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The questions should be normally selected from all the chapters of the subject. The *weightage* is based on the *teaching hours* specified against each chapter.

UNIT-I

Corporate Governance: Origin and Development of Corporate governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control,

Corporate Governance Mechanism: Anglo-American Model, German, Indian Model, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

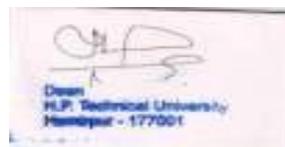
UNIT-II

Role Player: Role of Board of Directors and Board Structure in Corporate World, Role of the Non-executive Director, Role of Auditors in Corporate Governance.

Regulatory Bodies: SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, Report, Cadbury Committee.

UNIT-III

Investor Protection: Introduction ,Investors' Rights and Responsibilities, Investor Protection Fund, Whom to Approach for Complaint Against Stock Brokers/Depository, Types of Grievances and Dealing Authority.



Legal Framework: Investor Protection in India ,Investors Education and Protection Fund, SEBI (Investor Protection and Education Fund) Regulations, 2009

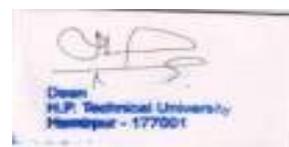
UNIT-IV

Financial Education by SEBI: Role of SEBI In Financial Education, Various programs arranged by SEBI, Initiatives Taken So Far on Financial Literacy in India

Investor Grievance: Meaning, Role, Investor Grievance Redressal Mechanism at SEBI Investor Grievances Cell, Various provisions and penalty.

Suggested Books:

- 1) Weiss, Joseph W (2012). Business Ethics: Concepts & Cases, Cengage Learning.
- 2) Colin Fisher and Alan Lovell (2009). Business ethics & Corporate Governance : Individual, Corporate and International Perspectives, Prentice Hall.
- 3) Hartman , Laura P. and Joe DesJardins (2009). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin
- 4) Fischer. and Jordon (2011). Security Analysis and Investment Management, 6th Edition, Pearson Education.
- 5) Rustagi. R. P. (2009). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
- 6) Bhalla, V.K. (2010). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S.Chand & Sons.
- 7) Shashi K Gupta(2012) : Financial Institutions and Markets ; Kalyani Publishers, Daryaganj, New Delhi



MBA-367: FIELD REPORT

| Teaching Scheme | | | Credits | Marks | | |
|-----------------|---|---|---------|-----------|-------------------|-------|
| L | T | P | C | Sessional | End Semester Exam | Total |
| - | - | 4 | 2 | | | 100 |

Field Report (FR)

The course titled “Field Report (FR)” has 2 credits. The purpose of including this FR is to create diversified academic outlook and to enhance the employability of the students keeping in view the changing market scenario. The Field Report shall be based on primary survey to be conducted by the student opting any of the open elective after necessary analysis based on specific statistical tools. Students should take this field Report work very sincerely and with stern approach. Topics selected, should be appropriate enough to justify the Additional Elective chosen. The FR should be genuine and original in nature and should not be a copied work and if found, strict disciplinary action shall be initiated.

Each student shall be allotted supervisor (Internal) keeping in view, his/her specialization for completion of his/her assigned field report (FR). All the students will submit their Field Report (FR) (in Triplicate) before completion of Final (IV) semester and examination to the concerned Institute. The assessment and evaluation of this Field Report shall be as under:-

| Sr. No | Contents | Marks |
|----------------------------------|--|-------|
| Component – I (Internal) | | |
| 1 | Field Report, Presentation and Seminar | 40 |
| Component – II (External) | | |
| 2 | Field Report Evaluation & Viva-voce | 60 |

