

Management And Organizational Behavior

Course Code: MBA-CR-101
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: -

The objective of this paper is to enable the students to understand the multiplicity of Interrelated factors which influence the behavior and performance of people as members of work organizations.

Unit I:

Evolution of management Thought-Classical, Behavioral and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations.

Unit II:

Foundations of Individual Behavior-Personality-Meaning; Development of Personality; Personality Determinants; the "Big Five" Personality Traits; Emotional Intelligence. Perception;- Nature and importance; Factors influencing perception; Managing the Perception Process.

Unit-III:

Learning- Components of learning process; Theoretical process of learning- Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

Unit-IV:

Motivation in organizations: Nature and importance; The motivational framework; The content theories of work motivation- Maslow's Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation- Vroom's Expectancy Theory; J. Stacy Adam's Equity Theory.

Note:-

The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Fundamentals of Management by Griffin, Houghton Mifflin Company, Boston New York, U.S.A
2. Essentials of Management by Andrew J/ DuBrin THOMSON-South western Management of Organizational Behavior by Hersey/Balanchard/Johnson Pearson Education-New Delhi
3. Organizational Behavior By Stephen Robins- Pearson Education-New Delhi Organizational Behavior By Fred Luthans- McGraw-Hill
4. Organizational Behavior By Debra/ James – THOMSON-South-Western

Accounting for Managers

Course Code: MBA-CR-102
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: The basic objective of this course is to develop an insight into postulates, principles and techniques of accounting that help in planning, decision-making and control.

Unit-I

Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope.

Unit-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

Unit- III

Cost Accounting - Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis – Computation of break even point, margin of safety. Profit graphs. Responsibility Accounting – Concept and Objectives, Responsibility Centres.

Unit-IV

Standard costing – organization and establishing a standard costing system. Variance Analysis- Classification of variances, Material cost, Labour cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

Note:-

1. ***This paper shall have 70% numerical and 30% theoretical questions.***
2. **Cases Studies and other assignments will be provided by the concerned faculty in the class.**

Suggested Readings:

1. Batacharya S.K.& Dearden J. Accounting for Management- Text and Cases. Vikas New Delhi
2. Heitger LE and Matulich Serge Financial Accounting. McGraw Hill, New York.
3. Horngren C T, Sundem G L and Stratton W. Introduction to Management Accounting. Prentice Hall of India New Delhi.
4. Khan M Y & Jain P K. Management Accounting. Tata McGraw-Hill, New Delhi.
5. Sahaf M A Management Accounting – Principles & Practice, New Delhi, Vikas Publishing House

Quantitative Techniques for Managerial Decision Making

Course Code: MBA-CR-103
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The objective of the course is to make the students familiar with some basic mathematical, statistical and operations research techniques. The main focus, however, is in their applications in business decision making.

Unit I

Mathematical basis of Managerial decisions - An overview; Nature and Scope of Quantitative methods in management; Scientific approach to Quantitative techniques; Functions and their managerial application (linear & quadratic functions); Concept of Derivative of functions and its managerial applications for finding maxima and minima (functions of single variable only); Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to 2×2)

Unit II

Basic concepts of Probability, Applications of addition rule and multiplication rule of probability- simple situation problems; Numerical problems on Bayes' theorem- the special case of multiplication rule; Elementary characteristics and simple situation applications of discrete and continuous probability distribution:- Binomial, Poisson and Normal probability Distribution only; Queuing theory: Elementary characteristics and simple situation applications

Unit III

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems, Big M method; Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Introductory concepts in Assignment problems – Hungarian assignment method for optimal assignment.

Unit IV

Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks- finding earliest times, latest times and floats for events and activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis; Decision theory: criteria for managerial decisions under uncertain and probabilistic kinds of decision making environments; Calculation of EMV and EVPI.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings :

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|---|--|----------------------------|
| 1 | Quantitative techniques in Management/Vohra, N.D., | Tata McGrawHill, New Delhi |
| 2 | Mathematics for Management/ Ragavachari, M. | Tata McGrawHill, New Delhi |
| 3 | Business Statistics/Gupta, SP and Gupta, MP | Sultan Chand, New Delhi |
| 4 | Basic Statistics for Business & Economics/Kazmier L.J & Pohl, NF | McGrawHill, New York |
| 5 | Statistics for Management/Levin Richard I & RubinDavid | Prentice Hall Inc |

Managerial Economics

Course Code: MBA-EA-104
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective:

The objective of this course is to acquaint the students with economic concepts and techniques and enable them to apply this knowledge in business decision making. Emphasis is given to changes in the nature to business firms in the context of globalization.

Contents:

Unit I

Concept and Techniques – Nature, scope and Role of Managerial Economics, Nature of Business Decision making, Marginal Analysis, Optimization. Theory of Demand – Demand function, income effect, substitutions effect Elasticity of Demands – Types and measurement. Demand Forecasting; Elements of Demand Forecasting, Concept of cost and cost curves.

Unit II

Production and Cost – The production function; production with one variable and two variable inputs, Economics of Scale; Estimating the production, Economic function; Theory of firm – Profit maximization Sales maximization, organizational slack, ownership and control Market Structure – competition. Monopolistic Competition, Oligopoly, Non-price competition.

Unit III

Macro Economics Aggregates and concepts – GNP and GDP – Aggregate consumption, Gross Domestic Savings, Gross Domestic Capital formation WPI, CPI and inflation; Concept and Determinants of National income.

Unit IV

Employment – Balance of payment, money supply and monetary supply. Fiscal policy; consumption function, Fiscal impact and investment, synthesis of monetary and Real factor; Business fluctuations and Trade Cycles. Economic decision making at twenty first century : The “old” economics of the “New economy”.

Note:

The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.

Suggested Reading:

1. Business Economics / Adhikary Excel Books, New Delhi.
2. Economic Theory & Operations Analysis/ Baumol WJ Prentice Hall Inc., New Delhi.
3. Managerial Economics/ Chopra, TATA McGraw Hill, New Delhi.
4. Managerial Economics/ Keat, Paul G. And Philips K.Y. Young Prentice Hall, New Jersey.
5. Modern Micro Economics/ Koutsoyiannis Macmillan, New York.

Business Ethics and Corporate Governance

Course Code: MBA-EA-105
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - Course Objectives: The basic objective of the course is to expose students to the ethical dimensions of business decisions and to develop an understanding of corporate social responsibility and corporate governance in order to equip students to frame and institutionalize ethical business strategies.

Unit I

Nature and Significance of Business Ethics; Ethical Dilemmas, Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Decision Making Model; Globalization and Business ethics- Eastern Values and western Business systems,

Unit II

Business Ethical Principles – Role and Types of Ethical Theories- Teleological, Deontological and Virtue; Egoism, Utilitarianism-classical, act and rule; Free Market and Utilitarianism; Kant's Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Ethical Dimensions of Marketing, Human Resource, Production and Financial Decisions; Environmental Protection;

Unit III

Corporate Social Responsibility- Nature of Corporations; Corporation as Morally Responsible Agent; Nature and significance of Corporate Social Responsibility, Social Responsiveness and Social Performance; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model; Free Market Theory and Profit Maximization; Shareholders Theory, Stakeholders Theory, Social Contracts Theory;

Unit IV

Corporate Governance: Nature and Significance; Property Rights and Social Institution Theory, Agency Theory; Corporate Governance Model; Corporate Governance Failure; Corporate Scam; Whistle Blowing; Indian Corporate Governance; Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory frame work, committees in India and abroad, Corporate Ethics Programme; Social Audit; Corporate Performance-Balanced Score Card, Triple Bottom Line.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Manuel G Velasquez: Business Ethics, Pearson
2. John R Boatright: Ethics and the Conduct of Business, Pearson.
3. Willaim H Shaw: Business Ethics, Thomson.
4. Andrew Crane & Dirk Matten: Business Ethics, Oxford
5. Daniel Albuquerque: Business Ethics, Oxford
6. Thomas Clarke: International Corporate Governance, Routledge

Computer Applications in Management

Course Code: MBA-EA-106
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students conversant with the basic concepts of computers, various input, output, and storage devices, softwares and operating systems and MS-office.

Unit-I

- Introduction to computers, Block Diagram of Computer, Advantages and Disadvantages of computers
- Evolution (Generations) and classification of computers (super, mainframe, Mini, Micro etc)
- Common I/O devices and their characteristics.
- Primary and secondary memory: RAM and ROM, Hard Disk, Magnetic Tape and Optical devices.

Unit-II

- Computer software: Classification and Types.
- Generations of computer Languages
- Operating System: Functions, types-Multiprogramming, Multiprocessing, Timesharing, Real time, Online and Batch Systems.
- Booting process

Unit-III

- Windows Basics: The Desktop, My Computer, Working with files and Folders.
- Windows Explorer, Windows Help and Support centre.
- Searching in Windows and System utilities.
- Start Menu, Accessories like Notepad, Paint and WordPad.

Unit-IV

- Word Processing with MS Word: Working with Word documents, Working with Text- fonts, size, formatting etc, Working with tables, checking spelling and grammar, Adding Graphics to documents
- Spreadsheets and MS Excel, Working with Excel workbook and worksheets, Formulas and functions, inserting charts
- MS-Power point- preparing power point presentations

Note:-

Practical work and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. ITLES ,”Introduction to Information Technology”, Pearson Education.
2. Peter Norton ,”Introduction to Computers”, PHI.
3. Sanders M, “Computers in Business: An introduction” Mcgraw Hill

Business Communication

Course Code: MBA-EA-107
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

COURSE OBJECTIVE:

The objective of this paper is to equip the students with Business Communication Skills to enable them to effectively communicate and present the technical report/presentations.

UNIT – I: INTRODUCTION

Communication in Business, the process of communication, models of communication, principles of communication, barriers of communication, Strategies for overcoming Barriers.

UNIT–II: CHANNELS OF COMMUNICATION

Channel effectiveness, Channel limitations. Media of communication, approaches to effective communication, Essentials of non verbal communication, types: kinesics, proxemics, paralanguage, time language, color, report writing organization and techniques, Short & Long Formal Reports.

UNIT–III: GROUP COMMUNICATION

Group communication through committees, conference and other formal communication with public at large, interviews, seminar, symposia and conferences. Specific business communication: essentials of effective business communication .structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

UNIT–IV: STRATEGIES FOR IMPROVING COMMUNICATION

Strategies to improve - reading skills, speaking skills, listening skills; Guidelines to effective public speaking; developing job application – Covering letter, Resume; Essentials of Interviewing: Negotiating the job offer.

Note:-

Case studies and other assignment will be provided by the concerned faculty in the class.

SUGGESTED READINGS:

1. Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw
2. Poe & Fruchling, Basic Communication, AITBS
3. Diwan & Aggarwal Business Communication Excel
4. Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books

Managerial Skill Development

Course Code: MBA-EO-108
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

COURSE OBJECTIVE:

The objective of this paper is to equip the students with the managerial Skills to enable them to effectively communicate and enhance their leadership and motivational powers.

UNIT I:

Communication in Business, the process of communication, principles of communication, barriers of communication, Strategies for overcoming Barriers. Essentials of non verbal communication, types: kinesics, proxemics, paralanguage, time language, color.

UNIT II:

Self confidence, how to develop self confidence, good attitude, time management, stress management, delegation and persuasion.

UNIT III:

Motivation, types: intrinsic and extrinsic motivation, Maslows need hierarchy, Herzberg's theory, why motivation, Negotiation, effective leadership. Perception and improving listening skills.

UNIT IV:

Group dynamics: overview, reference group, formation, cohesiveness, norms and values, teambuilding. Personality development and improving public interaction.

Note:-

Case studies and other assignment will be provided by the concerned faculty in the class.

SUGGESTED READINGS:

1. Lesikar, Petit & Lesikar's, Basic Business, Tata McGraw
2. Management of Organizational Behavior by Hersey/Balanchard/Johnson Pearson Education-New Delhi
3. Organizational Behavior By Stephen Robins- Pearson Education-New Delhi
4. Organizational Behavior By Fred Luthans- McGraw-Hill

Human Resources Management

Course Code: MBA-CR-201
MBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective:

The basic objective of this course is to help the students to acquire and develop decision making skills in relation to managing people in organizations and to create an understanding of the various policies and practices of human resource management.

Unit -I

Human Resource Management. - Nature, Philosophy, significance and core values of HRM, Evolution of HRM; Challenges facing HRM and impact of technology on HRM practices. Role of HR managers. The qualities of good HR managers and determining personal effectiveness & sense of efficacy. who am I exercise.

Unit-II

Human Resource Planning-Concept and process. Job Analysis, methods and purpose of job analysis- job description, job specification and job evaluation. Recruitment Search-process, sources and methods of recruitment. Selection Process. Placement, induction, internal mobility and separations.

Unit-III

Performance Appraisal System(PAS)-Concept, objectives and uses of PAS. PAS Methods and sources. Appraisal errors. Discipline and grievance handling Mechanism. Industrial relations, Causes for good and poor industrial relations.

Unit-IV

Manpower Training and Development – Concept, objectives and significance. Determination of training needs. Methods for operatives training and management development programmes. Stages of Training programmes. Evaluation of effectiveness of training Programmes.

Note:-

The case studies/ presentations will be announced by the course instructor during the semester.

Suggested Readings:

1. E. Schuster Human Resource Management ,Concept ,Cases And Readings ,PHI
2. GargDessler , Human Resource Management, Pearson Education ,13th Edition
3. UdaiPareek ,Training Instruments In Hrd And Od ,Tata Mac Graw Hill 2nd Edition
4. M.S. Saiyadian , Human Resource Management, Tata Mac Graw Hill 3rd Edition
5. Shell/Bohlander , Human Resource Management, Cengage Learning

Marketing Management

Course Code: MBA-CR-202

MBA 2nd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objectives: The purpose of this course is to develop understanding of underlying concepts, strategies and issues involved in the marketing of products and services.

Contents

Unit-I

Nature, Significance and scope of Marketing; Company Orientations towards the market place; Marketing concepts, Trends and Tasks; Strategic Marketing planning; Scanning the Marketing Environment; Marketing Research; Creating customer value, Satisfaction, and loyalty.

Unit-II

Consumer Behaviour; Factors influencing consumer Behaviour and Buying decision process; Segmenting consumer and business Markets; Market Targeting; Building Strong Brands-Dealing with competition, Creating Brand Equity; Crafting Branding positions; Product Management; Product life cycle, New product and Decisions; Product packaging and labelling.

Unit-III

Pricing objectives and approaches; Factors affecting pricing decisions; Pricing Strategies; Price Changes; Marketing channels and value Networks; Role of Marketing channels; Channel design and channel Management Decisions; Factors affecting distributors decisions; Channel conflict and its Management. Growth in Retailing Industry and Strategic decisions in Retail business.

Unit-IV

Marketing communications, Developing effective communications, Advertising, Sales promotion, public Relations; Personal Selling and Direct Marketing; Internal Marketing; Socially Responsible Marketing.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Gary Armstrong and Philip Kotler, "Marketing: An Introduction" Prentice Hall;
2. Philip Kotler, and Keller, "Marketing Management" Prentice Hall;
3. Ramaswamy, V.S. and Namakumari, S, "Marketing Management, Planning, Control" Macmilliam, New Delhi;
4. Stanton, William,J.Fundamentals of Marketing, New York, McGraw Hill ;
5. Rajan Saxena, "Marketing Management" McGraw Hill Companies.

Managerial Finance

Course Code: MBA-CR-203
MBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To acquaint students to the fundamental concepts of managerial finance and policy with view to apply rich body of financial theory in corporate decision making and in creating value for shareholders.

Unit – I

Introduction to Finance: concept, principles that form the basics in financial management, scope, goal of the firm; Time value of money- future value and present value computation, comparing P.V. with F.V; Cost of Capital- concept, significance, determining cost of specific sources of capital, the weighted average cost of capital.

Unit: II

Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria:-pay-back period and post pay-back method, present value and net present value method, internal rate of return:

Unit: III

Capitalization and Capital Structure -Meaning, theories of capitalization, over and under capitalization; concept of capital structure, factors affecting capital structure, relevance of capital structure –net income approach and traditional approach , Irrelevance of capital structure-net operating income approach and MM hypothesis, EBIT EPS analysis, Indifference point computation; Leverage: Financial, Operating Leverage and total leverage, Analysis and impact of leverage.

Unit – IV

Dividend Decision: Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend relevance theories- M.M.Hypothesis; Valuation: Corporate dividend behavior and value of firm, Valuation of shares and bonds.

Note:-This paper shall have 60% numerical and 40% theoretical questions.

Suggested Reading:-

1. James, Van Horne, "Financial management policy", Pearson Education, New Delhi
2. Arnold G. "Corporate Finance", Pearson Education, New Delhi.
3. Keown A.J. "Financial Management" Prentice Hall Of India
4. Pandey I.M., "Financial Management" Vikas Publishing House Pvt. Ltd.
5. Khan and Jain, "Financial Management" Tata Mcgraw Hill

Productions and Operations Management

Course Code: MBA-EA-204
MBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective:

The course is designed to acquaint the students with decision making in Planning, scheduling and control of Production and Operations function, productivity improvement in operations through layout engineering and quality management etc.; effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Contents:

Unit-I

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location

Unit-II

Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis; Production Process Planning and Design: factors affecting process design; Concept of Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs

Unit-III

Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Materials Management: An overview; Basic concepts of Material Handling; Material Planning and Inventory Control; Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis: Just in Time (JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (E.O.Q with deterministic Demand) and practical problems on EOQ.

Unit-IV

Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Acceptance sampling: - Concept and significance; Total Quality Management (TQM) ; ISO-9000- Concept and Significance; Value Engineering:- Basic Concepts; Maintenance Management – Preventive and Breakdown Maintenance; Purchase Management and Purchasing Procedure;

Note:-

The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.

Suggested Readings

1. Adam, E.E. & Ebert, R.J. Production and Operations Management. 6th ed., New Delhi, Prentice Hall of India
2. Amrine Harold T. etc. Manufacturing Organizations and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.
3. Buffa, E.S. Modern Production Management, New York, John Wiley
4. Chary, S.N. Production and Operations Management, New Delhi, Tata McGraw Hill
5. Dabler, Donald W and Lee, Lamar. Purchasing and Materials Management. New York, McGraw Hill

Research Methodology

Course Code: MBA-EA-205
MBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Unit-I:

Research Methodology - Epistemology Nature and Scope, Scientific Research, Building Blocks, Concepts, Construct, Parsimony, variables, attributes, validity concept, theory building in research, Research Process, Marketing research, value and cost of information – Bayesian Decision Theory, Ethical issues in Marketing Research.

Unit-II:

Research Design – types – Exploratory, Descriptive and Casual, Experimental Design-Concept and types, Experimentation –Validity Measurement and Scaling – Comparative and Non-Comparative Thurston's V-Scale Model, OS good's Semitic differential scale, Likert scale, Q-sort scale.

Unit III:

Data Source- Primary, Secondary Questionnaire – Concept, design and types , Sampling Techniques- probability and non-probability, sample size, Sampling Errors. Hypothesis Formulation & Testing - Parametric tests- one sample and two sample tests for means and properties of large samples Z –Test, T-Tests, ANOVA one way and two way. Chi-Square test for independence of attributes and goodness of fit. Kolmogrov – Smirnow test and goodness of fit, Correlation and regression Analysis concept and application-Application of SPSS package.

Unit IV:

Multivariate Analysis. Factor Analysis Cluster Analysis and Conjoint Analysis. Concept application interpretation of research problems, Multidimensional Scaling. Application of SPSS package, Structure and component of research report.

Note:-

Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Withian G.Zikmund Business Research Methods, CENGAGE Learning.
2. Mark Saunders, Philp Lewis and Adrian Thorn Hill- Research Methods For Business students, Pearson Education.
3. N. Malhotra Marketing Research.
4. Pal Green- Marketing Research, Mac- Graw Hill.
5. Levin Robin Statistics for Management Practices Hall India.

Organizational Effectiveness and Change

Course Code: MBA-EA-206
MBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective

The objective of this course is to familiarize the students with basic organizational process to bring about organizational effectiveness and change.

Unit-I

Organizational Effectiveness; Critical issues of organizational effectiveness; Various approaches to measuring effectiveness; Value creation process by organization; Organizational Change-Change Process; Types and forms of organizational change; Forces for change, Resistance to change, Relationship among organizational change, design and effectiveness.

Unit-II

Organizational Culture-Meaning and Characteristics; Culture Versus Climate; Creating the Organization Culture; Strong and Weak Cultures, Cross-cultural dynamics; Power and Politics- Concept; Bases of Power; Power, Authority and Influence; Political implications of power.

Unit-III

Conflict and Negotiation- Concept; Process of Conflict; Conflict levels; Reactions to conflict; Management of Conflict; Resolution Strategies; PRAM Model. Leadership- Concept; leadership skills, Styles and Theories of Leadership-trait Theory; Situation Theory, Path Goal Leadership; Transactional and Transformational Leadership.

Unit-IV

Work Stress and Its Management- Understanding Stress and its consequences; Hans Selye's General Adaptation Syndrome (GAS) Potential sources of stress; Effects of stress; Coping Strategies- Individual and Organizational Coping Strategies.

Note:-

The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings

1. Theory of Organization Development and Change by Cummings/ Worley CENGAGE Learning, New Delhi, 2009
2. Organizational Development by French and Bell, Prentice Hall of India, New Delhi
3. Changing Organizations By Bennis.W.G. Tata McGraw Hill, New York
4. Organization Theory, Change and Design by Richard L.Daft CENGAGE Learning, New Delhi, 2009
5. Organization Design for Excellence by Khandwalla, Tata McGrawhill, New Delhi.

Public Administration

Course Code: MBA-EA-207
MBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The Key objective of this course is to acquaint the students with planning, executions, monitoring and controlling of activities in the public administration to train them in public administration decisions. The candidates are also expected to appreciate the role public servants play in the welfare and development of public and nation building.

Unit I

Public Administration- Evolution and significance; Wilson's vision of Public Administration; Weber's bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggsian models; Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration; Good Governance, Impact of liberalisation on administration in developing countries.

Unit II

Administrative Law, Delegated legislation; Administrative Tribunals; Right to Information; Development administration; 'Antidevelopment thesis'; Bureaucracy, democracy and development; Models of policy-making; State theories and public policy formulation; Public borrowings and public debt; Budgets – types and forms; Budgetary process; Financial accountability; Parliamentary control of public expenditure; Role of Controller General of Accounts and Comptroller and Auditor General of India.

Unit III

Union Government and Administration (Indian): Executive, Parliament, Judiciary-Functions; Cabinet Secretariat; Prime Minister's Office; Central Secretariat; Ministries and Departments; Boards; Planning Commission, National Development Council; Process of plan formulation at Union and State levels; Union-State administrative, legislative and financial relations; Finance Commission; State administration and District Administration-structure; Civil Services;

Unit IV

Administrative Reforms Important Committees and Commissions; Rural Development: Institutions, agencies and programmes; Panchayati Raj; 73rd Constitutional amendment; Urban Local Government: Municipal governance; 74th Constitutional Amendment; National Police Commission; Investigative agencies; Reforms in Police. National Human Rights Commission; Disaster management; Emerging issues and challenges to Indian administration.

Note:-

Case Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Avasthi A. 1980. Central Administration: Tata Mc graw Hill: New Delhi.
2. Basu, D. D. 2004. Introduction to the Constitution of India; Prentice Hall: New Delhi
3. Khera, S.S. 1975. The Central Executive: Orient Longman: New Delhi.
4. Singh Hoshiar and Singh Mohinder, 1989. Public Administration in India: Theory and Practice;
5. Sterling Publishers Private Ltd., New Delhi.
6. A.R. Tyagi 1962 Public Administration, Atma Ram, Original from the University of Michigan

General Management

Course Code: MBA-EO-208
MBA 2nd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

OBJECTIVE; The objective of the course is to familiarize the students with the basics of management and its application in business organizations.

UNIT 1

Definition - Management - Role of managers - Evolution of Management thought -

Organization and the environmental factors – Trends and Challenges of Management in Global Scenario.

UNIT II

Nature and purpose of planning - Planning process - Types of plans – Objectives -Managing by objective (MBO) Strategies - Types of strategies - Policies - Decision Making - Types of decision - Decision Making Process - Rational Decision Making

UNIT III

Nature and purpose of organizing - Organization structure - Formal and informal groups - Line and Staff authority - Departmentation - Span of control - Centralization and Decentralization - Delegation of authority

UNIT IV

Creativity and Innovation - Motivation and Satisfaction - Motivation Theories - Leadership Styles - Process of controlling - Types of control - Budgetary and non-budgetary control . Maintenance Control - Quality Control - Planning operations.

Note:-

The case studies/ presentations will be announced by the course instructor during the semester.

References:

1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India, 8th edition.
2. Charles W L Hill, Steven L McShane, 'Principles of Management', Mcgraw Hill Education, Special Indian Edition.
3. Hellriegel, Slocum & Jackson, ' Management - A Competency Based Approach', Thomson South Western, 10th edition.
4. Harold Koontz, Heinz Weihrich and Mark V Cannice, 'Management - A global

Strategic Management

Course Code: MBA-CR-301

MBA 3rd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objectives: The objectives of this course are to integrate the skills and knowledge students have acquired in functional areas and develop in students a holistic perspective of the enterprise and critical business skills needed to plan and manage strategic activities effectively.

Unit-I

Nature, Scope, Significance and process of Strategic Management; Business Strategy; Different forms of strategy; strategy and tactics; Competitive advantages as focal point of strategy; strategic Intent; Dimensions of Strategic Decisions; Corporate level and business level Strategists and their role in Strategic Management.

Unit-II

External Environmental Analysis; the general environment and the competitive environment; processes for analyzing the external environment; Internal environmental analysis, Resource-Based view of the firm; developing the company profile-value chain framework; Methods for assessing internal strengths and weakness; SWOT Analysis.

Unit-III

Corporate level Strategies, Expansion Strategies; Retrenchment Strategies; Generic Business level Strategies; Strategic analysis and choice; BCG Matrix; GE-Nine Cell Matrix; Grand Strategy Selection Matrix; Model of Grand Strategy Clusters.

Unit-IV

Strategy Implementation-7S Frame work for understanding implementation issues; Organizational Learning; Structures for Strategies, Organizational Leadership, Corporate culture. Strategic Evaluation and Control.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Dess and Miller, "Strategic Management" Tata Mcgraw Hill, New Delhi;
2. Kazmi,A. "Business policy and strategic Management" Tata McGraw Hill, New Delhi
3. Budhiraja, S.B. and Athreya, M.B "Cases in Strategic Management," New Delhi Tata
4. Thomson and Strickland, "Strategic Management" McGraw Hill international Editions
5. Hax,A,C and Majlut, N.S. "Strategic Management". Englewood Cliffs, New Jersey, Prentice Hall .

Marketing of Services

Course Code: MBA-CR-303
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: The basic aim of this course is to expose the student to the unique challenges of marketing and managing services and delivering quality service to customers in a complex and dynamic marketing environment.

Course Structure:

UNIT-I: Concept of services, importance, Goods versus Services marketing, Service Marketing Mix; Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Services Marketing, Service Quality Gap Model, Gronross Model of service quality; Challenges to Service Marketing.

UNIT-II: Services Design and Development; Service Blueprinting; Service Process; Physical Evidence and Servicescape; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Managing Service Personnel; Employee and Customer Role in Service Delivery.

UNIT-III: Importance of positioning in Services Marketing – Steps in developing a positioning strategy – Positioning Maps – Relationship Marketing: Creating and maintaining valued relationship with Customers; Service recovery –role of Internal Marketing in service delivery.

UNIT-IV: Building marketing strategy for hospitality, tourism, travel, medical, information technology, educational, financial and entertainment services.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Christian Gronroos, Service Management and Marketing, John Wiley & Sons Ltd.
2. Valarie A. Zeithaml, et al, Service Marketing, Tata McGraw-Hill.
3. Christopher Love Lock, Service Marketing, Pearson Education Asia.
4. Kruse, Service Marketing, John Wiley & Sons Ltd.
5. Tom Powers, Marketing Hospitality, John Wiley & Sons Inc.
6. Philip Kotler, Marketing of non-profit organization, Prentice Hall.
7. Helen Woodruffe, Services Marketing, Macmillan.

International Marketing

Course Code: MBA-EA-304
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

COURSE OBJECTIVE:

The course aims at making students understand the concept and techniques of international marketing and train them to develop and implement plans and marketing strategies for entering into international markets and managing overseas operations.

Unit I:

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment., International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture & Setting-up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.

Unit II:

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets: Factors Affecting International Price Determination:

Unit III:

Managing International Distribution and Promotion: Distribution Channel Strategy –International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; International Distribution Logistics; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication. Understanding Global Consumer.

Unit IV

Emerging Trends in International Marketing: Regionalism v/s Multilateralism; Trade Blocks; Important Grouping in the World; Legal Dimensions in International Marketing (Role of WTO); Marketing Research for Identifying Opportunities in International Markets.

NOTE: Case studies and other assignment will be provided by the concerned faculty in the class.

SUGGESTED READINGS:

1. Cateora, Philip R. and Graham John L.(2005). International Marketing. Tata McGraw- Hill Edition.
2. Terpstra, Vern and Sarathy, Ravi (2000). International Marketing. The Dryden Press, Chicago.
3. Keegan, Warren J. (7th Edition, 2002). Global Marketing Management. Pearson Education , New Delhi.
4. Kotabe Masaaki and Helsen Kristiaan (2nd Edition, 2001). Global Marketing Management. John Wiley & Sons (Asia) Pte Ltd.

Business Marketing

Course Code: MBA-EA-305
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course focuses on the study of buying process, market selection, and the development of effective business marketing strategies. This course aims to make students familiar with terms, concepts and framework those are significant in the formation of business marketing strategy and to help students to develop skills to make marketing decisions in Business-to-Business situation

Unit-I

Overview of Business Marketing; Business Market Processes; Business Markets Vs Consumer-Goods Market; Nature of Demand for Business Markets; Business Market Customers; Organizational Buying Process; Organizational Market Segmentation; Evaluating the Competitive and Technological Environment; Bases for Segmenting Business Markets; A Model for Segmenting the organizational market; Relationship Management in Business Marketing

Unit-II

Managing the Product Line for Business Markets – Core Competencies, Product Quality, Product Policy, Product Positioning and Branding; Management of innovation, New Product Development Process; Services for Business Marketing; Managing Business Marketing Channels – Channel Selection, Channel Strategies, Channel Administration, Logistics Interface

Unit-III

Business Marketing Communication – Integrated Communication Programs, Personal Selling; Managing Business-to-Business Advertising, Managing the Sales force; Communication Budget; Managing the Industrial Pricing function – Industrial Pricing Process; Pricing across the Product Life cycle, Price Administration, Competitive Bidding

Unit-IV

Business Marketing Strategy Planning – Elements of Business Strategy, Core Strategy, Strategy Development, Competitive Pressures; Business Marketing Strategy Implementation and Control – Strategy Implementation fit, Implementation Skills, Marketing Control Process, Strategic Control: Tools of Control; Ethical considerations in Business Marketing.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Michael, D. Hutt and Thomas W. Speh, Business Marketing Management, Thomson
2. James C. Anderson and James A. Narus, Business Marketing Management, Pearson Education
3. Corey, E Raymond. Industrial Marketing: Cases and concepts. 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall
4. Gross, A C etc. Business Marketing. Boston, Houghton Mifflin.
5. Hill, Richard. Etc. Industrial Marketing. Homewood Illinois, Richard D. Irwin.

Brand Management

Course Code: MBA-EA-306
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives:- The course aims at making students understand the Significance of Brands and their management.

Unit I

Concept and significance of brands, Branding process – brand mark and trade mark – different types of brand – family brand, individual brand, private brand – selecting a brand name – functions of a brand – branding decisions – influencing factors.

UNIT II

Brand vision – brand ambassadors – brand as a personality, as trading asset, Brand extension – brand positioning – brand image building.

UNIT III

Branding impact on buyers – competitors, Brand loyalty – loyalty programmes – brand equity – role of brand manager – Interrelations with manufacturing, marketing, finance, purchase and R & D – brand audit.

UNIT IV

Brand rejuvenation and re-launch, brand development through acquisition takes over and merger – Monitoring brand performance over the product life cycle. Co-branding. Designing and implementing branding strategies – Case studies

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Kevin Lane Keller, "Strategic brand Management", Person Education, New Delhi.
2. Lan Batey Asian Branding – "A great way to fly", Prentice Hall of India, Singapore.
3. Jean Noel, Kapferer, "Strategic brand Management", The Free Press, New York.
4. Paul Tmeporal, Branding in Asia, John Wiley & sons (P) Ltd., New York.
5. S.Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., New Delhi.
6. Jagdeep Kapoor, Brandex, Biztantra, New Delhi.

Advertising Management

Course Code: MBA-EA-307

MBA 3rd Semester

Credits: 4

Cont. Assessment: 20

Term End Exam: 80

Min. Pass Marks: 40%

Course Objectives: - The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

Unit I:

Concept and definition of advertisement- its role in the marketing process; Legal, Social, Economic and Ethical implications of advertisements; Setting advertisement objectives: Ad agencies; Selection and remuneration; Advertisement campaign; Importance of creativity in advertising-creative strategy and process; implementation and evaluation, Nature & significance of integrated marketing communication (IMC).

Unit II:

Major players in advertising : Advertising agency, Brand Manager, Market research firms , media; Media Plan-type and choice criteria; reach and frequency of advertisements; Advertising budget-establishment and allocation ,budgeting approaches; The process of developing an Ad .

Unit III:

Message development; different types of advertisements; layout; design appeal; copy structure; advertisement production; print; Radio, TV and web advertisements; Media Research; testing validity and reliability of Ad's ; measuring impact of advertisements; Advertisement copy-its components and types; Production and execution of TVC's and print AD'S.

Unit IV:

Objective setting and market Positioning; DAGMAR approach; Determination of Target Audience and understanding them; Building of advertising programme-Message, Headlines, copy, Logo, Illustration, Appeal, layout campaign planning; Media planning and strategies; Establishing Media objectives; Media mix; Evaluation of Broadcast ,print, support, Internet and interactive media.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Aaker, David A etc., Advertising Management 4th ed. New Delhi, PHI, 1985.
2. Belch George E. and Belch, Michael A; Advertising and promotion, Tata McGraw Hill, New Delhi.Ogilvy David, Ogilvy on advertising, London, Longman.
3. Borden, William H. Advertising New York, John Wiley, 1981.

Financial Risk Management and Derivatives

Course Code: MBA-CR-308
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objectives: - This Course aims at making students conversant with the latest concepts of financial risk management and also introduces them to the practical application of various tools and techniques of financial risk management techniques.

Unit-I:

Risk Management:-Concept and objectives; Types of financial risks- credit risk, market risk, default risk, foreign exchange risk, purchasing power risk, liquidity risk, interest rate risk; Main banking business lines and risk associated with each: the banking book, the trading book and off balance sheet exposure; Scientific risk management process; Financial Derivatives:- introduction, features, types of financial derivatives, basic financial derivatives, uses of financial derivatives.

Unit-II:

Risk Measurement: - based on sensitivity, based on volatility and based on down side potential; Credit risk management –concept, components, need and process of credit risk management; Approaches for capital charge for credit risks; Risk and Return:-introduction, measuring expected return, probability distribution, measures of risk.

Unit-III:

Operational Risk Management:- Concept of operational risk; Operational risk categorization-cause based, effect based and event based ; Operational risk management process; Guiding principles; Approaches for attribution of capital charge for operation risks- Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach. Risk Based Capital Standards: concept, application of capital adequacy standards to Indian banks, computation of capital adequacy of banks.

Unit-IV:

Financial Swaps: – introduction, features; types of financial swaps:-interest rate swaps, currency swaps, valuing and interpreting swaps. Financial Options:- introduction, concept, terminology, types and option pricing.

Suggested Readings:

1. Chance, D. M., *An Introduction to Derivatives*, Dryden Press, International Edition.
2. Chew, L., *Managing Derivative Risk*, John Wiley, New Jersey.
3. Hull, J., *Options : Futures & Other Derivatives*, Pearson Education , New Delhi
4. Dorfman, M.S. "Introduction to Risk Management and Insurance" Pearson Education, NewDelhi
5. Mare Lore And Lev Berodovsky, *Financial Risk Management*, Butterworth Heinennam, Oxfords

Working Capital Management

Course Code: MBA-EA-309
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: The objective of the course is to acquaint students with the importance of the working capital and the techniques used for effective working capital management.

Contents

Unit I

Working Capital – Concepts. Components of Working Capital. Objectives of Working Capital. Determinants of Working Capital. Estimating Working Capital needs. Operating Environment of Working Capital. Approaches to Working Capital Investment – Walters approach and Trade off approach. Financing of Working Capital.

Unit II

Management of cash and marketable securities – Objectives and Decisions. Motives for holding cash. Managing cash flows – problems and issues. Cash forecasting – preparation of cash budget. Investment in marketable securities. Optimization models for short term investments - Baumol model, Miller-Orr model and Stone model.

Unit III

Management of Inventory. Components of inventory. Objectives of inventory control. Costs in inventory system. Techniques of inventory management – determination of order point, Analysis of quality discounts and safety level. Selective inventory control techniques – ABC analysis, VED analysis, FSN analysis. Emerging trends in inventory management.

Unit IV

Management of Receivables – Concepts. Credit Policy – components and designing the appropriate credit policy. Cost of marginal investment in accounts receivables. Monitoring receivables – issues and analysis. Strategic issues in receivables management. Payables Management – Concept and significance. Determinants of trade credit. Cost of credit. Effective management of payables.

Note:-

1. This paper shall have 50% numerical and 50% theoretical questions.
2. Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Bhalla, V.K. Working Capital Management: text and cases, , Delhi, Anmol Publications,
2. Hampton J.J. and C.L.Wagner Working capital management, John wiley and sons,
3. Rao K V. Management of Working Capital. New Delhi, Deep & Deep.
4. Scherr F C. Modern Working Capital Management, Prentice hall,.
5. Smith, Keith V and Gallinger G. W.. Readings on Short-term Financial Management, West Pub. Co.

Indian Financial System

Course Code: MBA-EA-310
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: This course aims at making students conversant with various components of Indian Financial System viz financial markets, institutions and instruments in analytical and critical manner.

Unit-I:

Evolution, components, design and role of financial system, objectives of financial system; Money Market- call market, T-Bill market, Inter-bank market, certificate of deposit market, ready forward contract (REPO) market, commercial paper (CP) market, inter corporate deposit market, commercial bill market; Types and characteristics of corporate securities: shares-concept and types, debentures and bonds-concept and types.

Unit-II:

Primary Market – concept, capital market scams, public offer, underwriting, book building process for capital issues, on-line IPO's, rights issues, IPO's and SEBI guidelines, Public issue management; Security Valuation process- discounted cash flow models, cross sectional regression analysis, yield valuation.

Unit-III:

Secondary Market-concept, organization, management of post issue activities and listing of securities, types of transactions in stock exchange, mechanics of share trading, transaction costs, trading arrangements, trading and settlement, categories of securities, inter-net trading, stock exchanges- Bombay Stock Exchange, The National Stock Exchange of India, Over the Counter Exchange of India, Interconnected Stock Exchange of India.

Unit-IV:

Depositories and Custodians- Depository system, NSDL, CDSL: Development financial institutions- evolution, role, policy measures relating to these institutions- evolution. Role, policy measures relating to these institutions, IFCI, IDBI, SIDBI, EXIM bank of India, NABARD, ICICI Ltd., Infrastructure Development Finance Corporation Ltd.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Farozzi, Franch J: *Investment Management*, Prentice Hall, International Edition.
2. Sharpe, William F, Gordon J Alexander and J. V Bailly: *"Investments"*, Prentice Hall of India, New Delhi.
3. Francies J. Clark : *Management of Investments*; McGraw Hill, New Delhi
4. Chandra, Prasanna : *Investment Analysis & Portfolio Management*, Tata McGraw Hill Publishing House.
5. Pathak, B.V. *"India Financial System"*, Pearson Education, New Delhi

Management Control System

Course Code: MBA-EA-311
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objectives: The main objective of the course is to appraise the students about the concept of management control system as well as its role in efficient management of organizations.

Contents

Unit -I

Management control Systems - Nature, Scope and Concepts. Principles of Management control. Managerial Behaviour and Control Process. Strategic Planning and Management control. Designing Management Control System – general considerations. Position of Controller in the organization structure.

Unit II

Management Control Process: Programming, Budgetary Planning and Procedures. Budgetary Control, Analysis of Variances, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting, Accounting Aspects of Control including Internal Audit and Control and Value of Money, Analysis and Reporting, Variance Reporting.

Unit III

Management Control Structure: Responsibility Centre, Responsibility Accounting, Cost Centre, Profit Centre, Inter-divisional Transfer Pricing, Measurement of Divisional Performance Including Performance Evaluation Qualitative and Quantitative, Investment Center.

Unit IV

Management Control in Projects and Multi-project organizations – Project Planning and Control Techniques. Management Control System in Service Organizations – Banks, Insurance Companies and Hotels. Management Control in Non-profit Organizations – measuring output, pricing and control.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Anthony, R N and Govindrajana V. *Management Control Systems*. 8th ed., Taraporivala, Chicago, Irvin, .
2. Glynn, J J. *Value for Money: Auditing in Public Sector*. London, Prentice Hall Inc.
3. Hersy, P and Blanchard, H B *Management of Organization Behavior: Utilizing Human Resources*. New Delhi, Prentice Hal of India.
4. Maciariello, J A and Kirby C J. *Management Control System*. Englewood Cliffs, New Jersey, Prentice Hall Inc.,.
5. Subash S. *Management Control Systems – Text and Cases*. New Delhi, Tata McGraw Hill.

Behavioral Finance

Course Code: MBA-EA-312
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - The course introduces the main concepts of behavioral finance. It focuses on the judgment and perception biases and preference errors. The course also introduces to the prospect theory, its applications in the market and explains the principles of behavioral investing. It provides the overview of market anomalies and relates them to behavioral explanation.

Unit – I

Introduction: background and evolution of behavioral finance, contribution of pioneers of behavioral finance experts, human behavioral theories- prospect theory, heuristics: fusion investing; Behavioral Biases: overconfidence bias, representative bias, herding bias, anchoring bias, cognitive bias, regret aversion bias, gamblers fallacy bias, mental accounting, hindsight bias, escalation bias, confirmation bias.

Unit – II

Review of Neo Classical Finance Theory: Efficient market hypothesis, factors contributing to an efficient market, Three sub hypotheses of EMH and implications of each of them, tests and results which support the EMH and which indicate an anomaly related to the hypothesis; *Behavioral Challenges to EMH-* Analysis of behavioral challenge stage against EMH, investors rationality and behavioral biases, emotion and investment decisions, implications of behavioral biases on the applicability of EMH, behavioral patterns of Indian stock market investors.

Unit – III

Capital Budgeting and Behavioral Finance: cost of capital and its significance in capital budgeting decisions, implications of heuristics, overconfidence, excessive optimism, aversion to sure loss and confirmation bias on managers capital budgeting decisions; *Risk and Behavioral Finance :* Analysis of firm valuation, perceptions of risk and return, the use of valuation heuristics by managers/analysts and consequent valuation biases, how managers, analysts, strategists and investors perceive the relationship between risk and return, prospect theory and IPO behavior

Unit: IV

Capital Structure and Dividend Policy -concept, objectives, driving behavioral biases influencing managers decision on capital structure, dilution, market timing, use of leverage and financial flexibility, self-control and framing effects and attractiveness of cash dividends for individual investors, investors' expectations and dividend payout heuristics chosen by managers; *Supply by Firms and Managerial Decisions:* supply of securities and firm investment characteristics (market timing, catering, herd mentality, biased managers and investment in other assets, behavioral analysis and the value destructive effects of excessive optimism and overconfidence.

Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Donald, E. Fisher & Ronald J. Jordon: Security Analysis & Portfolio Management, Pearson Education, New Delhi.
3. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
4. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
5. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.
6. Chandra, Prasanna : Investment Analysis & Portfolio Management, Tata McGraw Hill Publishing House.

Human Resources Development: Strategies and Systems

Course Code: MBA-CR-313
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objectives; The course is designed to introduce the students the changing Human Resource Development Scenario and to enable them to cope-up with the challenge of change and also to acquaint the students with various HRD strategies and experiences in different organizational setups.

UNIT I

Human Resource Development.– Concept, Goals and Challenges of HRD. Human Resource Development climate and elements of HRD climate. Contributing factors of HRD climate practices in India. Measurement of HRD Climate.

UNIT II

Human Resource Development for line managers-Concept, issues and Significance;, HRD matrix, the role of line managers in HRD. The responsibilities of line management for HRD system. Motivational aspects of HRD and role efficacy.

UNIT III

Human Resource Development for workers-concept, Issues and significance; rationale and objectives of HRD for workers. HRD mechanism for workers. HRD strategies. HRD mechanisms and subsystems used in public, private and banking organizations in India.

UNIT IV

HRD mechanisms for organizations. Performance appraisal and Potential Appraisal mechanisms for managers development-concept and issues. Potential appraisal linkages for the development of human resource. Requirements of potential appraisal system.

Note:-

The case studies/ presentations will be announced by the course instructor during the semester.

Suggested Readings:-

1. Rao,T.V.. Reading in Human Resource Development, Oxford and IBH Publishing CompanPvt.Ltd., New Delhi
2. Singh, Rao, Nair. Selected Readings in HRD. Tata McGraw Hill Publishing Co., New Delhi.,
3. Kohli, Uddesh & Sinha, Dharni P. HRD- Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD
4. Rao, T.V. HRD Audit: Evaluating the Human Resource Function for Business Improvement, Sage Pub. New Delhi.

Management of Training and Development

Course Code: MBA-EA-314
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: The purpose of this paper is to provide an in-depth understanding of the role of Training and development in the HRD, and how to manage the process of T & D for smooth empowerment of human capital.

UNIT 1

Basic Concepts: Education, Training, Development. Principles of Training, objectives, and Necessity of Training.

UNIT 2

Responsibilities and Challenges to Training Managers. Principles of learning, theories of learning and learning organizations. Training Policy.

UNIT 3

Identification of Training Needs, planning for Training Programme, training aids, preparation of trainees. Training methods- on the job, off the job and off the organization. Evaluation of Training Programme.

UNIT 4

Executive development process. Sources of knowledge and acquisition. Types of developmental programmes, under study assignment, job rotation, sensitivity training, committee assignment, transactional analysis and inter establishment training.

Note:-

The case studies/ presentations will be announced by the course instructor during the semester.

Suggested Readings

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
2. Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page.
3. Lynton, R. Pareek, U. Training for Development. 2nd ed. New Delhi, Vistaar.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gower
5. Reid, M.A. etc. Training Interventions: Managing Employee Development. 3rd ed. London, IPM,

Organizational Development

Course Code: MBA-EA-315
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The objective of this course is to familiarize the students with the concepts and application of organization development.

Uni I- Introduction to Organization Development:

Concept, Nature and Scope of O.D. Historical Perspective of O.D. Underlying Assumptions and Values. Theory and Practice on change and changing. The Nature of Planned Change. The Nature of Client Systems: Group Dynamics, Intergroup Dynamics and Organizations as Systems.

Unit II -Operational Components of O.D.

Diagnostic, Action and Process – Maintenance Components, Action Research and O.D. Some key considerations and issues in O.D. Issues in consultant – Client relationships, Mechanistic & Organic systems and the contingency approach

Unit III-O.D. Interventions:

Team Interventions, Inter – group Interventions Personal, Interpersonal and group process interventions, Comprehensive Interventions Structural Interventions

Unit IV -Implementation and Assessment of O.D

Implementation – conditions for failure and success in O.D. efforts. Assessment of O.D. and change in Organizational performance, the impact of O.D.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. *Organization Development and Change – By Cummings and Worley Cengage learning. www.cengage.co.in*
2. *Management of Change and Organisation Development, SK Bhatia, Deep and Deep publishers.*
3. *Organization Development and Transformation, Special Indian Edition by Wendell .L French and others. Tata McGraw Hill. Co.*
4. *Organisation Development Principles, Process and Performance By Amitabh Mehta, year 2009 - Global India Business Publications, New Delhi.*
5. *Organisation Development by Joan Gallos & Edgar H. Schein.*

Managing Interpersonal and Group Process

Course Code: MBA-EA-316
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objectives: The purpose of this course is to advance understanding regarding interpersonal and group processes and help the participants to examine and develop process facilitation skills.

Unit I:

Nature of Groups at work: What is a group? Definition, Types of groups, Dynamics of group formation, structure and dynamics of work groups, group cohesiveness. Group Vs Teams: Concept of Teams, Distinguishing Team from groups.

Unit II:

Effective Team Performance: Creating Teams, making Team successful obstacles to success, types of teams and Dysfunctions of groups and Teams, Dynamics of Informal groups, Training in Team skills, developing successful teams.

Unit III:

Individual Performance in groups: Interpersonal communication, - Johari Window, Interpersonal awareness, Social facilitation, Social loafing Interpersonal Trust, - Interpersonal conflicts, Group decision making, Group Synergy.

Unit IV:

Intervention Techniques: Counselling Techniques, Grid Management, Transactional Analysis, Sensitivity Training, Process Consultancy, Skill development techniques.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Bennis, W G *Essay in International Dynamics* U.S.A Dorsey Press
2. Kolb, D etc. *Organizational Behaviour: An Experiential Approach* 5th ed. Englewood Cliffs, New Jersey, Prentice Hall, Inc.
3. Kolb, D etc. *Organizational Behaviour: Practical Readings for management* 5th ed. Englewood Cliffs, New Jersey, Prentice Hall, of India.
4. Mainiero, L A & Tromley C I *Developing managerial Skills in OB* New Delhi, Prentice hall of India
5. Moore, M D netc. *Inside Organizations: Understanding the Human Dimensions* London, Sage

Labour Welfare and Legislations

Course Code: MBA-EA-317
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

OBJECTIVE: To make students familiar with the various welfare measures and the legislations governing labour practices in India.

Unit 1 :

Concept of Social Justice, Working conditions in Organised and Unorganised sectors:
Origin and growth of State Regulation Concept of Labour Welfare : Scope of Labour Welfare within and outside
Factory premises.

Unit 2 :

Labour Welfare with special reference to Indian Constitution, Environmental
Pollution vis a vis Labour Welfare Factories Act, 1948 : Aims, objectives and scope; Important definitions and
authorities under the Act .

Unit 3 :

Minimum Wages Act, 1948 : Aims, Objectives and Scope, Payment of Wages Act 1936 : Aims, Objective and
Scope ; Payment of Bonus Act 1965 Workmen's Compensation Act 1923 : Aims Objective and Scope;

Unit 4 :

Role of Government, employers and worker trade union vis-a-vis Labour Welfare
Role of Labour Welfare Officer. Industrial Hygiene; Child-labour; Bonded labour, Worker's Education.

SUGGESTED READINGS:

1. Saxena, R.C. : Labour Problems and Social Welfare in India.
2. Barwell and Kar : Law of Service in India, Vol. II (1956), Service in Industries.
3. Vaid, K.N. : Labour Welfare in India.
4. Johari, C.K. : Issues in Indian Labour Policy.
5. Giri, V.V. : Labour Problems in Indian Industry.

Production Planning and Control

Course Code: MBA-CR-318
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective:

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions and the real world problems in production planning and control.

Contents:

Unit I

Forecasting for Production: Objectives, Factors affecting accuracy of forecast, Methods of forecasting; Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.

Unit II

Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.

Unit III

Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.

Unit IV

Various documents used in Production Planning and Control. Application of Computers in PP and C; Role of Inventory Planner in Production Planning, Use of Inventory turn to stimulate Productivity improvements, effect on service level, ROI, Integration of Sales forecast, Production Planning and Inventory Management.

Suggested Readings:

1. Principles of Production Control - Burbidge
2. Production and Inventory Control Handbook – Greene, James H.
3. Production and Inventory Control – Mc Leavey, Dennis W. And Narasimohan S.L.
4. Manufacturing Planning and Control – Valimam T.E. and Others

Service Operations Management

Course Code: MBA-EA-319
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives:- The Key objective of this course is to acquaint the students with decision making in planning, design, delivery, quality and scheduling of service operations. The candidates are also expected to appreciate the role of service quality and operations in emerging services economy of India.

Unit I

Emergence and Nature of Services, Importance of Service Sector, Role of Services, Service Tripod, Service Classification, Characteristics of Services, Service Types, Service Process- components and types, Service process model, Designing of service operations,

Unit II

Service Operations vs Manufacturing Operations, Location and layout Decisions for service operations, Service Environment, Employee Training and Skill development, Use of Technology in service operations, Outsourcing of services and online service delivery.

Unit III

Capacity Management in Services - Yield Management, Scheduling Decisions, Service Scheduling, Waiting Lines, Inventory Management, Service Operational Planning and Control, Process Analysis, Complaint Management, Service Recovery, Costing of services- Methods and Approaches

Unit IV

Service delivery system – Service Blue-printing, Generic Approaches, Walk-through Audit, Service Quality-SERVQUAL & Gap Model, Designing for Service Quality – Fail-safe Service, Front-office Back-office Interface, Service cape-Implication for Service Design, Service Package, Service Facility Location

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Richard Metters, Kathryn King-Metters, Madeleine Pullman "Service Operations Management", Thomson
2. Cengiz Haksever, Roberta S. Russell, Barry Render, Robert G. Murdick, "Service Management and Operations, 2/e", Pearson Education
3. Fitzsimmons, James, "Service Management: Operations, Strategy, Information Technology", McGraw-Hill

Purchasing and Materials Management

Course Code: MBA-EA-320
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective:

To develop a broad conceptual framework based on the research which has been done in the recent past and to bridge the gap between the theoretical solutions and the real world problems in production planning and control.

Contents:

Unit I

Forecasting for Production: Objectives, Factors affecting accuracy of forecast, Methods of forecasting; Production Planning to meet regular and Seasonal demands, Routing, Loading, Scheduling dispatching and Progress Chart.

Unit II

Aggregate Planning, Job Shop Planning, Line Balancing, Planning Versus Execution.

Unit III

Materials requirement Planning, Perspective, Bill of Materials, Master Production Schedules, Inventory Status, Methodology, Explosion of requirements, Determining gross/Net requirement and various reports.

Unit IV

Various documents used in Production Planning and Control. Application of Computers in PP and C; Role of Inventory Planner in Production Planning, Use of Inventory turn to stimulate Productivity improvements, effect on service level, ROI, Integration of Sales forecast, Production Planning and Inventory Management.

Suggested Readings

1. Principles of Production Control - Burbidge
2. Production and Inventory Control Handbook – Greene, James H.
3. Production and Inventory Control – Mc Leavey, Dennis W. And Narasimohan S.L.
4. Manufacturing Planning and Control – Valimam T.E. and Others

Applied Operations Research

Course Code: MBA-EA-321
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Unit I

Introduction to OR: Managerial Decision Making and OR. OR Models: Principles and Types. Linear Programming and its application in management decision making, Duality, and Sensitivity Analysis

Unit II

Transportation Models, Trans-shipment Problem, application in supply chain management Travelling Salesman Problem, Assignment Models. Replacement Models: Group Replacement, Individual Replacement Application of Queuing Theory

Unit III

Inventory control (deterministic Models only) Price Break Inventory Model Dynamic Programming. Principles of Optimality, Recurrence Relation Game Theory: strategic importance, prisoners dilemma, Pure and Mixed Strategy.

Unit IV

PERT-CPM: Uncertainty of PERT, application in handling different types of projects, Crashing of activity in CPM, Resource Levelling. Decision Making: Decision making environment, decision under uncertainty, decision under risk, decision tree analysis.

References:

1. J K Sharma Quantitative Techniques for Managerial Decisions.
2. N D Vohra Quantitative Techniques in Management
3. S.D.Sharma Operations Research 12th Kedar Nath Ram Nath & Co
4. V.K.Kapoor Operations Research 7th Sultan Chand

Goal Programming in Management

Course Code: MBA-EA-322
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective:

The objective of this course is to acquaint the students with the concepts, solution methods and applications of goal programming to real world problems.

Contents:

Unit I

Goal Programming- Basic Concept, Model Formulation, Graphical and Simplex Method.

Unit II

Integer Goal Programming, Post Optimal Sensitivity Analysis, Parametric Goal Programming

Unit III

Goal Programming, under Uncertainty, Application of Goal Programming in Functional Areas of Management

Unit IV

Implementation of Goal Programming, Introduction to some Application Software such as QSB, Micro Manager and LIGO

Note:

The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.

Suggested Readings:

1. Cook, Thomas M and Rursell, Robert A. Introduction to management science, 3rd ed. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Eppen, G.D.etc., Quantitative Concepts for Management. Englewood Cliffs, New Jersey, Prentice Hall Inch.
3. Ignizio, J.P. Goal Programming and Extensions. Lexington. Lexington Books.
4. Ijler Y. Management Goals and Accounting for Control, Amsterdam, North Holland.

Knowledge Management

Course Code: MBA-CR-323
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students conversant with the basic concepts of KM, its characteristics and architecture, tools and techniques of KM.

UNIT I

Concepts of Data, Information, Knowledge, Experience, Commonsense and Intelligence. KM Myths – KM Life Cycle – Types of Knowledge – Expert Knowledge – Human Thinking and Learning. Challenges in Building KM Systems – Conventional Vs KM System Life Cycle (KMSLS)

UNIT II

Knowledge Creation and Knowledge Architecture – Nonaka's Model of Knowledge

Creation and Transformation, Knowledge Architecture

Knowledge Capture- Tools and techniques of capture of Tacit Knowledge, Delphi Method, Balack boarding, Repository Grid

UNIT III

Knowledge Codification – How to codify knowledge,

Tools and Procedures – Knowledge Maps, Decision Tables, Decision Trees, Frames, Production Rules, System Testing and Deployment

UNIT IV

Transfer Methods – Role of the Internet in Knowledge Transfer

Knowledge Transfer in E-world - Intranets, Extranets, Groupware and Groupware applications.

Business Intelligence – Decision Making Architecture – Data Management – Knowledge portal technologies-

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

Elias.M. Award & Hassan M. Ghaziri – “Knowledge Management” Pearson Education

Guus Schreiber, Hans Akkermans, Anjo Anjewierden, Robert de Hoog, Nigel Shadbolt, Walter Van de Velde and Bob Wielinga, “Knowledge Engineering and Management”, Universities Press, 2001.

C.W. Holsapple, “Handbooks on Knowledge Management”, International Handbooks on *Information Systems*, Vol 1 and 2, 2003

Data Warehousing and Data Mining

Course Code: MBA-EA-324
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students conversant with the basic concepts of data warehouse, its characteristics and architecture, concept of data mining, tools and techniques of data mining.

Unit-I

Data Warehouse Concepts: Definitions, Characteristics, Purpose, Data Warehouse Architecture, Data Warehouse Implementation, And Data pre-processing: Data cleaning, Data integration and Transformation, Warehouse Schema Design and Metadata, Future Trends.

Unit-II

OLAP Concepts: Definitions, characteristics and its types, OLAP applications in Business, Future Trends.

Data Mining Concepts: Definitions, Process and Applications in business and future trends.

Difference between Data mining and OLAP

Unit-III

Classification: Data Mining through Decision Trees, decision tree rules, issues in data mining through decision trees, strengths and weakness of decision trees.

Association Rules: process of association rule mining, problem of large data sets, strengths and weakness of association rules

Unit-IV

Clustering: Searching for clusters, K-means method, Agglomerative method, Evaluating Clusters, strengths and weakness

Web Mining: Web content mining, Web Usage Mining, Web structure mining

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. S. Nagabhushana, Data Warehousing OLAP and Data Mining, New Age International Pvt Ltd Publishers, India
2. Jiawei Han, Micheline Kamber, Data Mining – Concepts and Techniques, Morgan Kaufmann Publishers, First Edition
2. Michael J A Berry, Gordon S Linoff, Data Mining Techniques, Wiley Publishing inc, Second Edition
3. Alex Berson, Stephen J.Smith, Data warehousing , data mining & OLAP, Tata McGraw Hill Publications,2004
4. W H Inmon, Building the data warehouse, Wiley Computer Publishing, Third edition

Machine Learning Systems

Course Code: MBA-EA-325
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students conversant with the basic concepts of Machine Learning, tools and techniques of ML.

Unit-I

Basic concepts of learning and Machine Learning.
Machine learning- Definitions, techniques and applications. Supervised Learning, Unsupervised Learning, Reinforcement Learning
Difference between Data Mining and Machine Learning.

Unit-II

Decision Tree-Numeric Attributes, Missing Values, Pruning, Estimating Error Rates, Complexity of Decision Tree Induction, From Trees to Rules
Neural Networks (NN)-Perceptron, Artificial neural network architecture, Feed Forward NN, Back Propagation NN, NN applications in business.
Support Vector Machines (SVM)-SVM architecture and working. Application of SVM

Unit-III

SOM (Neural networks) - SOM architecture and working. Application of SOM
ART- ART architecture and working. Application of ART
Clustering-Technique of clustering and its applications in business.

Unit-IV

Q-Learning- Algorithm of Q-Learning and working. Application of Q-Learning
State-action-reward – Concept and definition of State-action-reward
Genetic Algorithms (GA) – GA algorithm and its applications

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Mitchell, T. (1997). Machine Learning. New York: McGraw-Hill.
2. Mehryar Mohri, Afshin Rostamizadeh, Ameet Talwalkar, Foundations of Machine Learning, The MIT Press
3. Yaser S. Abu-Mostafa, Malik Magdon-Ismael, Hsuan-Tien Lin, Learning From Data , AMLBook

Enterprise Resource Planning

Course Code: MBA-EA-326
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives:- This course aims at making students conversant with the basic concepts of ERP.

Unit-I

ERP: An Overview, Evolution of ERP-MRP and MRP-II, Problems of Information islands, Risks and Benefits of ERP, Major ERP Packages (SAP, Oracle, BAAN, JD Edwards, PeopleSoft, QAD), Market opportunities and problems in ERP selection and implementation.

Unit -2

ERP implementation: Identifying ERP benefits team formation, consultant intervention, selection ERP, process of ERP implementation, Project Management and Monitoring, Measuring benefits of ERP.

Unit-3

Post ERP Implementation, Maximizing the ERP System, The Business modules of ERP Package: Financial, Manufacturing, Human Resources, Material management, Procurement and Inventory Management, Sales and Distribution, ERP and Change Management.

Unit-4

ERP and Related Technologies: Business Process Reengineering, Data Warehousing, Data Mining, OLAP, Product Life Cycle management (PLM), Supply Chain Management, CRM solutions, ERP and World Wide Web, ERP and E-business, Future directions and Trends in ERP

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Hammer, Michael and J. Champ, Reengineering the corporation
2. Leon, Alexis, Enterprise Resource Planning, Tata McGraw Hill
3. Ray, Rajesh, ERP, Tata McGraw Hill

Geographical Information Systems

Course Code: MBA-EA-327
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To provide an understanding of the basic concepts and uses of GIS technology and spatial analysis.

Unit-I: Concepts and Definitions

Geographic Information System (GIS): Definition and applications; GIS and Remote Sensing interface; Components and elements of GIS; Development of GIS technology; Geographic objects: point, line, area and their computer representation; Analog and digital maps.

Unit-II: Functional Components

Data input/ capturing, storage and manipulation, query, data analysis and presentation, topology creation, data quality and errors in GIS.

Unit-III: Data Management and Structure

Nature of Geographic data: Spatial and attribute data; Sources of data; Concept of vector and raster based models: Attribute data management: Data Base Management System (DBMS); Data Structures: relational, hierarchical and network; Linking spatial and attribute data.

Unit-IV: GIS and Spatial Analysis

Neighborhood analysis: buffers, Network analysis; Overlays analysis - raster and vector based overlay and their applications in geography; Presentation of GIS output.

REFERENCES

1. Burrough, P. A., and McDonnell, R. A., Principles of Geographical Information Systems, 2nd Edition, Oxford University Press
2. Demers, M. N., Fundamentals of Geographic Information Systems, John Wiley & Sons, 3rd Edition.
3. Longley, P. A., Goodchild, M. F., Maguire, D. J., and Rhind, D. W., Geographic Information Systems and Science, John Wiley and Sons
4. Heywood, I. et. al, An Introduction to Geographic Information Systems, Pearson Education, Delhi.

ADDITIONAL READINGS

1. Ramez Elmasri, Shamkant B.Navathe, "Fundamental of Database Systems", Pearson Addison Wesley
2. Shashi Shekhar and Sanjay Chawla, "Spatial Databases: A Tour", Prentice Hall.

Tourism Management

Course Code: MBA-EO-328
MBA 3rd Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objectives: The aim of the course is to help students in understanding the nature of tourism phenomenon, role of international and national tourism organisation, travel agency and tour operation business and basic of hospitality operations.

Course Contents:

Unit : I **Tourism Fundamentals:** Concept, Definition and Significance of Tourism, Components and Types of Tourism (International and Domestic Tourism, Outbound Tourism & Inbound Tourism), Types of Mobility (Visitor, Excursionist and Tourist).

Unit : II **Tourism Organizations:** World Tourism Organization(WTO), International Air Transport Association(IATA), Pacific Area Travel Association(PATA), International Civil Aviation Organization(ICAO), Universal Federation Of Travel Agents Association (UFTAA), Travel Agents Association of India (TAAI), Ministry of Tourism, Govt. of India, Department of Tourism, Govt. of J&K, Jammu And Kashmir Tourism Development Corporation(JKTDC).

Unit : III **Tourism Business:** Growth of Travel Agency, Modern Travel Agency, Functions of Travel Agency (ticketing, facilitation, special services, bookings and cancellations), Package tour and its types. Packaging a Tour, Tour Brochure, Approval procedure for Travel Agents & Tour operators.

Unit : IV **Hospitality Management:** Concept of Hospitality and its role in the development of tourism, Type of accommodations available, Different categories of hotels, Different departments of hotel (Front Office, Food and Brewages, and House Keeping), Types of hotel plans, Different types of restaurants.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Aggrawal, Surinder: Travel Agency Management: Communication India
2. Brymer, Robert A.: Introduction to Hotel and Restaurant Management, Hub Publications, Co., Iowa
3. Burkart & Madlik: Tourism- Past, present and future, Heinemann, London.
4. Christopher J. Holloway: The Business of Tourism: Macconald and Evans
5. Cooper, Fletcher et al, Tourism Principles & Practices, Pitman

Business Intelligence System

Course Code: MBA-CR-402
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students conversant with the basic concepts of Business Intelligence Systems, their characteristics and architecture, tools and techniques of BI.

Unit-I

- Management Information System – Basic Ideas, Concepts, Evolution of MIS, Information Technology (IT) and MIS
- Managerial Decision Making – Simons Decision Making model, Technology support
- Decision Support Systems: An Overview Of DSS, Capabilities of DSS, Classification of DSS, GDSS, Groupware

Unit-II

- Components of Decision Support Systems: Model Base Management Subsystem, Database Management Subsystem, Knowledge Management, User Interface (Dialog) Management Subsystem.
- Constructing A DSS: Development Process (SDLC, Prototyping), DSS Generators, Programming Languages and Software Tools used in DSS Development.

Unit-III

- Knowledge Base Management System: Knowledge, Knowledge Base, Expert Systems and Components of Expert Systems.
- Inference Techniques: Forward Chaining, Backward Chaining.
- Knowledge Representation Techniques: Rules, Frames, Semantic Networks
- Data Warehouse Definitions and Characteristics, Data Warehouse Architecture, Data cleaning, Data integration and Transformation concepts in Data warehouse,

Unit-IV

- Concepts of Intelligence and Business Intelligence (BI) systems
- Tools and Techniques of BI: OLAP, Knowledge Discovery in Databases (KDD), Data mining, Dashboards. Difference between Data mining and OLAP
- Data Mining Concepts: Clustering, Association, Classification. Web Mining
- Application of BI and future trends
-

Note:-

Practical work and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Turban, Efrain : Decision Support & Intelligent Systems- Pearson Education
2. Marakas, George.M. : Decision Support Systems in the 21st century – Pearson Education
3. S. Nagabhushana, Data Warehousing OLAP and Data Mining, New Age International Pvt Ltd Publishers, India

Strategic Marketing

Course Code: MBA-CR-403
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective

The basic aim of the course is to expose the students to the strategic framework that keeps organizations relevant and effective in the competitive markets.

Course Structure:

UNIT I:

New Paradigms in Marketing; Corporate strategy vs. Strategic Marketing; Nature, scope and tasks of Strategic Marketing; Strategic Marketing vs. Strategic Marketing; Overview of Strategic Process; Strategic Intent-Vision, Mission

UNIT II:

Nature and components of marketing environmental, Assessing internal environment; SWOT analysis; PEST analysis, Porter's Five Force Model; Customer analysis; Competitor analysis- levels of competition, competitive advantage; competitive intelligence; competitive strategies; Resources-based view of competitive advantage, Creating and sustaining competitive advantage; Value Chain Analysis; Resources audit and utilization.

UNIT III:

Nature and Scope of Marketing Strategy; Strategic market planning; Strategic position and action; New Generic Strategies; Marketing Strategies for leaders, challengers, and followers; Competitive strategies for domestic players; Strategies for global players.

UNIT IV:

Models of Strategic Choice; Factors governing selection of strategy; Controlling Marketing Strategies; Methods of Performance Evaluation; Basic Control Tools, Balanced Score Card, Internal Marketing-nature and scope, Internal Marketing Mix, Difference between Internal Marketing and External Marketing, Key success factor of Internal Marketing

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. David A. Aaker, Strategic Market Management, John Wiley
2. Sahaf, M.A., Strategic Marketing, Prentice-Hall of India, New Delhi
3. Cravens, D W., Strategic Marketing Homewood Illinois, Richard D. Irwin.
4. Xavier, M.J., Strategic Marketing, Response Books- A division of Sage Publications, New Delhi
5. Orville C.Walker, Jr., Marketing Strategy, Tata McGraw Hill, New Delhi
6. Linda E. Swayne, Cases in Strategic Marketing, Prentice Hall, New Delhi

Sales and Distribution Management

Course Code: MBA-EA-404
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and efficient marketing channels.

Unit-I

Nature and Scope of Sales Management; Objectives and functions of Sales management; Nature of Selling; Overview of Selling Process and Selling Theories; Prospecting for customers; Designing and delivering of sales presentation; Modes of sales presentation, Recruiting and selecting Sales Personnel – Methods and administering selection procedures;

Unit-II

Developing Sales Training Programs, Executing and Evaluating sales training programs; Motivating Sales Personnel, Overview of basic motivational theories; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel;

Unit-III

Objective and Types of Quotas, Quota setting procedure, Administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories;

An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Planning and organizational Patterns in Marketing Channels - Traditional vs. Vertical Marketing system, Channel Conflict and its management; Marketing Channel Design Process; Channel Management Decisions

Unit-IV

Channel Intermediaries- Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Assessing Performance of Marketing Channels; Role of Information System in Distribution Channel Management;

Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings :

1. Still, R R. & Cundiff; Sales Management, Englewood C
2. Tanner, J; HoneycuttED; Erffmeyer Robert C.; Sales management: Pearson Education
3. Anderson, R. Professional Sales Management. Englewood Cliff, New Jersey, Prentice Hall Inc.,.
4. Anderson, R. Professional Personal Selling. Englewood Cliff, New Jersey, Prentice Hall Inc..
5. Buskirk, R H and Stanton, W J. Management of Sales Force. Homewood Illonois, Richard D Irwin.

Consumer Behavior

Course Code: MBA-EA-405
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

COURSE OBJECTIVE:

The basic objective of the course is to acquaint students with the dynamics of consumer decision-making.

UNIT– I: NATURE AND SCOPE

Consumer behavior: Scope, importance and interdisciplinary nature, Micro Economic ,Macro Economic Howard-Sheth,Engell, Blackwell-Miniard and Nicosia models of consumer decision-making, Relationship marketing.

UNIT II: CONSUMER DECISION-MAKING

Consumer decision-making process: Routinised response, limited and extensive problem solving behavior. Consumer search Behavior, Consumers Evaluation rules, consumers choice criteria, Information Processing and Involvement.

UNIT III: INTERNAL BEHAVIORIAL DETERMINANTS

Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation. Memory, Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories. Attitude formation and change: attitude and its formation. Cognitive dissonance theory and attribution theory, Emotions and beliefs. Personality and consumer behavior : Role of lifestyle in understanding consumer diversity. Self Concept.

UNIT IV: EXTERNAL BEHAVIORIAL DETERMINANTS

Influence of reference groups - Friendship, Work, Celebrity and family. Post purchase behavior, Complaint Behavior, Brand loyalty, persuasion.Impact of social class, culture, subculture and cross-cultural factors on consumer behavior.

NOTE: Case studies and other assignment will be provided by the concerned faculty in the class.

SUGGESTED READINGS:

1. Leon G.Schiffman & Leslie Lazar Kannk, Consumer Behaviour, Prentice-Hall of India
2. Reynolds & Wells: Consumer Behaviour - Mcgraw Hill, International.
3. James F.Ingel Roger.D. & Blackwell - Consumer Behaviour - Dryden Press
4. S.C.Mehta - Indian Consumers - Tata McGraw Hill

E-Commerce

Course Code: MBA-EA-406
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students well versed with the e-commerce and e-business concepts and technologies.

Unit I

- **Introduction to E-Commerce**- Definition, Evolution,
- **WWW** Web Servers, Clients, Email, Search Engines, Chat, Music, Video.
- **Internet Marketing Technologies** – Databases, Datawarehouse And Datamining.

Unit II

- **E-Commerce Business Models** – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model
- **Building E-Commerce**- System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools
- **E-Commerce Security** – Security threats, technology solutions to threats and protection. Policies, procedures and Laws

Unit III

- **E-Commerce Payment Systems:** Cash, Checking transfer, Credit card, stored value and accumulating Balance.
- **Credit Card E-Commerce Transactions:** Working, Credit Card Enablers, Limitations of Online payment systems
- **Digital Payment Systems** : Digital Wallets, Digital Cash, Smart Cards as stored value systems
- **B2B Payment Systems** : Electronic Billing presentment and payment

Unit IV

- **Ethical, Social and Political Issues in E-Commerce:** Responsibility, Accountability and Liability.
 - **Privacy and Information Rights:** Privacy and Legal Protections, Private industry self-regulation, Privacy Advocacy groups.
 - **Intellectual Property Rights:** Types, Copyright and Patent.
- Net Marketplaces** – Characteristics of Net Marketplaces, Types of Net Marketplace, E-Distributors, E-Procurement, Exchanges.

Note:-

Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Keneth Laudon & Traver, "E-commerce", Pearson Edu. New Dellhi.
2. Cady, G.H. and Part McGreger, "The Internet" BPB Pub., Delhi.
3. Carpenter, Phil e Brands, HBS Press, Boston.
4. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill.

Retail Management

Course Code: MBA-EA-407
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

UNIT I: INTRODUCTION

Overview of retailing environment and management: Functions of retailing; Building and sustaining relationships; Strategic planning; Structural change, Types of Retail Outlets, Market structure and control; Planning and development.

UNIT II: SITUATION ANALYSIS

Retail institutions by ownership; Retail institutions by store-based strategy mix; Web, non- store-based, and other forms of nontraditional retailing; Targeting customers and gathering information; Communicating with customers; Promotional strategies Choosing a store location: Trading-area analysis; Site selection; Store design and layout; Display

UNIT III: MANAGING RETAIL BUSINESS

Retail organizations and HRM; Operations management: financial and operations dimensions; Managing retail services; Service characteristics; Branding: perceptions of service quality

UNIT IV: DEVELOPING THE PRODUCT

Retail Information Systems; Merchandise management and pricing: developing and implementing plans; People in retailing; Out-of-store retailing: different types

UNIT V: INTERNATIONAL RETAILING

Internationalization and Globalization; Shopping at World stores; Going International; The Internationalization process; Culture, business and international management

REFERENCES

1. Berman B and Evans J R- Retail Management, Pearson Education.
2. Michael Lervy M and Weitz B W- Retailing Management, Tata McGraw-Hill.
3. Newman A J and Cullen P- Retailing: Environment and Operations, Vikas.
4. Varley R and Rafiq M- Principles of Retail Management, Palgrave.
5. Lamba- The Art of Retailing , Tata McGraw-Hill.

Project Appraisal , Finance and Management

Course Code: MBA-CR-408
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the project undertaken.

Contents

Unit I

Capital Investment - Importance and Difficulties; Project classification and dimensions. Stages of Project Feasibility Analysis – Identification, Pre-selection, Analysis, Evaluation and Decision. Generation and Screening of Project Idea; Corporate Appraisal; Profit Potential of Industries – Porter Model.

Unit II

Market Demand and Situational Analysis; Forecast future market demand. Market Risk. Technical Analysis – Preliminary information requirements, Steps of the technical analysis. Social Cost Benefit Analysis. Environmental Appraisal of Projects. Network Techniques for Project Management; Project Review and Administrative Aspects.

Unit III

Financial Appraisal of Projects. Project costing and financing. Estimating Total Project Cost. Working Capital Requirements. Financing the projects - long term and short term. Financial Projections- Profitability Estimates, Cash flow Estimates, Projected Balance sheets.

Unit IV

Analyzing Financial Projections- Techniques – Ratio Analysis, Break Even analysis, Average rate of return, Payback period, Net present value and Internal rate of return. Risk Analysis for Projects. Sensitivity analysis. Project Implementation. Time and cost overruns.

Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Reading

1. Bhalla, V.K. Financial Management and Policy. New Delhi, Anmol.
2. Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, New Delhi, Tata McGraw Hill.
3. Chitale V P. Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, New Delhi, Vikas Publishing House.
4. Patel B M. Project Management – Strategic Financial Planning, Evaluation and Control. New Delhi, Vikas Publishing House.
5. Rao P C K. Project Management and Control. New Delhi, Sultan Chand & Sons.

Security Analysis and Portfolio Management

Course Code: MBA-EA-409
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - This course aims at to acquaint the students with the working of security market and principles of security analysis and also to develop the skill 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 in the light of standard finance theory vis-à-vis to behavioral finance theory.

Unit – I

Introduction: Properties of financial assets, Meaning and Concept of investment, characteristics and objectives of investments, role of security market in economy, various securities and their characteristics, mechanics of security trading; *Security market Indices-* computation through market value method, price weighted method and equal weighted method, sensitive index of equity prices; Various types of security markets and their functions.

Unit – II

*Efficient Capital Markets Theory-*Need for efficient capital markets, efficient market hypothesis –weak form, semi strong and strong form; capital asset pricing model; stock market volatility; Risk and Return- historical and expected rates of return, mean and measurement of risk of expected and historical return, common measures of risk and return; *Market Efficiency and Behavioral Finance-* explanation of biases and Fusion Investing Theory; review of the efficient market paradigm and analyses of the behavioral challenge staged against it.

Unit – III

Fundamental Security Analysis: Economic analysis – purpose, sources of information and techniques; Industry Analysis – objectives, sources of information, and techniques; Company Analysis- objectives, company analysis through financial ratio analysis.

Unit: IV

*Portfolio Management-*concept, objectives, principles, Markowitz portfolio theory, the efficient frontier and investors' utility, portfolio return, covariance, correlation and variance, determination of portfolio beta and alpha, optimum portfolio; *Technical Analysis:* meaning, assumptions, weakness and advantages of technical analysis: Techniques: exponential average, Charting techniques, Dow Theory, Elliot wave theory, arms index.

Note: This paper shall have 50% numerical & 50% theoretical questions.

Suggested Readings:

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
3. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
4. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.
5. Francies J. Clark : Management of Investments; McGraw Hill, New Delhi

Corporate Tax Planning and Management

Course Code: MBA-EA-410
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: - This course aims at making students conversant with the concept of corporate tax planning and management, as also their implications for corporate financial decision making.

Unit-I

Assessment of Companies: Meaning and kinds of companies under Income Tax Act, Determination of Residential Status of Companies, Computation of taxable income (Income from business and other sources only) and tax liability of companies. *Advance Tax Payment for Companies:* Pay as you earn scheme, Computation of advance tax and interest payable on shortfall of advance tax.

Unit-II

Corporate Tax Planning : Concept & Scope; Tax planning differentiated from tax evasion and tax avoidance; Tax shifting and its types; Areas of tax planning; Significance, methods and problems of tax planning. *Minimum Alternate Tax (MAT):* Scheme of MAT in brief; Concept of Zero Tax Company; Computation of book profits U/S 115JB; Computation of tax liability under MAT provisions.

Unit-III

Tax Planning with regard to Specific Management Decision: Lease or buy; ii) Retain or replace; iii) New capital investment (with practical problems). *Tax Planning & Financial Management Decisions:* Tax planning and tax implications in developing capital structure; Tax considerations in dividend policy (with practical problems).

Unit-IV

Wealth Tax Act, 1957: Meaning of assets; Deemed assets; Exempted assets; Scope of liability to wealth tax according to citizenship and residential status of an assessee; Computation of net wealth and wealth tax liability; Valuation rules for valuation of immovable properties. .

Note: This paper shall have 60% numerical and 40% theoretical questions.

Suggested Readings:

1. Lal, B.B and Vashist, N., "Income Tax and Central Sales Tax-Law and Practice" Pearson Education, New Delhi
2. Income Tax Act, BARE Act, Taxman Publications, New Delhi.
3. Singhania, V. K. "Direct Tax Planning & Management", Taxman Publications, New Delhi.
4. Singhania V.K. Students Guide to Income Tax, Taxman Publications, New Delhi.
5. Srinivas, E. A. "Corporate Tax Planning", Tata McGraw Hill Publishing Co. Ltd. New Delhi.
6. Wealth Tax Act, BARE Act, Taxman Publications, New Delhi

Micro Finance

Course Code: MBA-EA-411
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: The objective of this course is to provide students an opportunity to learn from diverse global experiences and exchange insights the concept and practice of micro financing.

Unit: I

Nature, concept and scope of microfinance, microfinance institutions, why microfinance, microfinance as a tool of development and poverty eradication, evolution of microfinance evolution and character of microfinance in India, microfinance delivery methodology, microfinance in India-present status and future prospects.

Unit: II

Perspectives of Microfinance- innovative and creative microfinance models, legal and regulatory framework, monitoring and evaluation findings, RBI guidelines on microfinance, emerging issues in microfinance, impact of assessment and social assessment of microfinance institutions, financial sustainability in microfinance-issues relating transparency, MIS in microfinance institutions, analysis and reporting practices of microfinance institutions.

Unit: III

Member Owned Microfinance –origin, organizational models, spread management, typology of member owned institutions; market development- financial service demands of households, market research for financial products and services, development of new products and services strategy, types of network and linkages, structure and intent, significance of networking strategy.

Unit: IV

Risk Management in Microfinance-concept, types and sources of risks in microfinance, management of credit, default, interest, liquidity and operational risks, management of governance risk, internal controls in microfinance, capital charge for microfinance risks; Microfinance and priority sector norms/lending, revenue generation, operating costs and efficiency of microfinance.

Note:- Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Lee, Nanci and Rewa Misra , "Community based microfinance manual modules", Coady International Institute, Canada.
2. Matthews, Brett "Towards safety and self reliance-the tragedy of saving at home", Canadian Co-operative Association..
3. Rock, R, Oteror and Saltzman S., "Principles and practices of microfinance governance", ACCION International.
4. Hirschand, M ed. , "Maintaining the security of client funds" in Hirschand M. ed. Savings Sevices for the poor, Kumarian Press,USA.
5. Misra, R. "Case of primary agricultural credit society linkage, India:the best rural remote self help groups can do", Coady International Institute, Canada.

Islamic Banking and Finance

Course Code: MBA-EA-412
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objective: To provide an overview of Islamic banking development and how shariah compliant retail and investment products are structured.

Unit: I

Overview of Islamic Banking Development: early experiments with Islamic finance, Islamic Banking in Arabia: role of the Islamic Development Bank in promoting Islamic finance, Dubai Islamic House, Kuwait Finance House, Al Rajhi Banks licensed for banking operations in Saudi Arabia; South East Asian Developments- Bank Islam Malaysia, Bank Muamalat Indonesia, International bank involvement in Islamic finance- HSBC Amanah, Citigroup, UBS and Deutsche Bank.

Unit: II

Islamic Deposit Facilitates: Islamic Deposit Facilities- designing Gard Hassan and Wadiah accounts for transaction deposits, Shariah compliant savings deposits with limited transaction function, unrestricted Mudaraba investment accounts subject to periods of notice, Restricted Mudaraba investment accounts with bank returns through arrangement and management fees, Murabaha time deposits as a tool for treasury management

Unit: III

Structuring Shariah Compliant Short Term Financing Facilities: Murabaha trade financing facilities with and without client purchase guarantees-transfers of title under Murabaha contracts and the timing of single or multiple payments, bundling of commodities for Murabaha contracts and recurrent transactions, use of letters of credit and shipping documents in Murabaha transactions: Salam and parallel Salam contracts and their difference from conventional forward contracts, Tawarruq as a vehicle for obtaining a cash advance, Qard hasan interest free credit contracts, Design and features of Islamic credit cards.

Unit: IV

Risk Management In Islamic Finance: Principals of Islamic insurance and Takaful Structures- Takaful versus conventional insurance, Mutual insurance principals; Takaful Models- Wakala and models and concept of Tabarru, Mudaraba model with profit sharing; Avoidance of Riba in assets held by Takaful companies, risk management by Takaful companies, Islamic Banc-assurance; Managing Risk through Shariah Compliant Solutions- Credit risk towards debtors and minimization of defaults, Liquidity risk through Shariah compliant treasury management.

Suggested Readings:

1. Har Dr. "Islamic Banking Practice" Bahrain Institute of Banking and Finance.
2. Iqbal Z. and Mirakhor A., "An introduction to Islamic Finance: Theory and Practice" Wiley.
3. Hassan m. Kabir, "Handbook of Islamic Banking" Edward Elgar, Cheltenham, England and Northampton, Massachusetts.
4. Kette, Brian, "Introduction to Islamic Banking and Finance" Printhus, Northampton.
5. www.islamic-banking.com

Management of Industrial Relations

Course Code: MBA-CR-413
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: The purpose of this paper is to provide an in-depth understanding of the role of Training and development in the HRD, and how to manage the process of T & D for smooth empowerment of human capital.

UNIT 1

Basic Concepts: Education, Training, Development. Principles of Training, objectives, and Necessity of Training.

UNIT 2

Responsibilities and Challenges to Training Managers. Principles of learning, theories of learning and learning organizations. Training Policy.

UNIT 3

Identification of Training Needs, planning for Training Programme, training aids, preparation of trainees. Training methods- on the job, off the job and off the organization. Evaluation of Training Programme.

UNIT 4

Executive development process. Sources of knowledge and acquisition. Types of developmental programmes, under study assignment, job rotation, sensitivity training, committee assignment, transactional analysis and inter establishment training.

Note; The case studies/ presentations will be announced by the course instructor during the semester.

Suggested Readings

1. Beunet, Roger ed. Improving Training Effectiveness. Aldershot, Gower
2. Buckley R & Caple, Jim. The Theory & Practice of Training. London, Kogan & Page.
3. Lynton, R. Pareek, U. Training for Development. New Delhi, Vistaar.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gowerm
5. Reid, M.A. etc. Training Interventions: Managing Employee Development. London, IPM,

International Human Resources Management

Course Code: MBA-EA-414
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The course seeks to look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks on account of Globalization, growing presence of multinationals with expatriate managers, cross border mergers and acquisitions and increasing diversity of workforce

Unit-1

Concept of International HRM, Managing Global, Diverse Workforce, culture and international HRM, Types of cultures—Dominant culture, sub culture, organizational culture, occupational culture, strong and weak culture; Managing across borders and cultures; cultural differences and its managerial implications; creating and maintaining organizational culture.

Unit-II

Communicating across cultures: Barriers to effective communication in global organizations, leadership across cultures; The GLOBE project on leadership and its major findings; Hofstede's cultural dimensions; evolution and change in global organizational structures; Various forms of structures.

Unit-III

Cross culture negotiation and decision making: Stages in negotiation in global organizations; cultural, national and organizational influences on the process of negotiation; Effective strategies for international negotiations: Steps in decision making process and impact of culture on decision making in global organizations.

Unit-IV

HRM in global organizations: Staffing policies- the ethnocentric, polycentric, geocentric and region-centric approaches; selection criteria and techniques used by MNC's to select expatriates for international assignments; Sources of staffing (PCNs, TCNs, and HCNs.); Factors influencing performance of TCNs and PCNs, appraisal of HCNs; Compensation approaches, variables influencing compensation in MNC's; Cultural adjustment-phases during expatriation, cultural shock.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. *International Management: Cross-Cultural Dimensions*, Author: Richard Mead; Publisher: Wiley Blackwell
2. *Essentials of International Management: A Cross-Cultural Perspective* Author: David C Thomas; Publisher: Sage Publications, Inc
3. *International management: Managing in a diverse & dynamic global environment*, Authors :Arvind V Phatak Rabi S Bhagat/Roger J.Kashlak. Mc Graw Hill, special Indian edition.
4. *International Management*, Author – Helen Deresky, Imprint -Pearson Education
5. *The Cultural Dimensions of International Business*, Author-Gary Ferraro , Imprint- Pearson Education

Management Development

Course Code: MBA-EA-415
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

OBJECTIVE; The purpose of this course is to advance an understanding of concepts, methods and strategies underlying the development of executives.

UNIT I

Field of Human Resource Development;- Definition; objectives and Functions of Human Resource Development Professionals; open systems.

UNIT II

Theory perspective of training; strategic planning approach; organizational environment and training; training methodology and overview of the training process; training needs assessment and training objectives.

UNIT III

Management development : perspective, MD and management education ; Pitfalls, Continuing need, Need for effective MD, MD Policy and Committees ; Planning the strategies and programme to reach MD objectives.

UNIT IV

Management effectiveness audit and management inventory; Methods of MD including training for human relations , leadership, teamwork, communication and creativity ; conduction of MD programme – Role of programme coordination, trainee, top management; Evaluation; Getting management training to pay-off.

Note; The case studies/ presentations will be announced by the course instructor during the semester.

Suggested Readings

1. Bienvenu, B.J. "New Priorities in Training". American Management Association.
2. Bibsted, Don. " Development in Interpersonal Skills Training". Gower, London.
3. Brinkerhoff, Robert. "Achieving Results from Training: How to evaluate HRD to Stengthen Programs and Increase Impact". Jossey Bass, San Francisco.
4. Craig, Robert L. "Training and Development Handbook". McGraw Hill, New York.

Manpower Development for Technological Change

Course Code: MBA-EA-416
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes.

Unit I- Technological change and Progress of an organization, Technology Planning and Forecasting the need for introduction of new technologies, Technology Transfer, Special Features of New Technology; Concept and Process of Technological Innovation, Organisational Implications of Technological Change.

Unit II- Human Resource Implications of Technological Change on Performance and Potential. Evaluation in the Context of New Technology; Technology Transfer with Human Face New Issues in Manpower Training and Career Development.

Unit III- Conducting Innovation and Industrial R & D, Introduction to Management of Technology, Technological Change and Progress, Life cycle of Technology-the technology S curve, Integrating technology and strategy.

Unit IV- Technology and Cost leadership: Differentiation through Technology, Technology Planning and Forecasting, Forecasting Technology, Different methods: Delphi, Trend extrapolation, Scenario building, Technology Audit. Audit models.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Clark, Jon managing Innovation and Change, University of Southampton
2. Clark, Jon Human Resource Management and Technological Change, London, Sage
3. Campbell, A and Wamer, M New Technology, Skills and Management, London, Routledge
4. Rastogi, P N Management of Technology and Innovation, New Delhi, Sage
5. Warner, M. New Technology and manufacturing Management, London, Wiley

Human Resources Planning and Development

Course Code: MBA-EA-417
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

OBJECTIVES: The objective of this paper is to develop a conceptual as well as a practical understanding of Human resource planning, deployment and development in organizations

UNIT I

Macro level manpower planning and labour market analysis; Organisational human resource planning; Stocktaking; Work force flow mapping; Age and Grade distribution mapping.

UNIT II

Models and techniques of manpower; Demand and supply forecasting; Behavioral factors in Human resource planning.

UNIT III

Wastage analysis retention; Redeployment and Exit strategies; Career management; career planning and development; Performance planning.

UNIT IV

HRD in strategic organizations; Human resource information system; Human resource valuation and accounting.

Note; The case studies/ presentations will be announced by the course instructor during the semester.

References

- 1 Arthur.,M. Career Theory Handbook, Englewood Cliff, Prentice Hall Inc.,
- 2 Belkaoui, A.R and Belkaoui, J.M. Human Resource Valuation: A Guide to Strategies and Techniques. Greenwood, Quorum Books
3. Greenhaus, J.H. Career Management, New York, Dryden.
4. Kavanagh, M.J. etc. Human Resource Information System: Development and Applications. Boston, PWS-Kent
5. Mabey,C. and Salama, G. Strategic Human Resource Management. Oxford, Blackwell

Total Quality Management

Course Code: MBA-CR-418
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: The objective of the course is to develop a deep insight of quality among the students and the current reliance of quality principles in the competitive era.

UNIT 1

Basic Concepts in Quality, Dimensions of Quality, Quality costs, Quality Philosophies- Contribution of Deming, Juran, Taguchi and Crosby to quality, Comparison of Quality Philosophies.

UNIT 2

Customer Perception of Quality, Total Quality Management-Historical Review, TQM Framework, Stages in TQM Implementation. Barriers to TQM Implementation Employee Involvement in Quality Management.

UNIT 3

The seven tools of quality, Statistical and Quality Control by the use of Control Charts – Methods of Inspection and Quality Appraisal. Concept of six sigma, Continuous Process Improvement –Kaizen, Kanban and JIT. Quality Function Deployment (QFD)

UNIT 4

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Quality Auditing, ISO 14000 – Concept, Requirements and Benefits.

Note; *the case studies/ presentations will be announced by the course instructor during the semester.*

Suggested Readings;

1. Rose J.E., Total Quality Management, Kogan Page India Pvt., Ltd.
2. James R.Evans & William M.Lindsay, The Management and Control of Quality, South-Western (Thomson Learning),
3. Feigenbaum.A.V. "Total Quality Management, McGraw-Hill.
4. Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford.
5. Narayana V. and Sreenivasan, N.S. Quality Management – Concepts and Tasks, New Age International.

Logistics Management

Course Code: MBA-EA-419
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The course is designed to explain basic theory and techniques of logistics to examine the issues and problems associated with logistics in a changing environment, and to show how long logistics can improve an enterprises effectiveness and competitiveness. Students would be encouraged to use computer software package for problem solving.

Unit I

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy.

Unit II

Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse. Material Handling equipment and Systems – Role of Material Handling in Logistics. Material Storage Systems – principles – benefits – methods. Automated Material Handling.

Unit III

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

Unit IV

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Route Planning – Containerization. Modal Characteristics, Inter-modal Operators and Transport Economies. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

Note:-

1. Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, Indian Reprint
2. Ailawadi C Sathish & Rakesh Singh, Logistics Management, Prentice Hall India
3. Coyle et al., The Management of Business Logistics, Thomson Learning.
4. Bowersox Donald J, Logistical Management – The Integrated Supply Chain Process Tata
5. McGraw Hill
6. Bloomberg David J et al., Logistics, Prentice Hall India

Supply Chain Management

Course Code: MBA-EA-420
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

UNIT I

The Supply Chain Revolution – Generalized Supply Chain Model – Supply chain and networks –Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization- Digital Business Transformation. The Logistics Of Business - The Logistical Value Proposition- The Work Of Logistics- Logistical Operating Arrangements - Flexible Structure –Supply Chain Synchronization.

UNIT II

The Quality Imperative-Procurement – Manufacturing-Logistical Interfaces. Information System Functionality- Comprehensive Information System Integration-Communication Technology-Rationale For ERP Implementation-ERP System Design-Supply Chain Information System Design. Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory-Managing Uncertainty-Inventory Management Policies- Inventory Management Practices. Transport Functionality, Principles and Participants-Transportation Service - Transportation Economic and Pricing- Transport Administration –Documentation.

UNIT III

Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions. Packaging Perspectives-Packaging For Materials Handling Efficiency-Materials Handling. Why Integration Creates Value- Systems Concept And Analysis-Logistical Integration Objectives-Enterprise Integration-Supply Chain Processes-Sales And Operations Planning(S & OP)-Supply Chain Planning Considerations-Pricing.

UNIT IV

Global Supply Chain Integration-Supply Chain Security-International Sourcing. Enterprise Facility Network-Warehouse Requirements-Total Cost Integration-Formulating Logistical Strategy. Development and Management of Internal Logistics Relationships-Development and Management of Supply Chain Relationships. E commerce advantages and disadvantages for SCM – e-commerce as an enabler – evolution of world class supply chains – EDI– Exchanges, hubs and marketplaces – ERP.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Supply Chain Logistics Management - Bowersox, Closs & Cooper –McGraw-Hill.
2. World Class Supply Management - Burt, Dobbler, Starling, TMGH.
3. Global operations & Logistics- Philippe - Pierre Dornier, John Wiley & sons Inc, New York.
4. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc.
5. Operations Now – Finch, Mc Graw Hill,

Transportation Management

Course Code: MBA-EA-421
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The purpose of this course is to develop the skills and knowledge regarding transportation management.

Unit I:

Growth of urbanization and problems of transportation; Transportation challenges and limitations; Government activities in transportation; Transportation Modes: Load Planning, Transportation Modes and Their Selection. Transportation systems: Planning, Operation and management of goods transport, Trip generation and distribution;

Unit II:

Transportation Models: Sequential Travel Demand, Forecasting Models, Growth Factor Model, Regression Model, Gravity Model, Future Developments in Transportation. Motor Vehicle Act 1988: Short titles & definitions, and its Impact on Urban Transport System, Vehicular Pollution, Emission Norms; Laws governing the use of motor vehicle & vehicle transport.

Unit III:

Factors influencing transport development: physical, economic, political and strategic – concepts of connectivity and accessibility; Transport policy and planning; Basic considerations– transportation demand: Direction, Volume and Frequency. Regulation of Transport Services: Licensing policies, Transport Taxation; Transport and environment; Energy consumption in Transport; Role of international bodies in transport development.

Unit IV:

Transport Production Management : cost structure of different transport modes, joint and common costs, short run and long run costs, difficulties in cost estimation; Pricing of transport services : discriminatory pricing; Evolution of tariff Structure – concepts of operator cost, user cost and social cost.

Note:-Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Baerwald, J E. Transportation and Traffic Engineering Handbook. Englewood Cliffs, New Jersey, Prentice Hall
2. Bell, G. etc. The Business of Transport. Plymouth, McDonald and Evans.
3. Dickey, J W. Metropolitan Transportation Planning. New Delhi, Tata McGraw Hill,.
4. Grey, G E. and Hole, L A. Public Transportation Planning: Opera-tions and Management. Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Gupta, M P. Metropolitan Transportation System. New Delhi, National.

World Class Manufacturing

Course Code: MBA-EA-422
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Objective: To acquaint the students with the world class manufacturing environment and optimized production principles.

Contents:

Unit I

World Class Manufacturing Environment, Imperatives for success, System approach and change in mindset, Strategic decisions in Manufacturing Management, Choice of technology, Capacity and layouts, Automation in Materials handling system.

Unit II

State of international business, Managerial attitude towards globalisation of business, Entering the international area, Managerial challenges for the future; Software in use, Problems in implementation, Indian experience, optimized production technology.

Unit III

Principles advocated in Just-in-Time System, JIT Manufacturing System, JIT Pull System, Use of Kanban System, JIT Purchase, Source development, Supply chain Management.

Unit IV

Total quality Management Philosophy, TQM Principles, TQM Tools, Quality through design, Quality Management System and ISO 9000, QS 9000 etc.; Total productive Maintenance, Concept of reliability, reliability improvement, Concept of maintainability and Maintainability improvement.

Suggested Readings

- 1 Management to-day - Burton and Thakur.
- 2 Operation Management – Hughes, Chris.
- 3 Programmed Learning at for Production and Operations Management. – Buffa, Elwoods

E-Business

Course Code: MBA-CR-423
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students well versed with the e-commerce and e-business concepts and technologies.

Unit I

- **Introduction to E-Commerce**- Definition, Evolution,
- **WWW** Web Servers, Clients, Email, Search Engines, Chat, Music, Video.
- **Internet Marketing Technologies** – Databases, Datawarehouse And Datamining.

Unit II

- **E-Commerce Business Models** – Key elements of Business Models, Business to consumer (B2C) Business model, Business-to-Business (B2B) Business model, Consumer to Consumer Business model
- **Building E-Commerce**- System Development life Cycle, Choosing Software and hardware. E-commerce Site Tools
- **E-Commerce Security** – Security threats, technology solutions to threats and protection. Policies, procedures and Laws

Unit III

- **E-Commerce Payment Systems** : Cash, Checking transfer, Credit card, stored value and accumulating Balance.
- **Credit Card E-Commerce Transactions**: Working, Credit Card Enablers, Limitations of Online payment systems
- **Digital Payment Systems** : Digital Wallets, Digital Cash, Smart Cards as stored value systems
- **B2B Payment Systems** : Electronic Billing presentment and payment

Unit IV

- **Ethical, Social and Political Issues in E-Commerce** : Responsibility, Accountability and Liability.
- **Privacy and Information Rights** : Privacy and Legal Protections, Private industry self-regulation, Privacy Advocacy groups.
- **Intellectual Property Rights** : Types, Copyright and Patent.
- **Net Marketplaces** – Characteristics of Net Marketplaces, Types of Net Marketplace, E-Distributors, E-Procurement, Exchanges.

Note:-

Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Kenneth Laudon & Traver, "E-commerce", Pearson Edu. New Dellhi.
2. Cady, G.H. and Part McGreger, "The Internet" BPB Pub., Delhi.
3. Carpenter, Phil e Brands, HBS Press, Boston.
5. Keen, Peter and Mark McDonald The e-Process Edge, Delhi, Tata McGraw Hill.
6. Ravi Kalakota, E-business 2.0 Road to success, Availiable at Amazon. com

Advanced Data Base Management Systems

Course Code: MBA-EA-424
MBA 1st Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students well versed with latest concepts and theories in DBMS and their applicability in daily life.

Unit I

- **Basic concepts:** Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture.
- **Data Base Components** - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS.

Unit II

- **Relational Databases** - Codd's Rules, Integrity Rules, Database Anomalies
- **Relational Algebra** - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division
- **SQL-Date Definition** (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS-Access.

Unit III

- **Relational Data Base Design** - Full/Partial Functional Dependency, Partial Dependency, Transitive Dependency
- **Normalization** - Unnormalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition.

Unit IV

- **Concurrency Control Techniques** - Locking Techniques, Time Stamp Ordering, Deadlock Detection, Recovery And Avoidance, Granularity Of Data Items,
- **Recovery Techniques** – Types Of Failures, Audit Trails, States Of Transaction, Recovery Concepts(Logs, Checkpoints, Archive Database), Database Backup And Recovery From Catastrophic Failures.
- **Security** – Security and Integrity Threats, Defence Mechanism

Note:-

Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Desai, B., "An Introduction To Database Concepts", Galgotia Publications.
2. Elmsari & Navathe, "Fundamentals Of Database Systems", Pearson Edu. New Delhi.
3. Hoffer, " Modern Database management", Pearson Edu. New Delhi.
4. Date, C. J. , "An Introduction to Database Systems", Addison Wesley.
5. Ullman, J. D., "Principals of Database Systems", Galgotia Publications.

Multi Media Management

Course Code: MBA-EA-425
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students conversant with basic concepts in media and multimedia management.

UNIT I

Introduction to Multimedia- stages in a multimedia project -multimedia hardware

Multimedia Software- Basic tools-making instant Multimedia - Authoring tools. Multimedia .building blocks-
Text - Sound – Images – Animation – Video

UNIT II

Multimedia and Internet – Tools for the World Wide Web – Designing for World Wide Web; Assembling and delivering a Project

UNIT III

Planning and costing – designing and producing – delivering. Multimedia Education – Training – Business Applications

UNIT IV

Hotel Management - Banking Information System - Tourist Information System

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

Note:-

Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.

Selected Reading:

1. Vaughan, Tay: Multimedia: Making it work, NY, McGraw-Hill.
2. Minazzi Roberta, Social Media Marketing in Tourism and Hospitality, Springer.
3. Lowee, Ferrel & Charles, Managing Media firms and Industries, Springer.
4. Manjula Chowdhary, Tourism Marketing, Oxford University Press, India.
5. Partho Pratim, Computers in Tourism-Concepts & Applications, Oxford University Press.

Telecommunication for Business

Course Code: MBA-EA-426
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students well versed with telecommunication concepts and their applicability to business.

Unit I

Computers and communications: The Information Technology; The concepts of Global village; On-Line Information Services.

Electronic Bulletin Board Systems; the Internet; Interactive Video; Communications Channels; Communications Networks; Local Networks

Unit II

Managerial Issues Related to telecommunications; Client/server Computing; Communications Servers; Digital Networks, Electronic Data Interchange and its Applications

Unit III

Enterprise Resource Planning Systems; Inter Organizational Information Systems; Value Added Networks; Wireless Networks; Managing in the Market-space; Electronic Commerce And Internet

Unit IV

Applications Of Internet; Intranet and extranet in Business Organizations; Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

Note:-

Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.

Suggesting Readings

1. Derfler, Frank J. Guide to Linking LANS. Emeryville, California, Ziff-Davis Press
2. Derfler, Frank J . Guide to Connectivity. 2nd ed., Emeryville, Cliff., Ziff-Davis Press
3. Estabrooks, Maurice . Electronic Technology. Corporate Strategy and World Transformation , Wastport, Quoram Books
4. Fitzgerald, Jerry. Business Data Communications: Basic Concepts, Security and Design., New York, John Wiley
5. Keen, Peter and Cummins, Michael. Networks in Action: Business Choices and Telecommunications Decisions. Belmont, A, Wads Worth

Office Automation Management

Course Code: MBA-EA-427
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - This course aims at making students well versed office tools and the concept of smart office.

Unit I

Concept of an automated office: Functions of a modern office, Features of office automation, Nature of requirements, Impact of IT, Support required for Business Executives.

Unit II

Applications in a modern office: Word processing, Despatching, File keeping- storage and retrieval, Databases, Document Transmission, Telex, Telephone, e-mail.Facsimile, Voicemail, Voice messaging, Telemarketing,Teleconferencing,Telecommuting, Electronic funds transfer, E-commerce.

Unit III

Equipment in a modern office: electronic pushbutton telephone, Electronic typewriter, Facsimile machine, Automatic telex, Plain paper copier, Personal Computers.

Unit IV

Typical modern office: Distributed functions, Need for Integration, Changing procedures, Integrated communication for modern office-physical integration, Logical integration, LAN and modern office.

Using Intranet for Business EIS; Internet as a Vehicle for Transacting Business.

Note:-

Cases Studies/Mini Projects and other assignments will be provided by the concerned faculty in the class.

Suggesting Readings:

1. Computer applications in Business, Sudalaimuthu & Raj, Himalaya Publishing House.
2. Introduction to Information Technology, IELTS, Pearson Education.
3. Introduction to Computer Science, Peter Norton, TataMcgraw Hill Publications.
4. P.K Sinha,Fundamentals of Computers, BPB publishers
5. Introduction to Computer Science, IELTS, Pearson Education.

Industrial Relations

Course Code: MBA-EO-428
MBA 4th Semester
Credits: 4

Cont. Assessment: 20
Term End Exam: 80
Min. Pass Marks: 40%

Course Objectives: - The main objective of the paper is to expose students to the legal frameworks that help organization to maintain proper industrial relations.

Unit-I: Concepts and significance and various perspectives of industrial relations –systems, unitarist, Gandhian, psychological and sociological approach to industrial relations. Difference between industrial relations and human resource management, Trade Unions, its growth, types and functions of trade unions.

Unit –II: Industrial disputes, concept, types of disputes, causes and impact of industrial disputes, workers Grievance, its significance and functions, grievance handling procedure in India, five step model for grievance handling, Concept of conciliation, mediation, arbitration and adjudication in brief.

Unit-III: Negotiation and collective bargaining, features, process of collective bargaining, concept of significance of workers participation in management, collective bargaining v/s worker's participation in management, Joint management councils, shop councils, workers committees.

Unit-IV: Labour Welfare Measures, Concept, significance and features of Labour welfare measures, Welfare Funds – Workers Education and Training Schemes at regional, state and national level, Industrial accidents, Causes and preventions of industrial accidents.

Note:-

Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi
2. Dwivedi. R.S. Human Relations & Organisational Behaviour, Macmillan India Ltd., New Delhi
3. Pylee. M.V. and Simon George, Industrial Relations and Personnel Management, Vikas Publishing House(P) Ltd., New Delhi
4. N.G.Nair, Lata Nair, Personnel Management and Industrial Relations, S.Chand
5. Srivastava, Industrial Relations and Labour laws, Vikas, 4th edition