

# *Central University of Rajasthan*

*Bandarsindri, NH-8, Kishangarh (Ajmer)*  
*Website: [www.curaj.ac.in](http://www.curaj.ac.in)*



**DETAILED SYLLABUS**

**MBA PROGRAMME**

**DEPARTMENT OF MANAGEMENT**

**MBA Programme**

**PREAMBLE**

Globalization and liberalization of Indian economy along with integration of world markets have opened up horizons of prosperity and growth for business. The fast pace of changes has brought out the need to innovate newer ways of establishing and managing business. To address these needs, Central University of Rajasthan offers a full time MBA program.

## **PROGRAMME OBJECTIVES**

- To empower students as leaders who can create innovative strategies and execute them in the market.
- To develop skills in successfully initiating, expanding and diversifying a business enterprise in new, up-coming areas.
- To provide students with the required tools for decision-making and data analysis
- To improve students' managerial skills through the use of case studies.
- To teach students the techniques and tools useful for financial analysis and control in today's business climate.
- To impart students the skills and knowledge required to ethically manage the business.
- To develop each student's strategic thinking.
- To develop family business successors as enterprising and knowledgeable owners of the business of their forefathers.

## **SCHEME**

The details of the courses with code, title and the credits assigned are as given below.

### **Note:**

# 50% (internal assessment) will consist of:

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

Above has been recommended with a view to develop the required skills in the students and to encourage them for active participation in the class room teaching.

Credit worth to be taken from format

L: Lecture

T: Tutorial

P: Practical

IA: Internal Assessment

EoS: End of Semester

STs: Seminar Tutorials

PC: Paper Compulsory

PE: Paper Elective

## **MBA Program Course Structure Semester I & II**

### **First Semester**

**Note: Total number of credits is 24; 18 credits for compulsory papers and 06 credits for elective papers offered by the Department. In order to encourage interdisciplinary approach students may opt for elective courses of other Departments in lieu of elective papers offered by the Department. In addition to that students may opt for audit courses in foreign languages and courses offered by other Departments.**

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

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

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

## **Second Semester**

**Note: Total number of credits is 24; 18 credits for compulsory papers and 06 credits for elective papers offered by the Department. In order to encourage interdisciplinary approach students may opt for elective courses of other Departments in lieu of elective**

**papers offered by the Department. In addition to that students may opt for audit courses in foreign languages and courses offered by other Departments.**

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EoS
1.	MBA 201	Marketing Management	PC	3	3	-	-	3	0	50	50
2.	MBA 202	Human Resource Management	PC	3	3	-	-	3	0	50	50
3.	MBA 203	Financial Management	PC	3	3	-	-	3	0	50	50
4.	MBA 204	Operations Management	PC	3	3	-	-	3	0	50	50
5.	MBA 205	Research Methodology	PC	3	3	-	-	3	0	50	50
6.	MBA 206	International Business	PE	3	3	-	-	3	0	50	50
7.	MBA 207	Theories & Practices of Entrepreneurship	PC	3	3	-	-	3	0	50	50
8.	MBA 208	Rural Marketing	PE	3	3	-	-	3	0	50	50
		<b>Total</b>		24							

## **DETAILED SYLLABUS**

### **MBA 101 Principles and Practices of Management**

**Objective:**

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

## **Unit I**

Management an Overview, Definition, Functions of Management, Managerial Roles and responsibilities, System and Contingency Approach for understanding organizations, Management Thought-Classical Perspective, Scientific Management, Administrative Management, Bureaucratic Management, Behavioural Perspective. Skills and Roles of Manager in an organization, Social Responsibilities of Business.

## **Unit II**

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

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

## **Unit III**

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

## **Unit IV**

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

## **Unit V**

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

**Case studies** based on above-mentioned curriculum

**Suggested Readings:**

Koontz & O'Donnel, Essentials of Management,

Wehrich Heinz and Koontz Harold, A Global and Entrepreneurial Perspective, 12<sup>th</sup> Edition, Mcgraw Hill

Stoner, Freeman & Gilbert Jr, Management Organizational Behaviour, 6<sup>th</sup> edition, PHI

Terry, G.R., Principles of Management

Peter F. Drucker, Management Task and Responsibility

### **MBA 102 Economics for Managers**

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

#### **Unit I**

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

#### **Unit II**

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

#### **Unit III**

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

#### **Unit IV**

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

#### **Unit V**

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

**Case studies** based on above-mentioned curriculum

#### **Suggested Readings:**

Joel Dean, Managerial Economics

Paul A Samuelson, Economics, Mc Graw Hill International , New York

D.N. Dwivedi Managerial Economics, Vikas, New Delhi

N.D. Mathur,, Managerial Economics, Shivam Book Hous Pvt. Ltd, Jaipur

P.L. Mehta, Managerial Economics, Analysis and Cases ,Sultan Chand &Sons, N. Delhi

R.L. Varshney & K.L. Maheshwari, Managerial Economics, Sultan Chand &Sons, New Delhi

U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata Mc Graw Hill, Mumbai

### **MBA 103: Management Accounting**

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

#### **Unit I**

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

## **Unit II**

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

## **Unit III**

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

## **Unit IV**

Cost accounting: Meaning - Cost, Cost accounting & cost centre. Elements, methods of costing,

Preparation of cost sheet and inventory control.

## **Unit V**

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

**Case studies** based on above-mentioned curriculum

## **Suggested Readings**

### **Basic reading:**

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

### **Reference Books:**

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



## **MBA 104      QUANTITATIVE TECHNIQUES**

### **Objective:**

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

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

**Case studies** based on above-mentioned curriculum

**Suggested Readings:**

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

**MBA 105: Information Technology**

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

**Section A**

**Note: This section will be 25 marks.**

**Unit I**

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

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

**Unit II**

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

**Unit III**

**Mastering MS-Office:**

MS Word: Word window anatomy, opening and closing word document, creating a new document, entering, selecting, editing, formatting text, inserting date, saving word document, creating and formatting tables, bullets and numbering.

MS Excel: Excel window anatomy, values vs. text concept, Entering & editing cell entries (text, numbers), inserting, deleting, copying, moving cells, rows, columns, text alignment, using autofill function, cell referencing, basic formula (SUM, COUNT, AVERAGE, MAX, MIN, PRODUCT, Subtract, divide), creating excel charts.

MS PowerPoint: Autocontent wizard, Using blank presentations, Selecting slide layouts, Formatting slides and text, Adding objects (pictures, sound & video clip, tables from word), graphical bullets, formatting slide header & footer, adding animations, drawing charts, preparing handouts.

MS Access: Getting started with Access 2007, Using Tables & Queries, Using Forms, Using Reports, Modifying a relational database structure, creating multiple table queries, enhancing forms, analyzing data with reports, Importing and Exporting data, analyzing database design, creating advanced queries, creating advanced reports, managing database objects, creating macros, creating modules and VBA, Managing the database

#### **Unit IV**

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

#### **Unit V**

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

**Case studies** based on above-mentioned curriculum

#### **Section B**

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

## **Suggested Readings:**

### **Basic reading:**

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

### **Additional reading:**

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

### **Reference books:**

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

## **MBA 106: Business Communication & Soft Skills**

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

### **Section A**

**Note: This section will be 25 marks.**

#### **Unit I**

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

#### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

**Corporate communication:** Press releases, speeches, negotiating & bargaining, business presentations, conferences (corporate, press).

Means of communication: Telephone, fax, telex, email, voice mail, answering machine, teleconferencing, SMS, MMS, posters.

**Case studies** based on above-mentioned curriculum

## **Section B**

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

### **Suggested Readings:**

#### **Basic Reading:**

1. Robert L. Shurter and J Peter Williamson, Written Communication in Business

2. Heta A Murphy and Charles E Peck, Effective Business Communication
3. William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
4. C. C. Parkhurst, English for Business
5. Robert D Hay and P V Lesakar, Business Report Writing
6. Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11<sup>th</sup> ed.
7. Lesikar, Raymond V. and Pettit, John D., Jr., Business communication Theory and application, A.I.T.B.S., 2003, 6<sup>th</sup> ed.
8. Additional reading:
9. Taylor, Shirley, Communication for business A practical approach, Pearson Education, Ltd., New Delhi, 2007, 4<sup>th</sup> ed.
10. Raman, Meenakshi and Singh, Prakash, Business communication, Oxford University Press, 2008.
11. Reference book:
12. Bahl, Sushil, Business communication today, Response books, New Delhi, 1996.

## **MBA 107: Organizational Behaviour**

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

### **Unit I**

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

### **Unit II**

Understanding and managing individual behavior: Individual differences and work behavior. Leadership: Meaning, leadership vs. management, theories (Trait, behavioural, contingency), styles, skills.

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

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

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

Motivation: Meaning, types, Process and Content theories

### **Unit III**

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

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

#### **Unit IV**

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

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

#### **Unit V**

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

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

**Case studies** based on above-mentioned curriculum

#### **Recommended Readings:**

##### **Basic reading:**

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

##### **Additional reading:**

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

##### **Reference book:**

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

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

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

**Case studies** based on above-mentioned curriculum

### **Recommended Readings:**

Mittal, Vivek, (2007). Business Environment, New Delhi: Excel Books.

Cherunilam, F. (2003). Business Environment – Text & Cases, New Delhi: Himaliya Publishing House.

Aswathappa, K. (2001). Essentials of Business Environment, New Delhi: Himaliya Publishing House.  
Paul Justin, Business Environment

## **MBA 201: Marketing Management**

**Objective:**



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

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

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

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

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

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

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

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

**Unit V : Promotion :** Definition, promotion mix concept

Advertising: Meaning, advertising objectives, 5-M model

Sales promotion: Meaning, tools and techniques

Public relations: Definition, techniques and methods of PR

Direct marketing: Concept, channels (face to face selling, Direct mail), catalog marketing, telemarketing, e-marketing, m-commerce

Personal selling: Meaning, process.

**Case studies** based on above-mentioned curriculum

### **Recommended reading:**

a) Basic reading:

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

b) Additional reading:

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

c) Reference book:

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

## **MBA 202: Human Resource Management**

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

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

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

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

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

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

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

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

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

## Case studies based on above-mentioned curriculum

### Recommended reading:

#### a) Basic reading:

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

#### b) Additional reading:

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

#### c) Reference books:

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

## MBA 203: Financial management

### Objective:

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

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

**Unit II: Sources of finance:** Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring.

Long term sources- Shares, Debentures/Bonds, Leasing, Hire-purchase, Venture capital, emerging financial instruments.

Emerging short-term and long term financial instruments.

**Unit III: Financing decisions:** Cost of capital, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted average cost of capital.

Leverage, Trading on equity, factors affecting trading on equity, merits and limitations, operating leverage, financial leverage and combined leverage.

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

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

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

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

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

**Case studies** based on above-mentioned curriculum

**Recommended reading:**

a) Basic reading:

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

b) Additional reading:

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

c) Reference book:

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

## **MBA 204: Operations Management**

**Objective:**

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

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

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

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

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

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

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

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

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

**Case studies** based on above-mentioned curriculum

**Recommended reading:**

a) Basic reading:

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

b) Additional reading:

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

c) Reference book:

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

## **MBA 205: Research Methodology**

**Objective:**

The objective of the course is to enable the students to carry out research and data analysis to come out with authentic and meaningful interpretations and findings.

**Unit I: Research concepts:** Definition, types of research (exploratory, conclusive, modelling, algorithmic research, qualitative, quantitative, applied, fundamental research), research process, principles of effective research, limitations.

**Research design:** Meaning, Concept of variables, types of research design.

**Unit II: Sampling design:** Meaning, Census vs. sample survey, components of sampling design, types of sample designs

**Data collection:** Meaning, types of data, methods of collecting primary data, sources of secondary data, questionnaire vs. schedule.

**Unit III: Data analysis:** Data processing operations, types of data analysis, data presentation tools.

**Unit IV: Testing of Hypothesis:** Meaning, importance, utility and applications

**Unit V: Report writing:** Steps of report writing, layout of research report, Types of reports (technical, popular reports)

**Case studies** based on above-mentioned curriculum

**Recommended reading:**

a) Basic reading:

1. Kothari, C.R., Research methodology Methods & techniques, New Age International (P) Ltd., Publishers, New Delhi, 2007, 2<sup>nd</sup> ed.
2. Panneerselvam, R., Research methodology, PHI Learning Pvt. Ltd., New Delhi, 2009.

b) Additional reading:

1. Velde, Mandy van der, Jansen, Paul and Anderson, Neil, Guide to management research methods, Blackwell Publishing Ltd., 2004.
2. Bhattacharyya, Dipak Kumar, Research methodology, Excel Books, New Delhi, 2006, 2<sup>nd</sup> ed.

c) Reference book:

1. Vijayalakshmi, G. and Sivapragasam, C., Research methods Tips and techniques, M.J.P. Publishers, Chennai, 2008.

## **MBA 206: International Business**

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

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

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

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

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

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

**Case studies** based on above-mentioned curriculum

**Recommended reading:**

a) Basic reading:

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

b) Additional reading:

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

c) Reference book:

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

## **MBA 207: Entrepreneurship Theories & Practices**

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

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

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

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

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

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

**Case studies** based on above-mentioned curriculum

**Recommended reading:**

Basic reading:

- a) Zimmerer, T. H., Scarborough, N. M., Wison D., Essentials of Entrepreneurship and Small Business Management, PHI Learning Private Limited, New Delhi, 2009, 5<sup>th</sup> ed.
- b) Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, Tata McGraw Hill, 7<sup>th</sup> ed, ISBN: 9780071259521
- c) Jeffrey Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8<sup>th</sup> Edition, ISBN: 9780071276320

- d) Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
- e) Desai Vasant, The Dynamic of entrepreneurial development and management, Himalaya Publishing house (2010).
- f) Murthy CBS, Entrepreneurship Development, Himalaya Publishing house (2009)
- g) Taneja Satish, Entrepreneurship Development, Himalaya Publishing house (2009)
- h) Gupta CB, Srinivasan NP, Entrepreneurship Development in India, Text & Cases, Sultan Chand & Sons.
- i) Hisrich Robert D and Peters Michaelp, Entrepreneurship, Tata Mcgraw Hill
- j) Dollinger Marc J, Entrepreneurship-Strategy & Resource, Pearson

**Additional reading:**

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

**Reference book:**

- a) Robert Ashton, How to start your own business for entrepreneurs, Pearson Education, Jul 2009, ISBN13: 9780273723585, ISBN10: 0273723588
- b) Jurgen Wolff, Marketing for Entrepreneurs, Pearson Education, Jul 2009, ISBN13: 9780273720911, ISBN10: 0273720910
- c) Kathryn Lennon, Selling For Entrepreneurs, Pearson Education, Jul 2009, ISBN13: 9780273724926, ISBN10: 0273724924
- d) Richard Stutely, The Definitive Business Plan, The fast track to intelligent business planning for executives and entrepreneurs, Pearson Education , 2<sup>nd</sup> ed., Dec 2006, ISBN13: 9780273710967, ISBN10: 0273710966
- e) Caspian Woods, Brilliant Start-Up, How to set up and run a brilliant business, Pearson Education, Sep 2008, ISBN13: 9780273720577, ISBN10: 0273720570
- f) Roger Horberry, Brilliant Copywriting, How to craft the most interesting and effective copy imaginable, Pearson Education, Jul 2009, ISBN13: 9780273727347, ISBN10: 0273727346
- g) Bruce Barringer, Preparing Effective Business Plans, An Entrepreneurial Approach: International Edition, Pearson Education, May 2008, ISBN13: 9780137145843, ISBN10: 0137145845
- h) Ian Birt, Writing your Plan for Small Business Success, Pearson Education, 3<sup>rd</sup> ed, May 2006, ISBN13: 9781741031843, ISBN10: 1741031842,

## **MBA 208: Rural Marketing**

**Unit I: Rural Sector Concerns:** Poverty, Unemployment, Population, Infrastructure, Health, Education, Income-Distribution, Natural Resources

**Unit II: Agriculture and Rural Economy** Rural Production, Systems and Resources, Natural Resources and Sustainable Rural Economy, Role of Agriculture and Allied Activities



in Rural and Urban Economies, Agriculture Planning and Reform, Agricultural and Food Problems: Food Security, Farm Sizes and Efficiencies, Rural Credit, Marketing, Warehousing and Taxation.

**Unit III: Rural Markets** Rural Markets - An Overview, Understanding Rural Environment, Rural Development and Management of Development Institutes

**Accessing Rural Markets** Physical Infrastructure, Institutions, Dynamics of Distribution Process, Participation in Rural Developments Process, Types of Intermediaries, Behavioral Dimensions, Physical Distribution Process.

**Unit IV: Product & Pricing Decisions for the Rural Markets** Product Development, Product Adoption Process, Product Modification Decision, Product Augmentation for the Rural Market, Pricing Decisions

**Unit V: Rural Consumer** Differential Aspect of Buying Behavior, Major Influential Buyer Behavior, Rural Distribution Management, Rural Marketing Research

**Case studies** based on above-mentioned curriculum

**Recommended reading:**

- *Rural Marketing*, CSG Krishnamacharyulu, Lalitha Ramakrishnan
- *The Growth and Challenges of Rural Markets*, S.K. Patro
- Badi, R.V. and Badi, N.V., *Rural marketing*, Himalaya Publishing House, Mumbai, 2010.

## Course Structure Semester III & IV

**Third Semester**

**Note: Total number of credits is 24; 15 credits for compulsory papers and 09 credits for elective papers from any one of the elective groups offered by the Department.**

**Compulsory Papers**

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practica	IA	EoS
									1		

1.	MBA 301	Strategic Management	PC	3	3	0	0	3	0	50	50
2.	MBA 302	Management of Business Innovations	PC	3	3	0	0	3	0	50	50
3.	MBA 303	Business Plan Formulation	PC	3	3	0	0	3	0	50	50
4.	MBA 304	New Venture Creation and Management	PC	3	3	0	0	3	0	50	50
5.	MBA 305	Summer Internship	PC	3	0	0	3	0	3	0	50* 50**
		Total		15							

**Note:**

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

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

<b>Elective Group-1: Marketing (Three papers, 09 Credits to be opted from this group)</b>											
6.	MBAM 306	Marketing of Services	PE	3	3	0	0	3	0	50	50
7.	MBAM 307	Sales & Distribution Management	PE	3	3	0	0	3	0	50	50
8.	MBAM 308	Integrated Marketing Communication	PE	3	3	0	0	3	0	50	50
9.	MBAM 309	Marketing Research	PE	3	3	0	0	3	0	50	50
		<b>Total</b>		09							

<b>Elective Group-2: Finance(Three papers, 09 Credits to be opted from this group)</b>											
6.	MBAF 306	Security Analysis and Portfolio Management	PE	3	3	0	0	3	0	50	50
7.	MBAF 307	Management of Financial Services	PE	3	3	0	0	3	0	50	50
8.	MBAF 308	Multinational Financial Management	PE	3	3	0	0	3	0	50	50
9.	MBAF 309	Financial Institutions & Markets	PE	3	3	0	0	3	0	50	50
		<b>Total</b>		09							

<b>Elective Group-3: HRM (Three papers, 09 Credits to be opted from this group)</b>											
6.	MBAH 306	Human Resource Planning &	PE	3	3	0	0	3	0	50	50

		Development									
7.	MBAH 307	Management of Industrial Relations	PE	3	3	0	0	3	0	50	50
8.	MBAH 308	Compensation Management	PE	3	3	0	0	3	0	50	50
9.	MBAH 309	Strategic HRM	PE	3	3	0	0	3	0	50	50
		<b>Total</b>		09							

## Fourth Semester

**Note: Total number of credits is 24; 15 credits for compulsory papers and 09 credits for elective papers from any one of the elective group opted by the student in third semester.**

### Compulsory Papers

Sr	Subject Code	Course Title	Course Category	Credit	Contact Hours			EoS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EoS
1.	MBA 401	Business Legislation	PC	3	3	0	0	3	0	50	50
2.	MBA 402	Contemporary Issues in Indian Economy	PC	3	3	0	0	3	0	50	50
3.	MBA 403	Business Ethics	PC	3	3	0	0	3	0	50	50
4.	MBA	Family Business	PC	3	3	0	0	3	0	50	50

	404	Management									
5.	MBA 405	MBA Project	PC	3	0	0	3	0	3	0	50* 50**
		<b>Total</b>		15							

**Note:**

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

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

<b>Elective Group-1: Marketing(Three papers, 09 Credits to be opted from this group)</b>											
6.	MBAM 406	Retail Management	PE	3	3	0	0	3	0	50	50
7.	MBAM	Consumer	PE	3	3	0	0	3	0	50	50

	407	Behaviour									
8.	MBAM 408	Product and Brand Management	PE	3	3	0	0	3	0	50	50
9.	MBAM 409	Global Marketing	PE	3	3	0	0	3	0	50	50
		<b>Total</b>		09							

<b>Elective Group-2: Finance(Three papers, 09 Credits to be opted from this group)</b>											
6.	MBAF 406	Corporate Tax Planning	PE	3	3	0	0	3	0	50	50
7.	MBAF 407	Financial Engineering	PE	3	3	0	0	3	0	50	50
8.	MBAF 408	Strategic Financial Management	PE	3	3	0	0	3	0	50	50
9.	MBAF 409	Management Control System	PE	3	3	0	0	3	0	50	50
		<b>Total</b>		09							

<b>Elective Group-3: HRM (Three papers, 09 Credits to be opted from this group)</b>											
6.	MBAH 406	Training and Development	PE	3	3	0	0	3	0	50	50
7.	MBAH 407	Organisational Change & Intervention Strategies	PE	3	3	0	0	3	0	50	50
8.	MBAH 408	Labour Laws	PE	3	3	0	0	3	0	50	50
9.	MBAH 409	Global HRM	PE	3	3	0	0	3	0	50	50

		<b>Total</b>	09						
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## **Detailed Syllabus**

### **MBA-301: STRATEGIC MANAGEMENT**

**Objective:**

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

**Unit-I**

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

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**Case Studies** based on above curriculum

## **Suggested Readings**

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

## **MBA 302: MANAGEMENT OF BUSINESS INNOVATIONS**

**Objective:** The objective is to help the students in understanding the role of innovation in enabling firms to generate competitive advantage as well as the problems faced by firms in their new product development, and its links between innovation and business strategy.

### **UNIT-I:**

Concept and Types of Innovation [types, processes and models of innovation and the contribution of innovation to sustainable competitive advantage] - Organizational setup that



facilitate innovations - Activities and competencies involved in new product / service development- Management of Research and Development-Strategic Alliances and Networks [Role of networks in sustaining innovation] - Developing Effective Implementation Mechanisms - Presentation of Innovations Assignment.

### **UNIT-II:**

Theories of innovation development and adoption- The process of innovation: managing new product development - Customers and the innovation process- Organizing R&D- Innovation strategy- Funding for Innovation- Innovation policy and national systems of innovation - Social innovation and change

### **UNIT – III:**

Scanning and searching the organizational environment to identify potential innovations - Analyzing and selecting the set of potential innovation that fit with the organizational resources - steps involved in the implementation of the innovation and review the process to identify critical success factors

### **UNIT-IV:**

Implementing Financing Decision and Its' Suitability as Innovation Tool-Globalization for Innovations-Role of National Government in Innovation

### **UNIT-V:**

Theories on Creativity & Innovation-Functional Creativity: Human Resources, Company Culture & Unusual Workspaces; Fostering creativity; Stages of creativity; Blocks to creativity; Traits of creative personality

**Case Studies** based on above curriculum

### **Suggested Readings:**

1. Peter F. Drucker; Affiliated Innovation and Entrepreneurship; East –West News papers; Latest Edition.
2. C. K. Prahalad & M.S. Krishnan, The New Age of Innovation, Tata McGraw Hill, 2008.
3. Paul Trot; Innovation Management and New Product Development; Pearson Education; 4th Edition.
4. Joe Tidd, John Bessant, and Keith Pavitt (2009) 4th Edition; Managing Innovation; Wiley.
5. David Smith, Exploring Innovation, 2nd edition, McGraw Hill, 2010.
6. Melissa Schilling, Strategic Management of Technological Innovation, 3rd Edition, McGraw-Hill, 2010.

7. Trott, P. (2008) 3rd Edition; Innovation Management and New Product Development; Harlow: Prentice Hall.
8. The Discipline of Innovation,” Peter Drucker (HBR reprint R0208F)
9. The Medici Effect – Frans Johansson – Ch. 1-3
10. Case: “Renn Zaphiropoulos” (HBS 9-480-044)
11. “Creativity and the Role of the Leader,” Teresa Amabile (HBR reprint R0810G)
12. Case: Tesla Motors (watch online video before class)
13. “Design Thinking,” Tim Brown, IDEO (HBR reprint R0806E) Watch “The Deep Dive” at:
14. <http://www.youtube.com/> (part 2 &3)
15. Case: Netflix HR (Student should watch online video before class)
16. “Keeping Google Googley” – Wagonfeld (HBS 9-409-039)
17. “Managing for Creativity” – Amabile (HBS 9-396-271)
18. When Sparks Fly – Leonard/Swap – pp. 1-134
19. Creativity – Csikszentmihalyi – Ch. 6
20. Google article in Fortune:
21. [http://money.cnn.com/2007/01/05/magazines/fortune/Search\\_and\\_enjoy.fortune/](http://money.cnn.com/2007/01/05/magazines/fortune/Search_and_enjoy.fortune/)

**Objective:**

The objective of this course is to expose the students to formulate business plan for new enterprise.

**Unit-I**

Business Plan Formulation: Need, Purpose, Details about promoters including financial information; Proposed management structure; Description of technical arrangements (management, production, marketing, finance, etc.)

**Unit -II**

Basic market orientation: local, national, regional, or export; Projected production volumes, unit prices, sales objectives, and market share of proposed venture; Potential users of products and distribution channels to be used. Present sources of supply for products and future competition;

**Unit -III**

Brief description of manufacturing process; Comments on special technical complexities and need for know-how and special skills; Possible suppliers of equipment; availability of manpower and of infrastructure facilities (transport and communications, power, water, etc.); Proposed plant location in relation to suppliers, markets, infrastructure and manpower.

**Unit-IV**

Estimate of total project cost, broken down into land, construction of buildings and civil works, plant and machinery, miscellaneous fixed assets, preliminary and preoperative expenses and working capital; Proposed financial structure of venture, indicating expected sources and terms of equity and debt financing; Type of financing (loan, equity, quasi-equity, a combination of financial products, etc.) and amount; Projected financial statement, information on profitability, and return on investment;

**Unit-V**

Project in context of government economic development and investment program; Specific government incentives and support available to project; Expected contribution of project to economic development; Outline of government regulations on exchange controls and conditions of capital entry and repatriation; Implementation Schedule

**Case Studies** based on above curriculum

**Suggested Readings:**

1. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education

2. Robert Ashton, How to start your own business for entrepreneurs, Pearson Education, Jul 2009, ISBN13: 9780273723585, ISBN10: 0273723588
3. Richard Stutely, The Definitive Business Plan, The fast track to intelligent business planning for executives and entrepreneurs, Pearson Education , 2<sup>nd</sup> ed., Dec 2006, ISBN13: 9780273710967, ISBN10: 0273710966
4. Caspian Woods, Brilliant Start-Up, How to set up and run a brilliant business, Pearson Education, Sep 2008, ISBN13: 9780273720577, ISBN10: 0273720570
5. Bruce Barringer, Preparing Effective Business Plans, An Entrepreneurial Approach: International Edition, Pearson Education, May 2008, ISBN13: 9780137145843, ISBN10: 0137145845
6. Ian Birt, Writing your Plan for Small Business Success, Pearson Education, 3<sup>rd</sup> ed, May 2006, ISBN13: 9781741031843, ISBN10: 1741031842

## **MBA 304: NEW VENTURE CREATION AND MANAGEMENT**

### **Objective:**

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

### **Unit- I**

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

### *Unit- II*

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

### **Unit-III**

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

#### **Unit-IV**

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

**Unit-V** Managing Economic, Social and technological environment; Trends, Business cycles, Incentives and Subsidies; Enterprise Sickness & failures.

**Case Studies** based on above curriculum

#### **Suggested Readings:**

1. Zimmerer, T. H., Scarborough, N. M., Wilson D., Essentials of Entrepreneurship and Small Business Management, PHI Learning Private Limited, New Delhi, 2009, 5<sup>th</sup> ed.
2. Jeffrey Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8<sup>th</sup> Edition, ISBN: 9780071276320
3. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
4. Dollinger Marc J, Entrepreneurship-Strategy & Resource, Pearson
5. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
6. Roy Rajeev, Entrepreneurship, Oxford University Press, 2008, 1<sup>st</sup> Edition
7. Jain, Rajiv. "Planning a small scale Industry: A Guide to Entrepreneurs". 1984. S.S. Books, Delhi.
8. Kumar, S. A. "Entrepreneurship in Small Industry". 1990. Discovery, New Delhi.
9. Robert Ashton, How to start your own business for entrepreneurs, Pearson Education, Jul 2009, ISBN13: 9780273723585, ISBN10: 0273723588
10. Caspian Woods, Brilliant Start-Up, How to set up and run a brilliant business, Pearson Education, Sep 2008,

### **MBA 401: BUSINESS LEGISLATION**

#### **Objectives:**

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

#### **Unit-I**

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

#### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

**Case Studies** based on above curriculum

### **Suggested Readings :**

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

## **MBA 402: CONTEMPORARY ISSUES IN INDIAN ECONOMY**

### **Objective:**

The paper shall help students appreciate the context within which the contemporary issues are emerging in the Indian Economy. In fact the structural changes in Indian economy have necessitated the need to understand the basic issues in a new perspective.

### **Unit-I**

Changing Structure of Indian Economy, Imbalance in occupational pattern and contribution to GDP, Regional distribution of income in India.

### **Unit-II**

Determinants of acceleration in growth rate of GDP in India, Behavior of savings and investment in recent years.

### **Unit-III**

Pattern of productivity in agriculture and manufacturing sectors and trends in its diversification; Growth and Development in Services Sector.

### **Unit-IV**

Issue of competitiveness of Indian manufacturing sector, SEZ as a policy of industrial development, Emergence of Knowledge intensive industries in India.

### **Unit-V**

Infrastructure bottlenecks in Indian economy, Impact of Institutional factors on development of Indian economy.

**Case Studies** based on above curriculum

### **Suggested Readings :**

1. Ajit Singh (2005), "Manufacturing Services, Jobless Growth and Informal Economy: Will service be new engine of Growth in India? Paper presented in Seminar at ILO, New Delhi, Feb, 16.
2. An approach to the Eleventh Five Year Plan (2007-12)
3. Indian Institute of Applied Manpower, (2004) "Manpower Profile in India: Yearbook"
4. Government of India "Economic Survey"
5. Reserve Bank of India, "Report on Currency and Finance"

6. Planning Commission (2006), "Towards Faster and More Inclusive Growth: An Approach to the 11<sup>th</sup> Five Year Plan."
7. Seth, Vijay K., Economics of Services, : Story of Transformation of Cinderella into Queen of Hearts, Ane Books Pvt. Ltd.
8. India: Reference Annual

## **MBA-403: BUSINESS ETHICS**

### **Objective:**

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

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

**Case Studies** based on above curriculum

### **Suggested Readings:**



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

## **MBA 404: FAMILY BUSINESS MANAGEMENT**

### **Objective**

This course is designed to help students understand the dynamics related to family involvement in the ownership and management of a business.

### **Unit- I**

The Role of Family in Business; Understanding Family Dynamics; Family Firms and Competitive Advantage, Managing Conflict in the Family Firm; Pattern of Family businesses in India & abroad.

### **Unit- II**

Career Opportunity and Growth of Professionals in Family Businesses;

### **Unit- III**

Exit Strategies for Family Members from Business; Succession and Estate Planning, Managing Succession; Business division

### **Unit-IV**

Conflicts and Power Struggles in the Second and Third Generations; Exit Strategies for Family Members;

### **Unit-V**

Entrepreneurs and Family Businesses; Managing Change in Entrepreneurial Firms and Family Businesses. Distinguished Business Families in India.

**Case Studies** based on above curriculum

### **Suggested Readings:**

1. Jeffrey Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8<sup>th</sup> Edition, ISBN: 9780071276320
2. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
3. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
4. Drucker, Peter. "Innovation and entrepreneurship". 1985. Heinemann, London.
5. Jain, Rajiv. "Planning a small scale Industry: A Guide to Entrepreneurs". 1984. S.S. Books, Delhi.
6. Kumar, S. A. "Entrepreneurship in Small Industry". 1990. Discovery, New Delhi.
7. Robert Ashton, How to start your own business for entrepreneurs, Pearson Education, Jul 2009, ISBN13: 9780273723585, ISBN10: 0273723588
8. Caspian Woods, Brilliant Start-Up, How to set up and run a brilliant business, Pearson Education, Sep 2008, ISBN13: 9780273720577, ISBN10: 0273720570

## Marketing Group

### MBAM-306      MARKETING OF SERVICES

#### **Objective:**

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

#### **Course Contents:**

##### **Unit-I**

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

##### **Unit-II**

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

##### **Unit-III**

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

#### **Unit-IV**

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

#### **Unit-V**

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

**Case Studies** based on above curriculum

#### **Suggested Readings:**

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

## **MBAM-307: SALES AND DISTRIBUTION MANAGEMENT**

#### **Objective:**

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

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

**Case Studies** based on above curriculum

### **Suggested Readings:**

1. Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
2. Manning & Reece, Selling Today, Pearson Education Asia, 81h Edition.
3. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
4. Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
5. Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
6. Calvin; Sales Management; Tata McGraw Hill, New Delhi.
7. Futrell, Charles, Sales Management, Thomson Learning,Mumbai.
8. Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
9. Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall, New Delhi.
10. Glaskowsky N.A. Business Logistics, Dryden Press, Ohio.

11. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
12. Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
13. Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall Inc., 1999.
14. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

## **MBAM-308: INTEGRATED MARKETING COMMUNICATION**

### **Objective:**

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

### UNIT-I:

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

### UNIT-II:

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

### UNIT-III:

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

### UNIT-IV:

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

### UNIT: V:

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

**Case Studies** based on above curriculum

### **Suggested Readings:**

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

## **MBAM-309: MARKETING RESEARCH**

### **Objective:**

The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

### **Unit-I**

Marketing Research: Importance, nature, process & scope of marketing research; Marketing information system; Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods: observation, questionnaire & interview schedule; online surveys.

### **Unit-II**

Attitude measurement and scaling techniques: elementary introduction to measurement scales; Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination.

### **Unit-III**

Data Analysis: Hypothesis testing, tests of significance (Parametric & non-parametric) Univariate & Bivariate analysis.

### **Unit – IV**

Multivariate data analysis; Discriminant Analysis, Conjoint Analysis, Cluster Analysis; Factor Analysis

## **Unit-V**

Report preparation and presentation; Marketing Research Agencies; Live projects in MR applications: Consumer Behavior research, Product research; Advertising research; Sales and market research.

**Case Studies** based on above curriculum

## **Suggested Readings:**

1. Boyd. H.W. Ralph Westfall and S.F. Starsh: Marketing Research: Text and Cases, Richard D. Irwin, Boston.
2. Chisnall, Peter M: The Essence of Marketing Research, Prentice Hall, New Delhi.
3. Churchill, Gilbert A: Basic Marketing Research, Dryden Press, Boston.
4. Green Paul E. Donald S. Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi.
5. Luck, D.J.: Marketing Research, Prentice Hall, New Delhi.
6. Tull, Donald and Hawkin, Del : Marketing Research: Measurement and Method, Prentice Hall, New Delhi.
7. Beri, G.C.: Marketing Research, Tata McGraw Hill, New Delhi.

## **MBAM-406 : RETAIL MANAGEMENT**

### **Objective:**

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

### **Unit-I**

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

## **Unit-II**

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

## **Unit-III**

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

## **Unit-IV**

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

## **Unit-V**

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

**Case Studies** based on above curriculum

## **Suggested Readings:**

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



## **MBAM-407: CONSUMER BEHAVIOUR**

### **Objective:**

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

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

**Case Studies** based on above curriculum

### **Suggested Readings:**

1. Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.
2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.

3. Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.
4. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.
5. Loudon & Loudon; Consumer Behavior; TMH; New Delhi
6. Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

## **MBAM-408          PRODUCT AND BRAND MANAGEMENT**

### **Objective:**

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

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

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

#### **Unit-IV**

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

#### **Unit-V**

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

**Case Studies** based on above curriculum

#### **Suggested Readings:**

1. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3<sup>rd</sup> edition, 2002.
2. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.
3. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.4.
4. Czerniawskd, Richard D. & Michael W. Maloney Creating Brand Loyalty, AMACOM, NY, 1999.
5. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.
6. Upshaw, Lyhh B. Building Brand Identity: A Strategy for success in a hostile market place. New York, John, Wiley, 1995.
7. Keller, Kevin Lana. Strategic Brand Management, Prentice Hall, 1998.
8. Sagar, Mahim et al. Brand Management, 2010.

**MBAM-409**

**GLOBAL MARKETING**

**Objective:**

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

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Unit-V**

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

**Case Studies** based on above curriculum

### **Suggested Readings:**

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

# Finance Group

## MBAF 306 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

### Objective:

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

### Unit I

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

### Unit II

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

### Unit III

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

### Unit IV

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

### Unit V

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

**Case Studies** based on above mentioned Curriculum

**Suggested Readings :**

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

## **MBAF 307 MANAGEMENT OF FINANCIAL SERVICES**

### **Objective:**

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

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

**Case Studies** based on above mentioned Curriculum

### **Suggested Readings:**

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

## **MBAF 308 MULTINATIONAL FINANCIAL MANAGEMENT**

### **Objective**

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

### **COURSE INPUTS**

**UNIT - I      Multinational Financial Management :** Growth and importance of international finance; Types of risk in international finance; Rewards in international finance.

Short-term overseas financing sources; International management of cash, accounts receivables and inventory management.

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

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

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

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

### **REFERENCES :**

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.



3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, Int. Ed., New York.
5. Levi, Maurice D: International Finance, McGraw- Hill, International Edition.
6. Rodriqufe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.

## **MBAF 309 FINANCIAL INSTITUTIONS & MARKETS**

### **Objective:**

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

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

**Case Studies** based on above mentioned Curriculum

### **Suggested Readings:**

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

## **MBAF 406 CORPORATE TAX PLANNING**

### **Objective:**

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

### **Unit I: Basic Concepts**

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

### **Unit II: Assessment of Companies**

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

### **Unit III : Other Issues in assessment of companies**

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

### **Unit IV: Wealth Tax**

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

### **Unit V**

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

**Case Studies** based on above mentioned Curriculum

### **Suggested Readings :**

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

## **MBAF 407 FINANCIAL ENGINEERING**

### **Objective:**

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

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

**Case Studies** based on above mentioned Curriculum

### **Suggested Readings:**

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

## **MBAF 408 STRATEGIC FINANCIAL MANAGEMENT**

### **Objective:**

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

### **Unit I**

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

### **Unit II**

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

### **Unit III**

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

### **Unit IV**

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

### **Unit V**

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

**Case Studies** based on above mentioned Curriculum

### **Suggested Readings:**

1. Chandra, P. 1997, Financial Management: Theory & Practice, Tata McGraw Hill Publishing Company Limited.
2. Jakhotiya, G. P. 2000, Strategic Financial Management, Vikas Publishing House Pvt. Limited.

3. Grundy, T., Johnson, G and Scholes, K. 1998, Exploring Strategic Financial Management, Prentice Hall Europe.
4. Shank, J. K. & Govindarajan, V. 1995, Strategic Cost Management: The New Tool for Competitive Advantage, the Free Press.
5. Pritchett, P; Robinson, D. and Clarkson, R. 1997, After The Merger: The Authoritative Guide for Integration Success, McGraw Hill
6. Sadtler, D; Campbell, A. and Koch, R. 1997, Break Up: When Large Companies are More Worth Dead Than Alive.
7. Geneen, H. and Bowers, B. 1997, The Synergy Myth and other ailments of Business Today, St. Martin Press New York..
8. Weston, Chung & Hoag, 1996, Mergers, Restructuring and Corporate Control, Prentice Hall of India.
9. Stephen H Archer and Charles D'Ambrosio, The Theory of Business Finance, Collar McMillan
10. Micheal Firth and Simon M Keane, Issues in Finance, Heritage

### **MBAF 409: MANAGEMENT CONTROL SYSTEM**

**Objective:** The Course aims at developing the management control system related to emerging financial issues in the organisation .

#### Unit -I

Management Control System: Meaning, Nature and scope. Relationship between management control, Strategic planning and operational control.

#### Unit - II

Management Control Structure: Various forms of responsibility centers, Responsibility Accounting, Intra-company transfer pricing, International Transfer Pricing.

#### Unit - III

Segment Performance Evaluation: Traditional measures of evaluation, Residual Income, Economic Value Added, and Balanced Score Card.

#### Unit - IV

Activity Based Costing System: Rationale and utility.

#### Unit -V

Management Control Process: Budgeting Process, Preparation of different budgets, Zero base budgeting, Activity Based Budgeting, Interpretation and investigation of Variances,

Behavioural aspects of budgeting. Management control in Multinational Corporations and service organisations.

**Case Studies** based on above mentioned Curriculum

**Suggested Readings:**

1. Jakhotiya, G. P. 2000, Strategic Financial Management, Vikas Publishing House Pvt. Limited.
2. Grundy, T., Johnson, G and Scholes, K. 1998, Exploring Strategic Financial Management, Prentice Hall Europe.
3. Shank, J. K. & Govindarajan, V. 1995, Strategic Cost Management: The New Tool for Competitive Advantage, the Free Press.
4. Stephen H Archer and Charles D'Ambrosio, The Theory of Business Finance, Collar McMillan
5. Micheal Firth and Simon M Keane, Issues in Finance, Heritage

## **HRM GROUP**

### **MBAH-306 HUMAN RESOURCE PLANNING & DEVELOPMENT**

**Objective:**

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

**Unit - I**

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

**Unit - II**

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

**Unit - III**

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

**Unit - IV**

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

**Unit - V**

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

**Case Studies** based on above curriculum

**Suggested Readings :**

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



**Objective:**

Organizational efficiency and performance are intricately interlinked with industrial relations. This course inculcates to appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels.

**Unit -I**

Industrial Relations concept; socio- economic scenario and industrial relation; the role of State.

**Unit - II**

Trade Unions their roles and Importance, Registration, Recognition, Functions, Problems & Future of Trade Union.

**Unit -III**

Managing trade unions; Trade union and the employee; Discipline and Grievance Management; Collective Bargaining; Bargaining and Negotiating Skills,

**Unit- IV**

Employee Engagement: Industrial Democracy and Harmonization of Industrial Relation-; Collective Bargaining

**Unit –V**

Relations Employee Empowerment and Quality Management; Industrial Relations and Technological Change; Role of ILO

**Case Studies** based on above curriculum

**Suggested Readings :**

- 1 Niland, J R. etc., The Future of Industrial Relations, Sage, New Delhi. 1994.
- 2 Papola, T S & Rodgers. G. Labour Institutions and Economic Development in India, ILO, Geneva, 1992.
- 3 Ramaswamy, E A. The Strategic Management of industrial Relations, Oxford University Press, New Delhi, 1994.
- 4 Virmani. B R. Participative Management vs. Collective Bargaining. New Delhi. Vision Books, 1988. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Longman. Melbourne, 1987.
- 5 Pylee, M.V. and George Simon; Industrial Relations and Personnel Management; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 6 Davar; R.S; Personnel Management and Industrial Relations; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 7 Manappa Arun; Industrial Relations; Tata Mc Graw Hill Publishing Company Ltd., New Deelhi.

- 8 Drivedi; R.S.. Managing Human Resources and Industrial Relations. Galgotia Publishing Company; New Delhi. 2005
- 9 Srivastava; SC; Industrial Relations and Labor Laws; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
- 10 Venkata Ratnam; C.S; Industrial Relations; Oxford university Press; New Delhi; 2006

### **MBAH 308: COMPENSATION MANAGEMENT**

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

#### UNIT 1

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

#### UNIT 2

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

#### UNIT 3

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

#### UNIT 4

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

#### UNIT 5

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

## Suggested Readings

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

## **MBAH- 309 STRATEGIC HRM**

### **Objective:**

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

### **Unit I:**

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

### **Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

Career Management, Mentoring Relationship, Work-life Balance

**Case Studies** based on above curriculum

**Suggested Readings :**

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

## **MBAH- 406 TRAINING AND DEVELOPMENT**

### **Objective:**

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course students to understand the Training systems and processes.

### **Unit - I**

Training Strategy, Culture and Other Contexts; Training Process - An Overview; Role, Responsibilities and Challenges of Training manager; Trainer's Skills.

### **Unit –II**

Learning process, Training needs assessment and Action Research; Training design; Instructional objectives and lesson planning..

### **Unit - III**

Developing Training Modules; Training methods,; developing the group and the Climate, facility planning and Training aids.

### **Unit - IV**

Training Communication; Training evaluation; Post-training support for Improved Performance at Work

### **Unit - V**

Training & Development in India, Key areas of individual & organizational training and development in changing business scenario.

**Case Studies** based on above curriculum

### **Suggested Readings :**

- 1 Blanchard, P. Nick, Effective Training: Systems, Strategies and Practices, New Delhi, Pearson.
- 2 Buckley, R. and Caple, Jim, The Theory & Practice of Training, London, Kogan Page.
- 3 Janakiram, B., Training & Development, New Delhi, Biztantra.
- 4 Pareek, Udai, Training for Development, New Delhi, Vistaar.
- 5 Pepper, Allan D., Managing the Training and Development Function, Alderson, Gower.
- 6 Reid, M.A., Training Interventions: Managing Employee Development, London: IPM.

## **MBAH-407 ORGANIZATIONAL CHANGE AND INTERVENTION STRATEGIES**

### **Objective:**

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

### **Unit I**

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

### **Unit II:**

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

### **Unit III:**

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

### **Unit IV:**

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

## **Unit VI**

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

**Case Studies** based on above curriculum

### **Suggested Readings:**

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

## **MBAH-408 LABOUR LAWS**

### **Objective:**

Understanding of the legal framework is important for the efficient decision making relating to human resource management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations.

**Unit I:** Factories Act 1948

### **Unit II:**

Industrial Dispute Act 1947, Trade Unions Act, 1926

### **Unit III:**

Minimum Wages Act, 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965

**Unit IV:** Payment of Gratuity Act, 1972: Provident Fund Act 1952

**Unit V:**

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

**Case Studies** based on above curriculum

**Suggested Readings :**

1. Ghaiye, B R. Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.
2. Malhotra, O P. The Law of Industrial Disputes, Vol. 1 and 2. N M Tripathi, Bombay, 1985.
3. Malik, P L. Handbook of Industrial Law, Eastern Book, Lucknow, 1995.
4. Saini, Debi S. Labour Judiciary, Adjudication and Industrial Justice. Oxford, University Press, New Delhi, 1995.
5. Saini, Debi S. Redressal of Labour Grievances. Claims and Disputes. Oxford & IBH, New Delhi, 1994.
6. Seth, D. Industrial Dispute Act, 1947. Vol. I & II. N M. Tripathi, Bombay, 1995.
7. Srivastava S C. Industrial Relations and Labour Law, Vikas, New Delhi, 2007.
8. Kapoor, N.D. Mercantile Law, Sultan Chand and Sons, New Delhi, 2007.
9. Latest Bare Acts of each Act.



## **MBAH-409 GLOBAL HRM**

### **Objective:**

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

### **Unit I:**

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

### **Unit II:**

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

### **Unit III**

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

### **Unit IV:**

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

### **Unit V:**

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

**Case Studies** based on above curriculum

### **Suggested Readings:**

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

York;1986.