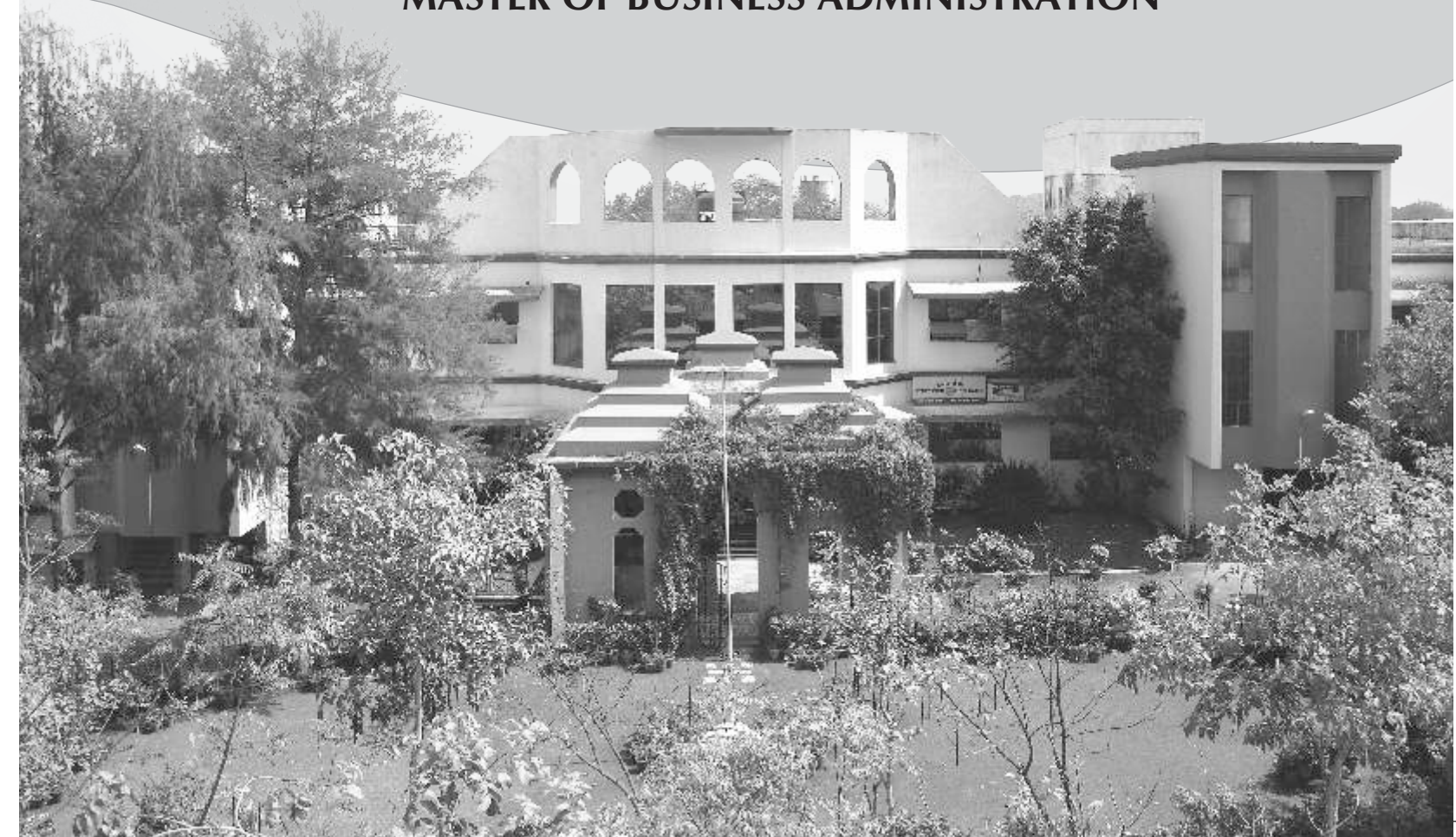


SHRI RAMDEOBABA COLLEGE OF ENGINEERING AND MANAGEMENT, NAGPUR

An Autonomous College of Rashtrasant Tukadoji Maharaj
Nagpur University, Nagpur, Maharashtra, India

TEACHING SCHEME & SYLLABUS
2015-16

DEPARTMENT OF MANAGEMENT TECHNOLOGY (DMT)
MASTER OF BUSINESS ADMINISTRATION



About the department

An era of excellence dawned with the birth of the Department of Management Technology (DMT). It was established under aegis of Shri Ramdeobaba Kamla Nehru Engineering College with the dream of nurturing and developing managerial talent. The MBA full time program is designed to equip students with domain knowledge of management in different business discipline & to develop leadership skills to enable students to make decisions in complex environment.

The Department Management Technology (DMT) has received Overall ranking of 107 across India. It is ranked 19th in Western India, 2nd in Vidarbha & Ranked 1st in the various Institutes Affiliated to RTM Nagpur University. In Industry Institute Interaction category DMT has been ranked 90th position in Western India by Business world 25th June 2012.

Vision:

We envisage Department of Management Technology to be a Place of Learning imparting management education of highest standard, most relevant at all times to meet the needs of the industry of suitable, efficient and ethical human resources.

Mission:

To impart quality education in the field of management by continuously updating the course contents to match the needs of industry and to develop industry institute interaction for mutual benefit for enhancement of knowledge, research, acumen and employability of the students

Programme Education Objectives & Outcomes (Department of Management Technology)

PROGRAM EDUCATION OBJECTIVES

- To develop understanding of the body of knowledge in the functional areas of business.
- To develop leadership, teamwork and supervision skills.
- To inculcate managerial skills, decision making and problem solving capabilities.
- To develop an understanding of and ability to use technology as a tool of effective management.
- To develop business communication and interpersonal skills.
- To develop professionalism, social and ethical values at work.

PROGRAM EDUCATION OUTCOMES

- MBA graduates will demonstrate domain knowledge in each of the functional areas of business
- MBA graduates will demonstrate business related behavioural skills including leadership, interpersonal and teamwork.
- MBA graduates will demonstrate the ability to evaluate the business environment, then choose and utilize decision making techniques that is appropriate for the given situation.
- MBA graduates will demonstrate their ability to use technology for effective management
- MBA graduates will demonstrate interpersonal, oral and written communication skills.
- MBA Graduates will demonstrate professional expertise, ethical behaviour and social responsibility.

Published by

Dr. R.S. Pande

Principal

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ISO 9001 : 2008 CERTIFIED ORGANISATION

**Scheme of Examination of Master of Business Administration
Semester Pattern
I Semester Master of Business Administration**

Sr. No.	Code	Course	L	T	P	Credits	Maximum Marks			Exam Duration
							Internal Assessment	End Sem Exam	Total	
1	MBT501	Perspective Management	3	1	0	7	40	60	100	3 Hrs.
2	MBT502	Marketing Management	3	1	0	7	40	60	100	3 Hrs.
3	MBT503	Human Resource Management	3	1	0	7	40	60	100	3 Hrs.
4	MBT504	Information Technology Management	3	1	0	7	40	60	100	3 Hrs.
5	MBT505	Financial Accounting	3	1	0	7	40	60	100	3 Hrs.
6	MBT506	Managerial Economics	3	1	0	7	40	60	100	3 Hrs.
7	MBT507	Business Legislation	3	1	0	7	40	60	100	3 Hrs.
8	MBT508	Financial Management	3	1	0	7	40	60	100	3 Hrs.
9	MBP501	Business Communication	0	0	4	-	-	-	-	-
Total			24	8	2	56				

**Scheme of Examination of Master of Business Administration
Semester Pattern
II Semester Master of Business Administration**

Sr. No.	Code	Course	L	T	P	Credits	Maximum Marks			Exam Duration
							Internal Assessment	End Sem Exam	Total	
1	MBT509	Organization Behaviour & Development	3	1	0	7	40	60	100	3 Hrs.
2	MBT512	Applied Operations Research	3	1	0	7	40	60	100	3 Hrs.
3	MBT513	Strategic Management	3	1	0	7	40	60	100	3 Hrs.
4	MBT514	Cost & Management Accounting	3	1	0	7	40	60	100	3 Hrs.
5	MBT515	Operations Management	3	1	0	7	40	60	100	3 Hrs.
6	MBT516	Entrepreneurial Development & Business Ethics	3	1	0	7	40	60	100	3 Hrs.
7	MBT517	Quantitative Decision Making	3	1	0	7	40	60	100	3 Hrs.
8	MBT518	Business Research Methods	3	1	0	7	40	60	100	3 Hrs.
9	MBP503	Environment Management	-	-	4	-	-	-	-	-
Total			24	8	2	56				

**Scheme of Examination of Master of Business Administration
Semester Pattern
III Semester Master of Business Administration**

Course	L	T	P	Credits	Maximum Marks			Exam Duration	
					Internal Assessment	End Sem Exam	Total		
Specialization 1 (4 Papers)									
Four Electives from the Specialization groups offered (Please refer list of Electives)	Elective I	3	1	0	7	40	60	100	3 Hrs.
	Elective II	3	1	0	7	40	60	100	3 Hrs.
	Elective III	3	1	0	7	40	60	100	3 Hrs.
	Elective IV	3	1	0	7	40	60	100	3 Hrs.
Specialization 2 (4 Papers)									
Four Electives from the Specialization groups offered (Please refer list of Electives)	Elective I	3	1	0	7	40	60	100	3 Hrs.
	Elective II	3	1	0	7	40	60	100	3 Hrs.
	Elective III	3	1	0	7	40	60	100	3 Hrs.
	Elective IV	3	1	0	7	40	60	100	3 Hrs.
Summer Internship of 4 weeks	-	-	-	5	-	-	-	-	-
Total		24	8	0	61				

**Scheme of Examination of Master of Business Administration
Semester Pattern
IV Semester Master of Business Administration**

Course	L	T	P	Credits	Maximum Marks			Exam Duration	
					Internal Assessment	End Sem Exam	Total		
Specialization 1 (2 Papers)									
Two Electives from the Specialization groups offered (Please refer list of Electives)	Elective V	3	1	0	7	40	60	100	3 Hrs.
	Elective VI	3	1	0	7	40	60	100	3 Hrs.
Specialization 2 (2 Papers)									
Two Electives from the Specialization groups offered (Please refer list of Electives)	Elective V	3	1	0	7	40	60	100	3 Hrs.
	Elective VI	3	1	0	7	40	60	100	3 Hrs.
MBP 601	Project	-	-	7	14	100	100	200*	3 Hrs.
Total in Semester		12	4	7	42				

List of Electives:

Students have to opt any two Specializations. In Semester III students will be taught four Electives from each specialization selected. In Semester IV students will be taught two Electives from each specialization selected.

Second Year – Elective Subjects

Course Code	Elective	Course Code	Elective
Marketing Management		Operations Management	
MBT601-1	Integrated Marketing Communication	MBT604-1	Operations & Planning Control
MBT601-2	Brand Management	MBT604-2	Supply Chain Management
MBT601-3	Retail Management	MBT604-3	Services Operation
MBT601-4	Sales & Distribution Management	MBT604-4	Project Management
MBT601-5	Service Marketing	MBT604-5	Quality Management
MBT601-6	Rural Marketing	MBT604-6	World Class Manufacturing
MBT601-7	Consumer Behavior & Marketing Research	MBT604-7	ERP
MBT601-8	Customer Relationship Management	MBT604-8	Advanced Operation research
Finance		International Business	
MBT602-1	Corporate Taxation	MBT605-1	International Financial Markets
MBT602-2	Security Analysis & Portfolio Management	MBT605-2	Foreign Exchange Management
MBT602-3	International Financial Management	MBT605-3	International Marketing
MBT602-4	Financial Risk Management	MBT605-4	Export Import Procedures, Documentation & Logistics
MBT602-5	Project Planning & Financing and Mergers & Acquisition	MBT605-5	International Economic Organizations
MBT602-6	Indian Banking And Financial System	MBT605-6	India's Foreign Trade Policy
MBT602-7	Financial Services & Merchant Banking	MBT605-7	Managing International Business Organizations
MBT602-8	Management Control System	MBT605-8	International Logistics Management
Human Resource Management		CourseCode	Elective
MBT603-1	Performance Management & Compensation	Entrepreneurship and Family Business	
MBT603-2	Management of Change and Organizational Effectiveness	MBT606-1	Dynamics of Family Business
MBT603-3	Group Behavior & Translation Analysis	MBT606-2	Legal & Tax Environment
MBT603-4	Training & Development Practice	MBT606-3	Financing of an Emerging Enterprise
MBT603-5	Industrial Relations & Labour Legislation	MBT606-4	Managing Human Capital
MBT603-6	Human Resource Strategies & Systems	MBT606-5	Industrial Marketing
MBT603-7	Human Resource Planning	MBT606-6	Business Operations
MBT603-8	International HRM	MBT606-7	Cost Management & Control Systems
		MBT606-8	Business Communication

Syllabus of Semester I, MBA (Master of Business Administration)

Course Code: MBT501

Course: Perspective Management

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. To understand the conceptual framework of management and its relationship with administration.
2. To understanding planning, planning premises and various decision making conditions.
3. To understand the mechanism of organization structure.
4. To understand decision, decision making and various decision making conditions.
5. To find out effective ways for effective coordination and direction.
6. To understand behavioral implications of control.

Unit – I:

Introduction to Management : Nature – Function – Definition – Importance of Management – Scope of Management – Is management a science or art – Management Functions and skills – Development of Management Thought (Contribution of Taylor, Fayol, Hawthorne experiments).

Unit – II:

Planning & Decision Making Planning : Concept – Nature – Importance – Types of Planning – Strategic and Operational Plans (Policy, Procedures, Methods, Rules, Budget, Mission, Objectives) – Process of Planning – Barriers to effective planning – Making Planning effective – Planning Premises (Concept & types).

Unit – III:

Organizing : Concept – Principles – Types of organization structure - Combining Jobs: Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Accountability - Authority – Basics of delegation of responsibility and authority. Centralization and decentralization of authority and the pros and cons of each – Span of control – Pros and cons of narrow and wide spans of control.

Unit – IV:

Decision Making : Concept – Types – Approaches to Problem Solving - Steps involved– methods of decision making – Committee Decision Making.

Unit – V:

Coordination & Directing : Importance and need for coordination – Principles of coordination – Methods of achieving effective coordination. Concept of Direction – Importance – Principles – Effective supervision – Quality of work life – Morale Building – Concept of Leadership – Leadership Styles – Leadership development.

Unit – VI:

Control : Concept – Planning and Control relationship – Types of control ((a) Feed forward control (b) Concurrent Control (c) Feedback Control) – Process of Control – Problems of Control Process – Requirements of Effective control – Comparative study of main features of Japanese Management and Z culture of American Companies.

Text Book:

1. Principles and Practice of Management: L M Prasad, Sultan Chand & Sons educational, New Delhi

Reference Books:

1. Management Theory and Practice: P Subba Rao, Himalaya Publishing House
2. Principles of Management: Dr. Neeru Vasishth, Taxmann's Publication
3. Management Principles, Processes and Practices: Anil Bhat & Arya Kumar, Oxford Publications

Note : Underline topic self study and field assignments on control.



Course Code: MBT502

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course: Marketing Management

Total Credits : 7

Course Outcomes :

1. To understand basic concepts of marketing.
2. To understand consumer buying behavior and marketing research process.
3. To develop knowledge about segmentation targeting and positioning.
4. To Build understand of product management.
5. To understand pricing Mechanisms and communication process.
6. To build understanding of market evaluation and control as well as learn regarding. ethical and legal issues in marketing.

Unit I: Understanding Marketing Management: Core Concepts of Marketing, nature and concept of Marketing, Marketing Mix, Service Marketing, Steps in the Marketing Process, Nature and contents of marketing plan, Scanning the Marketing environment

Unit II: Consumer Behaviour: Consumer behaviour, buying decision process, organizational buying, Customer Relationship Management, marketing research and demand forecasting

Unit III: Market Positioning: Market Segmentation and Targeting, Positioning and Repositioning; Marketing Strategies

Unit IV: Product Management: Meaning of product, product classification, product levels, product policies, Product life cycle and new product development, Product differentiation

Unit V: Pricing, IMC & Distribution: Pricing objectives, methods and pricing policies; Channel design and management, Understanding the communication process, Managing advertising; Sales promotion, Public relations and direct marketing.

Unit VI : Market Evaluation and Controls: Types, process, obstacles to marketing control - Marketing Audit, Social, Ethical and Legal Issues in Marketing.

Text Book:

1. Marketing Management-A South Asian Perspective: Philip Kotler, Kevlin Lane Keller, Prentice Hall

References Books:

1. Marketing Management-Planning, Implementation and Control: V.S. Ramaswamy and S.Namakumari, McMillan
2. Marketing Management: Rajan Saxena, Tata McGraw-Hill
3. Introduction to Marketing Management: Adrian Palmer, Oxford University Press.
4. Basic Marketing 15th edition: William D Perreault R, Tata McGraw-Hill



SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code: MBT503

Course: Human Resource Management

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course, students will:

1. Understand of roles and responsibilities of HR department in industries.
2. Have knowledge to understand job analysis and design jobs.
3. Understand job evaluation and how to estimate HR requirements.
4. Be able to conduct recruitment & selection process.
5. Be able to identify the training methods and understand the concept of performance appraisal.
6. Know the current trends in HRM.

Unit -I : Introduction to HRM : Nature, scope, objectives, importance and functions of HRM; Evolution of the concept of HRM; Human resource management in India; Role of HR Manager; HR Practices in Industry

Unit-II : Job Analysis & Design : Job Analysis-Meaning; Uses; Process and methods of collecting data for job analysis; Job Description; Job Specifications; Factor affecting Job Design; Techniques of Job Design.

Unit-III : Job Evaluation and Human Resources Planning: Objectives of Job Evaluation; Advantages and Limitations of Job Evaluation. Human Resources Planning: Concept, Need for Human Resources Planning; Process of Human Resources Planning.

Unit-IV: Recruitment & Selection : Factors Affecting Recruitment; Sources of Recruitment; Selection Process, Methods of selection- Interviews, Tests; Induction Program; Problems in Induction.

Unit-V : Training & Development & Performance Management: Objectives and Importance of Training; Process of Training & Development, Classification of Training Methods / Techniques; Reasons of Training Failure. Performance Appraisal: Introduction to Performance Appraisal, Errors during Appraisal.

Unit-VI : Employee Remuneration & Current Trends in HRM: Compensation (Direct&Indirect).

Introduction to : Strategic HRM, Balance Scorecard, Organization Citizenship Behaviour, HR Audit, Competency Mapping, Employee Engagement (Sara Cook Model).

Students will undergo a project on any one of the six units.

Text Book:

1. Human Resource and Personnel Management-Text and cases: K. Aswathappa, McGraw- Hill Publishing co. Ltd.

Reference Books:

1. Human Resource Management, Ninth Edition: R. Wayne Mondy, Robert M, Noe, Pearson Education
2. A Text book of Human Resource Management: C.B. Matoria & S.V. Gankar, Himalaya Publishing House
3. Human Resource Management: P. Jyothi, Publication, Oxford University Press

**SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)**

Course Code : MBT504

Course: Information Technology Management

L:3 Hr., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Knowledge of Information technology concepts and its impact on operational, tactical and strategic components of a business.
2. Knowledge of Database management system.
3. Knowledge of E-commerce concepts and various e-commerce transaction models.
4. Knowledge of information security concepts and understanding of importance of information security.
5. Understanding of IT strategy and its alignment with business.
6. Knowledge of new trends and technologies like ERP, CRM, BPO, wireless networks.

Unit I: Information Technology Concept: IS Concepts & Definitions, Quality of information, Classification and types of IS, IT support to Business Process & People, IS Infrastructure; Architecture, Working of Internet; Search Engines, E-Mails, Video Conferencing, Web-Meetings

Unit II : Managing Data: Data Management, File Management System, Document Management, DBMS/RDBMS, DBMS Model, Data Mining, Data Warehousing, Data Marts, Data Centers, BI, DSS

Unit III: E-Business & E-Commerce: Overview of E-Business & E-Commerce, E-C Transaction Models, Revenue Models, E-C Mechanisms, Payment & Order Fulfillment, Marketing, Ethical & Legal Issues, M-Commerce

Unit IV : Information Security: Concepts, Importance of Information security, Virus & Anti-Viruses, Cryptography and Data Encryption, Firewall, Digital Signature, Cyber-crimes, Basics of IT-Act-2000 and subsequent amendments, Securing information in Organization, Business Continuity & Disaster Recovery Planning, Auditing & Risk Management

Unit V: IT Strategy & Planning: Alignment of Business and IT Strategy, IT Strategy Initiation, IT Strategy Planning, Outsourcing, Offshoring & IT Subsidy

Unit VI: Emerging Technologies & Trends: ERP, CRM, e-Learning, e-Governance, Knowledge Management, BPO, KPO, LPO, Wireless Networks: WiFi, WiMax, Cellular, 3G/4G, Emerging Computing Environments, Social Networking

Text Book:

1. Information Technology for Management, 7th Edition, Efraim Turban, Linda Volonino, Wiley India

References Books:

1. Management Information System: W.S. Jawadekar, Tata McGraw Hill
2. Database System Concepts: A.Silberschatz, H.F. Korth, S.Sudarshan, McGraw-Hill Companies Inc.
3. e-Business: Dr.Ravi Kalakota & Marcia Robinson, Pearson Education
4. ERP Demystified: Leon, Tata McGraw-Hill
Cryphography & Network Security, Atul Kokate, Tata MacGraw Hill



SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code: MBT505

Course: Financial Accounting

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of the basic pillars on which the accounting methodology is built.
2. Ability to prepare, analyze and present basic financial transactions for accounting decisions.
3. Understanding of accounting methods of inventory and how to rectify errors.
4. Ability to appreciate the importance of Bank Reconciliation.
5. Ability to appreciate the accounting practices adopted for depreciation.
6. Understanding to prepare balance sheet as required by the legal framework and appreciate the significance of accounting concepts and their application.

Unit -I : Introduction to Accounting, Book keeping & Recording - Meaning, Scope and importance of Financial Accounting. Financial Accounting- concepts and conventions, classification of accounts, Accounting Policies & Standards and IFRS (Accounting Standards & IFRS is for Self Study).

Unit II : Basics of Accounting: Rules and principles governing Double Entry Book-keeping system, Meaning, Preparation of Journal, Ledger , Single Column Cash and Bank Books & Trial balance,.

Unit III : Rectification of Errors Inventory Management: Rectification of Errors and Introduction to Inventory management, causes, need, purposes, effective methods & system of inventory

Unit IV: Bank Reconciliation Statement: Bank Reconciliation Statement (cash & pass book), causes of difference and introduction to amended cash & pass book.

Unit V: Depreciation: Introduction to Depreciation, causes, need, factors determining effective methods, change of method, & accounting treatment.

Unit VI : Final Account of Joint Stock Companies - Vertical Financial Statements of Joint Stock Companies - contents, and preparation of Vertical Profit & Loss Statement and Vertical Balance Sheet.

Text Books:

1. Advance Accounting, Dr. Ashok Sehgal, Dr. Deepak Sehgal, Vol-I, Taxmann's.

Reference Books:

1. Financial, Cost and Management Accounting, Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House.
2. Advance Accounts Volume I by M.C. Shukla, T.S. Grwal, S.C. Gupta by S. Chand and company, New Delhi.
Advance Accounts Volume II by M.C. Shukla, T.S. Grwal, S.C. Gupta by S. Chand and company, New Delhi.

SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code : MBT506

Course : Managerial economics

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

1. To understand the theoretical framework for demand and supply
2. To understand the concept of producer function
3. To understand the decision making or process of the firm in different market structure.
4. To understand the pricing decisions
5. To understand the Monetary & Fiscal Policy and its instruments
6. To understand the concept of International Trade & BOP

Unit - I : Nature and fundamental concepts : Analysis of Demand, Significance, estimation of demand; Elasticity of Demand, Techniques and Importance of Demand forecasting; Basic Mathematical Problems related to demand estimation and elasticity of demand.

Unit - II : Production & Production Function : Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, Short term and long term cost output relationship, Cost curves, Economies of scale.

Unit - III : Market Structures : Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly - kinked demand curve and cartels, Mathematical Problems on profit maximization and Price & Output determination under various market structures. Concept, Causes & Impact, Measures to control Business cycles.

Unit -IV: Pricing :Cost plus pricing, incremental pricing, transfer pricing and price discrimination.

Unit -V: Monetary & Fiscal Policy : National Income Accounting - Concept & measurement; Determination of Income & Employment; Concept of multiplier; Inflation and Deflation, types, causes and control of inflation. Monetary and fiscal- objectives and Instruments; Effectiveness of Monetary & Fiscal Policy with respect to Indian Economy.

Unit - VI: International Trade : Justification for International Trade, Foreign Capital flows & Balance of Payment-Methods to correct Disequilibria; Exchange Rate: Fixed & Flexible; Convertibility of Rupee (Current & Capital Account).Present scenario of Indian Economy.

Text Book:

1. Business Economics: Mishra &Puri , Himalaya Publishing House

Reference Books:

1. Managerial Economics: P. L. Mehta, Sultan Chand & Sons, New Delhi
2. Managerial economics in a Global economy: Dominick Salvatore, 2006, Thomson learning Press
3. Managerial Economics: Suma Damodran, Oxford University Press, New Delhi
4. Indian Economy: Mishra &Puri, 2007, Himalaya Publishing House
5. Managerial Economics: Dwidevi, TMH

SYLLABUS OF SEMESTER I, MBA (Master of Business Administration)

Course Code : MBT507

Course: Business Legislation

L:3 Hr., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have :

1. Awareness of rights of citizens with respect to trade, profession & occupation.
2. Understanding of legal aspects of formation and composition of company.
3. Clarity to form and know the legal implications of partnership firm.
4. Understanding of essential elements of contract.
5. Awareness of intellectual properties and Right to Information Act.
6. Awareness as a consumer and know the legal process of filing a consumer complaint.

Unit I : Administration of law & legal system in India: Introduction to legal aspects of Business in general; Components of Legal System, Freedom of Trade, Profession and Occupation (Constitutional Provisions).

Unit II : The Companies Act (1956): Definition & characteristics of a company, Kinds of Companies, Provisions relating to Registration: Memorandum of Association, Articles of Association; Lifting the Corporate Veil, Doctrine of ultra-vires, Indoor management & constructive notice, Concept & contents of Prospectus. Role & duties of promoter, Directors – Powers, position and duties. Winding Up of the Company

Unit III : The Partnership Act, 1932: Nature, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm.

Unit IV : Indian Contract Act (1872): Definition, Different types of contract, Essential elements of a valid contract, Competency to enter in contracts, Consent – Free consent, Coercion, undue influence, fraud, misrepresentation, mistake, Types of Void Agreement, Consequences of breach of contract.

Unit V: Intellectual Property Rights Act: Scope, Provisions & overview. Right to Information Act 2005 - Scope, Provisions & overview (RTI Act will be for self study)

Unit VI : Consumer Protection Act: Scope, Provisions & overview. Definitions of Consumer, Consumer Dispute & Consumer Complaint, Rights and Duties of Consumer, Consumer Dispute Redressal machinery: Composition & jurisdiction.

Students will undergo a project and draft company incorporation and other legal documents.

Text Book:

1. A Manual of business Laws by: Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Himalaya Publishing House

References Books:

1. Bare Acts: Govt. or Private publication
2. Mercantile Law 30th Ed.: M.C.Shukla, S. Chand & Co.
3. Company Law 11th Ed.: Singh Avtar, Eastern Book Co., Lkhnow

SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)

Course Code: MBT508

Course : Financial Management

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Knowledge of basics of Financial Management Concepts.
2. Ability to appreciate the preferred capital and its cost.
3. Understanding of EBIT-EPS Analysis, evaluation of various financing plans and importance of leverages.
4. Understanding of concept of dividends and various dividend valuation models.
5. Understanding of operating cycle and other aspects of working capital management.
6. Ability to appreciate the importance of Capital Budgeting Techniques like IRR, NPV and PI.

Unit-I : Introduction To financial Management - Concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management, Functional areas, Sources of financing - LONGTERM shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility),SHORTTERM bank finance, commercial paper & trade credit & bills discounting, INTERNAL : Retained earnings & Time Value of Money.(Sources of Capital is for Self Study)

Unit II : Cost of Capital - Concept, meaning, principles & importance, Introduction to Trading on equity, Opportunity Cost of capital, Cost of different sources of finance, Weighted average cost of capital & factors affecting cost of capital

Unit III : Capital structure - Meaning, Theories of capital structure, concept of optimal capital structure, Computation of leverages, Capital gearing & leveraging, EBIT-EPS analysis

Unit IV: Financing & Dividend policies Decision- Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models - Gordon, Walter and Modigliani - Miller models and Stability of dividends.

Unit V: Working capital Management - Concept of working Capital, significance, types Adequacy of working capital, Factors affecting working capital needs, financing approaches for working capital, and Methods of forecasting working capital requirements. (Financing approaches for working capital)

Unit VI : Investment Decision - Capital budgeting-Nature and significance, techniques of capital budgeting—Pay Back Method, Accounting rate of return, Internal Rate of Return, DCF', Net Present Value and profit ability index.

Text Book

1. Financial Management by R P Rustagi, Forth revised edition, Taxmann's Publication

Reference Books:

2. Financial Management by Khan & Jam, Tata Mcgraw Hill
3. Financial Management by Dr. P C Tulsian, S Chand
4. Financial Management by R P Rustagi, Galotia Publication
5. Financial Management by Ravi Kishore, Taxmann

SYLLABUS OF SEMESTER I, MBA. (Master of Business Administration)**Course Code : MBP501****L:0 Hr., T:0Hrs., P:2 Hrs., Per week****Course: Business Communication****Total Credits : 0****Course Outcomes:**

At the end of the course students will have:

1. Knowledge of fundamentals of Communication.
2. Ability to understand importance of verbal communication.
3. Understanding of written communication.
4. Ability to appreciate the importance of public relation.
5. Understanding of various business etiquettes and manners.

Unit I :

Fundamentals of Communication: Communication and its Role in Business, Process of Communication, Forms of Communication, Media of Communication, and Barriers to Communication.

Unit II :

Oral Communication: Listening Skills, Group Communication, Public Speaking, Speeches and Presentations, Interpersonal & Interview Skills

Unit III:

Written Communication: Effective Business Writing, Business Correspondence, resume Writing, Report Writing, Meeting, Notice, agenda, Minutes & resolution, Internal Communication Memos & Circulars.

Unit IV:

Corporate Communication: Corporate communications, House Journals, Corporate Brochures, Information Booklet, Public Relations, Press Release and Press Conference.

Unit V:

Enhancing Communication: Reading Skills, Business Etiquettes and Manners, Modern Means of Communication.

Reference Books:

Business Communication, by Sona Prasad, Sai Jyoti Publication

**SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)****Course Code: MBT509****L: 3 Hr., T: 1 Hrs. P: 0 Hrs, per week****Course: Organizational Behavior & Development****Total Credits: 7****Course Outcomes:**

At the end of the course students will have:

1. Understanding of the basic concepts of OB.
2. Clarity with respect to individual behavior, personality and motivation.
3. Understanding of perception, attitude and values.
4. Better understanding of working in groups and handling interpersonal conflicts.
5. Understanding of organization culture.
6. Skills to handle organizational change.

Unit 1: Introduction to Organization Behavior: Definition, Importance, Scope, Need, Fundamental Concepts of OB, Evolution of OB, OB Model.**Unit 2 :** Individual Behavior & Motivation: Foundations of Individual Behavior, Meaning of personality, Attributes of personality, Motives – Definition, Importance, Characteristics, Classification of motives – Primary & Secondary motives, Theories of Motivation.**Unit 3:** Perception, Attitudes and Values: Importance & Factors influencing Perception, Perception process, Attitude – Components of attitudes, Attitudes and behavior, Attitudes and cognitive consistency, Job satisfaction as an attitude, Determinants & Measurement of Job Satisfaction; Values – Sources and types of values.**Unit 4:** Group Dynamics & Conflict Management: Concept of Group & Team. Process of Group Formation – Formal and Informal Groups, Importance of Team building, Conflict Management: Definition. Traditional vis-à-vis Modern view of conflict – Types of conflict – Interpersonal, Interpersonal and Organizational.**Unit 5:** Organization Culture: Creation of culture, organization culture – levels, types, strategies for sustaining culture.**Unit 6:** Organization Change and Development: Change – nature, levels types, Pressures for change, Force field theory for change, The Domino effect, Responses to change, , Change process, Resistance to change.

Students will have to undergo a project on “Study of Organization Culture”. (the organization will be selected by the student)

Text Book:

1. Organization Behavior Text, Cases& Games: K Aswathappa, Himalaya Publishing House

References Books:

1. Organization Behaviour: Luthans 8th Tata McGraw Hill
2. Organization Behaviour: Robbins, 9th Pearson Education Asia
3. ORGB: Nelson, Quick, Khandelwal, 2nd, Cengage Learning



SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)

Course Code: MBT512

Course : Applied Operations Research

L: 3 Hr., T: 1 Hrs. P: 0 Hrs, per week

Total Credits : 7

Course Outcomes :

1. Student will be able to understand a business problem and will be able to formulate a solution model for the same
2. Student will be able to apply sensitivity analysis to business problems giving them more decision alternatives
3. Student will be able to do forward and backward calculations to arrive at a correct decision
4. Student will be able to do financial analysis of competition
5. Student will be able to develop a mathematical model of business process and apply it to validate the processes
6. Student will be able to account for dynamic changes within the business and develop a mathematical model for it.

Unit 1: Linear Programming problem, Formulation of problem, Graphical method, Simplex Technique, Interpretation, Duality

Unit 2: Sensitivity Analysis, Change in Objective Function, Availability of resources, Input-output coefficients, etc.

Unit 3: Decision Theory and Decision Tree Analysis, Types of Decision Making Environments, Optimism. Pessimism, Decision Making under risk, Posterior Probabilities, Decision Tree Analysis, Decision Making with Utilities.

Unit 4: Game theory, Saddle point, Dominance rule, Algebraic method, arithmetic method, Method of matrices, Graphical method.

Unit 5: Simulation, Monte Carlo Simulation Technique, Stochastic Simulation and Random Numbers, Types of Simulation Problems, Advantages, Disadvantages

Unit 6: Dynamic Programming, Resource Allocation, Decision Making using Dynamic Programming

Text Books

1. Operations Research – J. K. Sharma – McMillan

Reference Books

1. Operations Research – Hamdy Taha, Pearson Publications
2. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
3. Quantitative Techniques in Management by N. D. Vohra – Tata McGraw Hill
4. Operations Research - Paneersevam – Prentice Hall of India
5. Operations Research – Hira and Gupta – S. Chand & Co.



SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)

Course Code : MBT513

Course : Strategic Management

L: 3 Hr., T: 1 Hrs. P: 0 Hrs, per week

Total Credits : 7

Course Outcomes :

Upon successful completion of the course, students should obtain the following learning outcomes:

1. Students will understand the integrative nature of strategic management.
2. Students will know the importance of environment analysis in formulating strategy and will be able to analyze external environment.
3. Students will be able to analyze internal environment.
4. Students will be able to understand long term objectives and grand strategies.
5. Students will be able to understand and evaluate strategic alternatives.
6. Students will be able to understand strategy implementation and control and will understand the role of leadership and organizational structure in strategy-implementation.

Unit - I:

Overview of Strategic Management: The nature and value of strategic management, the strategic management process, defining the company's mission and social responsibility, corporate social responsibility and business ethics.

Unit - II:

The External Environment: Remote environment, industry environment, industry analysis and competitive analysis, operating environment, the global environment

Global environment: Why firm globalize, global strategic planning, competitive strategies in foreign markets.

Unit - III:

Internal Analysis: Resource based view of the firm, value chain analysis, SWOT analysis, VIRO analysis

Unit - IV:

Long-term Objectives and Grand Strategies: The value disciplines, grand strategies, corporate combinations.

Unit - V:

Strategic Analysis and Choice in Single or Dominant-product Businesses: Building sustainable competitive advantages, evaluating and choosing business strategies, strategy choices.

Strategic Analysis and Choice in the Multi-business Company: The portfolio approach, leveraging capabilities and core competencies, strategic analysis and choice in multi-business companies.

Unit - VI :

Implementing Strategy: Objectives, tactics, outsourcing, policies, rewards, employee empowerment, structuring an effective organization, organizational leadership, organization culture, strategic control, innovation, continuous improvement, and entrepreneurship.

Note : Underlined topics are for self study.

Text Book :

1. Strategic Management: John A. Pearce II, Richard B. Robinson Jr. and Amita Mital, Tata McGraw Hill Publications

Reference Books :

1. Strategic Management: Adrian Haberberg and Alison Rieple, Oxford University Press
2. Strategic Planning & Formulation of Corporate Strategy: V S Ramaswami, S Namaumari, Publication-Macmillan, India.
3. Strategic Management: Anthony Henry, Oxford University Press
4. Strategic Management and Business Policy: Azhar Kazmi, Tata McGraw Hill Publications
5. Contemporary Strategy Analysis: Robert Grant, John Wiley Publications.

**SYLLABUS OF SEMESTER II, MBA (Master of Business Administration)**

Course Code: MBT514

Course : Cost & Management Accounting

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Ability to appreciate the importance of cost and management accounting.
2. Understanding of the applicability of cash flow and fund flow statement in business.
3. Ability to make and analyze the cost sheet.
4. Understanding of process, contract and service costing.
5. Ability to analyze what if analysis using CVP analysis and present various budgets.
6. Ability to understand types of standards and compute variances.

Unit –I :

Introduction : Meaning, Scope and importance of Management Accounting. Difference between Financial Accounting & management Accounting, role of management accountant.

Unit II :

Financial Statement analysis & Interpretation: Meaning of financial statement & accounting practice, Fund Flow statement & Cash flow statement & Ratio Analysis-classification of various ratios, Reading the balance sheet and other financial data to comment on the financial soundness of the firm.

Unit III :

Cost Determination : Objectives, Classification of Cost, Preparation of statement of cost, Quotations.

Unit IV : Process, Contract & Service Costing : Process costing, Operating / Service Costing, Contract Costing. (Process costing is for self study)

Unit V :

Planning & Decision Making Techniques : Introduction to Marginal & Differential costing & Cost Volume Profit analysis, Budget in gand Budgetary Control.

Unit VI :

Standard costing & Variance analysis : types of standards, procedure, advantages & limitations, variances-material, labour & Overhead variances.

Text Book :

1. Management Accounting 10th Edition: M.N. Arora, Vikas Publication

Reference Books:

1. Financial Cost and Management Accounting 2nd Edition: Dr. P. Periasamy, Himalaya Publishing House
2. Management Control System: Sekhar, TMH, New Delhi
3. Advanced Accounts Volume II: M.C. Shukla, T.S. Grewal, S.C. Gupta S. Chand and company, New Delhi,
4. Management Accounting Principles & Practice: Sharma R.K & Gupta S.K
5. Cost Accounting Principles & Practice: Jain Narang, PHI.



SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)

Course Code : MBT515

Course: Operations Management

L:3 Hr., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of operation strategy and decision analysis.
2. Understanding of various layouts and deciding a particular layout. Knowledge of selecting a particular location based on factor analysis.
3. Understanding of quality management system and the issues involved.
4. Understanding of inventory management system.
5. Understanding of aggregate planning for services and resource planning.
6. Understanding the modern manufacturing systems such as Computer Integrated Manufacturing Systems (CIMS), Advanced Production Inventory Management Systems (APIMS), and Lean Production.

Unit I : Introduction : Introduction to Operations Management and Productivity, Operations and Competitiveness, Operation Strategy, Decision Analysis

Unit II : Designing Services: Characteristics of Services, Service Design Process, Waiting Line Analysis for Service Improvements

Unit II : Capacity & Facility Planning: Types of Layout, Designing Layouts, Factors of Location, Location Analysis Technique, Work Measurement, Managing Projects: Planning, Scheduling, Control

Unit III : Quality Management: Introduction to Quality Management, Quality Management Systems, Quality Tools, TQM & QMS, QM-Customer Focus, Role of Employee, Quality in Services, Six Sigma, Quality Costs, ISO-9000

Unit IV: Inventory Management: Elements of Inventory Management, Inventory Control Systems, EOQ Models, Quantity Discounts , MRP, Purchase Management

Unit V : Aggregate Planning :Strategies for Adjusting Capacity, Managing Demand, Quantitative Techniques for Aggregate Planning, Hierarchical Nature of Planning, Aggregate Planning for Services

Unit VI : Modern Manufacturing Systems: Flexible Manufacturing System, Production Planning and Control, Computer Integrated Manufacturing Systems (CIMS), Advanced Production Inventory Management Systems (APIMS), Lean Production

Test Book:

1. Operations Management Along The Supply Chain: Russell & Taylor, Wiley India

References Books:

1. Production and Operations Management: Concepts, Models, and Behavior, Ronald J. Ebert Everett E. Adam, SAGE PUBLICATIONS
2. Operations Management: SLACK & LEWIS, Michael Lewis, Nigel Slack
3. Industrial Engineering & Production Management, Martand Telsang, S.Chand
4. Operations Management Process & Supply Chains, Krajewski, Ritzman, Malhotra, Shrivastav, Pearson

SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)

Course Code : MBT516

Course: Entrepreneurship Development & Business Ethics

L:3 Hr., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

1. To understand the evolution of the entrepreneurship and Examine the key resources required to exploit an innovative idea.
2. To examine various aspects of needed in Business Plan.
3. To identify the entrepreneurial opportunities in India.
4. Help to take ethical decisions.
5. To understand the importance of CSR activities for the growth.
6. To understand various ethical issues.

Unit - I : Basics of Entrepreneurship: Creativity and Innovation, Relationship with the Economic Development, Barriers to Entrepreneurship (Factors affecting Growth of Entrepreneurship), Theory of Achievement Motivation, McClelland's Experiments, Business Idea - Business Idea Generation Process, Evaluation of Business Idea.

Unit - II : Business Plan: The ED Cycle, Building the Business Plan, Venturing an Enterprise, Financial Considerations (Cash Flow Management, Financial Plan, Business Plan). Financial incentives - Backward area benefits, Schemes for educated unemployed, Fiscal incentives, Procurement of industrial equipment, marketing support.

Unit - III : Entrepreneurship in India: Family Business, e-Business, Small-Scale Sector in India, Entrepreneurship & Industry, Ancillarization in India, Ancillaries & Industrial Development.

Unit - IV : Ethics - An introduction: Concept of ethics, Moral development pyramid, Beliefs, Religiousness and Law. Normative Framework-Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness. Approaches / Theories of ethics – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory, Aristotle's Virtue based ethics and Narrative based ethics – Case studies on inspirational life stories of individuals.

Unit - V : Corporate Social Responsibility : Business & its stakeholders, Social Responsibility – Concept of CSR, Public Policy approach and role of NGO, Environmental Ethics – concerns, issues & case studies, Corporate Governance : Objectives, issues, features, Corporate Governance codes – Cadbury report, CII recommendations, Corporate Governance for public sector, Corporate Governance & Investment – ethical investing, Insider trading, Case.

Unit - VI: Ethical Issues in Financing, Marketing, HRM, Information Technology and other related issue

Text Books:

1. Business Ethics: C S V Murthy, Himalaya Publishing House
2. Entrepreneurship: Rajeev Roy, Oxford Publications

Reference Books:

1. Business Ethics – Concept & Practice: B. H. Agalgatti & R. P. Banerjee – (Nirali Publication)
2. Essentials of Entrepreneurship & small Business Management: Zimmerer & Scarborough, PHI
3. Business Ethics: Crane – Pub. By Oxford Press
4. Corporate Governance & Business Ethics: (Text & Cases), U. C. Mathur, Macmillan India Ltd.

Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBT 517

Course: Quantitative Decision Making

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

1. To classify and tabulate and graphically represent the raw data into meaningful interpretations
2. To understand the descriptive statistics concept
3. To understand the shape and peakedness of a given distribution
4. To study and understand the various distributions
5. To understand the degree of relationship and interdependency between the variables
6. To understand the trend movement and its analysis based on past data

UNIT 1: Classification & Tabulation: Types, variables, Tabulation, Inclusive & Exclusive series; Frequency Distribution: Univariate & bivariate; Graphical representation: Line, Bar, Pie, band Graph, Histogram, Frequency polygon, Ogive curve, Z Curve

UNIT 2: Measures of Central Tendency – Arithmetic Mean, Median, Mode, Comparison of Mean, Median and Mode. Measures of Dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Relative Dispersion: Coefficient of Variance.

UNIT 3: Measure of Skewness: Karl Pearson, Bowley's, Kelly, Measure of Kurtosis

UNIT 4 : Probability Distributions: Normal Distribution, Poisson distribution, Binomial Distribution Normal Curve, Chebyshev's Theorem

UNIT 5 : Regression and Correlation Analysis - Regression: Method of Least Squares, Regression Coefficient, Standard Errors of Estimate. Correlation: Karl Pearson, Coefficient of Determination, Rank Correlation.

UNIT 6 : Time series Analysis: Graphical, Moving Average, Least Square Method, Seasonal Variation by simple average method

Assessment : 1. Test based on EXCEL
2. Test based on SPSS

Text Book:

Business Statistics; Dr. S K Khandelwal, International Book House Pvt. Ltd.

Reference Books:

Statistical Methods; S P Gupta, S Chand Publishing & Co

Business Mathematics & Statistics; N G Das & J K Das, McGraw Hill Publishing house.

Syllabus of Semester II, Master of Business Administration (MBA)

Course Code: MBT 518

Course : Business Research Methods

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

1. To understand the basic terms and process of carrying our research
2. To understand the techniques of making a Questionnaire & Collection of data
3. To understand the choosing the right sampling techniques & sample size determination
4. To understand the concept of various scaling techniques
5. To understand the parametric hypothesis test: tools & techniques
6. To understand the non parametric hypothesis: tools & techniques

Unit I : Introduction to Business Research: Definition; Nature and Scope of Business Research; The Five Basic Words of Research- Population, Sample, Parameter, Statistic, Variable; Hallmarks of Scientific Research, The Research Process; Types of research, Types of Research Design, Basic principles of experimental Design.

Unit II : Data Collection: Secondary and Primary Data; Primary Data Collection Instruments. Report Writing: Research report ingredients and constructions of research report – procedure of preparation of reference and bibliography; Questionnaire Designing. ** (This Unit is for Self Study)

Unit III: Sample Design & Scaling: Sampling: Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors,

Unit IV: Scaling & Scale Construction Technique: Levels of measurement – Nominal, Ordinal, Interval, Ratio; Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Goodness of Data: Concept of Reliability & Validity

Unit V: Hypothesis Testing: Procedure, Formulation of The Null and Alternative Hypotheses, Test Statistic, Decision-Making Risks- Type I Error, Type II Error, The p-Value Approach to Hypothesis Testing, Types of Hypothesis Tests – About a single, About difference of means, Paired sample, One way ANOVA.

Unit VI : Non-parametric tests – Advantages & Disadvantages; Sign Test, Wilcoxon test, Rank test, Mann – Whitney test, Kruskal – Wallis H-test, Chi Square, KS Test

Assessment : 1. Designing of Questionnaire & its reliability
2. Writing of a Research paper

Text Book:

Research Methodology By C R Kothari (New Age International Publishers)

Books Recommended :

1. Research Methodology By R. Paneerselvam (Prentice Hall of India Pvt. Ltd)
2. Business Research Methods By Zikmund (Thomson Learning Books)
3. Research Methods for Business By Uma Sekaran & Roger Bougie (Wiley India Edition)
4. Marketing Research By Malhotra & Dash (Pearson Publication)

SYLLABUS OF SEMESTER II, MBA. (Master of Business Administration)**Course Code : MBP503****Course: Environment Management****L:3 Hr., T:1 Hrs., P:0 Hrs., Per week****Total Credits : 7****Course Outcomes :**

At the end of the course students will have:

1. Understanding of need of Environment Management.
2. Understanding of Ecosystem and Biodiversity.
3. Understanding of Human population and measures to control them.
4. Understanding of Environmental Legislation
5. Understanding of Pollution
6. Understanding of Social Issues and Environment

UNIT I:

Introduction to Environment Management: Definition, Scope & importance, Need for public awareness-institution in environment, Natural resources - Renewable and non renewable resources, and associated problems, Role of an individual in conservation of natural resources; equitable use of resources for sustainable life cycles; Preserving resources for future generations.

UNIT II:

Ecosystem & Biodiversity: Concept of an Ecosystem, Structure & functions of an ecosystem, Ecological succession; food chains, food webs and ecological pyramids; Types of Ecosystem Biodiversity at genetic, species and ecosystem levels; Bio-geographic classification of India; Value of diversity- Consumption use value, Productive use value, In situ and Exsituconservation of Biodiversity.

UNIT III:

Human population & environment: Global population growth, Family welfare Programmers -methods of sterilization; Urbanization, Environment & human health-climate and human health, infectious diseases, water related diseases, risk due to chemicals in food, Human rights -Equity, Nutrition and health rights, intellectual property rights (IPRS), Community biodiversity registers (CBRs); Information technology in environment and human health.

UNIT IV:

Environment legislation: Ministry of Environment & Forests, Environmental (Protection) Act, The Water (Prevention and Control of Pollution); The Wildlife Protection Act; Forest Conservation Act; Issues involved in enforcement of environmental legislations; Environment Impact Assessment; Environmental Auditing; Clearance/ Permission for establishing Industry, Public hearing;

UNIT V:

Pollution: Air Pollution: Definition Air pollution, causes, effects & control, Soil Pollution:- Definition, causes, effects & control; Waste land Management; Water and marine Pollution - Definition, causes, effects & control; Noise, Thermal & Nuclear Pollution - Definition Sources or Causes effects and control. Definition of thermal pollution; Definition of nuclear pollution.

UNIT VI:

Social issues and environment: Construction of dams: problems and concerns of resettlement, rehabilitation of affected people; Conservation: energy, water, forest, soil, strategies for conservation Equity disparity; Urban and rural equity issues; Need for gender equity; Public awareness, Fundamentals- sustainable development, Unsustainable to sustainable development.

Text Book:

1. Environmental Studies: R Rajagopalan, By Oxford

References Books:

1. Environment Management: N K Oberoi, Excel Books
2. A text book of Environment: K M Agrawal, P K Sikdar, S C Deb, Macmillan
3. Environment Management: Dr. Swapan Deb, Jaico Publishing House.
4. Environmental Management: S K Agrawal, A.P.H. publishing Corporation.



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT601-1

Course: Integrated Marketing Communication

L:3 Hr., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course outcomes :

1. To develop basic concept of Marketing communication.
2. To understand Marketing communication process.
3. To develop creative concept in communication.
4. To understand Message execution process.
5. To learn media planning and scheduling methods.
6. To understand Media calculations.

Unit I :

Introduction to Marketing Communication Concept; Functional areas of Marketing Communications; How does marketing communication work. Concept of brand-customer touch points.

Unit II :

Concept of Integrated Marketing Communication planning process-identifying target audience, analyzing SWOT, determining marketing communication objectives, developing strategies and tactics, setting the budget and evaluating effectiveness. Concept of internal marketing.

Unit III:

Creative Concept and Messages; the message strategy brief, the creative process,

Unit IV:

Message Execution; Message storytelling, tone and style, copy writing, message consistency, the consistency triangle.

Unit V:

Media planning, media classification, media strengths and weaknesses, Audience management and measurement, out of home media, product placement.

Unit VI:

Media targeting, media profiles, CDI-BDI Determination, calculating reach and frequency, GRP and TRP concept and calculation, IMC media mix, calculating media cost, media scheduling.

Text Book:

1. Principles of Advertising and IMC: Duncan, Tom. - McGraw Hill.

Reference Books:

1. Integrated Marketing Communications: Pickton, D. and Broderick, A. - Prentice Hall.
2. Using advertising and promotion to build brands: Blyth, J. - Pearson
3. Advertising management by Jethwaney: Pub by Oxford.
4. Building the Indian Brand: Kapoor, MacMillan

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT601-2

Course: Brand Management

L:3 Hr., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

Upon successful completion of the course, students should obtain the following learning outcomes:

1. Students will able to describe and identify all the components of Brand Management.
2. Students will able to identify and establish brand positioning. Students will know different brand elements and will able to determine brand elements for a new product.
3. Students will able to understand the leveraging of secondary brand knowledge to build brand equity.
4. Students will able to develop brand equity measurement system and will able to measure the sources and outcomes of brand equity.
5. Students will able to understand the design, implementation and evaluation of branding strategies.
6. Students will able to understand how to manage brands over time and over geographic boundaries.

Unit I:

Brands and Brand Management: What is a brand? Why do brands matter? Can anything be branded? What are the strong brands? Branding challenges and opportunities, brand equity concept, strategic brand management process

The customer based brand equity: Brand knowledge; building a strong brand, brand-building implications.

Unit II:

Brand Positioning: Identifying and establishing brand positioning, positioning guidelines, defining and establishing brand values, internal branding.

Choosing Brand Elements to Build Brand Equity: Criteria for choosing the brand elements, options and tactics for brand elements.

Unit III:

Designing Marketing Programs to Build Brand Equity: New perspective on marketing, product strategy, pricing strategy, channel strategy.

Leveraging Secondary Brand Knowledge to Build Brand Equity: Conceptualizing the leveraging process, company, country of origin and other geographic areas, channels of distribution, co-branding, licensing, celebrity endorsement, sporting, cultural, or others events, third party sources.

Unit IV:

Developing a Brand Equity Measurement and Management System: The brand value chain, designing brand tracking studies, establishing a brand equity management system.

Measuring Sources of Brand Equity: Qualitative research techniques, quantitative research techniques.

Measuring Outcomes of Brands Equity: Capturing market performance, comparative methods, holistic methods.

Unit V: Designing and Implementing Branding Strategies: The brand-product matrix, brand hierarchy, designing a branding strategy.

Introducing and Naming New Products and Brand Extensions: New products and brand extensions, advantages of extensions, disadvantages of brand extensions, understanding how consumers evaluate brand extensions, evaluating brand extension opportunities.

Unit VI : Managing Brands over Time: Reinforcing brands, revitalizing brands, adjustments to the brand portfolio.

Managing Brands over Geographic Boundaries and Market Segments: Rationale for going international, advantages of global marketing programs, disadvantages of global marketing programs, standardization versus customization, global brand strategy, building global customer – based brand equity.

Note: Underlined topics are for self study.

Text Book:

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Kevin L. Keller, Pearson Education.

Reference Books:

1. Strategic Brand Management, Richard Elliot, Larry Percy, Oxford University Press, India.
2. Managing Brand Equity, Aaker D., Free Press.
3. The New Strategic Brand Management, Jean-Noel Kapferer, Kogan Page.
4. Brand Positioning: Strategies for competitive Advantage, Sengupta, Tata McGraw-Hill.

**Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)**

Course Code : MBT 601-3

Course : Retail Management

L: 3 Hrs, T: 1 Hrs, P: 0 Hrs, Per week

Total Credits : 07

Course Outcomes :

1. Student will be able to understand the context and concept of Retailing
2. Student will be able to handle responsibilities in operating Retail functions
3. Student will be able to reach a Point of Decision and help the management in making scientific and informed decisions on Merchandising
4. Student will be able to understand the concept of private labels and use category management and apply it in large retail establishments
5. Student will be able to design the store layout and merchandise display
6. Student will be able to use IT enabled services for running the store operations

Unit I :

Introduction: Retail in India, Size of Retail in India, Key Sectors, FDI in Retail, Challenges to Retail Development, Evaluation of Retail formats, Theories of Retail Development, Concept of Life Cycle in Retail, Business Models in Retail, Services Retail, India Specific Retail Models, Concept of Internationalization, Determining Market Entry, Retail in Asia.

Unit II :

Strategy & Planning: The need for Studying consumer behavior, Factors influencing the retail shopper, Customer Decision Making process, market Research, Retail Strategy, Concept of Business Model, Growth Strategy, Retail Value Chain, Ethics in Retailing, Types of Retail Locations, Stepin in choosing location, Methods of evaluating trade area, Retail Franchising, Types of franchising, Advantages 7 Disadvantages of Franchising, Franchising in India, Legal Issues.

Unit III :

Merchandise Management: Factors affecting Buying decisions, The merchandiser's role and responsibility, Buyer role and responsibility, Function of buying for different types of organizations, Buying for a single /independent store, Concept of lifestyle merchandising, Implications of Merchandise planning, Process of Merchandise planning, Technology tools for merchandise planning, Methods of Procurement, Sourcing, Age of Global Sourcing, Retailing pricing & evaluating Merchandise performance.

Unit IV :

Managing Retail: Private Labels, Need and Evolution of Private Labels, Process of Creation, Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Business Process, Drawbacks of Category Management, Store Operations & Profitability, Key components in Retail Operations, Retail Economics, The 5Ss of Retail Operations.

Unit V:

Creating and Sustaining Value: Store Design & Visual Merchandising, Concept & Principles of Store Design, Elements of Store Design, Visual Merchandising, Servicing the Retail Customer Measuring gaps in service Gathering Customer Information & Enhancing Loyalty CRM, Personal Selling, Retail Selling process.

Unit VI:

Marketing & Technology: Retail marketing & Branding, Retail Marketing Mix, The STP approach, Retail Image, Retail Communication Mix, Concept of Branding, Retail Management Information Systems, Unique Needs of Technology in Retail, Need for Product identification, Importance of IT in retailing, Factors affecting use of technology, Applications of Technology, Internet Retailing, Supply Chain Management, Concept, Need&Evolution, SCM Framework, Integration of SC, Innovations in Supply Chain, Collaborative Planning Forecasting & Replenishment (CPFR).

Text Book:

1. Retail Management: Swapna Pradhan, McGraw Hills Publications, 3rd Edition

Reference Books:

1. Managing Retailing: Sinha Uniyal, Oxford Publications
2. Retail Management: A Global Perspective, - Singh, Dr. Harjit, S. Chand Publications

**Syllabus of Second Year (Semester III/IV) MBA (Master of Business Administration)****Course Code : MBT601-4****Course : Sales and Distribution Management****L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week****Total Credits: 7****Course Outcomes :**

At the end of the course students will have:

1. Understanding of sales management, selling skills & selling process.
2. Ability to design a sales territory & sales quota.
3. Ability to determine the size of the sales force and understanding of recruitment, selection & training of sales force.
4. Ability to design compensation plan and evaluate sales force performance.
5. Understanding of distribution management and distribution channel strategies.
6. Understanding of Channel members behaviour and channel conflicts.

Unit I : Introduction to sales management, Selling skills and selling strategies, selling process.

Unit II : Sales organizational design, Management of sales territory, Management of sales quota.

Unit III : Recruitment and selection of sales force, determining size of the sales force, Training the sales force, Designing a motivational programme.

Unit IV : Types of compensation plans and designing a compensation plan, Sales force performance evaluation-Steps in sales force performance appraisal.

Unit V : Introduction to distribution channel management, Distribution channel strategies, Designing Customer Oriented Marketing Channels, Business through e-commerce (Self Study).

Unit VI : Managing Channel member behaviour: Channel relationships, channel control, channel power and channel conflict.

Text Book :

1. Sales & Distribution Management: by Tapan Panda –publisher, Oxford Publication.

Reference Books :

1. Sales Management : Pradip Kumar Mallik, Oxford Publication.
2. Sales & Distribution Management : by Krishna K Harvadkar -publisher: McGraw Hill.
3. Physical Distribution Management : Kulkarni, M V, Everest Publishing House.
4. Marketing Management : V S Ramaswami & S Namkumari, Macmillan India Ltd.



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT601-5

Course : Services Marketing

L: 3Hrs., T : 1 Hr., Per Week

Total Credits : 7

Course Outcomes :

1. Students will understand the concept of services, its characteristics and challenges
2. Student will gain understanding of consumer behavior and consumer expectations in services
3. Students will have knowledge of customer perception and service recovery
4. Students will ability to understand service development and design
5. Students will understand role of employees and customers in service delivery
6. Students will gain knowledge of managing services, capacity and pricing of services

Unit I : Introduction to Services: What are services? Why services marketing? Characteristics of services, challenges in services marketing. Services marketing mix.

Unit II : Consumer Behavior in Services: Search, Experience, and Credence properties Customer choice, Consumer experience, Post experience evaluation, Customer Expectations in Services – Meaning and types of service expectations, Factors that influence customer expectations of services, Issues involving customer service expectations.

Unit III : Customer Perceptions in Services: Customer perceptions, Customer satisfaction, Service quality, the gaps model of service quality. Service encounter, Service Recovery – The impact of service failure and recovery, how customer respond to service failure, Customers' recovery expectations, services recovery strategies.

Unit IV : Service Development and Design: New service development, Service blueprinting, Customer Defined Service Standards – Factors necessary for appropriate service standards, Types of customer-defined standards. Physical Evidence and the Servicescape – Physical evidence, Types of Servicescape, Strategic roles of the Servicescape.

Unit V : Employees' Role in Service Delivery: Service culture, the critical importance of service employees.

Customers Role in Service Delivery: The importance of Customers in service delivery, Customers' role, Strategies for enhancing customer participation

Unit VI : Managing Demand and Capacity: The underlying issue: Lack of Inventory capability, Demand pattern, Strategies for matching capacity and demand, waiting line strategies, Pricings of services – Approaches to pricing services, Pricing strategies.

Note : Underline topics are for self study.

Text Book :

1. Services Marketing: Govind Apte, Oxford University Press

Reference Books :

1. Services Marketing: Valarie A Zeithaml, Dwayne D Gremler et al, Tata McGraw-Hill
2. Services Marketing: Harsh Verma, Pearson
3. Services Marketing: Vinnie Jauhari, Oxford University Press
4. Services Marketing: Rajendra Nargundkar, Tata McGraw-Hill
5. Services Marketing: K. Rama Mohana Rao, Pearson

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT601-6

Course : Rural Marketing

L: 3 Hrs., T: 1 Hrs., P: 0 Hrs., Per week

Total Credits: 7

Course Outcomes :

At the end of the course students will have :

1. Understanding of the rural economy and rural marketing environment.
2. Understanding of rural consumer buying behaviour, the consumption pattern, the need and wants of the rural consumers.
3. Ability to apply theoretical concepts in designing rural marketing research.
4. Understanding of rural market segmentation, targeting and positioning.
5. Understanding of rural marketing strategy and marketing of Agricultural inputs.
6. Understanding of innovation in rural marketing related to financial services and retailing.

Unit I : The Rural Economy: The economic scenario in rural India – the transition of rural economy – the Rural economic structure – the rural infrastructure – Rural marketing environment – the Role of Government in the development of Agricultural marketing. Recent trends in rural marketing.

Unit II : Rural Consumer Buying Behaviour: Characteristics of rural consumer – Factors influencing consumer behaviour – Buyer Decision Process – Key Opinion leaders.

Unit III : Rural Market Research: The Rural Marketing Research Process, Special tools used in Rural Marketing Research, Field Procedures and Rural realities.

Unit IV : Targeting, Segmentation and Positioning in Rural Market: Bases for segmenting rural consumer markets – Targeting and Positioning.

Unit V : Rural Marketing Strategy: Product decisions and Strategies - Pricing strategy – Distribution strategy – Communication strategy, Marketing of Agri- inputs-Seeds, Fertilizers, Pesticides & Tractors.

Unit VI : Innovation in Rural Marketing and Financial services:

Innovation in Rural Marketing: E-Rural marketing – Organized retailing - Cooperative Societies (self study).

Financial services: An overview of financial services – Sources of Credit – Innovative credit delivery system like Kisan credit card - Micro finance - Chit funds - Cooperative credit - Crop insurance (self study).

Text book :

1. The Rural Marketing: by Pradip kashyap & Siddhatha Raut (Publisher: Biztantra)

Reference Books:

1. Rural Marketing: By Balram Dogra & Karminder Chuman (Publisher: Tata McGraw Hill Edu Pvt Ltd)
2. Introduction to Rural Marketing: By R. Krishnamoorthy (Publisher: Himalaya Publishing House)
3. Rural Marketing Text and Cases: By U C Mathur (Publisher: Excel Books)
4. Rural Marketing: by R V Bedi & M V Bedi (Publisher: Himalaya Publishing House)

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT601-7

Course: Consumer Behaviour & Marketing Research

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of relevance of consumer behaviour , consumer decision making and trends in consumer behavior.
2. Understanding of various buying behaviour model in different contexts.
3. Understanding of different factors that affects individual consumer behaviour.
4. Understanding of Process of Decision Making and types of Decision Making in buying.
5. Ability to conduct consumer research.
6. Understanding of Need for Advertising Research and Media Research.

Unit I : Consumer Behaviour- An Overview: Introduction, Meaning, Definition, Scope, Relevance of Consumer Behaviour, Development of Consumer Behaviour study, Growth of Consumer Research, Consumer Behaviour and Marketing Management; Consumer Decision Making, Trends in Consumer Behaviour (Self Study).

Unit II : Consumer Modelling: Models of Consumer Behaviour, Haward Sheth Model of Buying Behaviour, The NICOSIA Model, The ENGEL-KOLLAT-BLACKWELL Model, WEBSTAR AND WIND MODEL of Organizational Buying Behaviour.

Unit III : Individual Determination of Consumer Behaviour: Consumer Perception, Internal & External Factors, The Perceptual Process, Consumer Imagery and Marketing Implication; Learning- Definition, Elements and Process of Learning, Types of Learning Processes, Classical Conditioning, Consumer Memory, Observational Learning or Modeling, Low Involvement Theory.

Unit IV: Consumer Decision Making: Consumer Decision Making- Meaning, Views, Types of Decision Making in buying, Process of Decision Making, Consumer Information Processing, Models of Consumer Decision Making; Types of Household, Household Life Cycle, A Model of Household Decision Making.

Unit V: Consumer Research: Consumer Research Paradigms, Consumer Research Process- Developing Research Objectives, Collecting Secondary Data, Designing Primary Research, Data Analysis and Reporting Research Finding, Conducting the Research study.

Unit VI : Advertising & Media Research: Importance of Advertising, Need for Advertising Research, Media Research, Copy testing Advertising Research Studies in India, Evaluation of Advertising Research, Ethics in Consumer Research (Self Study).

Text Book:

1. Consumer Behaviour in Indian Perspective, Text and Cases: Suja R. Nair, Himalaya Publishing House.

Reference Books:

1. Consumer Behaviour in Indian Context: P. C. Jain & Monika Bhatt, Sultan Chand, New Delhi.
2. Consumer Behaviour: Leon & Kannuk, Prentice- Hall of India Ltd, New Delhi.
3. Marketing Research: Beri, McGraw-Hill Education Private Ltd, New Delhi.
4. Consumer Behaviour: Ramanuj Majumdar, PHI Learning Private Ltd, New Delhi
5. Consumer Behaviour: Hoyer MacInnis Dasgupta, Biztantra- New Delhi.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

CourseCode : MBT601-8

Course : Customer Relationship Management

L:3Hrs.,T:1Hrs.,P:0Hrs.,Perweek

TotalCredits :7

Course Outcomes :

1. To understand basic concept of CRM.
2. To learn the CRM planning process.
3. To develop knowledge about various CRM strategies.
4. To understand process of CRM Implementation.
5. To learn role of Information Technology in CRM.
6. To be acquainted with latest development in CRM in various sectors.

Unit I : Customer Relationship Management-Basic Concepts: Key Customers, Considerations to Decide the Key Customers, Strategies for Key Customers, Segmentation, Campaign Management, Single Customer View, Cross-Selling and Up-Selling, Multi-channels, Operational and Analytical CRM, Case-Study.

Unit II : Planning for CRM: Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant Issues while planning outputs, Elements in CRM Plan, Relevant Issues in the CRM Plan, Case Study.

Unit III : CRM Strategy: Strategic Orientation for CRM, Extending the Concepts of Relationships, Technology Orientation, Strategic Framework for CRM, Planning for Success, Change Management, Case Study.

Unit IV: CRM Implementation: Preparing for CRM Implementation, Dimensions and Technology Issues in CRM Implementation, Steps in CRM Implementation, Expected Benefits, Choosing Right CRM Implementation Approach, CRM Implementation-Best Practices, Case Study.

Unit V: Role of IT and eCRM : CRM Strategy and Technology, Steps in Preparing the IT Systems for CRM, Using IT Systems for Better CRM, Issues for Consideration in CRM Tool Selection, Tools for CRM, Basic Concepts for eCRM, Benefits of eCRM, Steps in eCRM, Success Factors in eCRM, Establishing Customer Relationships on the Internet, Case Studies.

Unit VI : CRM in Practices: CRM in Manufacturing, CRM in Insurance, CRM in Airlines, CRM in Hotels and CRM in Telecom.

Text Book :

1. Customer Relationships Management: Kaushik Mukherjee, Prentice Hall of India.

Reference Books:

1. The CRM Handbook: Jill Dyche, Vikas Publishing House.
2. Customer Relationships Management: William, G. Zikmund, Raymond McLeod Jr. and Faye W. Gilbert, Wiley.
3. CRM-Essential Customer Strategies for the 21st Century: Paul Greenberge, Pearson Education.
4. Customer Relationship Management: Mohammed, H. Peeru and a Sagadevan, Vikas Publishing House.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT602-1

Course : Corporate Taxation

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Awareness about basic concepts of Income Tax, Total Income, Agricultural Income etc.
2. Ability to calculate Income from Business/Profession.
3. Understanding of T.D.S., Tax Calculations, Set off & Carry Forward of losses, filing of return etc.
4. Basic understanding of indirect taxation - Central Excise & Customs
5. Basic understanding of indirect taxation - VAT (Sales Tax)
6. Basic understanding of indirect taxation - Service Tax.

Unit I:

Definition of Income & Assessee: Previous year, Assessment year, Gross total income, Total taxable income, Residential status, Agricultural income.

Unit II:

Income from Business & Profession: Provisions relating to computation of Income under the head Business / Profession.

Unit III:

Income exempt from tax & Assessment: Deductions. Set off & Carry forward of losses, TDS, Self-assessment tax, Filing of return.

Unit IV:

Central Excise Laws & Customs Laws: Basis of chargeability of duties of central excise- goods, Manufacture, Classification and valuation of excisable goods- specific issues and case studies; Nature of customs duty, Types of customs duty, Classification for Customs and rate of duty, Valuation for customs duty, Provisions regarding baggage.

Unit V:

VAT: concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST.

Unit VI:

Service Tax: Provisions of law and procedures; Various Services covered under Service Tax.

Reference Books:

1. Direct Taxes: Ahuja, G. K. & Gupta, Ravi, Bharat Law House.
2. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi
3. Direct Taxes Law & Practice: Bhagwati Prasad, WishwaPrakashan.
4. Income Tax, Bombay: Kanga, J. B. and Palkhivala, N. A., N. M. Tripathi.
5. Direct Taxes Law and Practice: Singhania V. K., SinghaniaKapil, Singhania Monica, Taxmann Publications, New Delhi.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT602-2

Course : Security Analysis & Portfolio Management

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have

1. Understanding about security analysis & Portfolio Management and various aspects of investments & its various avenues, Also trying to understand the thumb rules of analyzing security market to reduce risk & enhance returns.
2. Understanding the implications of the efficient market hypothesis and importance of capital market theory for investment analysis.
3. Understanding different tools of Fundamental analysis.
4. Understanding different indicators to assess the "Technical Condition" of the market.
5. Understanding the concept of Optimum Portfolio Selection & Revision.
6. Understanding different schemes and constitution & management of Mutual Funds.

Unit I :

Investment scenario & Risk & Return analysis: Investor life cycle and investment goals, Investment options available and their comparison, investment constraints, Definition and Measures of return and risk – historical rates calculation, Expected rates, required rate of return, risk free rate of return, & measurement of risk in portfolio context

Unit II :

Efficient capital markets Hypothesis & capital Market Theory: Need, EMH – forms, tests and results, Implications of efficient capital markets; Random walk Hypothesis, Indian Markets and Efficiency, Capital Market theory - Background, risk free asset, Markowitz portfolio theory, the market portfolio; capital asset pricing Model, systematic and unsystematic risk, CML, SML; Arbitrage pricing theory – empirical test of APT, Stability of beta.

Unit III :

Fundamental Analysis: Concept, & process of fundamental analysis, Economy analysis, sector analysis, company analysis; Tools and techniques of fundamental analysis, business cycle and industry life cycle analysis. Analysis of growth companies.

Unit IV :

Technical Analysis: Concept of technical analysis, Assumptions, advantages and challenges; fundamental Vs. technical analysis, Tools and techniques for analysis; Dow theory, basic types of charts, Price patterns, Trendlines, moving averages and advanced technical tools.

Unit V:

Optimum Portfolio Selection & Revision –portfolio diversification, Optimal portfolio selection, portfolio revision & its techniques, transaction cost, portfolio monitoring & rebalancing, issues in portfolio rebalancing * selection & revision of equity portfolios, Performance measurement - Concept, Measures available–Treyner, Sharpe, Jensen, performance attribution analysis and Measuring market timing skills.

Unit VI:

Mutual funds and AMCs: concept, origin and growth of mutual funds, constitution & management of MFs – Sponsors, Trustees, AMCs, and custodians; Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units; State of mutual funds in India.

Text book:

1. Investment Management-Security Analysis & Portfolio Management: by V. K. Bhalla, S. Chand.

Reference Books:

1. Investment Analysis and Portfolio Management: by Prasanna Chandra, Tata McGraw Hill
2. Publishers 1/E, 2002
3. Investment Science: David G. Luenberger, Oxford Univeristy Press.
4. Financial Management: R. P. Rustagi, Galgotia Publication House.
5. Investment: William Sharpe (PHI)
Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House

**Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)****Course Code: MBT602-3****Course: International Financial Management****L:3 Hrs, T:1 Hrs, p:0 Hrs, per week****Total credits: 7****Course Outcomes:**

At the end of the course students will have:

1. Understanding the nature and modes of International Finance and the complexities of its functions that differentiate them from domestic financial functions.
2. Understanding the various aspects of the foreign exchange market and with the varieties of transactions taking place therein.
3. Understanding the various types of exchange rate risk/ exposure and also how they can be assessed.
4. Understanding different sources of funds to be raised from the international financial market to finance the assets and finding out the factors taken into account while selecting a particular source of funds..
5. Understanding the Current Exim policy and its various regulations.
6. Understanding the concept and various exchange regulations related to Export and Import finance.

Unit 1: Introduction to International Finance: Increasing Interdependence in the Global Economy, Trends in International Trade and Cross-Border Financial Flows, India in the Global Economy, Recent Developments in Global Financial Markets, Liberalization, Integration and Innovation, Challenges of International Financial Management, Gains from International Trade and Investment. International Monetary System: Exchange Rate Mechanisms, History of Monetary Systems -Gold Standard, Gold Exchange Standard, Bretton Woods System, Post Bretton Woods System, European Monetary System, Recent Developments.

Unit II: The Foreign Exchange Market: Meaning & concept, Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Quotes for various kinds of merchant transactions.

Unit III: Exchange Risk Management Defining Foreign Exchange Exposure, Measuring Foreign Exchange Exposure, Classification of Foreign Exchange Exposure (Transactions Exposure, Translation Exposure, Operating Exposure), and their measurement.

Unit IV: International Financial markets & Instruments Origin, instruments in the international markets, players, resource mobilization, equity instruments, Debt instruments, Euro credit syndication.

Unit V: EXIM Policy & Regulations: Historical Perspective, Objectives, Highlights of the Current Policy, trade regulations governing Imports/ Exports & letter of credit.

Unit VI: Export Finance & Exchange Regulations: Incentives Available to Exporters- Preshipment Finance, Post Shipment Finance-Rediscounting of Export Bills Abroad - Preshipment Credit in Foreign Currency (PCFC), Other Exchange Control Regulations, Declaration Forms-GR/PP Procedure, Export Letters of Credit, Documents to be Presented under an Export letter of credit, Guidelines for Scrutiny of Documents Presented under Letter of Credit, Reporting System, Role OF ECGC and its Functions.

Import Finance and Exchange Regulations: Classification, Imports under Foreign Credits/Loans-Postal Imports-Other Exchange Control Regulations-Merchanting Trade Forward Exchange Contracts for Imports, Types of L/Cs, Mechanics of an L/C, Import letters of Credit, Requirements for Opening an Import Letter of Credit, Operational Features of an Import L/C, Documentation Formalities, Scrutiny of Documents Required under an Import L/C, other Relevant Guidelines, Role of Customs/C&F agents, Reporting System.



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT602-4

Course : Financial Risk Management

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Knowledge about the basic concepts of Risk Management.
2. Knowledge about the Mechanism of the Futures Market, the various types of Futures, strategies and purposes of these contracts.
3. Knowledge about the Mechanism of the Options Market, the various types of Options, strategies and purposes of these contracts.
4. Understanding of the Financial Swap Market, Various types of Swaps and Purposes of these contracts.
5. Understanding of the Concept of VaR and its purpose.
6. Understanding of the various types of Insurance and use of insurance as a risk management tool.

Unit I : Introduction to Risk Management: The meaning of risk, How risk is managed, Limitations of Risk Management, Corporate Risk Management, Approaches to Risk Management, The Process of Risk Management, Techniques of Risk Management.

Unit II : Mechanics of the Futures Market: Meaning and Definition, Types of futures, Mechanism of the Futures Market, Motives behind using Futures, Stock and Index Futures, Currency Futures, Interest rate Futures, Commodity Futures.

Unit III : Options: Concept of Options, American and European Options, Option pricing models, Exotic Options

Unit IV : Financial Swaps: The Concept of Swaps, Interest rate swaps, Currency swaps, Pricing of Swaps.

Unit V : Value at Risk: The Concept of VaR, How VaR is calculated, Uses and limitations of VaR.

Unit VI : Introduction to Insurance - Life and Non-Life: Meaning and Nature of Insurance, Classification of Insurance, Elements of an Insurance Contract, various types of Life and Non-Life Insurance.(SELF LEARNING)

Text Book :

1. Derivatives – Valuation and Risk Management: David A. Duff & Thomas W. Miller, Oxford University Press.

Reference Books:

1. Derivatives and Risk Management : Rajiv Shrivastava, Oxford University Press.
2. Options, Futures & Other derivatives: by John C. Hull, Pearson.
3. Financial Management: Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann.
4. Insurance & Risk Management: Dr. P. K. Gupta, Himalaya Publishing House



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT602-5

Course: Project Planning & Financing & Mergers & Acquisition

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of the process of screening of projects and the various sources of finance available for projects.
2. Understanding the process of evaluation of projects using capital budgeting tools.
3. Ability to prepare Project Report, Loan Documentation and Appraisal of Loan Proposals by the Financial Institutions.
4. Understanding the basic concepts of Mergers & Acquisitions, Reasons of M&A as well as reasons of failure of M&A,
5. Understanding of methods of Valuation of Corporates
6. Understanding of Takeover defenses – Preventive as well as Active.

Unit I : Introduction to Project Management: (a)Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis , Financial estimates & projections (b) Sources of Financing – Term Loan, Venture Capital, Private Equity, Debentures, Shares, etc..

Unit II : Evaluating the Project: Nature and significance, techniques of evaluation –Pay Back Method, Accounting rate of return, Net Present Value and profitability index. Risks attached to the project (A review of project risks identification, allocation, and management).

Unit III : Project Report and Lender's Analysis: Components, Details of the company, its promoters, project, finances required, profitability, etc, Loan Documentation - Appraisal of term loans by Financial Institutions. Basic components of project finance; Financing of small scale industry - Meaning, importance, growth of SSIs, Special financing needs and sources, issues & implications.

Unit IV : Mergers & Acquisitions: Forms of Corporate Restructuring, Different forms of M&A, M&A Process, Participants in the M&A Process, Post closing Integration, Due Diligence, Reasons for failure of M&A.

Unit V : Methods of Valuation of Firms: Various approaches to Valuation, Role of Valuation, DCF Model, Equity Valuation Model, Firm Valuation Model.

Unit VI: Takeover Defenses: Friendly vs. Hostile Takeovers, Takeover defenses, Preventive Anti-takeover measures, Corporate Charter amendments, Golden Parachute, Active Anti-takeover defenses, Regulation of Takeovers in India.(SELF LEARNING)

Text Books:

1. Project Management: Shilpi Jauhari & S. K. Chaturvedi, Himalaya Publishing House
2. Mergers and Acquisitions: Rajinder S. Aurora, Kavita Shetty & Sharad Kale, Oxford University Press.

Reference Books:

1. Project Planning Analysis, Selection, Implementation and Review: Prasanna Chandra, TMH
2. Financial Management – Theory Concepts & Problems: Dr. R. P. Rustagi, Taxmann.
3. Project Management and Control: Narendra Singh, Himalaya Publishing House
4. Financial Management: Rajiv Shrivastava and Anil Mishra, Oxford Publications.



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT602-6

Course: Indian Banking and Financial Systems

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding Indian Financial System
2. Understanding Financial Statement of Commercial Banks.
3. To understand deposit & credit functions of bank & other related services
4. To understand Role and functions of DFIs
5. To understand Role and functions of NBFCs
6. To understand recent developments of Indian banking

Unit I :

Indian Financial System: Financial Intermediation, Introduction to Indian Banking System, Regulatory Framework, Sources of Funds, Application of Funds.

Unit II: Commercial Banks I: Introduction to Bank's Financial Statements, Analysis of Balance Sheet items, SLR requirements, Capital Adequacy requirements**Unit III:** Commercial Banks II: Investment Portfolio of Banks, Non Fund based Services, Plastic Money, Deposits, Lending Function, Loan Policy, Loan Pricing, Credit Risk and Loan Losses.**Unit IV:** Development Financial Institutions: Role of FDI's and FI's in the Financial System, Operations of major FIs in India – IFCI, ICICI, IDBI, SIDBI, Regulatory Framework for FIs (Operations of major FIs in India for self study)**Unit V:** NBFC's: Definition, Types and Services, Regulatory framework, Capital Adequacy Requirements.**Unit VI:** Asset Liability Management: ALM, Interest Rate Risk management Liquidity risk Management.**Note :** Underline topics are for field study.**Reference Books:**

1. Principles of Bank Management: Vasant Desai, Himalaya Publishing house, Delhi
2. Basics of Banking & Finance: Dr. K. M. Bhattacharya, Himalaya Publishing House
3. Banking Theory, Law & Practice: Gorden&Natrajan, Himalaya Publishing House
4. Banking Theory & Practice: Dr. P. K. Shrivastava, Himalaya Publishing house, Delhi

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code :MBT602-7

Course : Financial Services & Merchant Banking

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of various types of Financial Services.
2. Understanding of attracting and retaining customers in financial market..
3. Understanding of Regulatory framework in Financial Services Market.
4. Understanding of Merchant Banking.
5. Understanding of Merchant Banking in Indian.
6. Understanding of various issues related to merchant banking activity.

Unit I:

Financial Services: Concept, objectives, characteristics, issues, kinds of financial services

Unit II:

Marketing of Financial Services: Conceptual Framework, Distribution Pricing, Promotion, Attracting & retaining customers.

Unit III:

Financial Services Market: Concept, Constituents, Growth of financial services in India, problems of finance services sector, Regulatory framework.

Unit IV:

Merchant Banking: Introduction, nature, Role of Merchant Bankers in Economy, Functions of merchant bankers, Code of conduct for merchant bankers.

Unit V:

Merchant Banking in India: Legal & Regulatory Framework and relevant Provisions, SEBI guidelines for Merchant Bankers, present state of Merchant banking in India.

Unit VI :

Issue Management: Concept, pre and post issue activities, role of merchant banker in Issue management and Mergers and Acquisitions

Text Book:

1. Financial Services: M.Y.Khan, Tata McGraw Hill 2010

Reference Books:

1. Financial Services: Gurusamy, Tata McGraw Hill 2010
2. Financial Services: Tripathy, Prentice Hall of India 2009
3. Financial Markets and Institutions: Madura, Thomson, 2009

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT602-8

Course : Management Control System

L:3Hrs.,T:1Hrs.,P:0Hrs.,Perweek

TotalCredits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of Management Control system and subsystems.
2. Understanding of concept of responsibility Centre.
3. Understanding of Transfer Pricing.
4. Understanding of MCS in Service Sector.
5. Understanding of MIS and ERP.
6. Understanding of principles governing various types of Audit.

Unit I: Definition and Concept of Management Control, Subsystems of Management control-Strategic Control, operational control and task control, Functions of management accountant and controller, Impact of changing business environment on management accounting and control systems, Requisites for designing and implementing management control systems. Goal congruence – cybernetic paradigm of Grissinger – functions of the controller.

Unit II: Responsibility Centers – Types of Responsibility centers – Expense Center, Profit Centers and Investment Centers – Budgetary Control as a tool for Management Control System – Engineered, Discretionary and Committed Costs. Approaches to Budgeting w.r.t. Engineered and Discretionary costs, Bench marking and total cost management.

Unit III: Transfer Pricing (Market Based and Cost Based): Related numerical problems – return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to Management Performance Measurement.

Unit IV: Management control system in service sector vis-à-vis in manufacturing sector. Financial and Non-Financial Performance measures w.r.t. balance score card (Rock Water's Model)

Unit V: MIS- Management Information System & ERP

Unit VI: Introduction to Audit Functions as a control tool covering financial audit, internal audit and Cost Audit- management audit – principles and Objectives.

Text Book:

1. Management Control System: 10th Edition – Anthony and Govindrajana, Tata McGraw Hill

Reference Books:

1. Practical Auditing: B. N. Tondon
2. Management Control System: Kirby.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT603-1

Course: Performance Management & Compensation

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of the basic concepts of performance management.
2. Clarity with respect to components of PDP.
3. Understanding monitoring and mentoring performance.
4. Better understanding of stocktaking performance and potential.
5. Understanding of appraisal for reward & recognition.
6. In depth knowledge of compensation management.

Unit I: Performance Management: Concept & purpose of performance management, framework to understand role performance, process of performance management & compensation (PMS), emerging trends in PMS

Unit II: Planning Employee Performance And Development: Benchmarking, goal setting theory, components of performance & development plan (PDP), benefits of PDP, barriers to performance planning

Unit III: Monitoring Performance & Mentoring: Changing approaches towards performance, managerial & situational leadership, objectives of performance monitoring, process of monitoring, review discussions, performance review - conducting review meeting; frequency of review; self-assessment.

Process of managee development, to coach or to counsel, concept of mentoring, benefits, engendering trust, coaching for performance improvement

Unit IV: Stocktaking Performance: Concept & purpose of stocktaking, different approaches of appraisal, stocktaking discussions, concept & purpose of stocktaking potential, tools for stocktaking potential

Unit V: Appraising for Recognition & reward: Pros & cons of appraising, fears & concerns, methods of appraisal, rating errors during appraisal, people involved in appraisal, appraisal format, implementing appraisal system, appraisal for rewards, appraisal for successful recognition

Unit VI: Reward and Compensation management: Concept and types of compensation, perspectives on compensation, determinants of compensation, designing compensation, fringe benefits, retirement benefits

Students will have to undergo a project on "Designing of PMS for an organization". (The organization will be selected by the student)

Text Book:

1. Performance Management: Prem Chadha, Publication – Macmillan

Reference Books:

1. Human Resource Management: Snell & Bohlander, Publication – Thomson
2. Personnel & Human Resource Management Text & Cases: P. Subba Rao, Publication - Himalaya
3. Human Resource Management: Gary Dessler, Publication – Thomson

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT603-2 Course Management Of Change And Organizational Effectiveness
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week Total Credits : 7

Course Outcomes :

At the end of the course students will have

1. Understanding the fundamentals of change
2. Understanding change & its implications on organization structure
3. Understanding Organizational Culture during change.
4. Understanding change & its impact on HRD
5. Understanding change & implications to Recruitment & selection, Performance Management & rewards.
6. Understanding the concept of downsizing

Unit I : Introduction to Managing Change: Concept of change, types of change, steps to manage change, Role of HR strategies in implementing change, Implementation & impact of change, Resistance to change.

Unit II: Organizational Structure & Management of Change: Concept, Organizational change, Types of Organizational structure, Structure & strategic change, Systematic approach to implement change.

Unit III: Organizational Culture & the Management of Change: Organizational culture, Strategies for cultural change, Parameters of cultural change, Realigning culture in the organization.

Unit IV: HRD & Management of Change: Concept of HRD, Strategic change & HRD, Strategic integration & orders of strategic integration, Development of managers, Process of Staff development.

Unit V : HRM practices & Change: Recruitment & selection & management of change, Performance management & management of change, Reward Management

Unit VI : Downsizing& Management of Change: Concept of Downsizing, Need and Problems related to Downsizing. Methods of Downsizing, Implications related to Downsizing. Management of Change arising from Downsizing, Principal determinants of Downsizing,
Students will have to demonstrate understanding of the subject through Case Study presentation of various organizations.

Textbook:

1. Managing Change: Adrian Thronhill, Phil Lewis, Mike Millmore, Mark Saunders; Pearson Education Limited

Reference Books:

1. Organization Change and Development, Excel Publications), Dr. Kavita Singh
2. Managing change in organisations, PHI, Sengupta & Bhattacharya
3. Change Management: CSV Murthy; Himalaya Publishing House
4. Organisational Behaviour: K Aswathappa Himalaya Publishing House



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT603-3 Course : Group Behaviour And Transactional Analysis
L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week Total Credits : 7

Course Outcomes :

At the end of the course the students will have:

- 1) Understanding of the personality and perception study from HRM perspective
- 2) Conceptual understanding of group behavior and Roles
- 3) Understanding of Group behavior Functioning with its attributes
- 4) Ability to differentiate between the group behavior versus Teams
- 5) Ability to analyze the conflict situations and power dynamics
- 6) Application ability development for execution of the transaction analysis

Unit I : Personality and Perception - Determinants of personality, Types of personality, Theories of personality, Perception & O.B., Managing the perception process, Components of attitudes, formation of attitudes, changing attitude.

Unit II : Group Behavior - Groups, reason for people to work in groups, Group Development - Stages, Strategies, Group Behavior Model, Roles in Groups, Roles – Identity, Perception, Expectation, Differentiation.

Unit III: Group Behavior Functioning - Theories of Group Behavior Functioning, Influence of group behavior on work assignment, Group Potential, Group Cohesiveness, Groupthink, Group Productivity & Group Performance.

Unit IV: Group and Team Dynamics - Nature of teams, types of teams, benefits from teams, types of groups, group development, determinants of group behavior Teams vs. Groups.

Unit V: Power & Conflict - Power dynamics, sources of power, power tactics, nature of conflict, types of conflict, Conflict process, levels of conflict, conflict resolution, cases on power & conflict.

Unit VI: Transactional Analysis - Ego states and their identification, Types of Transactions, Cases on T A. Introduction & background, Positions of change, Child, parent & adult, Families & children

Test Book

1. Organisational Behaviour: K. Aswathappa, Himalaya Publishing House.

Reference Books:

1. The Dynamics of Group Behaviour: Concepts, Principles and Practices, M. Gangadhara Rao and Surya P. Rao (2007), Kanishka Prakshan
2. Organisational Behaviour: Fred Luthans, McGraw- Hill Publishing co. ltd.
Organisational Behaviour: Robbins, Prentice hall of India



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT603-4

Course: Training & Development Practices

L: 3 Hrs, T:1 Hrs., P:0 Hrs. Per week

Total Credits: 7

Course Outcomes :

1. Understanding the Function of Training & Development followed in the organizations.
2. Understanding identification of training needs & areas of training.
3. Understand the design of Training programs & different methods training programs.
4. Understand importance & methods of Management Development
5. Understand the various tools used for effective training.
6. Understand the Cost associated & evaluation of Training program.

Unit I : Training, Development & Learning – Nature & Significance of training, Scope & Objectives of training, Benefits of training, Principles of Adult Learning, Difference between Training, Development & Learning.

Unit II: Training Need Analysis - Identification of training needs, Thayer & McGhee Model, Areas of training, Responsibilities for providing training,

Unit III: Training Design & Methods of Training - Perspectives for Designing Training, methods of On the Job Training & Off the Job Training,

Unit IV: Management Development: Concept & Importance of Management Development Programs (MDP's), Steps in MDP's, Prospective pitfalls, Methods and Techniques of MDP's.

Unit V: Tools for Effective Training - Teaching aids and techniques, Audio-visual aids, Skills of an Effective Trainer: Communication skills, Knowledge, Training styles, Power of Body Language, Developing creativity.

Unit VI: Cost of Training & Evaluation of Training – Direct & Indirect Cost, Measurement of training effectiveness, Models of Training evaluation, Training in Indian & International Organisation.

Mini Project will be done by students for understanding Training Function in the organization.

Text Book:

Training and Development by G. P. Naik published by Excel Books, New Delhi in September 2007

Suggested Readings:

1. Effective Human Resource Training and Development Strategy – Dr. B. Rathana Reddy Publication – Himalaya Publication House
2. Human Resource and Personnel Management – Text and cases, K. Aswathappa, Publication - McGraw-Hill Publishing co. Ltd
3. Human Resource Management, Tenth Edition, Gary Dessler, Publication- Pearson Education

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT603-5

Course: Industrial Relations & Labour Legislations

L:3 Hrs., T:1 Hrs., P:0Hrs., Per week

Total Credits : 7

Course Outcomes :

At the end of the course students will have:

1. Better understanding of current Industrial Relation Legislative Proposals and Impact of Labour Laws on Human Resource Management.
2. Ability to understand Industrial Relations and Grievance Redressal Procedure.
3. In depth knowledge of important areas of Legislation relating to Social Security Measures.
4. In depth knowledge of important areas of Legislation relating to Wages.
5. In depth knowledge of Industrial Relations, Trade Unions and Employment Conditions.
6. Ability to understand the working of State, National and International Labour Organization.

Unit I : Industrial Relation and Industrial Democracy - Definition and concept of industrial relation, basic facts, scope, aspects & ideologies of Industrial relations, Approaches to Industrial relations. Collective Bargaining: Definition, importance, types, prerequisites of effective collective Bargaining & Collective Bargaining in India; Workers Participation: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.

Unit II : Grievances & Disputes – Nature, causes, settlement procedure of Grievances, Industrial Disputes, causes, remedial & prevention measures and settlement machinery. Consequences of Industrial disputes on Industry & Society. Significance of Peace & Harmony to Industrial Productivity & progress

Unit III : Social Security Legislations - Aims of social security measures, methods of providing social security, benefits to workers - social assistance and social insurance, Workmen's compensation Act, Employees state Insurance Act 1948, Provident Fund Act 1952 and Payment of Gratuity Act 1972.

Unit IV: Normative and Wage Legislations – Factories Act, 1948, PULP Act 1971. Minimum wages Act, Payment of wages Act 1936.

Unit V: Industrial Relation Legislations - Trade Union Act 1926, Industrial Employment standing order Act 1946, Industrial Dispute Act 1947.

Unit VI : ILO & Functions of Working of Offices Attached To Labour Ministry – ILO: Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations. (This part will be for self study).

Functions & Working of Offices Attached To Labour Ministry: Directorate – General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour).

Students will have to undertake Mini Projects related to study of Industrial Relations, Trade Unionism and applicability of Labour Legislations in Corporate / Industries.

Text Book:

1. Dynamics of Industrial Relations: Mamoria & Mamoria, Publisher: Himalaya Publishing House

Reference Books:

1. Industrial Jurisprudence & Labour Legislation: A. M. Sarma, Publisher: Himalaya Publishing House
2. Taxmann's Labour laws: Taxmann Publications Pvt. Ltd.
3. Essentials of Human Resource Management & Industrial Relation: P. SubbhaRao, Publisher: Himalaya Publishing House.
4. Industrial Relations: C. S. Venkata Ratnam, Publisher: Oxford University Press.
5. Labour and Industrial laws: P. K. Padhi, Publisher: Eastern Economy Education.

**Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)****Course Code :MBT603-6****Course : Human Resource Strategies And Systems****L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week****Total Credits : 7****Course Outcomes :**

At the end of the course the students will have:

- 1) Understanding for the importance of HRD for the organization
- 2) Ability to Differentiate Human resource Development and Management
- 3) Ability for situational application of the concept of the Role and strategies of HRD
- 4) Understanding of Planning aspect of HRD, Diversification, expansion, Mergers, Acquisitions, Takeovers
- 5) Ability to understand Knowledge Management, HR Restructuring
- 6) Ability for Sectorial application of HRD implementation

Unit I: Introduction - Field of Human Resource Development (HRD): A multi-dimensional and new concept, Goals and challenges, Objectives and determinants, Approaches to HRD. Evolution of HRD.

Unit II: Comparative Study of Various HR Disciplines: Comparative study of Human Resource Development, Human Resource Management, Human Capital Management and Personnel Management,

Unit III: HR System & H.R.D. Culture Design - HR System and Sub systems of HR system, HRD intervention, HRD culture and practices, Subculture, Propagation of culture through HRD. Quality of Work Life.

Unit IV: Issues in HRD - Strategy for HRD: Diversity in work force, exit strategy, competitive advantage and relationship management; HRD in Planning for Diversification, Expansion, Mergers, Acquisitions and Takeovers.

Unit V: HRD & Skill Enhancement Techniques - Total Quality Management (TQM), Knowledge Management, H.R. Restructuring, Reengineering, Quality Circles.

Unit VI: HRD In Different Sectors: - HRD in different organisations, Government Agencies and their role in HRD, Rural development through HRD, HRD in Emerging Sectors: I.T. and I.T.E.S. National Human Resource Development Strategy (NHRDS), Objectives of the initiative, HRD's role for ROI & its calculation.

Text Book:

1. Human Resource Management, Biswajeet Pattanayak, Publisher: Prentice Hall Of India.

Reference Books:

1. Human Resource and Personnel Management, K Aswathapha, Publisher: Mc-Graw Hill.
2. Personnel and Human Resource Management: Text and Cases, P. SubbaRao, Publisher: Himalaya Publishing House.
3. Human Resource Development, Jon M.Werner & Randy L. Desimone, Publisher: South-Western Publication
4. Strategic Human Resource Planning by, Monica Belcourt & Kenneth McBey, Publisher: Thomson Nelson



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT603-7

Course: Human Resource Planning

L: 3 Hrs. T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of the topical issues faced by the organization in HR planning.
2. Understanding of HR forecasting process.
3. Understanding of Downsizing & Restructuring.
4. Ability to understand HRP in succession management.
5. Understanding of Strategic HR planning.
6. Ability to appreciate latest HR trends in an industry.

Unit I: Human Resource Planning: HRP-an overview, objectives, Significance, need, Models of Business strategy, Strategic HR Planning Model.

Unit II: HR Forecasting Process: Meaning & benefits of HR forecasting, Key personnel required, Determining net HR requirements, Ascertaining HR supply, , labour wastage analysis, Forecasting techniques, Types, Live Industry project to study forecasting techniques of organisations.

Unit III: Concept of downsizing & restructuring: Need of downsizing, The decision of downsizing, concept of “survivors” of downsizing, Impact & consequences of downsizing, Effective downsizing and restructuring strategies, Handling psychological and labour issues in downsizing.

Unit IV: HRP & Succession Management: Concept & importance of succession management, Evolution & Process of succession management, Management developments methods, Role of employee in succession management, HRP & Retention management

Unit V: Strategic HR Planning: Strategies and HR practices, Mergers & Acquisitions: Concept of merger & acquisition, 360 degree impact of merger & acquisition, Cultural issues in mergers, HR planning for mergers & acquisitions, Changes brought in various HR issues.

HRP & Downsizing & Restructuring:

Unit VI: HRP and outsourcing, current trends in HR Planning: Development of HR planning, Controlling attrition, Scope & overview.

Text Book:

1. Strategic Human Resources Planning: Monica Belcourt, Kenneth J. McBey; Ying Hong, Margaret Yep.

Reference Books:

1. Effective Succession Planning: William J. Rothwell; Amacom
2. Human Resource Planning: John Bramham; Universities Press
3. Strategic Human Resource Management: Rajeesh Vishwanathan; Himalaya Publishing House

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT603-8

Course : International HRM Scenario & Practices

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course the students will have:

- 1) Understanding International Business Overview, Multinational Corporations
- 2) Ability to Become acquainted with Cultural literacy in context of IHRM
- 3) Understanding of Domestic versus International HRM, Planning
- 4) Ability to understand Macro and Micro level sources of recruitment
- 5) Understanding of global training and development, Compensation benefits
- 6) Understanding of Shift in Industrial relations and International HRM

Unit I : Introduction: to International Resource Management Scope of international HRM, Cultural Literacy and Cultural awareness: essentials, advantages, cultural skills for co-operative advantages. Factors affecting International HRM. Comparative Employment Policy -Concept, significance, the Cultural Approach - Power Distance (PDI), Uncertainty avoidance (UAI), Individuality (INV), Masculinity (MASC), Long-Term Orientation.

Unit II: Business Management of Global Companies - Characteristics of domestic and global companies, HRM approaches and strategic planning in global organizations. Roles of International HR Manager, Developing Global Literate Leader.

Unit III: International Staffing - Recruitment, selection, hiring, training and development, career planning, succession planning, retention. Expatriation, Inpatriation, Flexpatriation. Cultural and Reality shock, Reverse-Cultural Shock.

Unit IV: Work Culture of various economies - The comparative approach to HRM in America, Japan, India and UK. National culture, HRM and other employee related values and practices in these economies.

Unit VI : Challenges and strategies in IHRM: Challenges with respect to Demographics, Diversity, Occupational Shifts, Workforce Scarcity, Quality, Economy, Technology, Retention, Mergers, Acquisitions and Lay-offs. IHRM Strategies.

Unit V: International Compensation - Principles of International Compensation, Methods and practices of International Compensation, International Compensation and employee satisfaction.

Text Book:

1. International Human Resource Management: Monir Tayeb, Oxford University Press.

Reference Books:

1. International Human Resource Management: P. Subba Rao, Himalaya Publishing House
2. International Human Resource Management: K. Aswathappa & S. Dash, Tata McGrawHill
3. International Human Resource Management: Tony Edwards & Chris Rees, Pearson Education

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)**Course Code: MBT 604-1****Course: Operations Planning & Control****L: 3 Hrs, T: 1 Hrs, P: 0 Hrs, Per week****Total Credits: 07****Course Outcomes :**

1. Student will be able to understand the context and concept of Production Planning
2. Student will be able to put in practice the Macro Planning Techniques
3. Student will be able to design micro processes in production planning
4. Student will be able to use various process design tools for planning functions in the context of optimization
5. Student will be able to solve scheduling problems
6. Students will learn the latest trends in Operations Planning

Unit I:

Aggregate Planning Aggregate Planning, Nature, Types, Numerical Self Studies: Building up cases and make a summary sheet on the Field Work

Field Work : Expected.

Book : Operations Management by Russell & Taylor, Wiley India

Unit II:

Master Production Schedule Capacity & MPS, Bill of Material, Disaggregation, Managing and Maintaining MPS

Self studies : Managing and Maintaining MPS

Field Work : Not Expected

Book : Production Planning and Inventory Control by Narasimhan, McLeavey & Billington

Unit III :

Process Design Process Planning & Selection, Process Analysis & Flowcharts, Process Innovation

Self Studies : Technology Decisions & its Financial Justification

Field Work : Expected

Book : Operations Management by Russell & Taylor, Wiley India

Unit IV:

Planning Strategies & Scheduling Waiting Line Models for Service Planning & Sequencing

Book : Operations Research by J K Sharma

Unit V :

Capacity and facilities Planning Capacity Planning, designing Process, Service and Product Layouts Line balancing

Self Study : Field work on the Types of Layouts

Book : Operations Management By Russell & Taylor, Wiley India

Unit VI :

Recent Trends in Production Planning Computer Integrated manufacturing, Hardware and automation
Students is expected to carry out assignment given by the Faculty members which may be based on Field Work.

Note : Underline topics are for self study.

Text Book :

1. Operations Management – Russell and Taylor. Wiley India

Reference Books :

2. Production Planning and Inventory Control – Narasimhan, McLeavey & Billington, PHI India.
3. Elements of Production Planning and Control: Samuel Eilon, Univeral Books Corporation
4. Production & Operations Management: Everett E. Adam Jr., Ronald J Ebert, PHI India
5. Production and Operations Management: S. N. Chary, 4th Edition, TMH Publications
6. Operations Now – Byron Finch, 3rd Edition, TMH Publications

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)**Course Code : MBT604-2****Course : Supply Chain Management****L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week****Total Credits : 7****Course Outcomes:**

At the end of the course students will have :

1. Understanding of main concepts of SCM and the strategic role SCM plays in business.
2. Understanding of functions such as procurement and inventory management & will able to design inventory control system.
3. Understanding of functions such as transportation and warehousing & will able to evaluate transportation alternatives.
4. Understanding of role & benefits of information technology in supply chain.
5. Understanding of issues related to supply chain integration and restructuring.
6. Understanding of supply chain disruptions and methodology for handling these disruptions.

Unit I:The Role of Supply Chain Management in Economy and Organization: Introduction to supply chain management, Key concepts, Enablers of supply chain performance, Supply chain strategy, Customer Service & Cost tradeoffs, Supply chain performance measures, Enhancing supply chain performance.

Unit II: Outsourcing, Procurement & Inventory Management : Make versus buy, Sourcing Strategy, Procurement, e-Procurement, Introduction to inventory management, Types of inventory, Inventory related costs, Managing cycle stock, Managing safety stock, Managing seasonal stock, Analyzing impact of supply chain redesign of the inventory, Managing inventory for short life cycle products, Multiple-item, multiple-location inventory management.

Unit III : Transportation, Warehousing & Storage, and Network Design & Facility Location : Drivers of transportation decisions, Modes of transportation, Devising a strategy for transportation, Vehicle scheduling, Warehouse functions, warehousing planning and cost reduction, Warehousing options, Warehouse design principles, Network operations planning, Network design problem, Network design and operations models, Location of service systems, Incorporating uncertainty in network design.

Unit IV: Demand Forecasting and the Role of Information Technology in Supply Chain Management : Role of forecasting, Qualitative forecasting methods, Quantitative forecasting methods, Time series forecasting models, Enabling SCM through IT, Strategic management framework for IT adoption in SCM.

Unit V : Supply Chain Integration and Restructuring: Internal integration, External integration, Building partnership & trust in a supply chain, Vendor managed inventory, CPFR, Supply chain mapping, supply chain process restructuring, Postpone the point of differentiation, restructuring the supply chain architecture.

Unit VI : Agile Supply Chains and Pricing & Revenue Management: Supply chains for high demand uncertainty environment, Illustration of responsive supply chain approach, sources of supply chain disruptions and its impact on business, methodologies for handling disruptions, Pricing, Revenue management, Innovative pricing.

Text Book:

1. Supply Chain Management: Janat Shah, Pearson Education.

Reference Books:

1. Supply Chain Management Strategy, Planning and Operation: Chopra, S, and P. Meindl, Pearson Education.
2. Logistics and Supply Chain Management: Cases and Concepts, Raghuram, G. and N. Rangaraj, Macmillan
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies D. Simchi-Levi, P.
4. Kaminski and E. Simchi-Levi, McGraw-Hill.
5. Supply Chain Management: Sunil Sharma, Oxford University Press.
6. Principles of Supply Chain Management: A Balanced Approach, Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Cengage Learning

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)**Course Code: MBT 604-3****Course: Services Operation****L: 3 Hrs, T: 1 Hrs, P: 0 Hrs, Per week****Total Credits: 07****Course Outcomes**

1. Student will be able to compare and understand the services economies including the job availability
2. Student will be able to develop new service design using various elements
3. Student will be able to apply the SERVQUAL model to various services and also be able to do service gap analysis and improve them
4. Student will be able to understand the basics of layouting and the estimation of services demand in PESTEL context
5. Student will be able to analyze the waiting lines and optimize services facilities
6. Student will learn the new technologies in services.

Unit I: Introduction to Services The role of services in an economy - dependency of manufacturing on services, economic evolution, stages of economic development, nature of the service sector, sources of service sector growth. Nature of Services - characteristics and classification of services, the service package.

Unit II: Service Strategy Strategic service vision, competitive service strategies, competitive role of information in services, limits in use of information. New Service Development - The NSD process cycle, service design elements, service blueprinting, service positioning through process structure, Taxonomy for service process design, Generic approaches to service system design, Customer value equation.

Unit III: Service Quality SERVQUAL, Dimensions of service quality, Scope of service quality, Stages in quality development, the service quality ladder, Gap Model, Gaps in service quality. Service Recovery - Service recovery framework, approaches to service recovery, Service Encounter - Service encounter triad, the service organization, Contact personnel, The customer. Creating a customer service orientation, service profit chain.

Unit IV: The Supporting Facility Servicescape framework, Factors that influence facility design, Process analysis, Facility Layout, Product layout and the work allocation problem, Process layout and the relative location problem, Operations sequence analysis. Service Facility Location - Location Considerations, Geographic representations, Optimization criteria, Estimation of geographic demand, Facility location techniques - site considerations.

Unit V: Managing Waiting Lines Psychology of waiting, Queuing systems - essential features, queue configurations, queue discipline. Managing Capacity and Demand - Strategies for managing demand, strategies for managing capacity.

Unit VI: Technology in Services Technology in service encounter, emergence of self-service, automation in services, internet services, electronic and traditional services, economics of scalability, technological innovation in services. Managing Service supply Relationships - Customer-supplier duality, managerial implications of bidirectional relationships, sources of value in service supply relationships, outsourcing services, managerial considerations with service outsourcing.

Text Book :

1. Service Management: Operations, Strategy, Information Technology, James Fitzsimmons, Tata McGraw Hill Publications

Reference Books :

1. Service Management: James Fitzsimmons, Mona Fitzsimmons, Tata McGraw Hill Publications
2. Service Operations Management: Johnston Robert & Clark, Graham, Prentice Hall Publications

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code :MBT604-4

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Course : Project Management

Total Credits : 7

Course Outcomes :

1. To understand basic concept of project management
2. To learn about project organizational structures.
3. To build knowledge about budgeting, costing and scheduling of projects.
4. To understand project control and performance measurement techniques.
5. To learn to concepts of quality and risk management in project.
6. To understand contracting in project management.

Unit I : Project Management Concepts and Project Planning: Characteristics of a project, Need for project management, Roles of project managers, Project Management Environment, Project Initiation.

Project Scope: definition, planning, verification, change control. Project activity identification : WBS, Cost/Time estimation. Activities: Sequencing, Duration and Scheduling, CPM/PERT. Project Communication : Identification of communication requirement, communication technology, communication plan, distribution of information.

Unit II : Project Organizational Structures and Behaviors: Organisation for projects, Roles and responsibilities of project team members and team leader, Different types of teams, Identify leadership styles of project managers, Techniques used to manage groups and individuals, Identify sources of diversity, either corporate or ethnic, that impact project team effectiveness.

Unit III : Cost Estimating and Budgeting: Preparing cost estimates, budgets and expenditures, Effort and Time estimation, Developing cost summaries for tracking project expenditures, Developing cost forecasts to proactively control future planned expenditures. Identifying resource requirement, Scheduling resources, Analyze optimal labour utilization for cost effectiveness and schedule efficiency.

Unit IV : Project Control and Performance Measurement : Project Reviews : Types of reviews. Project Control : Objectives of control, reasons and measuring duration and cost deviations. Progress reporting systems, Use of Project Management Information Systems (PMIS) to monitor, evaluate, and control planned cost and schedule performance, Conducting periodic project performance evaluation audits.

Unit V : Project Quality Management and Risk Management Process: Project Quality : Definition of quality, project quality management concepts. Definition of Risk, Tolerance for Risk, Definition of Risk Management-Certainty, Risk and Uncertainty. Analyze the risk management process cycle within a company, Identify risk, Risk quantification, Risk response, Risk control

Unit VI : Contracting For Project Managers: Define contract administration and its role in project management, .Project Procurement cycle, Contract Administration policies and procedures, Select contract types for various situations, Contract Proposal Development, Contract Terms & Conditions, Contract Negotiation.

Introduction to Project Management Software and Case Studies

Text Book:

1. Effective Project Management: Robert K. Wysocki, Rudd McGary, Wiley Publications

Recommended Books:

1. Project Management: A Managerial Approach, Meredith and Mantel, John Wiley and Sons
2. The New Project Management: J. Davidson Frame, Jossey-Bass
3. Project Management: Harold Kerzner, Van Nostrand Reinhold
4. Successful Project Management: Milton D. Rosenau, Lifelong Learning
5. The Implementation of Project Management: Project Management Institute, Addison-Wesley
Project Management Body of Language: PMI Standards Committee, PMI publishing division

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT604-5

L: 3 Hrs., T: 1 Hr., Per Week

Course : Quality Management

Total Credits : 7

Course Outcomes :

At the end of the course the students will have:

1. Understanding of the Total Quality Basics, Quality leadership and customer delight.
2. Ability to practically implement the Total Quality Principles to employees and supplier partnership.
3. Understanding of the methodical approach to Total Quality for overall performance enhancement.
4. Ability to practically implement the tools for Total Quality Principles
5. Development of Statistical Approach ensuring Total Quality enhancement
6. Understanding of QMS and ISO concept

Unit I : Introduction to Total Quality in Organization: A brief history, the concept of quality, evolution of total quality, principles of total quality, Gurus of total quality management, their philosophies and contributions, Characteristics of Quality leader, Customer satisfaction, Customer perception of quality, Feedback, Customer complaints.

Unit II : Employee Involvement & Supplier Partnership: Employee motivation, Empowerment, Teams, Suggestion system, Performance appraisal and gain sharing. Principles of customer/supplier relations, Partnering, Sourcing, Supplier selection, Supplier certification, Supplier rating.

Unit III: Continuous Process Improvement: Process, PDCA Cycle, The Juran Trilogy, Problem solving method, Kaizen, Six Sigma, Performance measures, Cost of Quality.

Unit IV: Tools & Techniques for Total Quality I: 7 QC Tools, Management tools, Quality Function Deployment, Quality by Design, Failure Mode and Effect Analysis.

Unit V: Tools & Techniques for Total Quality II: Statistical Process Control, Experimental Design, Taguchi's Quality Engineering.

Unit VI: Tools & Techniques for Total Quality III: Benchmarking, Five S, Total Productive Maintenance, Quality Management System, Environmental Management System.

Text Book:

1. Total Quality Management: Dale H. Besterfield, Carol Besterfield-Michna et al, Pearson.

Reference Books:

1. Total Quality Management: Kanishka Bedi
2. Total Quality: James R. Evans, Cengage Learning.
3. Total Quality Management: Poornima M Charantimath, Pearson
4. Quality Management Demystified: Sid Kemp, Tata Mc Graw Hill
5. Total Quality Management: N Gupta, B Valarmathi, Tata Mc Graw Hill

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 604-6

Course: World Class Manufacturing

L: 3 Hrs, T: 1 Hrs, P: 0 Hrs, Per week

Total Credits: 07

Course Outcomes

1. Student will be able to understand the traditional and current manufacturing concepts
2. Student will be able to understand the change in competitiveness based on manufacturing tools employed
3. Student will be able to apply Systems and tools for achieving global business competitiveness
4. Student will be able to do a technology gap analysis for improvement in manufacturing
5. Student will be able to reach a Point of Decision and help the management in making scientific and informed decisions
6. Student will be able to micro plan manufacturing activities based on available technology resources

UNIT – 1 INTRODUCTION TO WORLD CLASS MANUFACTURING: Emergence of Information age, Competing in Information Age, Business Challenges, Manufacturing Challenges, Problems in the manufacturing industry

UNIT - 2 Gaining Competitive Edge through WCM: Manufacturing Excellence & Competitiveness. What is WCM? The Practices of WCM, Quality in WCM

UNIT – 3 SYSTEMS AND TOOLS FOR WCM: The Integration Imperative, Overview of Systems and Tools, Material Processing & Handling Tools, An Assessment of Manufacturing Systems & Tools

UNIT – 4 THE INDIAN SCENARIO Competitiveness of Indian Manufacturing, Planned strategies of Indian Firms, Objectives & Strategies, Usage of Management tools and technologies, Manufacturing Management Practices, IT Infrastructure & Practices, Strategic Use of IT in Indian Manufacturing, Is India ready for WCM

UNIT – 5 LEADING INDIA TOWARDS WCM: Generic Manufacturing Strategies for the Information Age, Issues in Strategic Planning for WCM, Barriers to using IT Strategically, Implementing the WCM Plan, Need for Performance Improvement, Human Resource Dimensions in WCM, Morale & Teamwork

UNIT – 6 WHERE DO WE GO FROM HERE: Manufacturing Strategy: Futile Search for an Elusive Link, The Manufacturing Strategic Intent Classification, Translating intent into Action

Text Book:

1. World Class Manufacturing- A Strategic Perspective-Sahay B S, Saxena K B C, AshishKumar, :MacMillan – India Ltd, ISBN 0333-93-4741.

Reference Books:

1. Finding and Implementing Best Practices- Business Process Benchmarking, Champ, Robert C. V i s i o n Books, New Delhi – 2008
2. Hammer, Michael and James Champy. Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing, London.- 1993

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code :MBT604-7

Course : Enterprise Resource Planning (Erp)

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of various modules of ERP and risks and benefits of ERP.
2. Knowledge of technologies related to ERP such as Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM).
3. Understanding of various functional modules of ERP such as Finance, Sales & Marketing, PPC, HR, Quality Management, Materials Management.
4. Understanding of ERP market and selection of ERP software.
5. Understanding the challenges associated with the successful implementation of ERP software with an emphasis on leadership and managerial implications/actions.
6. Understanding of Vendors, Consultants and users.

Unit I: ERP Concepts : Introduction to ERP Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation Of ERP, Various Modules Of ERP, Risk & Benefits of ERP.

Unit II: ERP and Related Technologies : Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM)

Unit III: ERP Functional Modules : Introduction, Finance, Sales & Marketing, PPC, HR, Quality Management, Materials Management

Unit IV: ERP Market: Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards, System Software Associates Inc. (SSA), A Comparative Assessment and Selection of ERP Packages and Modules.

Unit V: ERP implementation: Lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode)

Unit VI: Vendors, Consultants and users, In-House Implementation - pros and cons, vendors, consultants, end user

Text Book

1. Enterprise Resource Planning: Alexis Leon, Tata-McGraw-Hill Publications

Reference Books:

1. ERP Ware: ERP Implementation Framework: V.K. Garg & N.K. Venkitakrishnan
2. ERP Concepts and Planning: Garg & Venkitakrishnan
3. Textbook of Enterprise Resource Planning: Jaiswal / Vanapalli, McMillan Concepts in Enterprise Resource Planning
4. : by Joseph Brady, Ellen Monk, and Bret Wagner

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 604-8

Course: Advanced Operations Research

L: 3 Hrs, T: 1 Hrs, P: 0 Hrs, Per week

Total Credits: 07

Course Outcomes

1. Student will be able to identify waiting line problems and provide solutions for it
2. Student will be able to take decision in a dynamic environment with changing variables
3. Student will be able to apply special metaheuristics methods for problems of Travelling Salesman, scheduling etc.
4. Student will be able to understand special LPP models of Assignment and Transportation
5. Student will be able to take decision for Non-Linear variation of parameters
6. Student will be able to understand the concept of equipment replacement for detorative and non-detorative items

Unit I: Queuing Theory Multi Channel Queuing Theory, Erlang Family distribution, Deterministic models

Unit II: Parametric Programming & Game Theory Parametric Changes, Non Zero Sum Games

Unit III: Metaheuristics: Tabu Search, Simulated Annealing, Genetic Algorithm

Unit IV: Transportation & Assignment: Hungarian Method, Degeneracy in Assignment, LCM, NWC VAM, MODI Method

Unit V: Non Linear Programming Algorithms Direct Search method, Gradient Method, Constrained Algorithms

Unit VI: Replacement Models: Detorative and Non Detorative Items, Discounting Technique, Net Present Worth, Individual Replacement, Group Replacement

Text Books

1. Applied Operations Research by S D Sharma – Kedarnath - Ramnath Publications
2. Operations Research – J. K. Sharma – McMillan

Reference Books

1. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
2. Operations Research – Hira and Gupta – S. Chand & Co.
3. Introduction to Operations Research, A Computer Oriented Algorithmic Approach – Gillet, Billy E., Tata McGraw Hills



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT605-1

Course : International Financial Markets

L: 3 Hrs., T: 1 Hrs., P: 0 Hrs., Per week

Total Credits : 7

Course Outcomes:

At the end of the course students will have:

1. Understanding of History of International Financial Management.
2. Understanding of European Monetary System.
3. Understanding of Foreign Exchange Management.
4. Understanding of Euro Currency & Euro Bond Markets.
5. Understanding of International Banking.
6. Understanding of Country Risk, Analysis.

Unit I: History of the International Financial Management -The rise and Fall of Bretton Woods. Globalisation and the Growth of Derivatives, The Crash of 1994-96 and Beyond, Developments , International Financial Markets & role of International Financial manager.

Unit II: The European Monetary System– Introduction, Organisation, history, and Bank lending & monetary policy.

Unit III: Foreign Exchange Markets-Introduction, markets & market participants, foreign exchange transactions, the forward contract, interest arbitrage, hedging a forward contract.

Unit IV: Euro Currency & Euro Bond Markets-Introduction & role of the Euro , status & euro as a reserve currency, Euro bond and new issue procedure in the Eurobond markets.

Unit V: International Banking-Introduction, organizational features, types, the payment mechanism, and International bank loan financing-procedure & documentation.

Unit VI: Country Risk, Analysis-Introduction, Classification , Evaluation, and use of country risk assessment.

Text Book:

1. International Financial Management: Bhalla, V K., 2nd ed., New Delhi, Anmol, 2001

Reference Books:

1. Managing International Investment and Finance: Bhalla, V K., New Delhi, Anmol, 1997
2. Multinational Finance: Buckley, Adrian.. 3rd ed., Englewood Cliffs, Prentice Hall Inc., 1996
3. Multinational Business Finance: Eiteman, David K and Stonehill, Arthur I.. California, Addison-Wesley
4. Multinational Financial Management: Shapiro, Alan C.. New Delhi, Prentice Hall of India, 1995.



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code :MBT605-2

Course : Foreign Exchange Management

L:3 Hrs., T:1 Hrs., P:0 Hrs.,Per week

Total Credits : 7

Outcomes :

The student will have:

1. Basic Understanding of Forex market
2. Basic Understanding of various types of contracts in forex market.
3. Ability to understand the derivatives in forex market
4. Knowledge of capital budgeting in international markets
5. Knowledge of capital structure decisions in international markets
6. Knowledge of working capital management and decisions in international markets

Unit I: Foreign Exchange Financial Management, Spot rate, Futures rate and other terminologies**Unit II:** Arbitrages & Hedging, Synthetic Currencies, Forward and Future Contracts**Unit III:** Futures, Options, Option Portfolio and Swaps, Managing Credit Risk**Unit IV:** Multinational Capital Budgeting (Project Evaluation), Portfolio Considerations of Multinational Financial Management,**Unit V:** Cost of Capital and Multinational Financial Environment, Capital Structure of Multinational Corporation.**Unit VI:** Working Capital Management, Short Term Financing Decisions**Text Book:**

1. International Financial Management – A. K. Seth, Galgotia Publishing Company

Reference Books:

1. Bhalla, V.K. International Financial Management, 2nd ed., New Delhi, Anmol, 2001
2. Luca Cornelius Trading the Global Currency Markets, NJ. Prentice Hall, 1995.
3. Shapiro, A.C. International Financial Management, Boston, Allyn and Bacon, 1979
4. Sutton, W.H. Trading in Currency Options, New York Institute of Finance, 1987

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code : MBT605-3

Course : International Marketing

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Outcomes :

At the end of the course students will have:

1. Understanding of GLOCAL marketing, emerging trends, of world trade and India's growth.
2. Understanding of functioning of WTO.
3. Understanding of factors that help in decision making and designing product strategy.
4. Understanding of Brands and the process of building brands, factors influencing pricing decisions.
5. Understanding of Value Chain, Distribution channels.
6. Understanding of communication strategies and emerging issues.

Unit I :

Concept of International Marketing: Introduction, GLOCAL Marketing, Theories of International Trade, Internationalization, process of IM, Emerging Opportunities, Trends, Composition, Direction and Outlook of World Trade, India's Foreign Trade, India's Growth of Exports in International Markets, Identifying Opportunities in IM.

Unit II:

World Trade Organization: Introduction, From GATT to WTO, Functions and structure of WTO, Multilateral Trading System, WTO Agreements, Standard and Safety Measures, Disputes Settlement, Effects of China's Entry, Implications of WTO, Scanning the International Economic Environment, International Economic Institutions, Conceptual Framework, Growth of RTAs, India's Participation in RTAs, RTAs under the WTO.

Unit III :

Decision Making Process and Product Strategy: Identification, Segmentation and Selection of International Markets, Tools for Analysis, Entering International Markets -Concept and Model of International Market Entry, Factor Affecting selection of Entry Mode, International Market Entry Mix, Standardization Vs Adaptation, Trade-off strategy, Product Quality Decisions, Packaging and labeling, Product Launch, PLC, Product-Promotion strategies.

Unit IV:

Building Brands and Pricing Decision: Types of Brands, Benefits of Branding, Selecting Brand Name, Brand Image, Brand Equity, Brand Identity, Brand Essence, Brand Positioning, Brand Revitalization, Strategies for Building Global Brands, Life Cycle Concepts, International Brand Strategy, Pricing Decision, Approaches, Factor Influencing Pricing Decisions, Transfer Pricing, Grey Marketing,

Unit V:

International Logistics and Distribution : Introduction, International Logistics, Value Chain Concept, Channels of International Distribution and selecting channels, Types of Channels, Market Intermediaries, Structure of Distribution Channels, International Retailing, Franchising, Private Labels, Managing Logistics, India's International Shipping Activities.

Unit VI:

Communication Decisions and Emerging Issues: Consumer Response Hierarchy Models, Process of IM Communication, Marketing Communication Strategies, Tools, Factor Influencing International Communication Decisions, Framework for Product Promotion Strategies, Emerging Issues in IM, CRM, ICT, Resurgent India, India's Competitiveness and ICT.

Text Book:

1. International Marketing: Rakesh Mohan Joshi, Oxford University Press.

Reference Books:

1. International Marketing: Francis Cherunilam, Himalaya Publishing House.
2. International Marketing: Rathor, Jani, Rathor, Himalaya Publishing House.
3. Export Marketing: Strategies for Success: Bhattacharya, B., Global Business Press.
4. Global Marketing Management: Warren J. Keegan, Prentice Hall Inc.

**Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)****Course Code: MBT605-4****Course : Export-Import Procedures, Documentation & Logistics****L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week****Total Credits : 7****Course Outcomes :**

1. Understanding of legal aspects involved in international trade.
2. Understanding of the procedures involved in the Export of Goods & Services
3. Ability to prepare documentation required for Export of Goods & Services
4. A deeper understanding of the Export promotion.
5. Understanding of the procedures involved in the Import of Goods & Services
6. Ability to prepare documentation required for Import of Goods & Services

Unit I : International Trade Regulations and Contracts: Laws governing India's Export Import Trade, International Commercial Practices, Uniform Customs and Practice (UCP), legal aspects of international trade contracts, Elements of contracts, Types of contracts, Export Agency, Liability, Letter of Credit – parties to, procedure, types, advantages, Litigation, Arbitration.

Unit II: Export Procedures: Registration, Pre-shipment, Quality Control and Pre-shipment Inspection procedure, Excise Clearance conditions and procedure, Shipping and Custom Formalities, Clearing and forwarding Agents, Export Incentives.

Unit III: Export Documentation - Aligned Documentation System (ADS), Proforma Invoice, Commercial Invoice, Packing List, Mate's Receipt, Bill of Lading, Certificate of Origin, Shipping Bill, Consular Invoice, Bill of Entry, Airway Bill, GR Form.

Unit IV : Export Promotion: Export promotion measures in India, Duty Drawback – classification, procedure, criteria, Export Promotion Capital Goods Scheme, Export promotion organizations, Export Credit and Guarantee Corporation of India (ECGC).

Unit V : Import Procedures: Liberalization of imports, Negative List for imports, Tariff Schedule, Categories of Importers, Special Schemes for Importers, Import Procedure – Pre-import Procedure, Legal Dimensions of Import Procedures, Custom Clearance procedure for Imported Goods, Types of Customs Duty, Mode of Levy of Customs Duty

Unit VI : Import Documentation: Retirement of Import Documents, Custom Clearance, Classification of Goods for Import Policy and Assessment of Duty, Bill of Entry – types, contents, Forward Contract.

Text Book :

1. Export Import Procedures and Documentation, Jain Khushpat S. & Dr. W.K.Acharya, Himalaya Publishing House

Reference Books :

1. International Business, Justin Paul, Prentice Hall of India
2. International Trade and Export Management, Francis Charunelium, Himalaya Publishing House
3. International Business, P. Subba Rao, Himalaya Publishing House



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT605-5

Course: International Economic Organizations

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

1. Basic understanding about the importance of International Economic organizations.
2. Detailed knowledge about certain important international Economic organizations.
3. Understanding about various international trade agreements.
4. Understanding of the role of international financial institutions in the world economy.
5. Knowledge about the various international bodies and their importance.
6. Basic understanding about world trade and world economic.

Unit I: Introduction, basic concepts, Regimes & Regimes Theory; International Organizations as international institutions; Barriers to International trade

Unit II : Asia-Pacific Trade Agreement, IFAD (International Fund for Agricultural Development), Asian Development Bank (ADB)

Unit III: International Monetary Fund (IMF), World Bank Group-International Bank For Reconstruction and Development (IBRD), World Economic Forum

Unit IV: International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA);

Unit V: General Agreement on Tariffs and Trade (GATT); World Trade Organization (WTO),

Unit VI: United Nations Conference on Trade and Development (UNCTAD); International Labour Organization (ILO).

Text Book:

1. International Business: Justin Paul, 4th edn. 2004, PHI Learning

Reference Books:

1. International Monetary Cooperation :Bhalla, V.K., Delhi, Anmol, 1992.
2. Diana Economic Theories of Development: Hunt, An Analysis of Competing Paradigms, Hemel Hempstead; Harvester Wheatsheaf, 1989.
3. International Institutions and State Power: Keohane, Essays in International Relations Theory Boulder: Robert O., Westview, 1989.
4. Structural Conflict: The Third World Against Global Liberalism, Krasner, Stephen D. ,Berkley, University of California Press, 1985.
5. The Future of Global Governance: Simai, Mihaly, Washington, D.C; United States Institute of Peace Process, 1994.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT605-6

Course: India's Foreign Trade Policy

L:3 Hrs., T:1 Hrs., P:0 Hrs., Per week

Total Credits : 7

Course Outcomes :

1. Understanding of the situation of India's Foreign Trade
2. Knowledge about the Foreign Trade Regulation in India.
3. Understanding about Licensing and foreign exchange control in India.
4. Understanding of India's International Business and payment systems involved.
5. Knowledge about various support systems available for encouragement of International trade in India.
6. Understanding of the structures being developed for export promotions in India.

Unit I: India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade. Directional Pattern; Major export commodities- Thrust area commodities- their trend, problems and prospects.

Unit II: Major competitors, Major Import Commodity Group, Trade Control in India; Foreign Trade (Development and Regulation) Act, Import and Export Control Orders.

Unit III: Import and Export Licensing System, Exchange Control in India, foreign trade policy of India. Import Substitution and Export Promotion Policies.

Unit IV: Export Incentives, Financial and Fiscal. Deferred Payment System and the Role of EXIM Bank of India. Multilateralism and Bilateralism in India's International Business.

Unit V: Export Credit Insurance; Infrastructure support for Export Promotion; Export Promotion Councils; Commodity Boards/Product Export Development Authorities; Specific Service Institutions.

Unit VI : Role of State Trading Organizations in Foreign Trade, Export Processing Zones; Export Oriented Unites and Export and Trading House Schemes.

Text Book:

1. Export Import Procedures and documentations: Jain Khushpat, Dr. W. K. Acharya, Himalaya Publication House

Reference Books:

1. International Business Environment and Management :Bhalla, V.K. 8th ed., Delhi, Anmol, 2001.
2. Export Promotion in India: Bhashyam, S. The Institutional Infrastructure, Commonwealth Pub., Delhi, 1988
3. Sri Ram Export Marketing in India's New Manufacturers: Khanna, University of Delhi, Delhi, 1986
4. Export Performance and Export Marketing Strategies: Jain, S.K., Common wealth Pub., Delhi, 1988.
5. Export and Export Policies in the 1960s. Cambridge University Press: Nayyar, Deepak India's, 1976.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT605-7

Course: Managing International Business Organizations

L: 3 Hrs., T: 1 Hr., Per Week

Total Credits: 7

Course Outcomes :

1. Understanding of the development of International Business in an economy.
2. Knowledge about various environments affecting international Business.
3. Understanding about various methods using which one can get started with international business.
4. Understanding of the Global Trade and trends involved.
5. Knowledge about various business strategies involved in international trade.
6. Understanding of future expected course and trend of International business and technologies needed to cope with future needs.

Unit I : International business: Introduction, Evolution, Nature of International Business, stages of Internationalization, , International Business Approaches

Unit II: International Business Environment: Introduction, Social and Cultural Environment, Technological Environment, economic environment, Political Environment

Unit III: Modes of Entering International Business International Business Analysis, Modes of Entry: Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, Mergers and Acquisitions, Joint Ventures.

Unit IV: International Business : Size and Growth: Introduction, Global Economy, Integration of Global Trade, Trends in Exports, World Import Trend, Global Balance of Trade

Unit V : Global Strategic Management and Business Ethics: Analysis of International Environment, International SWOT Analysis, alternative Corporate Level Strategies, Business Unit Level Strategies, Selection of Best Strategy , Ethics and Global Business, Location Decisions, International Logistics Management

Unit VI: Future of International Business : New Information Technologies, E-Business, Virtual International Business, Future of Global Business and current trends

Text Book:

1. International Business: P. Subba Rao, Himalaya Publishing House

References:

1. Business Policy and Strategic Management, William F. Glueck, McGraw-Hill.
2. International Business: John S. Hill ,Managing Globalization
3. International Business: Francis Cherunilam, Wheeler Publishing , New Delhi.
4. International Business: P. Subba Rao, Himalaya Publishing House



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT605-8

Course: International Logistics Management

L: 3 Hrs., T: 1 Hr., Per Week

Total Credits: 7

Course Outcomes :

At the end of the course students will have:

1. Understanding of meaning of international logistics and supply chain management and role of government in controlling international trade.
2. Knowledge of transportation modes and devising a strategy for transportation.
3. Knowledge of global trade environment and related documentation.
4. Knowledge of important functions such as inventory management and warehouse management.
5. Knowledge of network operations such as network planning, network design and how to handle uncertainties in a network.
6. Understanding of how to have supply chain integration and restructuring .

Unit I:

Introduction - International Logistics and Supply chain management: meaning and objectives, importance in global economy , Characteristics of global supply chains,: Supply chain relationship to business performance, - Key tasks of logistics and supply chain managers, Role of Government in controlling international trade and its impact on Logistics and supply chain.(Role of Government in controlling international trade and its impact on Logistics and supply chain— self study)

Unit II:

Transportation - Drivers of transportation decisions, Modes of transportation, Factors influencing mode and carrier selection decision, Devising a strategy for transportation, Strategic importance of transport in global logistics, Logistical objectives of transport, International Water, Air and Land Transportation: types, characteristics and salient features, Intermodal transportation in international operations.

Unit III:

Global trade environment - Various trade blocks/FTZ and their impact on supply chain management, Customs and Regulations, Trade Documentation, International Contracts, Terms of Trade, Term of Payment, International Currency, INCO terms, Logistical packaging ,containerization.

Unit IV:

Warehouse and Inventory Management - Warehouse functions, Warehousing planning, Warehousing options, Warehouse design principles, Introduction to inventory management, Types of inventory, Inventory related costs, Managing cycle stock, Managing safety stock, Managing seasonal stock, Analyzing impact of supply chain redesign on the inventory

Unit V:

Network Operations - Network planning, Network design problem, Network design and operations models, Location of service systems, Incorporating uncertainty in network design.

Unit VI:

Supply Chain Integration and Restructuring – Internal integration, External integration, Building partnership & trust in a supply chain, Vendor managed inventory, CPFR.

Text Book:

1. International Logistics: Global Supply Chain Management, Douglas Long, Springer - Verlag

Reference Books:

1. Global Operations and Logistics: Text and Cases, Philippe-Pierre Dornier, Panos Kouvelis, Michel Fender, Wiley, John & Sons
2. Global Supply Chain Management in International Logistics, Alan Branch, Routledge
3. Global Logistics Management: A Competitive Advantage for the New Millennium, Kent N. Gourdin Blackwell Publishing

**Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)****Course Code: MBT 606-1****Course: Dynamics of Family Business****L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week****Total Credits: 7****Course Outcomes:**

At the end of the course students will have:

1. Insights about family Business and its unique characteristics.
2. Knowledge about legal aspects of HUF.
3. Acquire management skills that can positively impact the success of Family Business.
4. Plan strategically for the success of Family Business.
5. Ability to understand importance of meeting and culture in family business.
6. Understanding of corporate governance.

Unit I: The Family Business: What Makes It Unique

The Nature, Importance, and Uniqueness of Family Business, Constituents of Family Business, Theories on Family Business: Systems Theory Model, Agency Theory, Stewardship Perspective, Joint Optimization, Competitive advantage and Resource based view, Ethics and Social Responsibility in Family Business, Importance of outside experience, Family Business Life Cycle

Unit II: Hindu Undivided Family: Distinctive features of HUF, Mode of Creation of HUF, and Amendments in Hindu Succession Act

Unit III: Managing Coordination within Family: To join or not to join, Coordination within family members, Synergizing Interpersonal Relationships, Theory of Jealous Spouse, Role of Non Family Employees, Leaders Role in Managing Disputes

Unit IV: Strategic Planning and Family Business: Creating Value with unique business models, Strategic Planning and its disciplined execution, Strategies parallel to stages of Family Business Life Cycle, Cases

Unit V: Successful Family Businesses: Great Families in Business: building Trust and Commitment, Zero Sum Dynamics and Family Culture, Family Emotional Intelligence, Family Meetings and retreats. (Family Meetings and retreats for Self Study)

Unit VI : Designing family Governance, Boards, Stewardships: Policy Making, Effective governance of the shareholder–firm relationship, the role of the board, ownership structure, boards versus independent advisors/consultants, Family Communication: family meetings, family councils, and family offices, Cases

Text Book:

1. Family Business 3rd Edition, by Ernesto J. Poza, Publisher- Cengage Learning

References Books:

1. Family business in India- Sudipt Dutta, Sage (1997)
2. The Keys to Family Business Success- Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
3. Who moved my cheese? , Dr. Spencer Johnson, Random House I M OK YOU'RE OK, Thomas A. Harris



Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 606-2

Course: Legal & Tax Environment

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Course Outcome:

At the end of the course students will have:

1. Understanding of benefits and regulations related to different forms of organisations.
2. Awareness about licensing and approval requirements for starting a business, specifically as under Bombay Shop Establishment Act 1948 and from Electricity Board and Pollution Control Boards.
3. Awareness about government incentives available for startups.
4. Basic understanding of Indirect Taxation - Service Tax
5. Basic understanding of Indirect Taxation - Sales Tax (VAT) and Central Sales Tax (CST).
6. Basic understanding of other Taxes – Local Body Tax and Profession Tax

Unit I: Forms of Organisation: Sole proprietorship, Partnership, Limited liability partnership, Joint stock company; Rules, regulations and benefits related to different forms of organisations.

Unit II: Licensing Requirements: Bombay Shop Establishment Act 1948, SSI (SME) Registration, Approvals and Clearances – Electricity Board, Pollution Control Department etc.

Unit III: Government Incentives: Package Scheme of Incentives – 2013, Financial incentives for MSMEs, Various subsidies, SEZ incentives.

Unit IV: Service Tax: Provisions of law and procedures; Various Services covered under Service Tax.

Unit V: VAT and CST: Concept, Applicability, Procedures involved and implications of the VAT, Introduction to CST.

Unit VI: Other Taxes: Local body tax (LBT) – Provisions and Procedures, Profession Tax - Provisions and Procedures

Reference Books:

1. Corporate Tax Planning & Business procedures : Singhania V. K., Taxmann Publications, New Delhi
2. Indirect Taxes : Datey V. S., Taxmann Publications, New Delhi

Reference Websites:

1. http://103.247.98.218/~mofpi/state_pdf/Maharashtra/PackageSchemeofIncentives2013.pdf
2. <http://www.sharpfacility.com/Labour%20Laws/General/BARE%20ACT/Shop%20and%20Establishment.pdf>
3. <http://www.ipindia.nic.in/>

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 606-3

Course : Financing of an Emerging Enterprise

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits : 7

Course Outcome:

At the end of the course students will have:

1. Awareness about various sources of finance available and the process of financing a new enterprise.
2. Understanding regulatory requirements of SSIs, special needs and issues.
3. Understanding of loan documentation process – various documents required for securing loan and other types of finances.
4. Ability to prepare Project Report and understanding the process of Appraisal of Loan Proposals by the Financial Institutions.
5. Ability to prepare Business Plan and understanding the process of Appraisal of Business Plan by Venture capital and PE Funds.
6. Awareness about credit rating of SMEs as well as IPO platform for SMEs.

Unit I: Sources of Finance: Bank Finance – Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.

Unit II: Small Scale Industries: Meaning, importance, growth of SSIs, Regulatory requirements, Special financing needs, issues & implications. IPO platform for SMEs.

Unit III: Loan Documentation: Documents for processing of loan – project report, constitution details, promoters, fixed assets, material and various sanctions, approvals and clearances.

Unit IV: Project Financing: Preparation of Project Financing Report – Components of Report, Market, Technical and Financial Feasibility, Appraisal of term loans by Financial Institutions.

Unit V: Business Plan: Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

Unit VI: Credit Rating and Insurance: Credit rating by rating agencies like CRISIL, CARE, ICRA to assess the credit worthiness of small enterprise, Benefits of credit rating; Different insurances for business.

Reference Books:

1. Project Management: Shilpi Jauhari & S. K. Chaturvedi, Himalaya Publishing House
2. Introduction to Project Finance: H R Machiraju, Vikas Publications
3. The Perfect Business Plan made Simple: William Lasher, Random House
4. The Business Plan Workbook: Collin Barrow, KPI
5. Small-Scale Industries In India: Problems And Policy Initiatives: K. Vijayarani, K. R. Vijayarani, Susan F. Hensonow, Intl Specialized Book Service Inc.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 606-4

Course: Managing Human Capital

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Course Outcomes:

1. Understand various aspects leadership & delegation
2. Understand HR issues faced in family business
3. Understand the core concepts of succession Management
4. Understanding prevailing legislations related to labour
5. Understanding different role to be played by HR in family business
6. Understanding initial challenges faced by an entrepreneur

Unit I: Leadership & Delegation Management: Types of Leadership, Values practiced by the great leaders, Delegation of Powers & Responsibilities, Dealing with Negative People and Use of Whip

Unit II: Human Resource Practices: Selection, Compensation & Equity, Training & Development, Appraisal, and Problems associated in maintaining equity

Unit III: Succession and transfer of Powers: Concept of Succession Management, Issues in Selecting a Competitive Successor, And Difficulties in transition from Founder to Successor, Role of HR in Leadership Transition

Unit IV: Labour and Industrial Jurisprudence: The Laws of Wages: Payment of Wages Act, Payment of Bonus Act, The Laws of Workers Social Security: Workmen Compensation Act, Employee PF and Misc Provisions Act, Employee State Insurance Act, The Laws of Industrial Relations: Factories Act, Industrial Disputes Act, 1947

Unit V: Role of HR in Family Business: Control & Collaborate; Role Confusion, Role Conflict, Role Clarity, Handling Leadership Pipelines, Bringing Family Members on Board; Addressing Problems

Unit VI : Institutional Overlap: Founders Dilemma Family or Business and Coping Mechanisms, Professionalization of HR Practices in Family Business

Mini Project on any Family Managed Business to be given by students.

Text Book:

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group

References Books:

Legal Aspects of Business, Daniel Albuquerque

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 606-5

Course: Industrial Marketing

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Outcomes:

At the end of the course students will have:

1. Knowledge of Industrial buying & buyer behavior.
2. Understanding of STP of industrial products.
3. Understanding of Industrial communication and direct marketing.
4. Knowledge of various pricing policies, role of leasing, competitive bidding.
5. Basic understanding of various channels and E-commerce.
6. Introduction & importance of Negotiation, concepts of BATNA & ZOPA.

Unit I: Industrial Markets: Introduction to industrial markets, understanding industrial buying & buyer behaviour, difference between consumer and industrial sales, buyer seller relationship

Unit II: Segmentation, Target and Positioning: Industrial Marketing intelligence and marketing research, industrial Market segmentation, target marketing and positioning, product strategy and new product development, Building brands in business market industrial marketing through ecommerce

Unit III: Industrial Communication: Industrial communication and direct marketing, managing personal selling, ABC analysis of industrial customers, deployment of sales force (allocating sales force to territories and customers), management of major and national accounts

Unit IV: Cost – benefit Analysis: Cost benefit analysis, competitive bidding pricing policies, role of leasing, leasing Vs purchase, commercial terms and conditions in industrial marketing, terms of payments (TOP), government regulations

Unit V: Industrial Business – Various Channels: Industrial business through ecommerce, doing industrial business by exploiting various channels like trade exhibitions, associations, referrals, selecting and managing intermediaries & middleman. International industrial marketing – legal aspects, risks involved, pricing and payment terms.

Unit VI: BATNA, ZOPA: Introduction and importance of negotiation, fixed pie and value addition models, introduction and explanations of BATNA (Best alternative to a negotiated agreement) & ZOPA – (Zone of possible agreement)

Text Book:

1. Industrial Marketing: by Krishna K Havaladar –publisher, McGraw Hill Publication.

Reference Books:

1. Industrial Marketing: Robert R Reeder, Second edition, PHI publications
2. Negotiation Genius: by Deepak Malhotra, Harvard business School publications

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 606-6

Course: Business Operations

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Outcomes:

At the end of the course students will have:

1. Basic knowledge of production procedures & Manufacturing systems.
2. Understanding of service development and capacity planning.
3. Understanding of Supply Chain Management, Transportation, Warehousing & Storage, and Network Design & Facility Location
4. Knowledge of service operations, Quality Management & Project management.
5. Understanding of scaling up of business.
6. Ability to appreciate the various options for entering into foreign markets.

Unit I: Introduction to Manufacturing systems, Production procedures, Service Operations, Product development and design, Demand, Production etc. forecasting.

Unit II: New Service Development: Managing Service Projects, Forecasting Demand for services, managing capacity and demand, Managing Waiting Lines, Capacity Planning

Unit III: Supply Chain Management: Introduction to Supply Chain Management, Cost – Service Trade Off, Supply Chain Integration, Supply Chain re-design.

Unit IV: Project management: Characteristics of a project, Project activity identification : Cost/Time estimation Preparing cost estimates, budgets and expenditures, Effort and Time estimation, Developing cost summaries for tracking project expenditures, Developing cost forecasts to proactively control future planned expenditures. Identifying resource requirement, Scheduling resources, Analyze optimal labour utilization for cost effectiveness and schedule efficiency.

Unit V: Scaling Up – Vision, Strategic Planning, Related – Unrelated Expansion, Modes of scaling up – Acquisition, Franchise, Own Stores etc., Financing scaling up.

Unit VI: Entering Foreign Markets: Entering International Markets –Concept, Selection of International Markets, Factors Affecting selection of Entry Mode, Product Quality Decisions, Packaging and labeling, Product Launch, Product-Promotion strategies, Pricing Decision.

Reference Books:

1. Supply Chain Management: Janat Shah, Pearson Education.
2. Service Management: James Fitzsimmons, Mona Fitzsimmons, Tata McGraw Hills Publications
3. Effective Project Management: Robert K. Wysocki, Rudd McGary, Wiley Publications
4. Total Quality Management: Dale H. Besterfield, Carol Besterfield-Michna et al, Pearson.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code:MBT 606-7

Course: Cost Management & Control Systems

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Course Outcome:

At the end of the course students will have:

1. Understanding of traditional vs ABC ways.
2. Understanding of decision making through limiting factor, Incremental costing and Activity based costing.
3. Ability to make various decisions related to differential costing.
4. Understanding of various methods of inter-departmental / intra-group transfer pricing for maximization of profits at organization level.
5. Understanding the mechanism of Enterprise resource planning and audit of management functions.
6. Ability to understand various management functions.

Unit I: Traditional vs ABC: Traditional absorption costing, Activity based costing, difference between the traditional and ABC ways, relevance of ABC.

Unit II: Key – Factor (Limiting) Decision Making: Decisionmakingbased on key (limiting) factor of cost – material, labour etc.

Unit III: Incremental / Differential Costing: Decision Making – Make or Buy, New vs Old Machinery / Equipment, Accept or Reject.

Unit IV: Transfer Pricing: Concept, Variable Cost Method, Total Cost Method, Market Price Method, Negotiated Price Method.

Unit V: Enterprise Resource Planning: An Overview, Benefits of ERP, ERP Life Cycle: Implementation, Operation and Maintenance, Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Sales and Distribution; ERP Market Place, SAP AG, Oracle etc.

Unit VI: Audit of Management Functions: Audit of Production, Finance, Materials Management, Sales & Distribution, HR Functions.

Reference Books:

1. Management Control System: Sekhar, TMH, New Delhi
2. Enterprise Resource Planning: Alexis Leon, Tata-McGraw-Hill Publications
3. Cost and Management Accounting: M. N. Arora, Vikas Publications
4. Management Accounting 1st Edition: Sudhindra Bhatt, Excel Books.

Syllabus of Second Year (Semester III/IV), MBA (Master of Business Administration)

Course Code: MBT 606-8

Course: Business Communication

L: 3 Hr., T: 1 Hrs. P: 0 Hrs. Per week

Total Credits: 7

Course Outcomes:

At the end of the course students will have:

1. Understand how information flows in an organization.
2. Basic understanding of how to plan written and spoken communication.
3. Ability to draft various business correspondences.
4. Ability to select and design appropriate and meaningful graphics.
5. Understanding of various negotiation skills.
6. Ability to communicate using electronic mode.

Unit I: Communication foundations and Analysis: Establishing a Framework for Business Communication, Focusing on Interpersonal & Group Communication, Communicating within the organizations, External Influences in Communication

Unit II: Planning Written and Spoken Communication: Determining Purpose of Communication and Type of Message, Envision the Audience, Consider Context, Choose the Medium, Adapt and organizing Message, Prepare the first Draft

Unit III: Business Correspondence: Etiquettes of Business writing, Business letters: Memos, minutes, agendas, enquiries, orders, sales letters, notice, tenders, letters of Application, letter of complaints, Job applications/ Covering letters.

Unit IV: Managing Data and using graphics: Communicating Quantitative Information using graphics, Including Graphics in Texts, Designing and delivering Business: Planning an Effective Business Presentation, Organizing the content, designing Compelling Presentation Visuals, Special Presentation Situations

Unit V: Art of Negotiation: Concept, Basic Skills, Negotiation Process, Mistakes to Avoid, Influencing, Role of Motives in Negotiations, Scope of Body Language in Negotiation, Negotiation- Arrive at Win-Win situation, Techniques of Negotiation

Unit VI: Communicating through Electronic, Voice, and written Messages: Communicating Electronically, Preparing Good and Neutral News Messages, Preparing Unpleasant news Messages, Preparing Persuasive Messages, Revising Written Messages

Text Book:

1. Business Communication: by Lehman, Dufrene, Sinha-Publisher, Cengage Learning.

References Books:

1. Business Communication, by Sona Prasad, - Publisher, Saijyoti Publication Technical Communication: Principles and Practice, Meenakshi Raman and Sangeeta Sharma, Oxford Higher Education.