

**Master of Business Administration
MBA (Regular) Semester Scheme
Detailed Syllabus**

Code No.	Name of Subject
	Semester-I
M- 101	Principles and Practice of Management
M-102	Organizational Behavior
M-103	Quantitative Technique for Management
M-104	Managerial Economics
M-105	Management Accounting-1
M-106	Marketing Management
M-107	Business Environment
M-108	Computer Applications in Management
	Semester-II
M-201	Human Resource Management
M-202	Financial Management
M-203	Management Accounting-2
M-204	Operation & Production Management
M-205	Research Methods in Management
M-206	Information Technology for Management
M-207	Seminar on Contemporary Management Issues
M-208	Comprehensive Viva-voce
	Semester –III
M-301	Summer Training Project Report
M-302	Business Policy & Strategic Management
	Semester –IV
M-401	Business ethics and Ethos
M-402	Project Management
M-403	Business Laws
M-404	Project Study

**List of Optional Groups for MBA (Third & Fourth Semester)
Group A [FINANCE]**

M-303	Investment Management & Security Analysis
M-304	International Financial Management
M-305	Marketing of Financial Services
M-306	Finance for strategic decisions
M-405	Financial Derivatives
M-406	Portfolio Management

Group B [MARKETING]

M-307	Advertising Management
M-308	International Marketing
M-309	Sales & Distribution Management
M-310	Product & Brand Management
M-407	Consumer Behavior & Market Research
M-408	Marketing of Services

Group C [HUMAN RESOURCE MANAGEMENT]

M-311	Training & Development
M-312	Organizational Change and Intervention Strategies
M-313	Human Resource Development: Strategies and Systems
M-314	Human Resource Planning and Development
M-409	Organizational Dynamics
M-410	Performance Management & Retention Strategies

Group D [PRODUCTION AND OPERATION MANAGEMENT]

M-315	Material Management
M-316	Total Quality Management
M-317	Production Planning & Control
M-318	Operations Research
M-411	Logistics Management
M-412	Service Operations Management

Group E [GENERAL MANAGEMENT AND SMALL & MEDIUM ENTERPRISES]

M-319	Business Entrepreneurship
M-320	Public Enterprise Management
M-321	Entrepreneurial Development and New Enterprise Management
M-322	Small Business Environment and Management
M-413	Competitive Strategy
M-414	Corporate Governance

Group F [INFORMATION TECHNOLOGY MANAGEMENT]

M-323	Business Process Re-engineering
M-324	System Analysis and Design
M-325	Strategic Management of Information Technology
M-326	Data Base Management
M-415	Management Support System
M-416	E-Business

Group G [INTERNATIONAL BUSINESS]

M-327	Strategies of Multi National Companies
M-328	International Business Environment
M-329	Strategic International Management
M-330	Export – Import Management
M-417	Intellectual Property Rights
M-418	International Marketing

Group H [TOURISM AND HOTEL MANAGEMENT]

M-331	Introduction to tourism
M-332	Airlines Management
M-333	Management of Travel agency and Tour management
M-334	Legal and regulatory Framework of tourism.
M-419	Hotel Management
M-420	Field study and project report: Event and conference management.

M-101
Principles and Practice of Management

Course/Paper : 101
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course provides the student with an understanding of how the philosophy of management underlies the MBA course taught on the programme. The objective of this paper is to familiarize the student with basic management concepts and behavioral processes in the organisation. The course will be an introduction to the way in which a firm can develop its managerial thinking, mission and strategy. It will enable students to evaluate and analyse a firm's management philosophy, to understand the impact this philosophy has on the organisation and operation of the business.

Section A

Management an Overview, Management Defined, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organisations, Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioral Perspective. Managerial processes, functions, skills and rules in an organisation, social responsibilities of Business.

Fundamentals of Planning - Objectives, Strategies, Policies, Decision making.

Fundamentals of Organising- Nature and purpose, departmentation, Span of Management, Strategic organising design, line and staff authority and decentralization.

Direction-concept, Leadership- Meaning and Importance, transitions in leadership theories, trait theories, behavioral theories, contingency theories, leadership styles and skills, managerial culture and leadership. Coordination.

Control- concept, nature and purpose, control technique, control of overall performance, span of control.

Section-B

Case Study

M-102
ORGANIZATIONAL BEHAVIOUR

Course/Paper : 102
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

Objective:

The paper aims to present the basic concepts of management. The objective is to help student comprehend perceive and understand dynamic nature of groups, Provide on insight into behaviour of individuals in organization and the changing environment of organizations. This is with a view to enable him to develop and adopt effective strategies to influence it. It also aims to help the student develop decision making skills through case discussions.

Section -A

Organizational Behaviour - Definition – assumptions- - significance, - Historical Background - Fundamental concepts of OB, research foundation, trends, impact of globalization, learning organisation and Knowledge management.

Individual Behaviour and Managing diversity: individual behaviour, main reasons impact, trends and layers of diversity; demographic differences, barriers and challenges, competitive advantages, diversity initiatives. Personality Development: meaning, theories of Personality development, managerial consideration for further developing of personality development of employee. Perception –Meaning and definition, Perceptual process, Managerial implications of perception in business situations, schemas, perceptual errors.

Motivation: nature and importance, basic process, need theories of motivation- the concept of needs, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Mc Clelland's Achievement Motivation Theory, Cognitive and behavioral theories- expectancy,. Equity, goal-setting theories.

Communication: Meaning, importance, process, types, effective and efficient communication, barriers in communication.

Group Behaviour: Group formation: formal and informal group, stages of group development, group decision making, group effectiveness and self managed teams.

Conflict and stress management: meaning, process, functional and dysfunctional conflict, conflict handling, nature causes and consequences of stress.

Management of change: concept, Lewin's stages of change, forces of change, resistance to change, and managing planned change.

Section-B

Case Study.

M-103
QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Course/Paper : 103
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

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.

Section-A

Introduction to Quantitative Techniques. Concept Model Building for Business Decisions. Role and Scope Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. Applications of Matrices to value Analysis. Output Model in Matrices. Basic concepts of differentiation. Theories of Extremes.

Linear Programme, Problem formulation and geometric methods of solution. Simplex method. Two phase method, Elementary ideas about duality. Elements of Statistics Probability. Probability Distributions Binomial, Poisson and Normal. Correlation and Regression.

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

Section-B

Cases and Problems.

Note: 50% of the questions will be application oriented.

M-104
MANAGERIAL ECONOMICS

Course/Paper : 104
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

Objective:

With economies becoming increasingly market oriented, it is becoming important for players in the market place to learn to conduct themselves in a manner that will assure them of success. The objective of the course is to provide insights into these aspects. Students of management must be exposed to the time tested tools and techniques of managerial economics to enable them to appreciate their relevance in decision making.

Section-A

Nature and Scope of Managerial Economics, role and Responsibility of a Managerial Economist. The fundamental concepts of Managerial Economics, theory of the firm and the role of profits Theory of Demand- concept, determinants of Demand, Demand Function and econometric techniques. Theory of Supply- concept, determination, analysis, supply function. Elasticity of Demand- concept, measurement. Concept of Consumer's surplus.

Analysis and costs estimation-economic Concept of Cost, Different Types of Cost: Managerial uses of cost Function; Production Function to cost function-long run and short run total cost, Break-even Analysis Make or Buy Decisions.

Market structure and pricing decisions-the competitive and monopoly model, monopolistic competition and oligopoly, pricing of multiple products.

National income-concept and measurement. Business cycles, fiscal policy, Inflation. The new economy-definition and characteristics.

Section-B

Case study.

M-105
MANAGEMENT ACCOUNTING-I

Course/Paper : 105
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of the course is to enable the student to familiarize with the preparation and calculation knowledge of management accounting. The student will be able to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions.

Section -A

Introduction to Management Accounting – Origin, scope, functions and principles. Understanding Indian Corporate Sector. Management Accounting- Understanding basic financial accounting, Preparation of Final Accounts- as a backdrop to management accounting and Cost Accounting. Changing role of management accounting and recent developments. Management accounting and corporate governance.

Financial statement analysis- Ratio analysis- types and calculation. Comparative and common size financial statement.

Analysis of Corporate Performance: Preparation and calculation of Fund Flow and Cash Flow statement as per AS-3.

Basic Cost Concept, Cost sheet Cost-Volume-Profit Analysis, Budgetary Control. Marginal cost and CVP Analysis and Profit planning. Activity based costing,

Section-B

Cases/Problems.

Note: 50% of the Questions will be Numerical/Cases/Inferences based.

M-106
MARKETING MANAGEMENT

Course/Paper : 106
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

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.

Section-A

Understanding Marketing Management-Importance and scope. Marketing strategies and plans-marketing and customer value. Marketing insights-information and scanning the environment, analyzing the macro environment. Rural Marketing: The profile of rural market of India. The main problem area in rural marketing, channel Management in rural markets, marketing communication in Rural Markets, Market Segmentation in rural market.

Consumer Behavior and market segmentation- Targeting and positioning as per the changing pattern of Indian consumers-levels of market segmentation, segmenting consumer markets, market targeting. Product Life Cycle Strategy, New Product Development Strategy.

Management of Marketing Efforts: building brands-dealing with competition, competitive brand strategy. Product Policy and Pricing decision, Channels of distribution.

Managing the Marketing programme-advertisement, sales promotion, direct marketing and personal selling, interactive marketing (E-Marketing) Marketing Research and Information System.

Section-B

Case Study

M-107
BUSINESS ENVIRONMENT

Course/Paper : 107
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

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.

Section-A

Business Environment – Nature, Concept and Significance of Internal environment.

Management of organisational resources for developing effective Internal organisational environment, introducing organisational change when this equilibrium is found.

External Environment-nature and significance - Economic, Socio- Cultural, Political and Technological factors influencing Business Environment - Changing role of Government - Structure of Indian Economy.

Economic environment-types of economic systems, impact of liberalisation and privatization on Indian economy. Critical evaluation of latest economic policies of India, role of Indian business houses in the world. Multinational Corporations - Foreign Collaborations

Political environment- Types of political systems, role of political organisation of India to development of economy.

Social Responsibilities of Business - Business Ethics - Developing Ethical Business Habits - Work Ethos in Indian Perspective - Indian Heritage - Relevance of values in Management

Government of India's Commercial Banking, Exim and Technology policy, Approach to Foreign direct Investment. Government policy regarding small sector enterprises.

Section-B

Case Study.

M-108
COMPUTER APPLICATION IN MANAGEMENT

Course/Paper : 108
MBA Semester-I

Max.Marks : 70
Time : 3 Hrs.

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.

Section-A

Introduction to computers- definition, a simple model of computer, fundamental, technical and commercial classification of computer. Characteristics of computer systems.

Data representation and application- input and output devices, Computer Memory, CPU, Types of Software - Application software, System Software-Operating systems and types. Softwares, Application Software's Languages

Windows and its applications-Windows Operating System. Elements of Desktop, Application Window. Document Window, Special Indicators. File Handling in Windows, Accessories

MS Office and its application-MS Office Fundamentals & Components - MS Word, MS Excel.MS Power Point, MS- Access.

Advantage and Disadvantage of IT Outsourcing, Telecommunication Concepts, Data Transmission and OSI layers, Local Area Network (Ethernet, Token bus, Token ring) Wide Area Network, TCP/IP fundamentals, Internet, Intranet, Extranet, The World-Wide Web.

Data Base Management System-Data Base Management System Objectives of Data Base. Advantages & Disadvantages of DBMS.Hierarchical Model, Network Model, Relational Model. Normalization Process, Advance Technologies in Data Base Technology. Object-Oriented DB, Distributed DB, Client Server Systems

Section-B

Case study.

M-201
HUMAN RESOURCE MANAGEMENT

Course/Paper : 201
MBA Semester-II

Max.Marks : 70
Time : 3 Hrs.

Objective:

To become a successful manager of people, students need to understand behaviour of human resources in various organisational situations. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the human resources of the organization. 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.

Section-A

Human Resource Management-. Introduction and Scope, HRD-Concept, Need, Human Resource Planning-Concept, Process, job design-Concept approaches, job analysis, job description, job specification. Human Resource Procurement-Recruitment. Selection and induction.

Training, Training phases, Need Assessment, Establishment, Establishment of Training objectives, Training method Lecture, case method, Role playing. Business in Basket T- Group, Incident, Syndicate, Evaluation of a training Programme. Performance measurement and reward systems-introduction, performance drivers, leadership and performance, reward management performance appraisals. Discipline. The grievance procedure.

Employee compensation-purpose and importance, components. non monetary rewards, workers participation in Management Employee. Strategic challenges for leadership, career management, SHRM Mergers and acquisitions.

Section-B

Case/Problems.

M-202
FINANCIAL MANAGEMENT

Course/Paper : 202
MBA Semester-II

Max.Marks : 70
Time : 3 Hrs.

Objective:

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

Section-A

Meaning, Importance and Objectives of Financial Management; Time value of money; Conflicts in profit versus value maximization principle; Functions of chief financial officer. Risk and Return- overview of capital market theory, Beta Estimation, CAPM, and APT.

Management of working capital; Cash and Marketable securities management; Treasury management, Receivables management, Inventory management, Financing of working capital.

Investment decisions: Capital budgeting- concept, theory. Cost of capital. Risk analysis in capital budgeting.

Financing decisions: Concepts of operating and financial leverage; Capital structure Theory and Policy; Dividend Policy .Different sources of finance: Asset Based financing- Lease, Hire Purchase and Project Financing. Corporate Restructuring, Merger and Acquisition.

Section-B

Case/Problems

Note: 50% of the question will be numerical.

M-203
MANAGEMENT ACCOUNTING-II

Course/Paper : 203
MBA Semester-II

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of the course is to 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.

Section –A

Management Accounting-Introduction. Basic cost terms and concepts. Managerial implications of job order costing, process costing- simple process, process accounting of normal and abnormal wastage, Process Stock Accounting and inter process accounting.. cost-volume-profit analysis. Cost reduction system-kaizen costing system, ABC, Life cycle costing. Pricing decision. Standard cost and variance analysis.

Budgeting and budgetary control-Types of budget- Flexible, cash, sales, production budget, master budget. Managerial implication of budget, performance budgeting, ZBB.

Inferences from published financial statements-Ratio, cash flow and funds flow.

Emerging issues in Management Accounting-Human Resources Accounting, EVA, Internal Reconstruction and Amalgamation – concept, elementary accounting and interpretation.

Section –B

Cases/Problems.

Note: 60% of the Questions will be Numerical/Cases/Inferences based.

M-204
OPERATIONS AND PRODUCTION MANAGEMENT

Course/Paper : 204
MBA Semester-II

Max.Marks : 70
Time : 3 Hrs.

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 thought layout engineering and quality management etc; Effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organisations.

Section-A

Operation Management-Introduction. Operation Research and operation strategy, forecasting demand and Linear regression, transportation and assignment problems, allocation of resources.

Nature and Scope of Production Management- process planning and design Facility Location; Types Manufacturing Systems & Layouts; Layout Planning and Analysis Material Handling-Principals-Equipments, Line Balancing-Problems Operations decisions-Production Planning and Control -In Mass Production in Batch/Job Order Manufacturing.

Capacity Planning -Models, Process Planning-Aggregate Planning-Scheduling Maintenance Management Concepts-Work Study, Method Study, Work Measurement, Work Sampling Work Environment-Industrial Safety; Computer aided Manufacturing (CAM), Artificial Intelligence & expert systems.

Material Management -an Overview, production control, storage and retrieval System. Inventory Control- JIT .Network Techniques-Simulation

Concept of total Quality (TQ). International Quality Certification and other standards and their applicability in design manufacturing Humanistic and Marketing Aspects of TQ. Total Quality of services. Total Quality and safety. ERP and Business process engineering maintenance Management, project management-PERT & CPM.

Section-B

Case study.

M-205
RESEARCH METHODS IN MANAGEMENT

Course/Paper : 204
MBA Semester-II

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of the course is to enable the students, in developing the most appropriate methodology for their research studies and to make familiar with the art of using different research methods and techniques.

To understand the concept and process of Business research in business environment. To know the use of tools and techniques for exploratory, conclusive and causal research. To understand the concept of measurement in empirical systems & its validity and reliability. To use statistical techniques for analysis of research data. To realize the applications of Business research.

Section –A

Concept of Scientific Enquiry - Formulation of Research Problem Hypothesis Building Characteristic and Testing, Review of Literature, Research Design-Exploratory, Descriptive and Experimental research Design. Qualitative Research Design. Data Collection -Sources, Constructing a questionnaire. The Interview, Observation and Survey. Sampling Decisions, Probability and Sampling.

Parametric and Nonparametric test, level of Significance, using software for analysis Grouping and displaying data to convey meaning: Tables and Graphs, measures of Central tendency and dispersion in frequency distributions, Probability distributions, and Testing hypotheses

One sample test and two sample tests, chi-square and analysis of variance, Simple regression and correlation, Non-Parametric methods - the sign test for paired data, the rank sums test. The mann-whitney U test, the one sample Runs test, rank correlation.

Attitude Measurement- Motivational Research, Focus Group; Scaling Techniques- Socio Metric and Rating Scale, Scalograms, Internal Consistency Scales. Report Writing Organization Presentation, Bibliography and References.

Section-B

Cases and Problems.

M-206
INFORMATION TECHNOLOGY FOR MANAGEMENT

Course/Paper : 206
MBA Semester-II

Max.Marks : 70
Time : 3 Hrs.

Objective:

The course is an introduction of computer architecture, networks and software tools. This will help students to understand the role of information systems and technology with current business and management application.

Section-A

Information & System Concepts-Introduction --Concepts, Classification of Information, Methods of Data & Information Collection, Value of Information, Organization and Information, System: A Definition. Types of Systems, System Decomposition, Integration of Sub Systems, Elements of a System, Human as an Information Processing System. International Business and IT.

Management Information System-MIS: Definition, Nature & Scope, MIS Characteristics, Functions, Structure of MIS, Role of MIS, MIS as a Control System, Process of Management, Application of MIS, ERP & IT's Benefits.

Internet-Introduction to Internet, Why We Need Internet, Internet Tools & Services, www, Internet in India, Security, Web Browser, Future of Internet,E-Comm. an Introduction, E-Business Fundamentals.

New Information Technology: Interconnection and networking, Multimedia, Neural Networks, Artificial Intelligence, Executive Information System, Decision Support System (DSS) and Expert Systems.

Issues for Senior Management: Management Control, Management Issues, Security Issues: Viruses, Worms and other creatures, I T issues for Management, Management in a Technological Environment, the changing world of Information.

Section-B

Case Study.

M-207
SEMINAR ON CONTEMPORARY MANAGEMENT ISSUES

Course/Paper : 207
MBA Semester-II

Max.Marks : 100

M-207 is on Seminar on Contemporary Management issues. Here the faculty members will assign contemporary issues concerning with Indian Corporate sector like, merger & acquisition, current economic issues, global interface, stock market developments, new HR initiatives, recent trends in marketing trends etc, to the students. The student will prepare seminar under guidance of faculty members to be allotted by the director/ Principal of the institute. There will be no internal assessment. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.

M-208
COMPREHENSIVE VIVA-VOCE

Course/Paper : 208
MBA Semester-II

Max.Marks : 100

The performance e of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1st and semester 2nd . There will be no internal assessment. The student will make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.

M-301
SUMMER TRAINING PROJECT

Course/Paper : 301
MBA Semester-III

Max.Marks: 100.

The summer training project report will be evaluated on internal and external basis. Evaluation and presentation of the report will be done by internal and external examiners. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) The assessment of the report and its presentation will be jointly done by the internal and external examiner.

M-302
BUSINESS POLICY AND STRATEGIC MANAGEMENT

Course/Paper : 302
MBA Semester-III

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of the course to equip the students with analytical tools for Cracking case studies by scanning the business environment and coming to a decision. The students will benefit by acquiring new ways and means of developing strategic decision making skills.

Section-A

Business policy-evolution of the concept. Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance.

Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process

Establishing company direction-developing strategic vision, setting objectives and crafting a strategy-Internal & External Environment, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.

Industry and competitive analysis, strategy and competitive advantage, Principles of Competitive Advantage-Identifying Value Activities, Competitive Scope and the Value Chain, the Value Chain and Generic Strategies, Mergers & Acquisitions Strategies.

Strategy Implementation-Operationalising & Structure of strategy, Resource Management and Control, Ethics, Public Values & Social Responsibility

Challenges in the New Millennium-Managing change, Effects of Power & Politics on Strategic Changes, Global Competitiveness in the New Millennium

Section-B

Case Study.

M-401
BUSINESS ETHICS AND ETHOS

Course/Paper : 401
MBA Semester-IV

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course aims at helping students think about some of the important ethical Implications of the day-to-day happenings and practices of Indian industry and business. It is designed to stimulate discussion and debate rather than to formulate principles, and to raise further questions rather than to dictate answers. The following objectives are underlined: To improve ethical reasoning by correlating moral concepts to business practices - clarification of the values that determine managerial behaviour. To sensitize the fundamental human values in analysing social problems and appraising global issues. To recognise the variables in most ethically complex business situations through an understanding of the more subtle criteria for making sound decisions.

Section- A

The Concept: The dream of an Indian Style of Management, Abiding Values is Universal, Intuition Vs Reason, Human Values and Economic Prosperity: Reconciliation via Indian Insight. Individualistic: Rational Brain Vs Holistic-Spiritual Brain. Total Quality Mind for Total Quality Management: The Imperative of Human Values.

Group Ethics- Ethical Attitudes of Indian Managers, Managers Facing Unethical Management, Discussion: Group-think and Unethical Behaviour.

Marketing Ethics- Discussion: Bluffing in Indian Marketing Practices, Ethical Issues in Advertisements. Ethics in Finance: Ethics in Tax Planning and Financial Statements. Discussion: Speculation and Insider Trading

Ethics & the Organisation :Unity : The Basis of Ethics, Science & Ethics, Technology & Ethics, Subjective Ethics in an Objective Age, Business Ethics, Normative Ethics, Managing Ethics, Cooperative Ethics, Indianism and Indian Management, Indian Ethos for Management. Relevance of Gita to Modern Management.

Section -B

Case study

Cases: Ethical Dilemmas, a Tryst with Truth, an Island of Excellence, Creating Awareness about our Culture, the Overtime Imbroglia and its Fallout, Word for Reward.

Need for Values' in Global Change- Indian Perspective; Values for Managers; Holistic Approach for Managers in Decision Making; Secular versus Spiritual Values in Management.

M-402
PROJECT MANAGEMENT

Course/Paper : 402
MBA Semester-IV

Max.Marks : 70
Time : 3 Hrs.

Objective:

Since the introduction of planning in India, the country has been investing we have been investing large amounts of money in projects. It is necessary to have scientific and systematic management in project planning, development and implementation. The course would provide a valuable insight to students in the area to understand formulation of corporate investment strategies, prepare feasibility reports and project.

Section A

Planning: overview, Concepts of Project, Project life cycle, Project Formulation, Project Feasibility, analysis- Market, Technical, Financial, Project appraisal Criteria- NPV, IRR. Pay back period, Sensitivity Analysis. LOB (Line of Balance), Network analysis, PERT, CPM, Compression on critical path.

Cost Benefit Analysis –Projects procurement process, life cycle costing, project cost reduction methods, project stores. Dynamics of project cost, estimation of capital cost, estimating operating costs, forecasting income, financial sources, role of development financial institutions. Social cost benefit analysis

Project Management Systems (PMIS); Project Audit, Ex-post Evaluation.

Section B

Case and Problems

M-403
BUSINESS LAW

Course/Paper : 403
MBA Semester-IV

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective to appraise the student with the thorough understanding of laws and rules so that business could be comprehended entirely. This paper provides a holistic view of different acts and ordinances pertaining to the discipline of management.

Section A

Indian Contract Act, 1872-Essential Elements of Contract, Void Agreements; Breach of contracts & Remedies, Amendments.

Negotiable Instruments. Act, 1881-Promissory Notes, Cheques, Bills of Exchange
Sale of Goods Act, 1930-Contract of Sale, Transfer of Property; Sale by Non-Owner, Performance of Contract.

Indian Company's Act, 1956-Meaning and Nature of Company, Kinds of companies, Registration and Incorporation, Share and Share Capital, Investments Loans and Public Deposits, Account and Audit.

Central Excise Act. Central Sales Act.-Tariff & Freight of Excise, Levy of Duty, Duty on Branded Products, Valuation of Excise , Amendment 2002,Articles of Act ;determination of Sales Tax, Rates of sales Tax, Import and Export; Penalty and prosecution.

Income Tax Act 1961-Income from Salaries; Income form other Property, Profit and Gains - Capital Gains, Deductions, Profit & Loss

Section B

Case and Problems

M-404
PROJECT STUDY

Course/Paper : 404
MBA Semester-IV

Max.Marks : 200
Time :

Objective:

Paper M-404 is a paper on project study. The project is real life short term corporate study. The candidate will be allotted the project by the faculty of the institute in consultation with the director/principal of the institute. There will be external examiner to be selected by the Director/Principal of the institute from the panel of examiners, proposed by BOS and approved by the Vice Chancellor. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of RTU.) THE assessment of the report and its presentation will be jointly done by the internal and external examiner.

List of Optional Groups for MBA (Third & Fourth Semester)

Group A [FINANCE]

M-303

SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Course/Paper : 303
MBA- Optional

Max.Marks : 70
Time : 3 Hrs.

Objective:

The focus of Security Analysis is on how others analyse your company's securities on their own. Whereas, that of Portfolio Management is on how investors analyse your company's securities in comparison with other's on the security market. The course is designed with a view; To acquaint the students with the working of security market and principles of security analysis; and To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Section A

The Role of Security Markets in Economy. The Organization and Mechanics of Indian Security Markets- Various Securities and their Characteristics, Objective of the Security Analysis, functions of an Organised Security Market, Mechanics of Security Trading.

Various Types of Security Markets and their Functions- Stock Exchanges, OTCEI, Depository. Role of SEBI with regard to Secondary Markets.

Concept of security analysis: Valuation of risk less and risky securities, capital asset pricing model, arbitrage pricing theory, efficient market hypothesis, technical and fundamental analysis.

Concept and trends of savings and investment in India. Stock market: concept, functions, regulations, working and reforms. Instruments of mobilizing investment: Types and characteristics. Yield and factors affecting security prices. Stock market indicators and terminology. Comparison of investment options.

IPO and secondary markets: reforms and trends, trading mechanism: on line trading, settlement period.

Risk management system. Mark to market margin and intraday limit, circuit breaker, short sale and long purchase, transaction cost in secondary markets, clearing settlement and depositories, integration of stock exchange and consolidation of intermediaries, listing requirements.

Section B

Case and Problems

M-304
INTERNATIONAL FINANCIAL MANAGEMENT.

Course/Paper : 304
MBA-Optional

Max.Marks : 70
Time : 3 Hrs.

Objective:

The new economic environment has changed the total concept of business in the country. Financial markets of the world are increasingly integrating. Financial opportunities have increased manifold across markets. Almost all products and services face global competition.

To introduce the environment of international finance and its implications on international business. To analyse the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting. To define and measure foreign exchange risks and to identify risk management strategies. To explore the sources of long term finance and design financial strategies. To integrate the global developments with the changing business environment in India.

Section A

International financial management: Genesis international flow of funds. Developments in international monetary system, exchange rate mechanism. Emergence of multinational financial management. Balance of payment. Risk: political and country risk. Raising capital: international.

Intricacies of Foreign Exchange Markets- Spot and Forwards Exchange Rates, Eurocurrency and Domestic Interest Rates, Quotations and market rules.

Parity conditions in International Finance- Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.

Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment

Forex risk management: Forex market, measuring and managing foreign exchange risk, international financing and investment strategies, managing short term assets and liabilities.

Section B

Case and Problems

M-305
MARKETING OF FINANCIAL SERVICES

Course/Paper : 305
MBA Optional

Max.Marks : 70
Time : 3 Hrs.

Objective:

In The Fast Changing Scenario of the Indian Economy, With Deregulation, Competition, Free Market Orientation, And Globalisation flows And Outflows of Funds Increased and the FFIs and FIIs have started operations in the Indian financial markets. This course shall enable the student to look into the various perspectives and understand the importance.

Section A

Concept of financial services, financial services and GDP, reforms in financial sector, recent issues and challenges in financial services in India. Indian financial system: an overview of Indian financial institutions, types of financial services – fund and fee based. Risk in financial services and changing perception of intermediaries regarding financial services.

Management and marketing of insurance (life and non-life) and banking services and products – concept, competition, branding, comparison and assessment of different products and services. Regulatory framework for insurance and banking sector services in India. Assessment of strategies.

Mutual funds, credit rating, housing finance, micro credit, custodian services, bills discounting, venture capital: issues and challenges.

Secondary Market System and Regulations in India. Stock exchanges in India: History and development and importance. Listing of scripts. On-line trading. Depositories: Growth, development, regulation, mechanism. OTC Exchange. Stock exchange mechanism: trading, settlement, risk management, investor grievances.

Mergers and acquisitions-Introduction, SEBI guidelines-takeovers and mergers-main highlights.

Section B

Case and Problems

M-306
FINANCE FOR STRATEGIC DECISIONS

Course/Paper : 402
MBA Semester-IV

Max.Marks : 70
Time : 3 Hrs.

Objective:

The modern industrial or service firm must conduct its business in a rapidly changing and highly competitive environment. A premium is placed on the ability to react quickly and correctly to constantly changing market conditions. The objective of the course is to make student aware of the strategic decisions to be undertaken to familiarize with finance function.

Section A

An Overview of the Financial System- Saving and Investment, Money, Inflation & Interest, Banking and Non Banking Financial Intermediaries.

Financial Markets and Instruments- Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety & Yield.

Central Banking, Monetary Policy & Regulation- The RBI as a Central Bank: Structure, Functions and Working, Reforms, the Current Regulatory Structure.

Concept of strategic decisions-changing global economic environment. valuation of strategic options- merger and acquisition. Pricing & Planning, Strategy, Diversification & Merger-The Indian Cases. Strategic decisions regarding financial services-

Valuation of exchange rate mechanism, strategic decisions regarding securitization factoring and forfeiting, value creation and value based financial strategy.

Analysis of enterprise – concept of valuation EVA, MVA, enterprise value. Analysis of corporate financial models.

Section B

Case and Problems

M-405
FINANCIAL DERIVATIVES

Course/Paper : 402
MBA Semester-IV

Max.Marks : 70
Time : 3 Hrs.

Objective:

The course aims to develop an understanding of the importance of financial derivatives and the institutional structure of the markets on which they are traded as well as developing the analytical tools necessary to price such instruments. The course will have three main parts: First, the most commonly traded derivative instruments will be introduced, and their role in the modern capital markets, in particular for risk management, explained both from a theoretical as well as practical point of view. Second, there will be discussion on the institutional structure of the markets, on which such instruments are traded. Third, the pricing of the derivatives instruments and the risk characteristics of derivatives will be discussed in detail.

Section A

Definition of Derivative Securities- Brief history of derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives, Structure of derivative markets, forwards, futures, options, swaps etc.Examples of more sophisticated derivatives: barrier options, compound options, options on futures, swaptions, Underlying assets: equities, currencies, commodities and interest rates. Reasons for trading: risk management, speculation and arbitrage.

Market Characteristics- Futures and Options contract specifications, underlying asset, contract size, and delivery specifications. Marking to market using margin accounts. Familiarising with market quotes. Trading Strategies involving Options and Futures. Interest rate derivatives, Contractual specification: floating and fixed rate. Valuation of interest rate derivatives.

Derivatives Pricing Theory- Option Pricing: Black-Scholes formula for option pricing: derivation and properties. Volatility: estimated vs. implied, options on dividend-paying assets, warrants and convertibles. Binomial models for option prices: definitions and terminology. Continuous-Time Models. Futures Pricing: Pricing by arbitrage: relationship between futures and spot price (cost of carry and reverse cost of carry), difference between futures and forward price, futures on dividend-paying assets.

Risk Analysis and Management- Risk Measurement and Management Framework, Option's delta, gamma, Vega, theta, rho. Hedging with futures. Derivatives Disclosure: Accounting Issues in Derivatives.

Options and Futures Applications in India- Structure of Indian stock markets and the operational efficiency of options and futures, determination of the fair value of futures and options prices, Interactions between spot equity trading and trading in derivatives.

Section B

Case and Problems

M-406
PORTFOLIO MANAGEMENT

Course/Paper : 402
MBA Semester-IV

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of the course is to develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Section A

Introduction to portfolio management: An optimum portfolio selection, Markowitz Portfolio theory, the mean variance criterion (MVC). The nature of investment risk, MVC and portfolio selection, capital asset pricing model: arbitrage pricing theory.

Portfolio Management- Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model, Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment.

Constructing the optimum portfolio, portfolio investment process, portfolio diversification, multi period wealth maximization, portfolio performance evaluation.

Section B

Case and Problems

List of Optional Groups for MBA (Third & Fourth Semester) Group B [MARKETING]

M-307

ADVERTISING MANAGEMENT

**Course/Paper : 307
MBA Semester-IV**

**Max.Marks : 70
Time : 3 Hrs.**

Objectives:

The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.

Section A

Introduction of Marketing Communication-Overview of marketing communication, Factors affecting the marketing communication mix, Integrated Marketing Communication, Ethical issues in marketing communication.

Marketing Communication Planning-Models of marketing communication, Developing & control of marketing communication, marketing communication planning procedure.

Advertising objectives and planning - Meaning Definition and objectives of Advertising, Types of advertising, The advertising agency: Function & types, Advertising Agency compensation
Creative strategy - Target market & creative objective, advertising Appeals, Creative format & creation stage, Copy testing and plagnosis.

Media planning & promotion - Environment analysis media object, Media strategy & media planning modes, Indoor media, out door media, Measuring Advertisement Performances, Current developments in advertising.

Section B

Case and Problems

M-308

INTERNATIONAL MARKETING

Course/Paper : 308
MBA Optional(B)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

To develop an integrated understanding of International marketing aspects for devising and implementing Global Marketing Strategies.

Section A

An Overview to International Business and Trade Theories - Introduction to Marketing communication, Free Trade v/s Protection, Classical, Modern Theories, Gain and Terms of Trade.

International Business Management - The Economic Environment, Social & Cultural, Political Legal and Regulatory Environment, Competitive Advantage in Global Environment, Market Entry Expansion and Partnership.

International Finance & Institutional Systems - Foreign exchange, Balance of payments, Importing and Exporting, Trade Blocks, International Monetary Fund & World Bank, The Triad and other manner.

Strategic issue for international Marketing - Marketing Information System & Research, Segmentation, Targeting & Positioning, Planning process.

International Marketing Mix Elements - Product Decisions, Pricing Decisions, Marketing channel & place Decision Promotion decisions, Organizing & Controlling

Section B

Case and Problems

M-309
SALES & DISTRIBUTION MANAGEMENT

Course/Paper : 309
MBA Optional(B)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution. To pay special emphasis on the practising manager's problems and dilemmas. To develop skills critical for generating, evaluating and selecting sales and distribution strategies.

Section A

The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

Distribution Management - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue.

Channel Institutions & control, Wholesaling &- Retailing, Channel Information systems, Managing & Evaluating Channel Performance
Case & future trends in sales & distribution management

Section B

Case and Problems

M-310
PRODUCT & BRAND MANAGEMENT

Course/Paper : 310
MBA Optional(B)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

To help the students appreciate the relationship between Corporate Strategy and Product and Brand Management. To equip the students with the various dimensions of product management such as product-line decisions, product platform and product life cycle. To provide a framework to understand the new product development process, the organizational structures for new product development and product management functions within an organization. To explore the various issues related to Brand Management and to enhance the understanding and appreciation of this important intangible strategic asset including brand associations, brand identity, brand architecture, leveraging brand assets, brand portfolio management etc.

Section A

Introduction to Product Management - What is Product & Product - Service Continuum, Individual Product Decisions, Product attributes, Product and product Lives, Special issues in Product Management - Product Life cycle & Strategy, Product Differentiation, New Product development.

Introduction to Brand Management and Crafting of Brand Elements. Consumer Brand Knowledge. Brand Identity, Personality and Brand Associations. Managing Brand Architecture and Brand Portfolios. Corporate Branding and Tools for Building Brand Equity. Leveraging Brand Equity. Measurement of Brand Equity.

Brand as a Concept - Value & Significance of Brand, Brand Name, Symbol & Slogan, Brand Strategic Decision, Line Expensing & Brand Extension

Concept of Brand Equity & Association - Brand Loyalty; Awareness, Creating and Managing Brand Equity, Selecting, Creating and Maintain Associate.

Brand Strategic - Brand Rejuvenation, Brand Relations, Brand Proliferation, Multi Branding, Global Brand

Section B

Case and Problems

M-407
CONSUMER BEHAVIOR & MARKET RESEARCH

Course/Paper : 407
MBA Optional(B)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

At the end of the course it is expected that the students will be proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions □ equipped with frameworks to analyze consumers behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes

Section A

Consumer Behaviour - An Introduction, Key Foundations. Key Determinants of Buyer Behaviour and a Framework of Buyer Behaviour.

Family Influences on Buyer Behaviour. Reference Groups, Opinion Leaders and Social Influences. Social Classes, Social Stratification and Buying Behaviour. Cultural Influences on Consumer Behaviour.

Individual Determinants of Buyer Behaviour and Internal Processes. Understanding Consumer Motivation- Consumer Personality and Self Concept, Learning, Memory and Behaviour Modification.

Formation and Modification of Consumer Attitudes. Consumer Decision Process – Pre purchase Issues.

Introduction to Marketing - Nature & scope of Marketing Research, Functions of marketing research, Manager - Research Relationship, Managing Marketing Research & Ethical Issues.

Sources and methods of collecting data - Types of data, Method of Collecting data, Commercial survey, Audits, Survey Research, Instruments for respondent communication, Experimentation & data collection errors. Measurement in marketing research - Concept & scales of measurement, Attitude & motivational Research techniques. Sampling and data Analysis.

Marketing Research Application - Market segmentation &. Positioning, New product development, Market and sales Forecasting, Advertising Research

Section B

Case and Problems

M-408
MARKETING OF SERVICES

Course/Paper : 408
MBA Optional(B)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

Planning and implementing the marketing strategy for service products requires a different sort of approach, which is different from the traditional goods marketing. The objective of this course is to acquaint the students to the uniqueness of the services characteristics and its marketing implications. The intent of the course is to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm.

Section A

Introduction to Service Marketing - Understanding Service, The Nature of Service Marketing, Classification of service. Service

Service Consumer Behavior - Understanding Consumer Behaviors, Customer expectations & perceptions, managing & exceeding customer service exportations, Strategic for influencing customer perception.

Strategic Issues in Services Marketing - Market Segmentation & Targeting; Individualized Service and Mass Customization, Differentiation and Positioning of Services; Steps in developing a positioning strategy, Developing and maintaining demand & capacity.

The marketing mix and services - The marketing mix dements, Traditional marketing mix - Product, price place, promotion & communication services, extended marketing mix – people, process physical evidence in services.

Challenges of service marketing - Developing & managing the customer service function, Marketing planning for service; Developing & maintain quality ill services, Relationship marketing

Service marketing - specific Industries, Tourism, Travel, Transportation service marketing, financial services; Education & Professional service, Telecom & Courier, Media Service

Section B

Case and Problems

List of Optional Groups for MBA (Third & Fourth Semester)

Group C [HUMAN RESOURCE MANAGEMENT]

M-311

TRAINING AND DEVELOPMENT

Course/Paper : 311
MBA Optional(C)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The Purpose of this paper is to provide an in-depth understanding of the role of training in the HRD and to enable the course participants to manage the Training system and processes.

Section A

Introduction to Training & Development - Training and Training needs Assessment, Training Design and Administration, Training methods, Technique & Aids, Training Strategy
Performance Appraisal & Training - Learning through training, Adult Learning (Andragogy), Learning theories and learning Curve, Learning Styles

Training Process: An Overview; Role Responsibility and Challenges to Training Managers; Organization and Management of Training Function; Training Needs Assessment and Action Research; Instruction Objectives and Lesson Planning; Learning Process; Training Climate and Pedagogy; Developing Training Modules.

Trainer & Training Institutions - Trainers Profile, Types of Training Institutions, Trainer as a change Agent, MDP and EDPs.

Evaluation of Training - Training evaluation & ROI, Trainer of Training, Measurement Tools & Technique, Feedback Mechanism

Training Methods and Techniques: Facilities Planning and Training Aids; Organizing the training Department, controlling training, Training Communication; Training Evaluation; Training and Development in India.

Section –B

Case Study.

M-312
ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES

Course/Paper : 312
MBA Optional(C)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

The purpose of this course is to learn to plan and implement change at the individual, group and organizational level. The course is designed to help the students develop as potential change agents and OD professionals. After completing this course you should; be able to understand the theory and practice relating to the processes of organization development and change, develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations, gain necessary self-insight, skills and techniques to become effective change agents and internal OD consultants.

Section A

Introduction. Organization Change-Understanding Change, Factors Influencing Change, Planned Organizational Change, Managing Resistance to Change, Change Agents, Disruptive Innovations. Foundations of OD. Entry and Contract. Organizational Diagnosis. Feedback and OD

Organizational Learning-The Learning Organization, Leading a learning Organization, Creativity & Innovation, Power & Politics

OD Interventions: An Overview. Individual and Interpersonal Interventions. Team / Group Interventions. Intergroup Interventions. Comprehensive Interventions.

Organizational Transformation. The OD Consultant: Role, Skills and Dilemmas
Success and Failure of OD. Future of OD & New Perspectives

Section B

Case and Problems

M-313
HUMAN RESOURCE DEVELOPMENT SYSTEM: STRATEGIES AND
SYSTEMS

Course/Paper : 313
MBA Optional(C)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives: Distinguish the strategic approach to human resources from the traditional functional approach. Understand the relationship of HR strategy with overall corporate strategy. Understand the strategic role of specific HR systems. Appreciate SHRM in the context of changing forms of organisation.

Section A

Field of HRD – Concept, Goals, Challenges, HRD Mechanisms; Processes and Outcomes.

HRD Instruments: Trends; HRD as a total system. HRD System Design Principles. An overview of HRD practices.

Line Managers and HRD, Motivational aspects of HRD, Analyzing the role for Development, Counseling and Monitoring.

HRD culture and climate, organizing of HRD, HRD in service industry, Emerging Trends and perspectives.

Section B

Case and Problems

M-314
HUMAN RESOURCE PLANNING AND DEVELOPMENT

Course/Paper : 314
MBA Optional(C)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

The course is designed to develop understanding of the need and process of manpower planning in the Corporate Sector.

Section A

Manpower planning : Introduction, Rationale, Manpower planning phases, Manpower planning at different Levels National, Corporate, Unit, Manpower Planning and Strategic Planning.

Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements.

Forecasting Models and Application Work Analysis: work analysis methods

Career Management: Concept, Process Career Planning Management succession And Development Planning Succession Planning Process, Replacement Planning Manpower

Section B

Case and Problems

M-409

ORGANIZATIONAL DYNAMICS

Course/Paper : 409
MBA Optional(C)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

The course is designed to develop a better understanding into the functioning of groups and to promote understanding of compensation management issues in corporate sector. Also to impart skills in formulation of compensation packages.

Section A

Group & Role Dynamics- Understanding groups, Phases of group analysis, Group cohesion and Alienation, Concept and systems of role and Role Analysis.

Organizational Dynamics - Organizational culture, Social Responsibilities of organizations, Organizational facilities and values.

Organizational Development - Definition and concept of OD, Characteristics and Underlying Assumptions and values OD, Organizational diagnosis Tools & Techniques, Nature of OD Interventions. Team Interventions - Characteristics of High performance team, Self Managed team, Role Negotiation Techniques, Work Culture & Ethics, Quality of work life
Structural Intervention - Job design, Quality Circles, Socio Technical Systems, MBO & Parallel leaning Org.

Compensation- Economic and Behavioral issues, Wage theories, Pay Commissions, Corporate Considerations in compensations.

Compensation Management, Compensation Decisions External, Internal & Employee Equities, Job Evaluation - Purpose, methods Components- Basic Salary, DA, Fringe benefits, Bonus, Incentives, Performance Linked Reward System, Profit Sharing and Stock Options, VRS.

Section B

Case and Problems

M-410
PERFORMANCE MANAGEMENT & RETENTION STRATEGIES

Course/Paper : 410
MBA Optional(C)

Max.Marks : 70
Time : 3 Hrs.

Objectives:

The objective of this paper is to introduce the basic concept of performance management and to widen the knowledge of the students in selecting and implementing the various performance measurement methods for better designing of reward system associated with it.

Section A

Performance Appraisal – A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs Performance Management System, Concept of performance management, Process & elements Of performance management.

Behavioral Performance Management - Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Mod.

Potential Appraisal & HRD - Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

Performance Planning & Measuring Performance - Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods

Competency Analysis and Competency Mapping - Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees

Section B

Case and Problems

List of Optional Groups for MBA (Third & Fourth Semester)

Group D [PRODUCTION AND OPERATIONS MANAGEMENT]

M-315 MATERIALS MANAGENENT

Course/Paper : 315
MBA Optional(D)

Max.Marks : 70
Time : 3 Hrs.

Objective:

While the principal objective of this course is to familiarise the students with various facets of materials management, the course has been designed in such a manner so as to bring the students closer to the advanced and recent techniques in materials management. It will develop the skills necessary in the present dynamic environment. The course also aims to provide an opportunity to understand the crucial importance of materials management functions vis-a-vis other functional activities in any organization.

Section A

Purchasing Function- Objectives, Scope and importance, Organization for Purchasing, Centralisation vs. Decentralisation, Delegation of Powers, Purchasing, Cycle Elements and their importance, Purchase Policies and Procedures.

5Rs of Purchasing and Related issues- Technical, Commercial and Legal aspects of Purchasing.

Contracts Management. Make or Buy decisions.

Import Policy and Procedures- Capital Goods and Project Imports, Spares, Consumables and Components, Specific Licensing Provisions.

Project Buying and Related aspects. Vendor Rating and Source Location. Negotiations in Purchasing. Outsourcing Management

Stores Function- Relevance and importance, Objectives, Stores Identification System and Codification.

Stores Procedures and Organization- Inspection and Handling, Storage Procedures, Security, Stores Issues and Receipts.

Inventory Valuation

Section B

Case and Problems

M-316

TOTAL QUALITY MANAGEMENT

**Course/Paper : 316
MBA Optional(D)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

Section A

Meaning of "Quality" - Orientation to Customer Satisfaction and Scope of TQM or TQC.

Basics and Imperatives of TQM. Cost of Quality and its relevance to TQM. Concept of Kaizen and Continuous Improvement.

Introduction to Quality Management System and ISO-9000. Clauses of ISO 9000.

Process Improvement- Problem Solving, Juran's Approach, Project by Project Quality Improvement, Introduction to SPC.

Quality Improvement Tools and Exercises. Peoples Issues in TQM-Leadership Issues, Total Employee Involvement, 5S Concept.

Statistical Quality Control: control charts: Objectives of SQC, application of normality distribution in quality control, control charts, OC curve, P chart and C charts.

Section B

Case and Problems

M-317
PRODUCTION PLANNING AND CONTROL

Course/Paper : 317
MBA Optional(D)

Max.Marks : 70
Time : 3 Hrs.

Objective:

To get acquainted with the basic aspects of Production Management. The course attempts to discuss various important planning, organizing and controlling aspects of Operations Management. Through text and case studies, this course prepares for a study of different operational issues in manufacturing and services organizations.

Section A

Production systems, type of production, Functions of production, planning and control, production procedure.

Sales forecasting: Nature and uses of forecast sources of data Forecasting techniques: Regression methods, Moving average method Exponential smoothing method etc., forecast errors, Adaptive response system. Bayesian method, the Box-Jenkins Model.

Production order: Process charts, Production master programme breakdown production order and preparation of various cards like job card, materials requisition from inspection card etc.

Production -Planning: for continuous, batch and job order production:. Capacity planning, planning models-static and dynamic.

Scheduling: Forms of Schedules, Loading and Scheduling, Basic scheduling problems: Flow production scheduling; job shop scheduling. Random order scheduling; product sequencing. Production control of processes and production activities. Cost control; Dispatching and expediting; Recording progress and feedback information in order to improve future planning.

Section B

Case and Problems

M-318

OPERATIONS RESEARCH

**Course/Paper : 318
MBA Optional(D)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

To provide a formal quantitative approach to problem solving and an intuition about situations where such an approach is appropriate. To introduce some widely-used mathematical models. The understanding of these models will allow the students to communicate with persons who run them and to evaluate the results they present. To provide a tool that the students can use to solve management problems.

Section A

Linear Programming Problems (LPP)- An overview and scope of Operations Research, Introduction to Linear Programming (LP), Illustration of LP Problems, Formulation exercises on LP Problems, Graphical Method of solving LPP, Simplex Method, Unboundedness, Multiple Optimum Solutions, Degeneracy and Cycling Problems, Artificial Variables : Big-M Method, Sensitivity Analysis, Duality Problem, Economic Interpretation of Simplex Tableau, Computer Software for Solving LPP.

Special Types of LPP- Formulation of Transportation Problems, Sensitivity Analysis in Transportation Problems, Assignment Problem.

Integer and Goal Programming Problems- Formulation, Cutting Plane Method, Branch and Bound Method, Applications, Single and Multiple Goal Programming Problems.

Markov Chains, Queuing Theory, Concepts, Transition Probabilities, Steady-State Probabilities, Applications

Dynamic Programming Problems

Section B

Case and Problems

M-411

LOGISTICS MANAGEMENT

**Course/Paper : 411
MBA Optional(D)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

To give students an understanding that the problems and issues within the respective fields of logistics are invariably complex, and require clear reasoning and analysis, in order to derive an appropriate course of action. To incorporate and learn the critical elements of Logistics and Supply Chain Management processes.

Section A

Logistics Management- Introduction, Nature and Concepts, Evolution; Supply Chain Management, Logistical Mission and Objectives; Components and Functions of Logistics Management; Integrated Logistics Management; Key Distribution-Related issues and Challenges and Strategic Logistics Management; Total Cost Analysis and Trade-off.

Customer Service- Introduction, Nature, Concept and Components. Customer Service Cost, Strategic Customer Service Management and Measurement. Impediments to an effective Customer Service Strategy.

Inventory Management- Introduction, Concept, types, Functions; Elements of Inventory Costs; Inventory Management under certainty, Managing Finished Products Inventory under Uncertainty, Strategic Inventory Management Tools and Techniques; Distribution Requirement Planning.

Transportation- Introduction, Functions; Elements of Transportation Cost, Modes of Transport, Multi-Model Transport, Containerization, Selection of Transportation Mode,

Section B

Case and Problems

M-412
SERVICE OPERATIONS MANAGEMENT

Course/Paper : 412
MBA Optional(D)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of the course is to familiarise with customer relationships along with the performance parameters. The main focus being the services industry

Section A

Introduction- Introduction to service operations management, the service concept.

Customer And Supplier Relationships- Customers and relationships, Customer expectations and satisfaction, Managing supply relationships.

Service Delivery- Service processes, Service people, Resource utilization, Networks, technology and information

Performance Management- Performance measurement, linking operations decisions to business performance, driving operational improvement

Managing Strategic Change- Service strategy, Service culture, Operational complexity

Section B

Case and Problems

Group E [GENERAL MANAGEMENT AND SMALL & MEDIUM ENTERPRISES]

M-319 BUSINESS ENTREPRENEURSHIP

**Course/Paper : 319
MBA Optional(E)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

Using knowledge & advanced technology as their strategic tools those who can take on the increased competition in the domestic as well as global markets are innovators and entrepreneurs in true sense. This can be achieved only if more and more people are motivated and convinced to choose entrepreneurship as a career and put their energies and resources to a productive use. The course will help the students to gain the knowledge to understand the above philosophy.

Section A

Entrepreneurship-Meaning, Importance and relevance of entrepreneurship.

Support system- Planning a small scale enterprise, financial institutions, other important agencies.

Business Opportunities Identification- Classification of business, environment scanning-need assessment, resource assessment, sources of supply, policy/economy, selection of business opportunity, project feasibility, final selection of appropriate business opportunity.

Market Assessment-Need and relevance, tools and techniques, methods of market survey, preparation of market survey reports.

Entrepreneurial Motivation-Introduction, exploring self, systematic planning, entrepreneurship competencies, goal setting, team building.

Business plan and Project finance-need and relevance. Feasibility-Market, technical, financial. Project finance-loan disbursement formalities, other relevant procedures and formalities.

Section B

Case and Problems

M-320
PUBLIC ENTERPRISE MANAGEMENT

Course/Paper : 320
MBA Optional(E)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The course aims to expose participants to the theory and practice of managing public enterprises by examining the rationales and the different ways in managing government business, and systematically looks at the rationale and techniques of reforming government business through corporatisation, Commercialisation and privatisation.

Section A

Concept of Public Enterprises: 'Public' Concept, Enterprise concept and its synthesis of public enterprises/public undertaking distinguished from private undertakings. The Role of public enterprises under different economic systems.

The social and economic benefits of public enterprises in present day economy with special reference to India. Patterns of public enterprise-public Corporations. Government Companies, Quasi Corporation. Departmental undertakings, Control Boards, Commodity Boards. Commission Joint Sector undertaking. Denationalisation of Public enterprises, Quasi Organization, varied representation, decentralization. Delegation of authorities, span of control, Line and staff relationship, role of civil servants.

Financial Administration, compensation, Sources of finance, debt equity ratio, state of capitalisation. Evaluation and the criteria of efficiency Performance Budgeting, output and price policy, Purchase sale policy, Inventory policy. Profit policy. Dilution of share capital of Public Enterprise.

Public Accountability-Parliamentary and Presidential and ministerial control; government directives and informal contracts, autonomy of public enterprise in theory and practice, Social audit, department of public enterprises.

Section B

Case and Problems

M-321
ENTREPRENEURIAL DEVELOPMENT AND NEW ENTERPRISE
MANAGEMENT

Course/Paper : 321
MBA Optional(E)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The major emphasis of the course will be on creating a learning system through which management students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas. This will involve working together to investigate, understand and internalize the process of founding a startup. Bootstrap and guerilla tactics to gather resources - the technology, team, finance and market - to give birth to entrepreneurial businesses will be discussed.

The course is designed primarily for those who at some point of their career want to start their own ventures, or run their own family businesses. But it is equally useful to those who plan to work in or with new ventures either as venture capitalists, consultants to new firms or in new business development units of larger corporates.

Section A

The early career dilemmas of an entrepreneur-The entrepreneur's role, task and personality, a typology of entrepreneurs: Defining survival and success, Entrepreneurship as a style of management, entrepreneurial competencies.

Small scale enterprise-opportunities scanning-choice of enterprise. Market assessment of SSE, Preparation of business plan, financing the new / small enterprise.

Operating the small scale enterprise- ownership structures and organisational framework, financial management issues, operations management issues, marketing management issues.

Performance appraisal and growth strategies- Management performance assessment and control, strategies for stabilisation and growth, managing family enterprises.

Closing the gate- sustaining competitiveness, Maintaining competitive advantage, the changing role of the entrepreneur: mid career dilemmas, Harvesting Strategies versus Go for Growth

Section B

Case and Problems

M-322

SMALL BUSINESS ENVIRONMENT AND MANAGEMENT

**Course/Paper : 322
MBA Optional(E)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

The course is designed to develop and understanding for managerial problems of small scale sector and encourage successful entrepreneurship.

Section A

Small Scale Sector in Indian economy-concept, characteristics, role of small scale industries, rural industries and rural artisans. Government policy and Programme towards village and small industry sector.

Small business management-managerial strategies for small business, general management in small business, managing external environment, planning for success in small business, crises management in small business, problem solving and decision making.

An overview of different functional areas of management -Production management in small business, quality management in small business, time management in small business, marketing in small business, financial management in small business, personnel management in small business.

Section B

Case and Problems

M-413
COMPETITIVE STRATEGY

Course/Paper : 413
MBA Optional(E)

Max.Marks : 70
Time : 3 Hrs.

Objective:

Why are some firms more successful than others? This course provides tools and concepts for identifying the key drivers of superior performance. The first module of the course develops analytical tools that are useful in analyzing a firm's competitive environment. We then consider how the firm's choice of strategy can create competitive advantage in a particular business, as well as the critical role of internal resources and competencies in sustaining those advantages. Finally, we address the economic logic and management challenges associated with the multi-business firm.

Section A

Competitive Advantage and Industry Analysis- Structural Analysis of Industry, Analyzing the Industry Environment, Concepts for Competitive Positioning, Creating Competitive Advantage, Strategy and the Business Landscape, Intra-Industry Analysis, Cost Advantage, Competitive Positioning, Strategic Interaction, Competitor Analysis

Firm Capabilities and Resources- Analyzing Resources and Capabilities, Understanding Differences in Firm-Level Performance

Corporate Strategy- The Scope of the Firm, "Vertical Integration and the Scope of the Firm," "Diversification Strategy, Valuing Diversification Strategies," "Goals, Values and Performance," Managing the Multi-Business Firm, "Managing the Multibusiness Corporation," "Must Finance and Strategy Clash"

Section B

Case and Problems

M-414
CORPORATE GOVERNANCE

Course/Paper : 414
MBA Optional(E)

Max.Marks : 70
Time : 3 Hrs.

Objective:

Corporate governance is a matter of conviction in the dogma of sharing of wealth with various participants in corporate enterprises. Strong Corporate Governance is indispensable to a resilient and vibrant corporate market and is an important instrument of investor protection. The purpose of the course is to provide an insight into the subject of good corporate governance and factors influencing it, like transparency, accountability, and safe guarding the interest of stakeholders and investors.

Section A

Objectives. Issues in corporate governance-the dominant shareholder. Features of good corporate governance. Corporate governance code-objectives, recommendation of the CII.

Corporate Social Responsibility-A Historical Perspective of Corporate Social Responsibility, Corporate Responsibility – Stakeholders, the Role of Business in Society.

Corporate Governance – An Introduction. Corporate – An Introduction. Issues in Corporate Governance, Models of Corporate Governance, Evolution of Corporate Governance.

Corporate Governance – Codes & Law. Board Structures & Style, Roles & Responsibilities of Board of Directors, Case Studies. Code of conduct and ethics for public sector-objective, recommended code, conflict of interest, accountability and responsiveness to the public, concern for value of public asset and funds, non-abuse of official position, continuous improvement,

Section B

Case and Problems

Group F [INFORMATION TECHNOLOGY MANAGEMENT]

M-323 BUSINESS PROCESS RE-ENGINEERING

**Course/Paper : 319
MBA Optional(F)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

To provide a greater understanding of effective solutions to change problems that need to combine technological, organisational and people-orientated strategies by adopting a process based approach to change management. To introduce the contingencies that affect management and the most effective measures for dealing with them. To introduce strategic IS/IT planning and how it must relate to business strategy. To demonstrate the use and validity of organisational development models through current real-life case studies.

Section A

Business process reengineering-an overview. Concepts and techniques. Changing business processes: the importance of technology as a driver for organisation.

BPRE & TQM, benchmarking, ISO standards. Implementation of BPRE-business process management, principles, Business models, barriers.

Change management-Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change.

The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organisations in the future.

The concept of the learning organisation and its influence on systems development: restructuring the organisation.

Section B

Case and Problems

M-324
SYSTEM ANALYSIS AND DESIGN

Course/Paper : 324
MBA Optional(F)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The course will enable the student to have the insight of the systems concept through the analysis and design. The course will also help him understand the systems implementation and scheduling.

Section A

Overview-System Concepts: Definition & Characteristics, Elements of a System, Types of Systems, Introduction to System Development Life Cycle, Role of the System Analyst.

System Analysis-Introduction to the Planning in System Analysis, Information Gathering Tools: - Review, Procedures & Forms. Structured Analysis, Tools of Structured Analysis. Introduction to System Performance, Cost & Benefit Analysis Categories, Proposals.

System Design-Process & Stages of Systems Design Methodologies, Major Development Activities, Introduction to Input/ Output & Forms Design, An Overview of File Organization and Database Design

System Implementation-System Testing – Reasons, Nature of Test Data, The Test Plan, Quality Assurance, The Audit Trail, Post Implementation Review, Software Maintenance, Evaluation Process

Project Scheduling, Security & Ethics-Project Management – Introduction, System Security – Threats, Control Measures, Ethics in System Development

Section B

Case and Problems

M-325
STRATEGIC MANAGEMENT OF INFORMATION TECHNOLOGY

Course/Paper : 325
MBA Optional(F)

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course is aimed at developing an understanding of use of Information Technology as a Strategic Tool for Business Management. The course focuses on development of Information Technology Leadership.

Section-A

Key Issues in Information system & Management, the Role of CEO. Analytical Framework for Strategic IT Initiatives. Sustaining Competitive Advantage of use of IT & Management. I.T. & Intensive Strategic Growth.

Creative Learning, Organizational Learning and Role of Information technology in Business Transformation.

Information Partnerships. Managing in the Market space- National Information Infrastructure and IT Policy at the National Level. Planning for strategic IT Resource. Managing the IT Function. Outsourcing IT Function.

Section-B

Cases and Problems.

M-326
DATA BASE MANAGEMENT

Course/Paper : 326
MBA Optional(F)

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course has been designed to introduce the participants with applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands-on implementation of a data base in corporate environment.

Section-A

Data Processing Concepts- Data Structures. File Processing and Access Methods. Taxonomy of Data Management Systems. Various Data base Management Models. Evaluation of commercially Available Software Systems with Managerial emphasis on Tradeoffs Among Cost.

Capacity and responsiveness. Functions of Translation Process and their Communication Interface with Database Management Systems. Districted Data processing Systems and a Need for Database Environment for such a system. Physical Database Structures- Normalization and Logical Design- Query Languages for Relational Database Management Systems. Study of a Relational Data Base Management System for successful implementation of Distributed Systems. Structured Query Language. Distributed Data Base System- On-line Data Bases. Object Oriented Data Bases. Managerial Issues related to Data Base Management. Evaluation Criteria.

Performance Analysis. Recovery Issues. Reorganization Problems. Implementation and Maintenance Issues. Database Administration.

Section-B

Cases and Problems.

M-415

MANAGEMENT SUPPORT SYSTEM

**Course/Paper : 415
MBA Optional(F)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

This course introduces students to the use of computer-based systems in support of managerial decision making in organizations. The course provides students an appreciation of decision making in organizations and the use of computer-based systems to support decision making. Topics include: evolution of management support systems; decision making and decision makers; modeling; development of DSS; data-, and model-management in DSS; organizational DSS; EIS; GDSS; data warehousing and mining; integration and implementation issues.

Section A

Overview of management support systems. Decision making and decision makers.

Introduction to decision support systems. Decision modeling

Overview of DSS software. Spreadsheet modeling. Modeling with Visual DSS. Development of DSS.

Data Management, warehousing and mining.

Group decision support systems. Enterprise/Executive information systems

Implementation, integration & impacts of MSS

Section B

Case and Problems

M-416
E-BUSINESS

Course/Paper : 416
MBA Optional(F)

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course will provide the students with an analytical and technical framework to understand the emerging world of e-Business. E-Business poses both a challenge and an opportunity for managers. As a matter of competitive necessity, savvy managers must gain an understanding of the rapidly changing technology and business models. They need to develop a basic understanding of how electronic business differs from "real" business settings. They also need to acquire hands on knowledge of the underlying technological infrastructure in order to have a clear idea of the business and organizational possibilities inherent in these developments.

Section A

Introduction, background and current status. E-Business Architecture. Enabling technologies e-Business Infrastructure, e-Business Development- e-Business Design, Capacity Planning, Performance Modeling, e-Banking.

E-Business Operations-E-Market Places, E-Procurement, Supply Chain Management & E-Business, Enterprise Resource Planning, Knowledge Management & E-Business. ERP, e-Business backbone.

Marketing in the Cyber Age-Selling Chain Management, E-Marketing, CRM & E-Business

E-Business strategy into action, Challenges, e-Transition and Summary. e-Security.

Business Plan Presentation and Demonstration "Materializing e-Business: From idea to realization".

Section B

Case and Problems

Group G [INTERNATIONAL BUSINESS]

M-327

STRATEGIES OF MULTINATIONAL COMPANIES

Course/Paper : 327
MBA Optional(G)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The course is designed to provide significant exposure to issues related to business strategy within the context of global markets and competition.

Section A

Multinational Management in a Changing World- globalization, multinational management GATT and the WTO, regional trade agreements, global product and global customer, foreign direct investment, privatization, the role of global standards, and ISO 9000.

Culture and Multinational Management- culture, cultural norms, cultural values, cultural beliefs, cultural symbols, cultural stories, and cultural rituals.

Strategic Management in the Multinational Company: Content and Formulation- Competitive advantage, differentiation strategy, low-cost strategy, competitive scope, value chain, primary activities.

Multinational and Participation Strategies: Content and Formulation- local-responsiveness solution, global integration solution, and the global-local dilemma. Four broad multinational strategies: multidomestic, transnational, international, and regional. Global platform and comparative advantage. participation strategies, passive exporting, indirect exporting, export management company, export trading company, direct exporting, foreign sales representatives, foreign distributors. (1) Exporting; direct and indirect, (2) licensing, (3) strategic alliances and joint ventures, and (4) foreign direct investment.

Section B

Case and Problems

M-328

INTERNATIONAL BUSINESS ENVIRONMENT

**Course/Paper : 328
MBA Optional(G)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

The scope and content of International business has been fast evolving in India and the subcontinent due to the deregulation of financial markets, product innovations, and technological advancements. The objective of the course is to enable the students to orient him with the realities of the Indian business environment.

Section A

Introduction – emerging global economy – process of globalization – drives of globalization – modes of international business- the globalization debate: arguments for and against – trends in international trade.

The international business environment -influence of country differences in political systems, economic systems, legal systems and cultural attitudes on international business. Ethical issues in international business.

The global trading environment – introduction- Instruments of trade policy – trade barriers WTO-future of WTO. Regional integration agreements –trading blocks -European Union – ASEAN, PEC, NAFTA, SAPTA, Indo-Srilanka FTA, International commodity agreements.

Multi-national enterprises – Types- Organization, design and structures- headquarters and subsidiary relation in Multinational enterprises. International Operations Management Global sourcing, purchasing and supplier relations.

International economic institutions-International Monetary system-funding and strategies of IMF and World Bank-foreign exchange market – trading mechanism-exchange rate determination-balance of trade-stability of exchange rate.

Section B

Case and Problems

M-329
STRATEGIC INTERNATIONAL MANAGEMENT

Course/Paper : 329
MBA Optional(G)

Max.Marks : 70
Time : 3 Hrs.

Objective:

Develop a proper empirically grounded perspective on the process of international economic integration. Provide an overview of the political economy of global integration that defines the historical evolution of enactment and enforcement of regulations [at the multilateral and national level] governing cross-border economic activity. Develop an understanding of the strategic issues [at the level of the business firm] governing the operation and organization of international business. This course lays special emphasis on developing an understanding and appreciation of problems of 'late industrialization' and the emergence of successful global firms from developing economies.

Section A

Globalization Reexamined: Nature and extent of global integration at the end of the 20th century. The process of 'late industrialization' in developing economies.

Big Business and Multinationals: Patterns in historical evolution. Anti-dumping, WTO and the political economy of multilateral trading system.

Global Sourcing: Dynamics in global commodity chains. Modes of entry into foreign markets.

International Strategy and organization of international business. Managing cross-cultural differences in multinational firms and HR Issues in international business.

Strategic trade and industrial policy. Late industrialization and globalization of firms from developing economies. Growth of high-tech industries in developing economies.

Globalization of Chinese firms.

Competition from foreign firms and reaction of domestic enterprises in India in 1990s.

Section B

Case and Problems

M-330
EXPORT IMPORT MANAGEMENT

Course/Paper : 330
MBA Optional(G)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The economic policies of a country, particularly the trade policy, foreign investment policy, exchange rate and currency convertibility policies, foreign exchange allocation policy etc, and even monetary and fiscal policies may be influenced by the balance of payments (BOP) and foreign exchange reserves positions of the nation. The student while doing the course shall have the insight of these along with export-Import related trade aspects.

Section A

Introduction to International Marketing- International Marketing Environment, Preparing for international Marketing Strategies.

Subsidies and Countervailing Duties- WTO provisions on subsidies and countervailing duties, administration of countervailing duties, procedure for countervailing duties and emerging trends.

International Investment – types of foreign investments and its significance. Factors affecting international investments.

Export-Import Policy and Procedures- Main features, framework; export-import performance of the country; Standard input-output and value addition norms. export promotion schemes, SEZs, EOUs/EPZ, EHTP and STP, deemed export, export houses, trading houses, etc; export promotion councils/organisations, etc., export procedures and documentation; imports, free importability, actual user condition, second hand goods, import of gifts, import on export basis, import of used machinery/equipment, etc. Procedure for customs clearance, warehousing, green channel for import clearance of goods, canalised imports, etc. FEMA.

Settlement of Disputes under WTO- Dispute settlement under WTO -rules, regulations and procedures relating to settlement of disputes under WTO.

International Marketing Planning- Managing Systems for International Marketing, Reflection and Evaluation of the Endeavours.

Section B

Case and Problems

M-417
INTELLECTUAL PROPERTY RIGHTS

Course/Paper : 417
MBA Optional(G)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The main objective is to equip students with knowledge of intellectual property rights (IPR), the related protection systems, their significance and use of IPR as a tool for wealth and value creation in a knowledge-based economy.

The uniqueness lies in the elucidation of multi-faceted issues: a study of the legal, economic and management challenges presented to the IPR protection system as a result of advancement in science and technology will be made. Ethical ramifications and issues of public policy will also be examined.

Section A

Introduction to Intellectual Property and the Indian Legal System. Indian Trademark Fundamentals, Management, Practice & Procedures. Copyright Fundamentals, Practice & Perspective.

Introduction to Patents, Key Concepts, Indian Patent Act & Practice. Geographical Indications. Designs Law & Practice.

Trade Secrets & Confidential information. Plant Varieties Law, Biodiversity Law & Traditional Knowledge

Computer & Software IP, Semiconductor & Chip Law. IP Commercialisation & Audit

Section B

Case and Problems

M-418
INTERNATIONAL MARKETING

Course/Paper : 418
MBA Optional(G)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The course participants will become more familiar with the nature and practices of international marketing. They should feel equally confident to be able to distinguish international marketing mechanics from the domestic marketing models and approaches. They would be far more equipped to design and participate in designing an international marketing strategy. The spin-off benefits to the participants should be to develop in them a right attitude, inject enthusiasm and hone their interactive ability as they address the issues and challenges of operating in the international markets.

Section A

An overview to International Business and Trade Theories, Introduction to International Business. Free trade v/s Protection, Classical. Modern Theories, Gain & Terms of Trade

International Business Environment-The Economic Environment, Social & cultural. Political Legal and Regulatory Environment, Competitive Advantage in Global Environment, Market Entry Expansion & Partnership

International Finance & Institutional Systems-Foreign Exchange. Balance of payments, Importing and Exporting. Trade Blocks, International Monetary Fund & World Bank, The Triad and other manner

Strategic issue for international Marketing-Marketing Information System & Research, Segmentation, Targeting & Positioning, Planning process

International Marketing Mix Elements-Product Decision, Pricing Decisions, Marketing channel & place Decision, Promotion decisions, Organizing & Controlling

Section B

Case and Problems

Group H [TOURISM AND HOTEL MANAGEMENT]

M-331 INTRODUCTION TO TOURISM

**Course/Paper : 331
MBA Optional(H)**

**Max.Marks : 70
Time : 3 Hrs.**

Objective:

The objective of the course is to familiarize students with evolutionary process and conceptual framework of tourism. Tourism has grown exceptionally during last few decades and subsequently various new types of tourism have been introduced. The students will be systematically made aware about these types of tourism along with socio-economic issues linked with unbelievable growth of tourism world over.

Section A

Evolution and Growth of Tourism : Historical perspective: co-relation between trade and travel, travel during Roman Empire and various evolutionary stages of tourism; Growth of World Tourism: Important trends and future prospects; Organization of tourism in India, Role Functions of NTO's Department of Tourism, ITDC, STDC, Tourism Policy of India.

Conceptual Framework and Type of Tourism: Meaning of travelers, visitors, excursionist, business travelers and tourism; Distinction between travelers and visitor, visitor and tourist; types; Domestic, Regional, Intra-regional tourism and international tourism; cultural, adventure, sports, social, convention, conferences, tourism, Linkages and inter-dependence between domestic and inter- national tourism.

Motivation, Resources and Mobility for Tourism: Motivation: Pleasure; education, cultural ethical; social, historical, religious, health, sports and business; Resources; Recourses and Mobility: Establishment of priorities, availability of resources, development strategy.

Socio-Economic Benefits of Tourism: Employment generation, Earning of foreign Exchange, National integration, Regional development, Patronage to handicraft and arts, International understanding and world peace. Cultural Exchanges and development of human relations.

Tourism Promotion in India: Fiscal and non-fiscal incentives for tourism, concessions granted by Central and State Government's declaration and consequences of tourism as an industry.

Section B

Case and Problems

M-332
AIRLINES MANAGEMENT

Course/Paper : 332
MBA Optional(H)

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course will attempt to familiarize students with various sectors of economy that are facilitating growth of tourism industry. Airlines are one of the most important sectors among other such key sectors. Airlines are considered as the backbone of international as well as domestic tourism, as it facilitates the movement of tourists from their homes to desired destinations. In this course students will learn historical and contemporary issues related to airlines.

Section A

Civil Aviation in India: History, Present Scenario, legal and Regulatory Framework, aviation Policy and Planning

Introduction to Infrastructural Requirements in Aviation: Airports, Support Services, Maintenance set up, role of organization related to Civil Aviation-Ministry of Civil Aviation, DGCA, AAI, IATA, and ICAD.

Airlines Feasibility and Planning: Procedural Requirements, Facilities, Planning and Layout
Establishing an Airline Company: Organization and Structure. Operations, Marketing, Aviation Safety, Costing

Relationship between Civil Aviation and Tourism: Strategies for Development of Civil Aviation in India.

Section B

Case and Problems

M-333
MANAGEMENT OF TRAVEL AGENCIES AND TOUR MANAGEMENT

Course/Paper : 333
MBA Optional(H)

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course will familiarize students with key agencies linking potential tourists spread all over the world with tourism related activities. The students will learn processes as to how travel agencies and tour operators facilitate management of tourism related activities.

Section A

Meaning and functions of travel agencies and tour operation, growth and present status of travel agency, How to work as sub agent, working as a G.S.A. and P.S.A. Organization structure of travel agency and their profit and loss potential

Tour and tour Operator: Various types of whole sellers and operators, planning, costing, budgeting & marketing; Documentation formalities: passport, health, visa, foreign exchange allowances for business and holiday; International Travel passes- VUSA, GURAIL, GREYHOUND, DISCOVER INDIA etc; International Sale Indicators; International Time Calculator; Baggage Allowance, Airline codes; International Credit Cards; Travel Insurance-Medicaid

Incentives availability to entrepreneurs in travel business, modalities and systems of recognition clearances and approvals for travel agencies and operators

The Changing nature of travel business: Introduction of high technology, managerial skill requirements and growing professionalisation.

Section B

Case and Problems

M-334
LEGAL AND REGULATORY FRAMEWORK OF TOURISM

Course/Paper : 334
MBA Optional(H)

Max.Marks : 70
Time : 3 Hrs.

Objective:

This course will help students understand legal restrictions imposed upon various sectors of tourism by regulatory bodies. Students will learn about legal restriction imposed upon various sectors related to tourism such as tourists themselves, foreign exchange, accommodation, travel agencies, and transportation.

Section A

Laws, rules and regulations relating to Tourist: Citizenship Act, passports Act, Foreign Act, Foreigners Registrations Act, Foreign Exchange Regulation Act, Import Export Control Act
Law and Regulations relating to Accommodation Sector
Law and Regulations relating to Travel Agency Sector
Law and Regulations relating to Transport Sector
Regulatory Role of the Department of Tourism, Need to Central Tourism Law in India

Section B

Case and Problems

M-419
HOTEL MANAGEMENT

Course/Paper : 419
MBA Optional(H)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of this course is to familiarize students with evolutionary process of hotels as well as introduce them with various types of hotels that have emerged during last few decades during extraordinary growth of international and domestic tourism. The hotels are now managed scientifically and its operations have become more systematic. Students will learn these operational processes in this paper.

Section A

Origin and Evolution of Hotel Industry.

Types of hotel, hotel chains in India and abroad, classification of hotels with special reference to star ranking, heritage, hotels Ownership and Management, Franchises, Hotel and Airlines.

Relationship, Problems of hotel industry: Capital, Managerial, Manpower, Mechanization, Computerization.

Brief introduction to management and operation of front office. House keeping, Restaurant and Bar services, Food and beverage Services, Service for Conference, Conventions and Marriages.

Section B

Case and Problems

M-420
FIELD STUDY AND PROJECT REPORT: EVENT AND CONFERENCE
MANGEMENT

Course/Paper : 420
MBA Optional(H)

Max.Marks : 70
Time : 3 Hrs.

Objective:

The objective of this course is to familiarize students with theoretical as well as practical dimensions of events and conference management. Recently, event and conference management has emerged as socio-economic activity in a very big way. This has opened new avenues of employment for young men and women. The students will gain theoretical knowledge about events and conferences in the classroom and prepare a project report after conducting a teacher-supervised field study.

Section A

Introduction to events, its significance, types and appropriate management approaches, impact of Hallmark event.

Introduction to conferences, its significance, types and appropriate management approaches.

Preparing a project report, after conducting a field study to demonstrate understanding about various dimensions of event and conference management.

Section B

Case and Problems