

Syllabus



Department of management

School of commerce & Management

MBA 2017-19

Central University of Rajasthan

NH-8 Jaipur-Ajmer Highway, Bandarsindari

Kishangerh-305802

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About Programme

MBA Programme

Course Structure Semester I & II

First Semester

Note: Total number of credits is 24; 18 credits for compulsory papers and 03 credits for elective papers offered by the Department. In order to encourage interdisciplinary approach students may opt for elective courses of other Departments in lieu of elective papers offered by the Department. In addition to that students may opt for audit courses in foreign languages and courses offered by other Departments.

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA [#]	EoS
1.	MBA 101	Principles & Practices of Management	PC	3	3	-	-	3	0	50	50
2.	MBA 102	Managerial Economics	PC	3	3	-	-	3	0	50	50
3.	MBA 103	Accounting for Managers	PC	3	3	-	-	3	0	50	50
4.	MBA 104	Business Mathematics	PC	3	3	-	-	3	0	50	50
5.	MBA 105	Business Statistics	PC	3	3	-	-	3	0	50	50
6.	MBA 106	Business Communication (L-2) Soft Skills (P-1)	PE	3	2	-	-	2	1	50	50**
7.	MBA 107	Organizational Behaviour	PC	3	3	-	-	3	0	50	50
8.	MBA 108	Entrepreneurship	PC	3	3	-	-	3	0	50	50
		Total		24							

**** There will be 25 marks viva-voce examination based on the syllabus given in Section A to be conducted by the representatives of corporate world and academia.**

Second Semester

Note: Total number of credits is 24; 18 credits for compulsory papers and 03 credits for elective papers offered by the Department. In order to encourage interdisciplinary approach students may opt for elective courses of other Departments in lieu of elective papers offered by the Department. In addition to that students may opt for audit courses in foreign languages and courses offered by other Departments.

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA [#]	EoS
1.	MBA 201	Marketing Management	PC	3	3	-	-	3	0	50	50
2.	MBA 202	Human Resource Management	PC	3	3	-	-	3	0	50	50
3.	MBA 203	Financial Management	PC	3	3	-	-	3	0	50	50
4.	MBA 204	Production & Operations Management	PC	3	3	-	-	3	0	50	50
5.	MBA 205	Information Systems (L-2) Practical (P-1)	PE	3	2	-	-	2	1	50	50*
6.	MBA 206	Business & Economic Environment	PC	3	3	-	-	3	0	50	50
7.	MBA 207	Management of New Ventures	PC	3	3	-	-	3	0	50	50
8.	MBA 208	Operation Research	PC	3	3	-	-	3	0	50	50
Total				24							

*** There will be 25 marks practical examination based on the syllabus given in Section A to be conducted by the external & internal examiners.**

Detailed Syllabus

MBA 101 Principles and Practices of Management

Objective:

The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organisation.

Unit I:

Management an Overview: Definition, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations,

Management Thought: Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioural Perspective. Skills and Roles of Manager in an organization, Social Resrtpnsibilities of Business.

Unit II:

Fundamentals of Planning,: Types of plans, Policies & planning premises, planning process, the nature of objectives & process of MBO, Decision making (nature, process & techniques, models, groups and its decision making).

Fundamentals of Organizing- Nature and purpose, Elements and process of organizing, Basic departmentation, Span of Management, line and staff concept, centralization and decentralization, Delegation of authority, Determinants of organization structure, New approaches in organization design, downsizing and its implications, organizational climate, organizational creativity and innovation.

Unit III

Direction-concept, its significance and main elements, Coordination (importance and techniques), Leadership - Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, Managerial culture and leadership, Motivation – its concept, nature and theories. Communication – meaning, concept, process types and barriers to an effective communication.

Unit IV

Control- concept, nature, its process & importance, controlling techniques, control of overall performance, span of control, management control systems, behavioural implications of managerial control.

Unit V

Knowledge management, Total Quantity Management, Business process reengineering, Management of productivity, Comparative management in selected countries, International management and MNC's, corporate governance, Management challenges.

Case studies based on above-mentioned curriculum

Suggested Readings:

1. Koontz & O'Donnel, Essentials of Management,
2. Wehrich Heinz and Koontz Harold, A Global and Entrepreneurial Perspective, 12th Edition, McGraw Hill
3. Stoner, Freeman & Gilbert Jr, Management Organizational Behaviour, 6th edition, PHI
4. Terry, G.R., Principles of Management
5. Peter F. Drucker, Management Task and Responsibility

MBA 102 Managerial Economics

Objective:

The objective of the course is to provide insights to the students regarding tools and techniques of economics to enable them to appreciate its relevance in business decision-making

Unit I:

Meaning and scope of Managerial Economics, Role and responsibilities of Managerial Economist, Objectives of firm, Fundamental concepts of Economics - Incremental reasoning, contribution, Time perspective, Risk and uncertainty, Discounting principle, Opportunity cost, Profit maximization model, Growth maximization model and Behavioral model of firm

Unit II:

Demand and revenue, Elasticity of demand its significance and its applications in business, Demand function, Determinants of demand, Demand forecasting, Cost concepts relevant to business decisions, Cost Functions, Production function, Laws of returns and returns to scale, Estimation of production and Estimation of cost.

Unit III:

Theory of pricing, Perfect competition, Imperfect Competition, Monopoly, Monopolistic competition, Monopsony, Duopoly and Oligopoly

Unit IV:

Pricing decisions, General theory of pricing, Peak load pricing, Pricing over life cycle of a product, Cost plus pricing, Multi-product pricing, Transfer pricing and Cost oriented prices

Unit V:

National Income, its Components, Methods of measurement, Problems in estimating, economic welfare and industrial growth, The flat world economy, Characteristics of new economy, , Icons of new economy, Demographic dividend and Rules of the game in new economy .

Case studies based on above-mentioned curriculum

Suggested Readings:

1. Joel Dean, Managerial Economics
2. Paul A Samuelson, Economics, Mc Graw Hill International , New York
3. D.N. Dwivedi Managerial Economics, Vikas, New Delhi
4. N.D. Mathur,, Managerial Economics, Shivam Book Hous Pvt. Ltd, Jaipur
5. P.L. Mehta, Managerial Economics, Analysis and Cases ,Sultan Chand & Sons, N. Delhi
6. R.L. Varshney & K.L. Maheshwari, Managerial Economics, Sultan Chand & Sons, New Delhi
7. U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata Mc Graw Hill, Mumbai

MBA 103: Accounting for Managers

Objective:

The objective of the course is to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions. The Course will provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.

Unit I:

Introduction: Financial accounting, its Concept, Importance, Scope, Accounting as an information system, Accounting concepts, conventions and Generally Accepted Accounting Principles (GAAP)

Unit II:

Financial statements: Preparation of financial statements-Trading account, Profit & Loss a/c, Balance sheet and Adjustments in final accounts.

Unit III:

Management Accounting: Concept, Need, Importance and Scope. Nature, Attributes and Usefulness of financial statements, Distinction between financial accounting, cost accounting and management accounting, Role and responsibility of management accountant.

Unit IV:

Cost accounting: Meaning : Cost, Cost accounting & cost centre. Elements, methods of costing, Preparation of cost sheet and inventory control.

Unit V:

Marginal & Standard costing and budget recontrol, Marginal costing, Absorption costing, their difference, Concept and application of CVP analysis in business decision making, Standard costing, Variance analysis.

Case studies based on above-mentioned curriculum

Suggested Readings

Basic reading:

1. Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
2. Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.

Reference Books:

1. Wheldon : Cost Accounting and Costing Methods.
2. Homgren Charges I: Introduction to Management Accounting.
3. Keller and Ferrara: Management Accounting for Profit Control.
4. Accounting for Managers: S.K. Bhattacharya & John Dearden.
5. Management and Cost Accounting: Robert S. Kaplan.
6. Advanced Management Accounting: Robert S. Kaplan.
7. Robert Anthony: Management Accounting.

MBA 104 Business Mathematics

Objective:

The overall aims of this course are to increase your knowledge of finance and to provide you with the computational skills needed for evaluating financial decisions. Successful completion of this course will enable you to:

Unit I:

Functions: Basic Concepts and Applications in Business. Break-Even Analysis – A Functional Approach.

Unit II:

Arithmetic and Geometric : Progressions in Business Vectors, Matrices and Determinants , Algebra in Solving Real Life Business Problems.
Applications of differentiation in solving problems related to business and economics.

Unit III:

Applications of integration to accounting, business and economic problems. Applications of differential equations.

Unit IV:

Mathematics of Finance I: Simple Interest, Compound Interest, Nominal and Effective Rates of Interest. Equation of Value.

Unit V:

Mathematics of Finance II: (Annuities): Types of Annuities. The amount of an ordinary annuity. Deferred annuity, Leasing, capital expenditure and bonds.

Readings

- J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,
J. N. Kapur and H. C. Saxena. "Mathematical Statistics", New Delhi, Sultan Chand and Company Ltd.,
R. Jayprakash Reddy and Y. Mallikaryanna Reddy, "A Text book of Business Mathematics", New Delhi, Ashish Publishing House
K. B. Dutta, "Matrix and Linear Algebra", New Delhi, PHI Learning

MBA 105 Business Statistics

Objective:

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Unit I:

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation.

Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions.

Unit II:

Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions-their characteristics and applications Measures of Variation. Skewness, Moments and Kurtosis. Correlation and Regression. Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method), Index Numbers Interpolation and Extrapolation.

Unit III:

Theoretical Distribution: Binomial, Poisson and Normal Distributions. Sampling and Tests of Significance: Sampling of Attributes, Sampling of Variables (Large and Small Samples). Parametric and Non-Parametric Tests. Association of Attributes Chi-Square tests. Analysis of Variance. Design of Experiments. Statistical Quality Control(including Six Sigma)

Unit IV:

Time Series: Time Series and its Components, Analysis, Models of Time Series, Methods of Studying Components of Time Series: Measurement of trend (moving average and least squares method), Measurement of seasonal variations (moving average method) Measurement of cyclic variations (residual method).

Unit V:

Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

Text Reading

David Levine, T. Krenbil, P.K.Viswanathan, **Business Statistics**, Pearson Education, 2008.

S.P. Gupta, "**Statistical Methods**", New Delhi, Sultan Chand and Sons, 2007

S.C. Gupta, **Business Statistics**, Himalaya Pub House, 2008

T.N.Srivastava, **Statistics for Management**, TMH, 2008

J. N. Kapur and H. C. Saxena. "**Mathematical Statistics**", New Delhi, Sultan Chand and Company Ltd.,

D. C. Sancheti and V. K. Kapoor, "**Statistics: Theory, Methods and Applications**", New Delhi:

Sultan Chand and Sons.,

D.N. Elhance, VeenaElhance and B. M. Aggrawal, "**Fundamentals of Statistics**", Allahabad: KitabMahal

MBA 106: Business Communication

Objectives:

The major objective of this course is to develop communication skills in business communication. The course will acquaint the students with communication, the basic concepts and techniques of business communication.

Unit I:

Business Communication: Meaning, its concepts & objectives, Principles of effective communication (7 Cs), Media for communication (covering written, oral, face-to-face, audio-visual, computer aided, silence), model of communication process. Types of communication: Formal (upward, downward, horizontal, diagonal), Informal (grapevine, consensus), Ethics in communication. Communication in global scenario.

Unit II:

Barriers to communication: Faulty medium, physical barriers, semantic barriers, socio-psychological barriers, different comprehension of reality. Non-verbal communication: Kinesics, paralanguage, art factual communication, proxemics, Chronemics, silent communication

Unit III:

Business letters: Need, kinds of business letters, essentials of effective business letter, business letter styles (full block, semi-block, hanging indentation, special letter form), business enquiries and reply, purchase orders, complaints, payment collection letters, circular letters, sales letters, correspondence with banks, memos, office orders, circulars, application letters.

Unit IV:

Report writing: Definition, classification of business reports, essentials of a good report, steps of preparation of report, organization of report, tables, Visual illustrations (bar chart, pie chart, line chart, pictogram), reports by individual, committees, agenda and minutes of business meetings, limitations of report writing. Interviews: Its types & preparation.

Unit V:

Corporate communication: Press releases, speeches, negotiating & bargaining, business presentations, conferences (corporate, press). Means of communication: Telephone, fax, telex, email, voice mail, answering machine, teleconferencing, SMS, MMS, posters.

Case studies based on above-mentioned curriculum

Suggested Readings:

Basic Reading:

1. Robert L. Shurter and J Peter Williamson, Written Communication in Business
2. Heta A Murphy and Charles E Peck, Effective Business Communication
3. William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
4. C. C. Parkhurst, English for Business
5. Robert D Hay and P V Lesakar, Business Report Writing
6. Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11th ed.
7. Lesikar, Raymond V. and Pettit, John D., Jr., Business communication Theory and application, A.I.T.B.S., 2003, 6th ed.
8. Additional reading:
9. Taylor, Shirley, Communication for business A practical approach, Pearson Education, Ltd., New Delhi, 2007, 4th ed.
10. Raman, Meenakshi and Singh, Prakash, Business communication, Oxford University Press, 2008.

Reference book:

11. Bahl, Sushil, Business communication today, Response books, New Delhi, 1996.

MBA 107: Organizational Behaviour

Objective:

The objective is to help student comprehend, perceive and understand group dynamics & behavioural aspects in an organization. Develop decision making skills through case discussions.

Unit I:

Introduction to OB: Definition, Organization theories, behavioural & contingency approach, Contemporary challenges and opportunities for OB, Developing an OB model. International dimensions of OB. Managing across cultures.

Unit II:

Understanding and managing individual behaviour: Individual differences and work behaviour.

Leadership: Meaning, leadership vs. management, theories (Trait, behavioural, contingency), styles, skills.

Personality: Concept, theories, determinants, self growth and inter-personal effectiveness, the Johari Window model, transactional analysis, ego states, life positions, transactions.

Perception: Definition & process, factors influencing perception, perceptual defects.

Learning: meaning, concept, theories, principles and behavioural implications.

Motivation: Meaning, types, Process and Content theories

Unit III:

Group behaviour: Definition, classification of groups, group development models, reasons of formation, group decision making, group cohesiveness, group conflict and resolution strategies.

Team building: Team vs. group, types of teams, techniques of building effective teams, contemporary issues in team management.

Unit IV

The organisation in relation to its environment, Power and politics: meaning and basis of power, power tactics, political strategies for attaining power in organizations, organization culture, nature, creating and maintaining a culture.

Politics: Definition, factors contributing to political behaviour, employee responses to organizational politics, Impression management techniques.

Unit V

Organizational dynamics: Organizational change, types, resistance to change, techniques of overcoming resistance to change, Lewin's model, steps of implementing change process.

Stress management: Meaning, causes, effects of stress, stress coping strategies.

Case studies based on above-mentioned curriculum

Recommended Readings:

Basic reading:

1. Robbins, Stephen P., Organizational behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 2003, 10th ed.
2. Luthans, Fred, Organizational behavior, Irwin McGraw-Hill International edition, 8th ed.

Additional reading:

1. Mehta, Anil and Chouhan, Bhumija, Organizational behaviour, Ramesh Book Depot, Jaipur, 2010-11, MBA edition.

Reference book:

1. Greenberg, Jerald and Baron, Robert A., Behavior in Organizations, Prentice-Hall of India Private Ltd., New Delhi, 2003, 8th ed.

MBA 108: Entrepreneurship

Objective:

The course aims at equipping the students with the basic understanding of the entrepreneurship function, along with the skill sets and knowledge required to establish and run an enterprise successfully.

Unit I:

Entrepreneurship conceptual aspects: Entrepreneurship and economic development, role of entrepreneurs, theories and concepts, barriers to entrepreneurship, entrepreneurs, managers and intrapreneurs.

Unit II:

Entrepreneurial process & entrepreneurship development: Entrepreneurial competencies, traits, characteristics, motives, attitudes, achievement orientation, self-assessment.

Unit III:

Preparing for an entrepreneurial career: Deciding for entrepreneurial career, identification and selection of business opportunities, market assessment, technology search, production capacity, assessment of infrastructure requirements and other resources, business plan and its importance.

Unit IV:

Institutional infrastructure to promote entrepreneurship: Overview, roles, schemes of promotional, financial, regulatory and other support system institutions.

Unit V:

Emerging trends in Entrepreneurship: Technopreneurship, netpreneurs, agripreneurs, Women entrepreneurship, Portfolio entrepreneurship, Franchising.

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Zimmerer, T. H., Scarborough, N. M., Wilson D., Essentials of Entrepreneurship and Small Business Management, PHI Learning Private Limited, New Delhi, 2009, 5th ed.
2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, Tata McGraw Hill, 7th ed, ISBN: 9780071259521
3. Jeffrey Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8th Edition, ISBN: 9780071276320
4. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
5. Desai Vasant, The Dynamic of entrepreneurial development and management, Himalaya Publishing house (2010).
6. Murthy CBS, Entrepreneurship Development, Himalaya Publishing house (2009)
7. Taneja Satish, Entrepreneurship Development, Himalaya Publishing house (2009)
8. Gupta CB, Srinivasan NP, Entrepreneurship Development in India, Text & Cases, Sultan Chand & Sons.
9. Hisrich Robert D and Peters Michael P, Entrepreneurship, Tata McGraw Hill
10. Dollinger Marc J, Entrepreneurship-Strategy & Resource, Pearson

a) Additional reading:

1. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
2. Roy Rajeev, Entrepreneurship, Oxford University Press, 2008, 1st Edition
3. Lall, M., Sahai, S., Entrepreneurship, Excel Books, 2nd ed.
4. Mullins, J. W., The New Business Road Test, Pearson Power, 2007, 1st Edition
5. Bansal Rashmi, Stay Hungry Stay Follish, JAM Venture Publishing Pvt Ltd., Mumbai
6. Guy Kawasaki, The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything

MBA 201: Marketing Management

Objective:

Marketing is no longer a company department charged with a limited number of tasks- it is a company wide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.

Unit I:

Marketing concepts: Definition, Marketing vs. Selling, Marketing concepts and types, Marketing management, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts, Marketing planning, organization and control.

Unit II:

Product: Definition, classification, product line-concepts and decisions, differentiation, standardization vs. adaptation, new product development process, Product Life Cycle, Packaging, labeling, tags, quality standards.

Product portfolio decisions: Product portfolio matrices (BCG, GE)

Unit III:

Pricing: Meaning, pricing objectives, process, methods, price adaptation (geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing)

Unit IV:

Physical distribution: Definition, Channels, functions, levels of distribution channels, channel-management decisions, Vertical, Horizontal and Multi-channel marketing systems, Legal and ethical issues in channel relations.

Retailing: Meaning, types, functions of retailers, marketing decisions related to retailers.

Wholesaling: Meaning, types, functions of wholesalers, marketing decisions related to wholesalers.

Unit V :

Promotion : Definition, promotion mix concept ; Advertising: Meaning, advertising objectives, 5-M model ; Sales promotion: Meaning, tools and techniques ; Public relations: Definition, techniques and methods of PR ; Direct marketing: Concept, channels (face to face selling, Direct mail), catalogue marketing, telemarketing, e-marketing, m-commerce ; Personal selling: Meaning, process.

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13th ed.
2. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
3. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi, 2007, 2nd ed.

b) Additional reading:

1. Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13th ed.
2. Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11th ed.

c) Reference book:

1. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2nd ed.
2. Varshney, R.L. and Gupta, S.L., Marketing management Text and Cases An Indian perspective, Sultan Chand & Sons, New Delhi, 2005, 3rd ed.

MBA 202: Human Resource Management

Objectives:

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

Unit I:

Introduction to HRM: Meaning, objectives, need, HRM vs. Personnel management, Roles of HR manager, Principles of effective HRM, Challenges for HR managers, HRM environment in India, Current trends and changing environment in India.

Strategic HRM: Definition, Traditional vs. Strategic HRM

Unit II:

Recruitment & selection: Meaning, Job analysis (Job description & Job specification)

Recruitment: Sources, methods and techniques of recruitment and selection, Placement.

Unit III:

Training & Development: Meaning, need & assessment of training needs, advantages, types of training, principles of effective training, process, training evaluation.

Performance appraisal: Meaning, objectives, principles, process and limitations, 360 degree performance appraisal.

Unit IV:

Employee compensation: Definition of wage & salary, components of remuneration, methods of wage payment and compensation, process of determination of compensation, incentive wage plans, and essentials of sound wage plans.

Unit-V:

Industrial relations: Trade Unions, Need & importance of sound Union–management relations, measure to improve union-management relations, hindering factors in union-management relations.

Industrial conflict: Meaning, causes, machinery for settlement of industrial disputes.

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Gupta, C.B., Human resource management, Sultan Chand & Sons, New Delhi, 2005, 6th ed.
2. Aswathappa, K., Human resource and personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2002, 3rd ed.
3. Dessler, Gary, Human resource management, Pearson Education, Delhi, 2005, 9th ed.

b) Additional reading:

1. DeCenzo, David A. and Robbins, Stephen P., Personnel/Human resource management, Prentice-Hall of India Pvt. Ltd., New Delhi, 1995.
2. Sudha, G.S., Human Resource Management, Ramesh Book Depot, Jaipur, 2009, MBA ed.
3. Ivancevich, John M., Human Resource Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008, 10th ed.

c) Reference books:

1. Monappa, Arun and Saiyadain, Mirza S., Personnel management, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 1998, 2nd ed.
2. Rao, P. Subba, Essentials of human resource management and industrial relations Text Cases and Games, Himalaya Publishing House, Mumbai, 2005.

MBA 203: Financial management

Objective:

The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.

Unit I:

Introduction: Concept, scope, classification of finance function, objectives of financial management, profit maximization vs. wealth maximization, financial modeling-Concepts, scope and limitations.

Unit II:

Sources of finance: Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring. Long term sources- Shares, Debentures/Bonds, Leasing, Hire-purchase, Venture capital, emerging financial instruments. Emerging short-term and long term financial instruments.

Unit III:

Financing decisions: Cost of capital, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted average cost of capital. Leverage, Trading on equity, factors affecting trading on equity, merits and limitations, operating leverage, financial leverage and combined leverage.

Capital structure: Concepts and determinants of capital structure, Approaches to establish appropriate capital structure-EBIT-EPS, Cost of capital & Valuation, Cash Flow approach.

Unit IV:

Investment decisions: Capital budgeting-Nature, scope, techniques (traditional and discounted cash flow).

Working capital management: Concept of working capital, Factors affecting working capital requirements, Computation of working capital requirements.

Unit V:

Dividend decision: Dividend and its types, Factors influencing dividend decision, Dividend payment-retention decision:

- a. Dividend theories of relevance: Walter's model, Gordon's model
- b. Dividend theories of irrelevance: MM Hypothesis

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9th ed.
2. Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2010.

b) Additional reading:

1. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
2. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007

c) Reference book:

1. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad.

MBA 204: Production & Operations Management

Objective:

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit I:

Production planning and control: Definition, production planning system, functions, Production control and steps.

Production processes: Manufacturing and Service operations, Differences between manufacturing and service operations, Classification of manufacturing processes.

Unit II:

Capacity planning: Short, Intermediate, Long range capacity planning, determinants of effective capacity, capacity planning decisions.

Plant location: Need, effect of location on costs and revenues, location selection procedure, factors affecting selection of location, Location models, Theories of industrial location.

Unit III:

Plant layout: Meaning, objectives, influencing factors, principles, types of layout (Process/Functional/Job shop, Product, Fixed position, Cellular manufacturing, Hybrid layouts)

Quality control: Benefits, Statistical Quality Control, Control charts, Acceptance sampling techniques, Elementary concepts of Total Quality Management (TQM), Business Process Reengineering (BPR), six sigma, 5 'S' Kaizen, Quality Circles, Indian Quality certifications (ISO, ISI, AGMARK, BIS Hallmark)

Unit IV:

Operations management: Definition, manufacturing operations vs. service operations, objectives, types of models in operations management, Financial and economic analysis in operations, Life of the asset.

Unit V:

Materials management: Function, scope, importance of materials management, inventory, types, material requirement planning system.

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5th ed.
2. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2nd ed.

b) Additional reading:

1. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8th ed.

c) Reference book:

1. Gopalakrishnan, P., Purchasing & Materials management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.
2. Datta, A.K., Materials management Procedures, Text and Cases, Prentice-Hall of India Pvt. Ltd., New Delhi, 2007.
3. Schroeder, Roger, Operations management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2009

MBA 205: Information System

Objective:

This course is designed to make the students of management familiar with the basic fundamentals and concept of computer. This paper shall prepare students to learn and acquire necessary computer skills required for day to day office application. The students will also be able to learn to solve business mathematical problems with the aid of computers.

Unit I:

Computer fundamentals: Definition of computer, types of computer systems for individuals (Desktops, Workstations, Notebooks, Tablet PCs, Handheld PCs, Smart phones) and organizations (Network servers, Mainframes, Minicomputers, Supercomputers)

Computer components: Hardware (Processing devices, memory (RAM, ROM), Input-Output devices, External storage devices), Software (System, Application software), Data, Humanware

Unit II:

Working with Windows: Desktop, anatomy of a Window, Menus, Start button, My computers, adjusting desktop properties, application switching, Windows explorer, opening, creating, renaming, deleting, finding, copying, moving files and folders, displaying and setting properties, Handling multimedia files, RUN window, command prompt, Using basic DOS commands (DIR, CD, MD, DEL, COPY)

Unit III:

Mastering MS-Office:

MS Word: Word window anatomy, opening and closing word document, creating a new document, entering, selecting, editing, formatting text, inserting date, saving word document, creating and formatting tables, bullets and numbering. **MS Excel:** Excel window anatomy, values vs. text concept, Entering & editing cell entries (text, numbers), inserting, deleting, copying, moving cells, rows, columns, text alignment, using autofill function, cell referencing, basic formula (SUM, COUNT, AVERAGE, MAX, MIN, PRODUCT, Subtract, divide), creating excel charts. **MS PowerPoint:** Auto content wizard, Using blank presentations, Selecting slide layouts, Formatting slides and text, Adding objects (pictures, sound & video clip, tables from word), graphical bullets, formatting slide header & footer, adding animations, drawing charts, preparing handouts. **MS Access:** Getting started with Access 2007, Using Tables & Queries, Using Forms, Using Reports, Modifying a relational database structure, creating multiple table queries, enhancing forms, analyzing data with reports, Importing and Exporting data, analyzing database design, creating advanced queries, creating advanced reports, managing database objects, creating macros, creating modules and VBA, Managing the database

Unit IV:

Internet: Basic concepts (Internet, World Wide Web, email), connecting to internet, opening a website, surfing internet, using search engines, making email address, sending, receiving and replying to emails, uploading and downloading attachments, Outlook express, managing address book, instant messaging, Video conferencing.

Unit V:

Development of MIS: Definition, role of MIS, need, Organizational pyramid & information concepts, general model of MIS, developing MIS plan, MIS plan contents, Ascertaining class of information, Determining information need, Implementation, MIS quality control, Factors contributing to success and failure of MIS.

Case studies based on above-mentioned curriculum

Suggested Readings:

Basic reading:

1. Courter, Gini and Marquis, Annette, Mastering Microsoft Office 2000 professional edition, BPB Publications, New Delhi, 2002.
2. Norton, Peter, Introduction to Computers, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2006, 6th ed.
3. Jawadkar, Waman S., Management Information Systems Text & Cases A digital-firm perspective, Tata McGraw-Hill Education Pvt. Ltd., New Delhi, 4th ed.

Additional reading:

1. Freeze, Jill T., Teach yourself Computer basics in 24 hours, Techmedia, New Delhi, 2nd ed.
2. PC Complete, BPB Publications, New Delhi, 2002, 2nd ed.

Reference books:

1. Sinha, P. K., Computer fundamentals Concepts, Systems & Applications, BPB Publications, New Delhi, 2002
2. Kanter, Jerome, Managing with information, Prentice-Hall of India Pvt. Ltd., New Delhi, 2006, 4th ed.
3. Murdick, Robert G., Ross, Joel E. and Claggett, James R., Information systems for Modern Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 3rd ed.

MBA 206: Business & Economic Environment

Objective:

The primary objective of this course is to acquaint the students to the emerging trends in business environment. This will also help them to develop the ability to analyse the competitive business environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

Unit I:

Business Environment: Nature of Business Environment, Environment Scanning, Components of Business Environment, Significance of business environment, Environmental Analysis and forecasting, business and society – Social responsibility of business.

Unit II:

Economic and Political Environment: Economic and Political system, Monetary policy, Fiscal Policy, Economic reforms, Industrial Policy of 1991.

Unit III

Technological Environment: Components of Technology, Technology transfer, Technology and globalization, Competitive advantage and technology.

Unit IV

Demography and Socio-Cultural Environment: Demographic Environment in Business, Socio-Cultural Environment in business.

Unit V

Legal, Financial and International Environment: Globalisation and growth of Multinational Corporations (MNC), Indian Stock Market and SEBI, Competition Bill 2001, Laws relating to Intellectual Property Rights (TRIPS).

Case studies based on above-mentioned curriculum

Recommended Readings:

1. Mittal, Vivek, (2007). Business Environment, New Delhi: Excel Books.
2. Cherunilam, F. (2003). Business Environment – Text & Cases, New Delhi: Himaliya Publishing House.
3. Aswathappa, K. (2001). Essentials of Business Environment, New Delhi: Himaliya Publishing House.
4. Paul Justin, Business Environment

MBA 207: Management of New Venture

Objective:

The goals of this course are to give the student a broad understanding of the field of enterprise creation and to provide an introduction to the important tools and skills necessary to create and grow a successful new venture.

Unit I :

Decision to become an entrepreneur: Business opportunities identification theories & practices; Generation of Ideas; screening of Ideas and Selection; Identifying new Projects; Preparing Project Profiles, Developing the Entrepreneurial Plan, Perspectives about Growth and Emerging Enterprises.

Unit- II:

Preparations for a New Venture: Market and Demand Assessment; Market Research for New Ventures, Financial Preparation for Entrepreneurial Ventures, Developing an Effective Business Plan.

Unit-III

Selection of location, arranging infrastructure facilities, services and other need based resources; Deciding ownership; Licenses/approvals and registration formalities; Rules/regulations /incentives/ subsidies and other assistance; Support systems/ institutional infrastructure in India & abroad (NIMSME, NIESBUD, IIE, EDII, NSIC, MSMEDIs, Babson College etc);

Unit-IV:

Managing Growth, Financing Growth, Developing a Team of Advisors, Attracting and Retaining Employees.

UnitV: Managing Economic, Social and technological environment; Trends, Business cycles, Incentives and Subsidies; Enterprise Sickness & failures.

Case Studies based on above curriculum

Suggested Readings:

1. Zimmerer, T. H., Scarborough, N. M., Wison D., Essentials of Entrepreneurship and Small Business Management, PHI Learning Private Limited, New Delhi, 2009, 5th ed.
2. Jeffry Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8th Edition, ISBN: 9780071276320
3. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
4. Dollinger Marc J, Entrepreneurship-Strategy & Resource, Pearson

5. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
6. Roy Rajeev, Entrepreneurship, Oxford University Press, 2008, 1st Edition
7. Jain, Rajiv. “ Planning a small scale Industry: A Guide to Entrepreneurs”. 1984. S.S. Books, Delhi.
8. Kumar, S. A. “ Entrepreneurship in Small Industry”. 1990. Discovery , New Delhi.
9. Robert Ashton, How to start your own business for entrepreneurs, Pearson Education, Jul 2009, ISBN13: 9780273723585, ISBN10: 0273723588
- 10 Caspian Woods, Brilliant Start-Up, How to set up and run a brilliant business, Pearson Education, Sep 2008.

MBA 208 Operation Research

Objective:

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Unit I:

Decision Theory, Decision making under uncertainty, Criterion of Maximin and minimax, Decision making under risk Bayesian approach, Criterion of Maximum likelihood, Decision Tree-Applications, Decision making in a Competitive Situation-Game Theory, Types of Games, Two person zero sum games, Mixed strategy and Method of solution.

Unit II:

Linear Programming, Problem formulation and graphical methods of solution, Simplex method, Elementary ideas about duality, Sensitivity Analysis, Integer Programming and Goal Programming.

Unit III:

Transportation Model, North West Corner Rule, Stepping Stone Method, VAM, MODI, Application of Transportation Model, Assignment Models, Transshipment and Routing Problems

Unit IV:

Waiting line, Characteristics, Arrival process, Structure and service process, Single and multiple channel models, Optimum number of channels, Cost analysis and business application of waiting lines

Unit V:

PERT & CPM, Network construction and analysis, Critical path, Time-cost trade off, Crash activity analysis, Planning and scheduling, Project costs, Controlling project costs, Simulation for business, Monte Carlo method and application of simulation in business situations.

Case studies based on above-mentioned curriculum

Suggested Readings:

1. Anderson, Sweeney and Williams, An Introduction to Management Science
2. Vohra, N.D. Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill
3. Taha, H.A., An introduction to Operation Management
4. Tulsian and Pandey, Quantitative Techniques, Pearson Education
5. Sharma J. K., Operations Research

About Programme

MBA Programme

Course Structure Semester III & IV

Third Semester

Note: Total number of credits is 24; 12 credits for compulsory papers and 12 credits for elective papers from any one of the elective groups offered by the Department.

Compulsory Papers

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EoS
1.	MBA 301	Strategic Management	PC	3	3	0	0	3	0	50	50
2.	MBA 302	International Business	PC	3	3	0	0	3	0	50	50
3.	MBA 303	Managerial Econometrics	PC	3	3	0	0	3	0	50	50
4	MBA 304	Summer Internship	PC	3	0	0	3	0	3	0	50* 50**
		Total		12							

Note:

* 50 marks for Summer Internship Report, assessment by the Department (by constituting a panel of examiners including internal & external examiners).

** 50 marks for viva voce to be awarded by internal & external examiners.

Elective Group-1: Marketing											
6.	MBAM 305	Marketing of Services	PE	3	3	0	0	3	0	50	50
7.	MBAM 306	Sales & Distribution Management	PE	3	3	0	0	3	0	50	50
8.	MBAM 307	Integrated Marketing Communication	PE	3	3	0	0	3	0	50	50
9.	MBAM 308	Marketing Models	PE	3	3	0	0	3	0	50	50
		Total		12							

Elective Group-2: Finance											
6.	MBAF 305	Management of Financial Services	PE	3	3	0	0	3	0	50	50
7.	MBAF 306	Security Analysis and Portfolio Management	PE	3	3	0	0	3	0	50	50
8.	MBAF 307	International Financial Management	PE	3	3	0	0	3	0	50	50
9.	MBAF 308	Financial Institutions & Markets	PE	3	3	0	0	3	0	50	50
		Total		12							

Elective Group-3: HRM											
6.	MBAH 305	Human Resource Planning & Development	PE	3	3	0	0	3	0	50	50
7.	MBAH 306	Strategic HRM	PE	3	3	0	0	3	0	50	50
8.	MBAH 307	Industrial Relations and Labour Law	PE	3	3	0	0	3	0	50	50
9.	MBAH 308	Compensation Management	PE	3	3	0	0	3	0	50	50
		Total		12							

Fourth Semester

Note: Total number of credits is 24; 12 credits for compulsory papers and 12 credits for elective papers from any one of the elective group opted by the student in third semester.

Compulsory Papers

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EoS
1.	MBA 401	Business Laws	PC	3	3	0	0	3	0	50	50
2.	MBA 402	Business Ethics	PC	3	3	0	0	3	0	50	50
3.	MBA 403	Business Forecasting & Planning Techniques	PC	3	3	0	0	3	0	50	50
5.	MBA 404	MBA Project	PC	3	0	0	3	0	3	0	50* 50**
Total				12							

Note:

* 50 marks for Dissertation, assessment by the Department (by constituting a panel of examiners including internal & external examiners).

** 50 marks for viva voce to be awarded by internal & external examiners.

Elective Group-1: Marketing											
6.	MBAM 405	Retail Management	PE	3	3	0	0	3	0	50	50
7.	MBAM 406	Consumer Behaviour	PE	3	3	0	0	3	0	50	50
8.	MBAM 407	Product and Brand Management	PE	3	3	0	0	3	0	50	50
9.	MBAM 408	Global Marketing	PE	3	3	0	0	3	0	50	50
		Total		12							

Elective Group-2: Finance											
6.	MBAF 405	Corporate Tax Planning	PE	3	3	0	0	3	0	50	50
7.	MBAF 406	Financial Engineering	PE	3	3	0	0	3	0	50	50
8.	MBAF 407	Financial Econometrics	PE	3	3	0	0	3	0	50	50
9.	MBAF 408	Strategic Financial Management	PE	3	3	0	0	3	0	50	50
		Total		12							

Elective Group-3: HRM											
6.	MBAH 405	Conflict Management	PE	3	3	0	0	3	0	50	50
7.	MBAH 406	Organisation Development	PE	3	3	0	0	3	0	50	50
8.	MBAH 407	Psychometrics	PE	3	3	0	0	3	0	50	50
9.	MBAH 408	Global HRM	PE	3	3	0	0	3	0	50	50
		Total		12							

Note:

50% (internal assessment) will consist of:

- 1. Classroom participation**
- 2. Group discussion**
- 3. Class test/quiz performance**
- 4. Surprise test performance**
- 5. Submission of assignment /presentation (inclusive of timely submission and quality)**
- 6. Attendance etc.**

L: Lecture T: tutorial

P: Practical IA: Internal Assessment

Eos: End of Semester PC: Paper Compulsory

PE: Paper Elective

Detailed Syllabus

MBA-301: Strategic Management

Objective:

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

Unit I:

Business policy: Nature, Objectives and importance of business policy.

Strategic management: Strategic decision making; Approaches & Process of strategic decision making.

Unit II:

Strategy formulation: Company's vision, mission, objectives & goals; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain and competitive advantage.

Unit III:

Strategic Analysis: SWOT Analysis, BCG Matrix, GE- Nine Cell, Industry Analysis, Experience Curve, Impact Matrix.

Unit-IV:

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioural and Functional implementation.

Unit-V:

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

Case Studies based on above curriculum

Suggested Readings

1. Jauch & Glueck, Business Policy and Strategic Management
2. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
3. Michael Porter, Competitive Advantage of Nations.
4. Azhar Kazmi, Business Policy and Strategic Management
5. Kenneth, A. Andrews, Concepts of corporate Strategy
6. Melvin J. Stanford, Management Policy
7. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

MBA 302: International Business

Objective:

With globalization markets are inching towards a global market rather than domestic market. This paper aims to expose the students to the international business environment and decision areas required to operate successfully in international businesses.

Unit I:

Concepts: Definition, importance, difference between International trade and International business, Major components of International business.

Unit II:

Multinational Corporations:

Concept of Multinational Corporations (MNCs) and Transnational corporations, functions of MNCs, Role of MNCs in the process of development of the country.

Unit III:

International Financial management: MNCs financial management, International financial system, Concept of Risks and rewards.

Unit IV:

International cash management: International cash management components, receivable and non-receivables, capital budgeting.

Unit V:

Global institutions: Role of financial and economic institutions, IMF, IFC, IDA, IBRD, WTO, UNCTAD

Case studies based on above-mentioned curriculum

Recommended reading:

b) Basic reading:

1. Cherunilam, Francis, International business Text and Cases, Prentice-Hall of India, New Delhi, 2007, 4th ed.
2. Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2008.

b) Additional reading:

1. Paul, Justin, International business, Prentice-Hall of India Pvt. Ltd., New Delhi, 2008.

c) Reference book:

1. P. Subba Rao, International business Text and Cases, Himalaya Publishing House, Mumbai, 2008, 2nd ed.

MBA 303: Managerial Econometrics

Objective:

The objective of this paper is to understand the different economics and mathematical tool that are applied to business problems to find their solutions.

Unit I:

Introduction. The Nature of Stochastic Regression Analysis. Two-Variable Regression: Basic Ideas, Estimation, Hypothesis Testing. Application in Business Modelling and Forecasting.

Unit II:

Extensions of the Two: Variable Linear Regression Model: Business Applications. Multiple Regression Analysis: Estimation, Inference and Application in Business Modelling and Forecasting.

Unit III:

Dummy Variable Regression Models. Elements of Multicollinearity, Autocorrelation and Heteroscedasticity useful in business modelling.

Unit IV:

Qualitative Response Regression Models: Applications in Business. Panel Data Regression Models: Applications in Business.

Unit V:

Time Series Econometrics: Basic Concepts, Unit Root Test and Cointegration. ARIMA models, Vector Autoregression (VAR), ARCH and GARCH Models: Applications in Business Modelling and Forecasting.

Non-Linear Regression Models: Applications in Business Modelling and Forecasting.

Books recommended:

1. Koutsoyiannis A. – Theory of Econometrics E L B S/Macmillan, Latest Edition
2. Schmidt P. – Econometrics, Marcel Dekker, N.Y. Latest Edition
3. Maddala, G.S., Econometrics, McGraw Hill, Latest Edition
4. Rao & Miller, Applied Econometrics, Prentice-Hall, Latest Edition
5. Damodar and Gujrati – Basic Econometrics, Tata McGraw-Hill Education, latest Edition

MBA 401: Business Law

Objective:

The course is designed to assist the students in understanding basic laws affecting the operations of a business enterprise.

Unit I:

The Indian Contract Act, 1872: Essentials of a Valid Contract; Void Agreements; Performance of Contracts; Breach of Contract and its Remedies; Indemnity & Guaranty; Bailment & Agency.

Unit II:

The Sale of Goods Act, 1930: Sale & Agreement to Sell, Conditions & Warranties; Transfer of Ownership; Auction sale; Rights of an Unpaid Seller.

Unit III:

The Negotiable Instruments Act, 1881: Nature and Types; Parties of the Negotiable Instruments; Negotiation and Assignment; Crossing of cheque; Holder-in-Due Course; Dishonour and Discharge of a Negotiable Instrument; Arbitration.

Unit IV:

The Companies Act, 1956: Nature and types of Companies. Formation, Memorandum and Articles of Association; Prospectus; Membership; Board of Directors; Board Meetings; Winding up.

Unit V:

Consumer Protection Act : Information Technology Act 2000, Competition Act 2002.

Case Studies based on above curriculum

Suggested Readings :

1. Avtar Singh. Company Law. 11th ed. Lucknow, Eastern, 1996.
2. Khergamwala, JS. The Negotiable Instrument Acts. Bombay, N.M. Tripathi, 1980.
3. Ramaiya, A. Guide to the Companies Act. Nagpur, Wadhwa, 1992.
4. Shah, S M. Lectures on Company Law. Bombay, N.M. Tripathi, 1990.
5. Tuteja, S K Business Law For Managers, New Delhi, Sultan Chand, 1998

MBA 402: Business Ethics

Objective:

The course aims at imparting knowledge of Business Ethics, Indian Ethos & Values and role of Ethics in management Decision Making.

Unit I:

Introduction to business ethics: nature, purpose & principles of ethics; Morals for organizational interest; ethics and conflict of interest; Ethics, culture and values: Importance of culture in organizations;

Unit II:

Indian ethos and value systems: concepts of Dharma; Nishkama karma and Purusharthas; Model of management in the Indian socio political environment; Gandhian approach in management & trusteeship; Work ethos; ethics and social implications of business policy and corporate social responsibility.

Unit III :

Business ethics: Relevance of values in Management; Holistic approach for managers in decision making; Ethical Management: Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers; Communicating ethic; Social and Ethical Audit;

Unit IV:

Corporate Governance Transparency; International Ethical bodies; Ethics in work place; Ethical issues in Marketing, Finance, HRM, Operations, Accounting areas.

Unit V:

Ethical issues in MNCs, Global Ethical Scenario; Ethical issues in Mergers and Acquisitions; Social Obligations in Global Business

Case Studies based on above curriculum

Suggested Readings:

1. Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, Delhi 1995.
2. Boatright, John R, Ethics and the Conduct of Business, Pearson Education, New Delhi 2005.
3. Sathish Modh, Ethical Management: Macmillan.
4. Trevion and Nelson, Managing Business Ethics, John Wiley and Sons, 1995.
5. Mehta, Dayal & Sharma, Busienss Ethics & Ethos, RBD Publication.

MBA 403: Business Forecasting and Planning Techniques

Unit I:

The rise and fall of management theories. Biases and limitations of judgments. Predicting the business future: Myths and Reality.

Unit II :

Identifying Megapatterns: Trends versus Cycles. The Emerging and Long-term future.

Unit III:

Business Firms and managers in the 21st Century. Planning for the future Competitive strategy. Noncompetitive strategies. Creativity. Avoiding or Delaying Failure. Achieving and Sustaining Success. Towards a New Management.

Unit IV:

Fundamentals of Quantitative Forecasting, Criteria of Evaluation. Introduction to Qualitative and Technological forecasting.

Unit V:

Quantitative Methods of Business Forecasting (Time-Series Methods): Averaging, Exponential Smoothing Methods and Box-Jenkins Modelling and Applications in Business.

Marketing Group

MBAM-305 Marketing of Services

Objective:

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

Unit I:

Emergence of Service Economy; Growth of Services in India and abroad; Characteristics of Services with reference to marketing; Challenges in marketing of services; Services Classification.

Unit II:

Marketing Mix framework for Service Organizations; Service Management Trinity: Internal, External and Interactive Marketing.

Unit III:

Service Product Development; Segmentation and service positioning; Advertising; Branding and Packaging of Services; Consumer Behavior in Services.

Unit IV:

Customer Expectation and Perception of Services; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand-Supply Management; Service Failure and Service Recovery.

Unit V:

Marketing in banking & insurance, tourism, transport, healthcare, education and other sectors in India.

Case Studies based on above curriculum

Suggested Readings:

1. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.
2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.
3. Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
4. Shankar, Ravi, Service Marketing, Excel, 2002.
5. Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
6. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.

MBAM-306: Sales & Distribution Management

Objective:

The objective of this paper is to acquaint the students with the concepts which are helpful in organizing and managing sales force as well as enabling them understand the importance and dynamics of a firm's physical distribution functions and logistics.

Unit I:

Nature, Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling;

Unit-II:

Determination of size of sales force; Sales organization; Conducting sales training programs; Designing and Administering Compensation Plan; Motivating and Supervising sales personnel;

Unit-III:

Sales Meetings and Contests, Designing Territories and allocating sales efforts; Sales Quota; Sales evaluation Programme; Sales Budgeting and Control.

Unit-IV:

Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Structure; Channel Conflict and Co-ordination.

Unit-V:

Logistics: Nature, Importance and Scope; Transportation and Physical Distribution: Selection of transportation modes; Routing and scheduling in transportation; Warehousing: Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling.

Case Studies based on above curriculum

Suggested Readings:

1. Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
2. Manning & Reece, Selling Today, Pearson Education Asia, 8th Edition.
3. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
4. Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
5. Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
6. Calvin; Sales Management; Tata McGraw Hill, New Delhi.
7. Futrell, Charles, Sales Management, Thomson Learning, Mumbai.
8. Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
9. Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall,
10. Glaskowsky N.A. Business Logistics, Dryden Press, Ohio.
11. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
12. Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
13. Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall
14. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

MBAM-307: Integrated Marketing Communication

Objective:

The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective communication programs.

UNIT I:

The Role of IMC in Marketing; Evolution and Reasons for Growing Importance of IMC; The Communication or Promotional Mix; The Role of IMC in the Marketing Process [Marketing Strategy and Analysis; The Target Marketing Process; Developing Marketing Planning Programme].

UNIT II:

Objectives, Budgeting and developing Communications for the IMC; Analyzing the Communication Process; DAGMAR Approach in Setting Objectives.

UNIT III:

Creative Strategy Planning and Development; Media Planning and Strategy; Developing, Monitoring and Evaluating the IMC Programme; Measuring the Effectiveness of Promotional Programme.

UNIT IV:

Future Perspectives of IMC; Direct Marketing; Sales Promotion; The Internet and Interactive Media; Personal Selling;

UNIT V:

Evaluating the Social, Ethical, and Economic Aspects of IMC; IMC Ethics & Government Regulations- IMC's Responsibility to Society; Current live Projects on IMC Practices

Case Studies based on above curriculum

Suggested Readings:

1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
2. Arens and Bovee, Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2002.
5. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.
6. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, John & Moriarty Sandra, PHI, 2002.
8. Kenneth E. Clow and Donald Baack (2004); Integrated Advertising, Promotion and Marketing Communications; PHI Ltd., New Delhi.
9. Boree, Thill, Dovee and Wood (1995); Advertising Excellence; International Edition; McGraw-Hill Ltd.

MBAM-308: Marketing Models

Unit I:

Theory and Models in marketing, Consumer behaviour: Fundamentals and nature of Consumer behaviour models. Stages of Consumer Choice. Stochastic models. Process-Oriented Models of Consumer Choice. Consumer behaviour Models for solving management problems.

Unit II:

Organisational Buying Models ; A few selected models,

Price: Concepts, models and setting price in practice.

Product: Concepts and theory of product Strategy. Models for product Design.

Unit III:

Advertising: Effects of Advertising. Objective Setting and Budgeting,. Message and Copy Decisions. Media Selection and Scheduling,

Promotion: concepts. Promotional models (selected),

Unit IV:

Sales Force: basics. Sales Force Models (selected) ,and

Distribution: Basic models

New Product Planning: Types of new Product Situations, Aggregate Diffusion model, and repeat Purchase Model.

Unit V:

Marketing Planning and Strategy Decisions, Decision Support and Implementation.

Text:

Lilen, Kotler and Moorthy(1992), Marketing Models, Prentice Hall India

References: See above Text Book

Relevant International Journals on Marketing.

MBAM-405: Retail Management

Objective:

The course will focus on manufactures, perspective on retailers and understanding of the retail business.

Unit-I:

Retailing: Concept, Definition and Functions; Evolution of Retailing; Unorganized and organized retailing; Trends in Retailing in India and abroad.

Unit-II:

Retailing Mix: Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, Plaza, Mall, Emporium, Bazaar, Stop-Over, Single size Denomination, Kiosk etc.

Unit-III:

Retail Store Location, Design and Layout Decision: Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout. Customer Traffic Flows and Pattern, Creative Display;

Unit-IV:

Merchandise Planning: Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Retail Promotion; Supply Chain Management; Warehousing; Staying Ahead of Competition.

Unit-V:

Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and Other Current and Emerging non-store Formats like e- retailing, Television Home Shopping, Vender Machine Retailing etc. ; Retail Equity; Technology In Retailing; Live projects in Retailing.

Case Studies based on above curriculum

Suggested Readings:

1. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.
2. Levy Michael & Weitz Bartcn W.; Retailing Management; Tata McGraw Hill. New Delhi.
3. Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations: Vikas Publishing House; New Delhi.
4. Duane; Retailing; Thomson Learning; Mumbai
5. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.
6. Diamond. Jay and Gerald Pintel Retailing. Prentice-Hall, NJ, 1996.
7. Morgenstein, Melvin and Harriat Strong in Modem Retailing, Prentice-HaIl, NJ. 1992.

MBAM-406: Consumer Behaviour

Objective:

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 and Marketing Strategy; Environmental factors affecting Consumers; Scope & applications of Consumer Research.

Unit-II:

Demographics, Psychographics & Lifestyle; Influence of Culture, Subculture and social class; Reference Group and Family Influence; Cross-Cultural Consumer Behavior.

Unit-III :

Consumer Motivation, Buying Motives; Information Processing and Consumer Perception; Consumer Learning; Brand Loyalty.

Unit-IV:

Consumer Attitudes & Beliefs: Formation and Change; Influence of Personality and Self; Concept on Buying Behavior; Brand Personality.

Unit-V:

Diffusion of Innovations and Opinion Leadership; Consumer Involvement & Buying Decision Process; Buying Roles; Models of Consumer Behavior.

Case Studies based on above curriculum

Suggested Readings:

1. Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.
2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.
3. Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.
4. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.
5. Loudon & Loudon; Consumer Behavior; TMH; New Delhi
6. Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

Objective:

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

Unit-I:

Product Management: Product Concepts and Classification; Product Mix and Line Decisions; Managing Premium Products.

Unit-II:

Product & Technology Life Cycle; Product Development Process; New Product Launches; Pricing Decision & Strategies

Unit-III :

Concept and importance of Branding; Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity;

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private versus national branding, Handling brand name changes.

Unit-IV:

Brand Positioning and Re-launch: Brand building and communication. Branding in Specific Sectors: Consumer market, Industrial market, Retail, Service, E-branding, Branding for international marketing

Unit-V:

Brand Equity: Sources & Benefits; Designing Marketing Programs to build Brand Equity; Measurement of Brand Equity.

Case Studies based on above curriculum

Suggested Readings:

1. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3rd edition, 2002.
2. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.
3. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.4.
4. Czerniawskd, Richard D. & Michael W. Maloney Creating Brand Loyalty, AMACOM, NY,
5. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.
6. Upshaw, Lyhh B. Building Brand Identity: A Strategy for success in a hostile market place. New York, John, Wiley, 1995.
7. Keller, Kevin Lana. Strategic Brand Management, Prentice Hall, 1998.
8. Sagar, Mahim et al. Brand Management, 2010.

Objective:

The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of global marketing.

Unit-I

Global Marketing: Definition, Nature, Scope and Benefits; Reasons and Motives Underlying Global Trade and Global Business; Domestic Marketing versus Global Marketing

Unit-II

Process of Global Marketing; Global Marketing Environment; Issues in Global Marketing; Basic Modes for Entry;

Unit-III

WTO Framework and Global Marketing; Factors Influencing Global Market Selection and Segmentation Strategies

Unit-IV

Global Marketing Mix; Global Product Mix, Branding, Labeling, Packaging; Global Pricing Policies and Strategies

Unit-V

Global Distribution and Logistics Management; Distribution Channels and Policy. Global Promotional Strategies

Case Studies based on above curriculum

Suggested Readings:

1. Vern Terpestra and Ravi Sarathy: International Marketing: Thomson
2. Simon Majaro: International Marketing
3. John, Fayerweather: International Marketing
4. R. L. Varshney and B. Bhattacharya: International Marketing: Sultan Chand Publications, N. Delhi
5. Sak Onkvisit and John Shaw: International Marketing (analysis and Strategy), PHI, N. Delhi
6. Warren, J. Keegan: Global Marketing Management: Pearson Edu/PHI, New Delhi
7. Phillip R. Cateora: International Marketing: Tata McGraw Hill, New Delhi.

Finance Group

MBAF 305 Management of Financial Services

Objective:

The course aims at making the students understand the role of Financial Services in producing and maximizing value, understanding basic Financial Services and their need and factors determining dynamism in the Financial Services industry.

Unit I:

Financial services and Value production, Value added in Financial Services, Role of Financial Services in Economic Development

Unit II

Merchant Banking : Meaning, Importance & Role in the Indian Financial System, Corporate Counselling, Project Counselling and Appraisal, Loan Syndication. Procedural aspects of public issues, bought out deals, Book Building, Pre-Issue Decision; Post Issue Management and related provisions of Companies Act .

Unit III

Development of Leasing , Hire Purchase and Consumer Credit, Types of Leasing, Legal Framework for Leasing and Hire Purchase Companies, Leasing Vs. Buying- , Securitization , Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

Unit IV

Venture Capital : Financing, Process, benefits, Exit routes, Venture Capital Financing in India, Mutual Funds : types, Organization and Management, Regulations of Mutual Funds

Unit V

Factoring Services: Features, Merits and Demerits, Cost Benefit Analysis, Forfeiting : Features, Merits and Demerits, Credit Rating: Concept of Credit Rating, Types of Credit Rating, Advantages and Disadvantages of Credit Rating, Credit Rating Agencies and Their Methodology and Process, Depository: Concept, Depository participants; Functions of depository system.

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Khan M Y, 1999, Indian Financial System, 2nd Ed., Tata McGraw Hill
2. Chandra, P. 1999, Financial Management: Theory and Practice, 4th Ed., Tata McGraw Hill.
3. Dietrich J Kimball, 1996, Financial Services & Financial Institutions, Value Creation in theory and Practice, 10th Ed., Prentice Hall
4. Pandey, I.M. 1999, Financial Management, 8th Ed., Vikas Publishing House
5. Sriram, K. 1996, Handbook of Leasing, Hire Purchase and Factoring, ICFAI.
6. Bhole L M, 2000, Financial Institutions and Markets: Structure, Growth & Innovations, 3rd Edition, Tata McGraw Hill
7. Regular reading of the Financial & Business Journals, Analyst, Economist is essential.

References

MBAF 306 Security Analysis & Portfolio Management

Objective:

This course aims at providing a clear understanding of the changing domestic and global investment scenario with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.

Unit I:

Process of Investment in Financial Assets, Salient Features & Operations of Stock Exchanges, Changing Scenario of Indian Stock Market, Efficiency of Indian markets.

Unit II:

Risk and Return in the Context of Portfolio, Common Stock Valuation Models, Term Structure of Interest Rates, Macaulay's Duration., Redington 's Immunization.

Unit III:

Fundamental Analysis – Economic, Industry & Company Analysis, , Technical Analysis., Efficient Market Theory

Unit IV

Markowitz's Risk-Return Optimization, Generating the Efficient Frontier, Single-Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit V

Managed Portfolios and Performance Examination - Sharpe's, Treynor's, Jensen's and Fama's Performance Measures, Portfolio Revision - Portfolio Re-balancing, Mutual Funds and their Portfolio Management Schemes.

Case Studies based on above mentioned Curriculum

Suggested Readings :

1. Chandra, P. 2002, Investment Analysis, Tata McGraw Hill
2. Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8th Ed.
3. Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India
4. Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.
5. Sharpe & Alexander, Investments, Prentice Hall of India
6. Francis, J.C. 1987, Investments, McGraw Hill International.
7. Avdhani V.A. 1994, Security Analysis & Portfolio Management, Himalaya
8. Hull, J.C. 1995, Introduction to Futures & Options Markets, Prentice Hall, Eaglewood Cliffs, New Jersey.

MBAF 307 International Financial Management

Objective:

This course offers an understanding of the conceptual framework within which the key financial decisions of multinational firm are analysed.

Unit I:

Multinational Financial Management : Growth and importance of international finance; Types of risk in international finance; Rewards in international finance. Short-term overseas financing sources; International management of cash, accounts receivables and inventory management.

Unit II:

Multinational Investment Decisions : Capital Budgeting for multinational corporations. Cost of capital for foreign investment and designing financial structure.

Unit III:

International Financing : Equity financing, bond financing , bank financing, direct loans. Government and development bank lending. Measurement of political risk, management of political risk, political risk analysis in capital budgeting.

Unit IV:

Portfolio Investment : Benefits of international portfolio investment, spreading risk, international capital asset pricing, international diversification. Corporate taxes, Value Added Tax (VAT), Withholding Taxes duties and tariffs; Branch verses subsidiary taxes; Tax havens.

Unit V:

International Accounting and Reporting : Foreign currency transitions; Multinational transfer pricing and performance measurement; Consolidated financial reporting; International accounting standards.

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill,
5. Levi, Maurice D: International Finance, McGraw- Hill, International Edition.
6. Rodriquefe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.

MBAF 308 Financial Institutions & Markets

Objective:

The aim of the course to familiarize the students with working and management of the financial institutions of today & developing an understanding why they are the way they are, and why they are changing .

Unit I:

Financial institutions and economic development, Types of Money, Process of Capital Formation, Technology of financial systems- Pooling, Netting, Credit substitution & Delegation.

Unit II:

Regulatory Institutions RBI SEBI & IRDA, Understanding Financial Intermediaries, Nature, types, performance, salient features of NBFC , challenges and suggestions,

Unit III:

Evolution and growth of banking system , Commercial, Cooperative & Gramin Banks, Principles of Lending, , Project Appraisal Criteria, Narsimhan Committee Recommendations, Management of NPA , Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets, Asset Liability Management in Commercial Banks, Retail and Wholesale Banking, , Bank assurance, Universal Banking,

Unit IV:

Role of Insurance companies, Operational policies and practices of insurance companies, Life Insurance & general Insurance, New developments in insurance as a sector in the Indian financial system, Mutual Funds & Asset Management Companies.

Unit V:

Role of Financial Markets in Economy, Types of Market, Capital Market- New Issue Market & Stock Exchanges, Derivative Market – product, participants & functions, Commodity Market,

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Chandra, P. 1997, Financial Management: Theory & Practice, Tata McGraw Hill Publishing Company Limited.
2. Grundy, T., Johnson, G and Scholes, K. 1998, Exploring Strategic Financial Management, Prentice Hall Europe.
3. Sadtler, D; Campbell, A. and Koch, R. 1997, Break Up: When Large Companies are More worth Dead than Alive.
4. Stephen H Archer and Charles D'Ambrosio, The Theory of Business Finance, Collar McMillan
5. Micheal Firth and Simon M Keane, Issues in Finance, Heritage
6. Eccles, R. G. and Crane, D. B. 1995, Doing Deals: Investment Banks at Work, McGraw - Hill International.

MBAF 405 Corporate Tax Planning

Objective:

The course aims at making the students understand various tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability.

Unit I:

Basic Concepts: Introduction to Income Tax Act, 1961, Residential Status, Exempted Incomes of Companies. An overview of various provisions of Business & profession & Capital gains – applicable to companies, Overview of Direct Tax Code.

Unit II:

Assessment of Companies: Computation of taxable income, MAT, Set off & carry forward of losses in companies, Deductions from Gross total income applicable to companies.

Unit III :

Other Issues in assessment of companies: Tax planning with reference to new projects/expansions/rehabilitation plans including mergers, amalgamation or de-mergers of companies, Concept of avoidance of double taxation.

Unit IV:

Wealth Tax: An overview of wealth tax provisions to the extent applicable to companies.

Unit V :

Indirect Taxation GST, Service tax, VAT-their computation and filing of returns, impact of annual union budget on tax structure , procedure of filing of company's tax returns.

Case Studies based on above mentioned Curriculum

Suggested Readings :

1. Singhania V.K. & Singhania Kapil, Direct taxes law & practices, Taxmann.
2. Lakhotia, R.N. & Lakhotia, Corporate Tax Planning, Vision books.
3. Singhania, V.K., Student's guide to Income Tax, Taxmann.
4. International dictionary of taxation by Indian Tax Institute, 1st Edition.

MBAF 406 Financial Engineering

Objective:

The objective of the course is to enable the students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms and equip them with innovative tools of financial engineering called derivatives and skills to use them in forming effective strategies to cope with the changing environment and hedge against the financial risks.

Unit I

Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, Conceptual and Physical Tools of Financial Engineering, Effect of Speculation and Arbitrage on Market Efficiency, Derivative Market in India

Unit II

The Futures Markets, Buying and Selling Futures, Devising a Hedging Strategy Using Futures, Stock & Index Futures, Interest Rate Futures, Foreign Currency Futures and Commodity Futures, Value at Risk

Unit III:

Options Markets; Properties of Stock Option Prices; Option Pricing Models – Binomial Model, Black-Scholes; Model, Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies, Cash Settled Options, Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions, Cross-currency Futures and Options.

Unit IV:

Structure of a Swap, Interest Rate Swaps, Currency of Swaps, Commodity Swaps, Other Swaps, Credit Risk, Role of a Swap Dealer.

Unit V

Debt Market Innovations, Exotic Options, Synthetic Instruments, Direct and Cross Hedges, Future Trends and Issues in Financial Engineering.

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Marshall, J. F. and Bansal, V. K. 2006. Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.
2. Edwards, F. R. and Ma, C. W. 1992, Futures and Options, McGraw-Hill International.
3. Rebonato, R. 1996, Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
4. Kolb, R. W. 1997, Understanding Futures Markets, Prentice Hall of India.
5. Hull, J. C. 1999, Introduction to Futures and Options Markets, Prentice Hall of India.
6. Articles from selected journals and magazines.

MBAF 407 Financial Econometrics

Objectives :

The objective of the course is to econometrics application & analysis to various business & financial theories and models.

Unit – I:

Concepts & applications of Econometrics related to Risk and returns, Portfolio risk - measurement and analysis, Capital Asset Pricing Model, Market Equilibrium, , Single-index model, Arbitrage Pricing theory, Market Efficiency.

Unit – II:

Concepts & applications of Econometrics related to Bond valuation, duration, bond immunization, active bond management and passive bond management.

Unit – III:

Concepts & applications of Econometrics related to Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA).

Unit – IV:

Concepts & applications of Econometrics related to derivatives, Forwards, Futures, futures, Options, Swaps.

Unit – V:

Concepts & applications of Econometrics related to capital Market, Primary and Secondary market, Stock exchange, Capital Market Reforms and SEBI, Mutual Funds.

MBAF 408 Strategic Financial Management

Objective:

The course aims at helping overcome traditional distinction between Strategy and Financial Management as two diverse disciplines of management. It is intended to develop an in-depth understanding, among the participants, of how to manage for value by enabling financial management to play a more proactive role in Strategic Management.

Unit I:

Role of Finance and Strategy in Management Process, Management Behaviour and Convergence between Strategic and Financial Analysis

Unit II:

Value Analysis – A Strategic Perspective, Advances in Working Capital Management, Arriving at an Optimal Capital Structure, Impact of Inflation on Financial Decisions, Dividends Decisions – A Strategic Perspective

Unit III:

Rationale for Shareholders' Wealth Maximization, New performance Metrics like Economic Value Added (EVA) and Market value Added (MVA), Various Approaches to Corporate Valuation, Alignment of Interest of Various Stakeholders of a Firm.

Unit IV:

Restructuring- Merger, Acquisition & Divestment, The Search Process, Valuation and Deal Structuring, Accounting and Tax Implications, Strategies for Acquisitions, Resisting takeovers, Post Merger Integration and Learning

Unit V:

Leveraged Buy-outs (LBOs) Restructuring of Sick Enterprises, Due Diligence and certification.

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Chandra, P. 1997, Financial Management: Theory & Practice, Tata McGraw Hill Publishing Company Limited.
2. Jakhotiya, G. P. 2000, Strategic Financial Management, Vikas Publishing House Pvt. Limited.
3. Grundy, T., Johnson, G and Scholes, K. 1998, Exploring Strategic Financial Management, Prentice Hall Europe.
4. Shank, J. K. & Govindarajan, V. 1995, Strategic Cost Management: The New Tool for Competitive Advantage, the Free Press.
5. Pritchett, P; Robinson, D. and Clarkson, R. 1997, After The Merger: The Authoritative Guide for Integration Success, McGraw Hill

6. Sadtler, D; Campbell, A. and Koch, R. 1997, Break Up: When Large Companies are More Worth Dead Than Alive.
7. Geneen, H. and Bowers, B. 1997, The Synergy Myth and other ailments of Business Today, St. Martin Press New York..
8. Weston, Chung & Hoag, 1996, Mergers, Restructuring and Corporate Control, Prentice Hall of India.
9. Stephen H Archer and Charles D'Ambrosio, The Theory of Business Finance, Collar McMillan
10. Micheal Firth and Simon M Keane, Issues in Finance, Heritage

MBAH-305 Human Resource Planning & Development

Objective:

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, in the organizations. It also aims to facilitate an understanding of the concepts, methods and strategies for HRD.

Unit – I:

Concepts and process of human resource planning ; macro level planning; Stock Taking ; Work Force Flow Mapping ; Age and Grade Distribution Mapping.

Unit – II:

Models and techniques of forecasting of manpower demand and supply; Behavioral Factors in Human Resource Planning – Wastage Analysis ; Employee Retention , Redeployment and Exit Strategies

Unit – III:

Human Resource Information System, Career Planning and Development; Performance Management and Performance Appraisal; Human Resource Accounting and Human Resource Audit

Unit – IV:

HRD - Concepts. Goals. Challenges; Quality of Work-Life, HRD Climate and Practices in India, Organizing HRD Function; Developing HRD Strategies.

Unit – V:

HRD Dimensions, TQM and HRD strategies, HRD in Strategic Organization,; HRD for Workers; HRD intervention; HRD Approaches for Coping with Organizational Changes.

Case Studies based on above curriculum

Suggested Readings :

- 1 Arthur, M. Career Theory Handbook. Englewood Cliff, Prentice Hall Inc., 1991.
- 2 Belkaoui, A Rand Belkaoui, J M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood. Quorum Books, 1995.
- 3 Bhattacharya, D.K. Human Resource Planning, Excel Books, 2006
- 4 Dale, B. Total quality and Human Resources: An Executive Guide. Oxford, Blackwell. 1992.
- 5 Greenhaus, J H. Career Management. New York, Dryden, 1987.
- 6 Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi, 1996.
- 7 Dayal, Ishwar, Designing HRD Systems, Concept, New Delhi, 1993.
- 8 Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D. ISTD, New Delhi, 1995.
- 9 Maheshwari, B L. & Sinha, Dharni P. Management of Change Through HRD. Tata McGraw Hill. New Delhi, 1991.
- 10 Pareek, U. etc. Managing Transitions: The HRD Response. Tata McGraw Hill, New Delhi. 1992.

MBAH- 306 Strategic HRM

Objective:

This subject provides an understanding of the contribution to strategies to Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategy, dimension so as to illustrate the concept of competitive advantage applied to human resources. The emphasis will be on the strategic significance of HRM.

Unit I:

Strategy Definition, Key Concepts of Strategy, Formulations of Strategy, Strategic Management, Process of Strategic Management, Investment Perspective of SHRM, Barriers to strategic HRM

Unit II:

Strategic HRM, Aims of SHRM, Traditional HR Vs Strategic HR, Challenges in SHRM, Approaches and models to SHRM , Strategic role of HR, Barriers to Strategic HR.

Unit III:

HR Strategy definition, purpose, types of HR strategies, Content of HR strategies, Formulating HR strategy, Criteria for an Effective HR strategy, Integration of Business with HR Strategies.

Unit IV:

Human Resource Evaluation- An Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluations.

Unit V:

Career Management, Mentoring Relationship, Work-life Balance

Case Studies based on above curriculum

Suggested Readings :

- 1 Mello Jeffrey A., 2001, Strategic Human Resource Management, Thompson Press Publishing.
- 2 Tanuja Agarawala (2007) Strategic Human Resource Management, Thompson Press Publishing.
- 3 Michael Armstrong, Strategic Human Resource Management: Strategy and Action, Kogan Page
- 4 Mahey C and Salman G., 1996, Strategic Human Resource Management, Oxford Blackwell.
- 5 Srinivas R. Kandula, 2002, Strategic Human Resource Development, Prentice Hall of India.
- 6 Beardwell and Holden, 1996, Human Resource Management, London Pitman.
- 7 Gary Dessler, 1997 Human Resource Management, Prentice Hall of India.

MBAH-307 Industrial Relations And Labour Law

Objective:

Organizational efficiency and performance are intricately interlinked with industrial relations. This course inculcates to appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels. Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations.

Unit –I:

Industrial Relations concept; socio- economic scenario and industrial relation; the role of State. Trade Unions their roles and Importance, Registration, Recognition, Functions, Problems & Future of Trade Union.

Unit – II:

Managing trade unions; Trade union and the employee; Discipline and Grievance Management; Collective Bargaining; Bargaining and Negotiating Skills, Employee Engagement: Industrial Democracy and Harmonization of Industrial Relation-; Collective Bargaining. Relations Employee Empowerment and Quality Management; Industrial Relations and Technological Change; Role of ILO

Unit –III:

Factories Act 1948, Workmen’s Compensation Act 1923, E.S.I.C. Act, 1948.

Unit –IV:

Industrial Dispute Act 1947, Trade Unions Act, 1926. Minimum Wages Act, 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965. Payment of Gratuity Act, 1972: Provident Fund Act 1952

Case Studies based on above curriculum

Suggested Readings :

- 1 Niland, J R. etc., The Future of Industrial Relations, Sage, New Delhi. 1994.
- 2 Papola, T S & Rodgers. G. Labour Institutions and Economic Development in India, ILO, Geneva, 1992.
- 3 Ramaswamy, E A. The Strategic Management of industrial Relations, Oxford University Press, New Delhi, 1994.
- 4 Virmani. B R. Participative Management vs. Collective Bargaining. New Delhi. Vision Books, 1988. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Longman. Melbourne, 1987.
- 5 Pylee, M.V. and George Simon; Industrial Relations and Personnel Management; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 6 Davar; R.S; Personnel Management and Industrial Relations; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 7 Manappa Arun; Industrial Relations; Tata Mc Graw Hill Publishing Company Ltd., New Delhi.
- 8 Drivedi; R.S.. Managing Human Resources and Industrial Relations. Galgotia Publishing Company; New Delhi. 2005
- 9 Srivastava; SC; Industrial Relations and Labor Laws; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 10 Venkata Ratnam; C.S; Industrial Relations; Oxford university Press; New Delhi; 2006
- 11 Ghaiye, B R. Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.
- 12 Malhotra, O P. The Law of Industrial Disputes, Vol. 1 and 2. N M Tripathi, Bombay, 1985.

MBAH 308: Compensation Management

Objectives:

The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skill in designing, analyzing and restructuring reward management systems, policies and strategies.

UNIT I:

Conceptual and Theoretical Understanding of Economic Theory Related to Reward Management; Competitive Imperatives: Productivity, Quality, Service, Speed, Learning; Planning for Improve Competitiveness

UNIT II:

Diagnosis and Bench Marking, Obtaining Commitment; Determination of Inter and Intra-Industry Compensation Differentials; Internal and External Equity in Compensation System

UNIT III:

Tools Used in Designing Improving and Implementing Compensation Packages; Compensation Design for Specific Types of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc

UNIT IV:

Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems

UNIT V:

Statutory Provisions Governing Different Components of Reward Systems; Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions.

Suggested Readings

1. Armstrong Michel and Murlis, Helen. Reward Management: A Handbook of Salary Administration London Kegan Paul. 1988.
2. Bergess, Lenard R. Wage and Salary Administration. London, Charles E-Merril, 1984.
3. Capeman, George. Employee Share Owership. New York, Kogan Page. 1991.
4. Hart, Robert A. Economics of Non-Wage Labour Costs. London, George Aller and Unwin .1984
5. Hendorson. Richard I Compensation Management; Rewarding Performance. 6th ed. Englewood Cliff Prentice Hall Inc. 1994.
6. Micton, Rock. Handbook and Wages and Salary Administration. 1984.

MBAH 405 Conflict management

Unit I:

Conflict in Organizations: nature of conflict, levels of conflict. Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Intrapersonal, Interpersonal, Organizational. Constructive and Destructive conflict. Conflict Studies, Models and types of conflict situations.

Unit II:

Management of Conflict : Preventing Interpersonal Conflict and inter group Conflict. Achieving Group - Team work development. Conflict management styles. Approaches & Methods, Skills of Identifying and Analyzing themes of Conflict & Development.

Unit III:

Understanding Conflict & Violence: Structural & Cultural Violence, Major Indian & Non-Indian Approaches, Gandhi and his heritage, Conflict Resolution & Peace Research: Recent Paradigms & Theories. Conflict Management & Conflict Resolution, Analytical Problem Solving Approach, Conflict Transformation, Communication; Inter-personal Mediation, Transforming Inter-group Relationship: Interfaith/Intercultural Dialogue & Ethnic Conflict Management.

Unit IV:

Introduction: class organization, discussion of content; the nature of conflict. “Who are we in conflict?” Perspectives on Conflict, The Nature of Conflict, Goals: Saving Face and Getting What You Want, Power Styles and Tactics, Conflict Assessment, Communication, perception and cognitive biases, Third Party Interventions. Distributive and cooperative negotiations, cooperation and optimization.

Unit V:

The Nature of Negotiations, Strategy and Tactics of Distributive Bargaining, Strategy & Tactics of Integrative Bargaining, Pre-negotiation Essentials, Dealing with Negotiation Breakdowns, Communication in Negotiation, Social Context of Negotiation, Negotiation in Groups, Power in Negotiation, The Social Context of Negotiations, Ethics in negotiation

Readings

The Dynamics of Conflict Resolution: A Practitioner's Guide: by Bernard S. Mayer

The Handbook of Conflict Resolution: Theory and Practice: by Morton Deutsch (Editor), Peter T. Coleman (Editor)

Culture & Conflict Resolution by Kevin Avruch

MBAH-406 Organizational development

Objective:

The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

Unit I:

Organization Change- Need, Types, process , Approaches to problem diagnosis; Factors affecting change- Environmental, Technological, Legal, Political, Social, &, Cultural factors ; Models & techniques involved in Planned changes; Guidelines for Facilitating change.

Unit II:

Nature, basic assumptions, Characteristics & process of Organizational Development, OD Interventions ,The Lab training, The survey research and feedback , The Action Research ,Role of change agent.

Unit III:

Steps in OD, General OD competencies, OD skills, Designing interventions- Interpersonal, Team, Intergroup and System.

Unit IV:

Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making.

Unit VI :

Evaluation of OD, Ethics of OD Professionals, Future of OD

Case Studies based on above curriculum

Suggested Readings:

1. Abad, Ahmad. Etc; Developing Effective Organization; Sri Ram Center for Industrial Relations; New Delhi; 1980.
2. De Nitish; Alternative Designs of Human Organizations; Sage; London; 1988.
3. French, W. H. and Bell; CH. Organisation Development; Prentice Hall of India;New Delhi; 1991.
4. French, W. L. etc; Organization Development Theory; Practice and Research; 3rd ed. Unive Book Stall; New Delhi; 1990.
5. Harvey, D. F. and Brown, D. R.; An Experiential Approach to Organization Development; Prentice Hall Inc.; Jersey; 1990.
6. Huse, F. E. and Cummings, T. G.; Organization Development and Change; 3rd ed; New York; West, 1985.
7. Sinha, Dharani P. etc.; Consultants and Consulting Styles; Vision; New Delhi; 1982.

MBAH- 406 PSYCHOMETRICS

Unit I:

Introduction to Psychometrics, psychometric principles, The “Big Picture” of Psychometric Theory, Psychometrics and the Importance of Psychological Measurement Scaling, Practices relative to conducting high quality quantitative research and evaluation projects, Psychological Attributes.

Unit II:

Individual Differences and Correlations, Test Dimensionality and Factor Analysis, Reliability, Empirical Estimates of Reliability, The importance of Reliability, Validity, Validity: Estimating and Evaluating Convergent and Discriminant Validity Evidence.

Unit III:

Correlational and Experimental psychology, Models of measurement, Variance and Covariance, Correlation and regression, Multiple Correlation and regression, Latent variable models, Classical Test Theory, Item Response Theory, Structural Equation Modeling, Validity + Reliability = SEM

Unit IV:

Test Design and Construction, Test Administration and Scoring, Item Analysis & Norms, Reliability & Validity, Interests, Attitudes and Values, Personality I, Personality II, Psychological Assessment in Applied Settings, Special Abilities, Criticism and Issues, Group Assessment Reports, Response Biases & Test Construction, Judgmental vs. Statistical Prediction, Testing vs. Assessment, Treatment Utility of Assessment, Issues with Computer and Internet Tests, Validity of Self-reports, Peer Reports, and Diagnostic Interviews, Test Bias and Intelligence,

Unit V: Personality Traits: Myth or Reality, Test Bias, Generalizability Theory, Item Response Theory and Rasch Models

MBAH- 407 GLOBAL HRM

Objective:

The objective of this course is to develop a diagnostic and conceptual undertaking of the cultural and related behavioural variables in the Human Resource Management of global organizations.

Unit I:

Human and Cultural variables in Global organizations; Cross Cultural differences and managerial implications; Major Economies and their HRM Practices.

Unit II:

Cross Cultural Management; Structural Evolution of Global organizations; TE Hall Studies of National Culture, Managing Workforce diversity, adjusting to the New Culture.

Unit III:

Cross Cultural Leadership and Decision making; Cross cultural communication and negotiation, Competencies for Global Organization Structure and HRM.

Unit IV:

Human Resource Management in Global Organizations; Selection Source, Selection Criteria for International assignment ; Issues in supply of International Human Resources.

Unit V:

Compensation and appraisal in Global Perspective, MNC and Compensation System; Component and Structure of International Compensation package, Approaches to International Compensation Management.

Case Studies based on above curriculum

Suggested Readings:

1. Adler, N.J.; International Dimensions of Organizational Behaviour; Kent Pub; Boston.; 1991.
2. Bartlett, C. and Ghoshal, S; Transnational Management: Text, Cases and Readings in Cross Border Management; Irwin; Chicago; 1995.
3. Dowling, P.J. etc.; International Dimensions of Human Resource Management; 2nd ed., Wadsworth; California; 1994.
4. Hofstede, G.; Cultures Consequence: International Differences in Work Related Values; 2nd edition; Sage; London; 2001.
5. Marcis, D and Puffer, S.M; Management International: Cases, Exercises and Readings; West Publishing; St. Paul; 1994.
6. Mead, R; International Management: Cross Cultural Dimensions; Blackwell; Cambridge; 1994.
7. Ronen, S; Comparative and Multinational Management; John Wiley; New York;1986.