

Scheme of Instructions - MBA15 Regulation

First Year - SEMESTER-I

S.No.	Course Code	Course Title	L	T	P	C	I	E	T
1	15MBA1101	Management Theory and Practice	4	-	-	3	40	60	100
2	15MBA1102	Managerial Economics	4	-	-	3	40	60	100
3	15MBA1103	Accounting For Managers	4	-	-	3	40	60	100
4	15MBA1104	Organization Communication	4	-	-	3	40	60	100
5	15MBA1105	Business Environment	4	-	-	3	40	60	100
6	15MBA1106	Quantitative Analysis for Business Decisions	4	-	-	3	40	60	100
7	15MBA1107	Business Ethics And Corporate Governance	4	-	-	3	40	60	100
8	15MBA1151	Information Technology Lab- I	-	-	6	3	40	60	100
9	15MBA1152	Personality Development	-	2	-	1	50	-	50
			28	2	6	25	370	480	850

L: Lecture**T:** Tutorial**P:** Practicals**C:** Credits**I:** Internal Assessment**E:** End Examination**T:** Total Marks

First Year - SEMESTER-II

S.No.	Course Code	Course Title	L	T	P	C	I	E	T
1	15MBA2101	Financial Management	4	-	-	3	40	60	100
2	15MBA2102	Marketing Management	4	-	-	3	40	60	100
3	15MBA2103	Human Resource Management	4	-	-	3	40	60	100
4	15MBA2104	Production And Operations Management	4	-	-	3	40	60	100
5	15MBA2105	Operations Research	4	-	-	3	40	60	100
6	15MBA2106	Organizational Behaviour	4	-	-	3	40	60	100
7	15MBA2107	Research Methodology	4	-	-	3	40	60	100
8	15MBA2151	Information Technology Lab - II	-	-	6	3	40	60	100
9	15MBA2152	Industry Analysis	-	2	-	1	50	-	50
			28	2	6	25	370	480	850

L: Lecture**T:** Tutorial**P:** Practicals**C:** Credits**I:** Internal Assessment**E:** End Examination**T:** Total Marks

Second Year - SEMESTER-III

S.No.	Course Code	Course Title	L	T	P	C	I	E	T
1	15MBA3101	Retail Management	4	-	-	3	40	60	100
2	15MBA3102	Legal Aspects of Business	4	-	-	3	40	60	100
3	15MBA3103	Strategic Management	4	-	-	3	40	60	100
4	15MBA3104(M)	Elective-I	4	-	-	3	40	60	100
5	15MBA3105(M)	Elective-II	4	-	-	3	40	60	100
6	15MBA3106(F/H/R)	Elective-I	4	-	-	3	40	60	100
7	15MBA3107(F/H/R)	Elective-II	4	-	-	3	40	60	100
8	15MBA3151	Major Project	-	6	-	3	40	60	100
9	15MBA3152	Soft Skills	-	2	-	1	50	-	50
			28	8	-	25	370	480	850

L: Lecture**T:** Tutorial**P:** Practicals**C:** Credits**I:** Internal Assessment**E:** End Examination**T:** Total Marks**Second Year - SEMESTER-IV**

S.No.	Course Code	Course Title	L	T	P	C	I	E	T
1	15MBA4101	Logistics and Supply Chain Management	4	-	-	3	40	60	100
2	15MBA4102	Entrepreneurship Development	4	-	-	3	40	60	100
3	15MBA4103	International Business Management	4	-	-	3	40	60	100
4	15MBA4104(M)	Elective-I	4	-	-	3	40	60	100
5	15MBA4105(M)	Elective-II	4	-	-	3	40	60	100
6	15MBA4106(F/H/R)	Elective-I	4	-	-	3	40	60	100
7	15MBA4107(F/H/R)	Elective-II	4	-	-	3	40	60	100
8	15MBA4151	Comprehensive Viva	-	6	-	3	-	100	100
9	15MBA4152	Startup Business plan	-	2	-	1	50	-	50
			28	8	-	25	330	520	850

L: Lecture**T:** Tutorial**P:** Practicals**C:** Credits**I:** Internal Assessment**E:** End Examination**T:** Total Marks

Dual Electives

The elective papers will be offered in the areas of Marketing, Finance, Human Resources and Rural Enterprise Management. The students should choose any two of the following elective areas in the beginning of the third and fourth semester of MBA. The students cannot change elective areas which are selected in the third semester and the same should choose in the fourth semester.

ELECTIVES FOR III&IV SEMESTERS**Marketing (Electives): III SEMESTER**

15MBA3104(M1): Services Marketing

15MBA3104(M2): Consumer Behavior

15MBA3105(M1): Advertising and Brand Management

15MBA3105(M2): Marketing Research

Marketing (Electives): IV SEMESTER

15MBA4104(M1): International Marketing

15MBA4104(M2): Product Management

15MBA4105(M1): Sales and Distribution Management

15MBA4105(M2): E- Marketing

Finance (Electives): III SEMESTER

15MBA3106(F1): Security Analysis and Investment Management

15MBA3106(F2): Financial Engineering and Modeling

15MBA3107(F1): International Financial Management

15MBA3107(F2): Project management

Finance (Electives): IV SEMESTER

15MBA4106(F1): Financial Derivatives

15MBA4106(F2): Financial Institutions and Services

15MBA4107(F1): Portfolio Management

15MBA4107(F2): Banking and Insurance

Human Resource Management (Electives): III SEMESTER

15MBA3106(H1): Human Resource Development: Strategies and Systems

15MBA3106(H2): Global HRM

15MBA3107(H1): Management of Industrial Relations

15MBA3107(H2): Performance Management

Human Resource Management (Electives): IV SEMESTER

15MBA4106(H1): Organizational Leadership

15MBA4106(H2): Training and Development

15MBA4107(H1): Management of Change and Development

15MBA4107(H2): Talent Management

Rural Enterprise Management (Electives): III SEMESTER

15MBA3106(R1): Rural Development and Intervention

15MBA3106(R2): Rural Marketing

15MBA3107(R1): Rural Finance

15MBA3107(R2): Rural Supply Chain Management

Rural Enterprise Management (Electives): IV SEMESTER

15MBA4106(R1): Agri-Business

15MBA4106(R2): E-Business for Rural Enterprises

15MBA4107(R1): Rural Innovation

15MBA4107(R2): Social Entrepreneurship

15MBA1101**Management Theory and Practice**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of this course is to provide a comprehensive introduction to the study of management. It provides an insight into contemporary knowledge, time tested principles, basic concepts, evolving theories and practices in the field of management.		
Learning Outcomes:	The student will understand the meaning of management and business in the present environment. He will gain the necessary insights into the planning activity and the dynamics of decision making. He can analyse the structure of a business organization and understand the principal elements of the organisation in executing business plans especially the staffing aspects. He gains good amount of knowledge on how to direct work groups through effective communication motivation and leadership. He will grasp the concept of control and the basic techniques of control in achieving efficiency and effectiveness.		
UNIT – I			
Management: Definitions, scope and importance; managerial roles, skills, qualities and functions – Levels of Management; - Science or Art? - Administration vs. Management – Evolution of Management – Managing people and organizations in the context of New Era - The styles of management –Japanese, American, European and Asian - The Challenges of Management - Corporate Social responsibility.			
UNIT – II			
Planning: Nature and principles of planning - Process of planning - types of plans - Levels of planning – Planning Premises- MBO. Decision making-role-significance –decision making process - Decision tree analysis.			
UNIT – III			
Organizing: Nature of organizing-principles – organization levels and span of management – VA Graicuna’s Theory - Organizational design and structure – Departmentation – Delegation			

and Decentralization of Authority - Line and staff – Committees.

Staffing – Nature – staffing process – skills and personal characteristics by managers – factors influencing the selection of upper, middle, lower level managers – PETER's Principle.

UNIT – IV

Directing: Nature – Assumptions of Human Behaviour – Theory X and Theory Y - Dimensions of Leadership – Leading Vs Managing – approaches to Leadership – Leadership behavior and styles – Likert's four systems of management, Managerial Grid - Transactional Vs Transformational Leader - Leadership skills – Leadership in cross-cultural environment – Motivation theories – Maslow, Herzberg, Alderfar, Vroom, Porter and Lawler, Mc Clelland..

UNIT – V

Communication and Controlling: – Communication – Nature - Process – Barriers - Feedback – Feed forward.

Controlling - Nature and importance – process –Requirement for effective control – Features of good control system - control techniques - Modern techniques of control.

UNIT – VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Koonz, Weihrich and Aryasri: "**Principles of Management**", Tata McGraw Hill, 2004.
2. Daft: "**The New Era of Management**", Cengage Learning , New Delhi, 2009.
3. Rao, VSP: "**Management Text and cases**", Excel books, New Delhi
4. Stoner, Free man and Gilbert: "**Management**", Pearson Education, New Delhi, 2002
5. Ramaswamy,T: "**Principles of Management**", Himalaya Publishing House, Mumbai, 2008.
6. Meeenakshi Gupta: "**Principles of Management**", PHI Private Limited, New Delhi, 2009.
7. J S Chandan: "**Management Theory and Practice**", Vikas Publishing House Limited, 2009
8. Anil Bhat, Arya Kumar: "**Management**", Oxford University, New Delhi, 2008.
9. Schermerhorn Jr.: "**Management** ", Wiley-India, New Delhi, 2008.
10. Gupta R S, Sharma B D Bhalla N S: "Principles and Practice of Management", Kalyani Publications, Hyderabad, 2008.
11. P. Subba Rao: "Management", Himalaya Publishing House, Mumbai, 2010.

15MBA1102
Managerial Economics

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	Managerial Economics will the lead the students to understand the relevance of economics in business decision processes. At the same the course will enable the students to study other functional areas of management such as Marketing, Production and Costing from a broader perspective in making out an effective business decisions. The overall objective of this course is to familiarize the students with management concepts and behavioral processes in the organization.		
Learning Outcomes:	1. The outcome of the managerial Economics course will help the students to understand and develop greater knowledge of the types of problems faced by firm managers. 2. In short it will help to improve the students economic intuition concerning the organizational problems and their solutions at same time will help to improve the presentation skills, including developing an ability to convey information in business parlance and to clearly explain and defend your decisions and results.		
UNIT – I			
Introduction to Managerial Economics Definition, Nature and Scope, Relationship with other areas in Economics, - The role of managerial economist. Basic economic principles The concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.			

UNIT – II**Theory of Demand**

Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand - Demand determinants – Need for Demand forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

UNIT – III**Production Analysis**

Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale, Economies of scale.

UNIT – IV**Cost theory and estimation**

Cost concepts, determinants of cost, cost-output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short-run Average cost curves – Average total cost curve.

UNIT – V**Market Structure and Pricing practices**

Features and Types of different Markets - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run; Pricing methods in practice; Managerial Theories of a firm.

Profit Management

Nature, scope, Theories of profit, Measurement policies, Cost – Volume- Profit Analysis (*Calculations and Case Study*);

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Hirschey: “*Economics for Managers*”, Cengage Learning, New Delhi, 2009
2. M.L Trivedi: “*Managerial Economics*”, Tata Mc-Graw Hill, New Delhi, 2004
3. Siddiqui S A, Siddiqui A S: “*Managerial Economics and Financial Analysis*”, New Age International Publishers, New Delhi, 2008.
4. Craig H. Petersen, Cris Lewis, Sudhir k Jain: “*Managerial Economics*”, Pearson Education, New Delhi, 2009
5. Dominick Salvatore: “*Managerial Economics*”, Oxford University Press, New Delhi, 2009.
6. Mithani D M: “*Managerial Economics*”, Himalaya Publishing House, Mumbai, 2008.
7. Dwivedi D N: “*Managerial Economics*”, Vikas Publishing House Private Limited, New Delhi, 2009.
8. William f, Samuelson, Stephen G, Marks: “*Managerial Economics*”, Wiley India Publishers, New Delhi, 2008.
9. Varshney, R.L and Maheswari, K L: “*Managerial Economics*”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: “*Managerial Economics*”, PHI Private Limited, New Delhi, 2009.

15MBA1103
Accounting for Managers

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	Objective of the course is to equip the students with different accounting concepts and methods with managerial perspective.		
Learning Outcomes:	<ol style="list-style-type: none">1. Communicate effectively about accounting and managerial practices, demonstrating knowledge to students.2. Assess the impact of managerial decisions on the organization using various accounting concepts.3. Propose systematic, sustainable solutions to complex business problems by applying critical-thinking and analytical skills.		
UNIT - I			
Introduction to Accounting			
Definition of Accounting-Objectives of Accounting-Branches of Accounting-Users of Accounting information-Accounting Concepts and conventions: The Generally Accepted Accounting Principles (GAAP) and their implications on data generation-Accounting Standards -Single Entry and Double Entry system-Classification of Accounts- Accounting Cycle -Books of Original entry.			
UNIT – II			
Accounting Process			
Journal– ledger- Trial Balance –Classification of capital and revenue expenses- Preparation and presentation of Income statement and Balance Sheet with adjustments. *Guidelines for disclosure: Structure for Preparation and presentation of companies final accounts, Corporate tax Structure(*No Problems)			
UNIT – III			
Financial Analysis			
Introduction –Scope and purpose of financial analysis- Financial statement Analysis: (a)			

Ratio Analysis: liquidity, Activity, Leverage, Profitability ratios (b) Funds Flow Analysis: Concepts of funds, Ascertaining funds from operations, Sources and Uses of funds, Preparation and analysis of funds flow statement.
UNIT - IV
<p style="text-align: center;">Cost Accounting</p> <p>Cost Accounting concepts-Interfaces of cost Accounting, Financial Accounting and Managerial Accounting-Classification of Costs- Methods of Costing -Elements of Costs-Determination of Product cost- Preparation of Cost sheet under different cost heads.(unit or output product Costing)</p>
UNIT - V
<p style="text-align: center;">Cost Behaviour and Decision Making</p> <p>Cost Behaviour and Decision Making: CVP analysis and decision making Break even analysis-Key factor distribution and analysis-Optimization of product mix-Make or Buy Decisions-Capacity utilization-Plant Shutdown.</p> <p>*Budget, Budgeting & Budgetary Control Meaning–Essentials of good Budgetary control system-Zero Base Budgeting (ZBB) concept, significance and relevance (*No Problems).</p>
UNIT - VI
<i>Case Study:</i> Compulsory. Relevant cases have to be discussed in each unit.
<u>Learning Resources:</u>
<ol style="list-style-type: none"> 1. G. Prasad, “<i>Accounting for Managers</i>”, Jai Bharat Publications, 2013. 2. Vijaya Kumar, P.Ravindra, P.S.Kiran Kumar V, “<i>Accounting for Managers</i>”, Himalaya Publishing House, New Delhi, 2013. 3. Ramchandran N,Ramkumar Kakani:“<i>Financial Accounting for Management</i>”, Tata McGraw Hill,2013. 4. Maheswari and Maheshwari., “<i>Financial Accounting</i>”, Vikas publishing House, New Delhi, 2013. 5. Amberish Gupta, “<i>Financial Accounting for Management</i>”, Pearson Education,2012. 6. Paresh Shah “<i>Financial Accounting for Management</i>”, Oxford University Press, New Delhi,2013. 7. R. Narayanaswamy, “<i>Financial Accounting</i>”, – <i>A Management Perspective</i>. Third Edition, PHI, New Delhi: 2012. 8. Stice & Stice: “<i>Financial Accounting Reporting and Analysis</i>”, Cengage Learning, New Delhi, 2012. 9. S.K. Chakravarthy., “<i>Cost and Management Accounting</i>”, New Central Book Agency Ltd. Calcutta: 2012. 10. Khan& Jain., “<i>Cost Accounting</i>”, Tata Mc-Graw Hill Publishing House, New Delhi: 2012.

15MBA1104

Organization Communication

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	To make the learners aware of the elements of governing features of English in order to make them authentic users of language in any given academic and/or professional environment To make the learners proficient in making academic/ business oriented presentations To expose the learners to the real-time career oriented environment through Communicative simulations To make the learners develop felicity of expression and familiarity with technology enabled communication To expose the learners to the corporate etiquette and rhetoric		
Learning Outcomes:	Be aware of the salient features of English language for authentic communication Attain proficiency in making academic and business presentations Develop linguistic and conceptual resourcefulness in the process of communication Enhance competence in technology enabled communication Acquire considerable insights into corporate etiquette and rhetoric		
UNIT - I			
Basic features of English Language Role of organizational Communication– Processes and Channels of organizational communication – Aspects of Communication in the Managerial Roles- Informational Role- Interpersonal Role- Decisional Role- Causes for poor organizational communication Principles of effective organizational communication			
UNIT - II			
Types of listening and the processes involved Speech acts- Extending Invitation, Reciprocation, Acceptance, Concurrence, Disagreeing without being disagreeable Presentation skills –Seminar Talk, Power point Presentation & Video conferencing Elements of Non-verbal communication Cross cultural communication Phrasal Collocations			
UNIT – III			
Goal setting Self Affirmation & Personal Mission statement Select Life Skills (50) Fundamentals of Syllogisms Résumé Preparation Types and processes of Interviews			

UNIT - IV

Professional Letter- Business, Complaint, Explanation and Transmittal
 Administrative Drafting –Memos & Minutes
 E-mail Etiquette and Web notes
 Executive summary- written and spoken
 Fundamentals of Thesis writing

UNIT - V

Business Proposal writing
 Abstract
 Report writing – Types and the processes
 Elements of Case study

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:**Text Books:**

- 1 Deborah. J. Bennett, Logic made easy: How to know when Language Deceives you WW Norton & company , I edition(Reprint), 2005
- 2 Dalmar Fisher: “*Communication in Organizations*”, JAICO Publishing House, New Delhi, 2007.
- 3 Ashraf Rizvi, Effective Technical Communication, TMI, I edition 2005
- 4 ‘Krishna’, English Language Communication Skills, I Edition, Duvvuri Publications, 2008
- 5 Martin Cutts, Oxford Guide to Plain English, 7th Impression, OUP, 2011
- 6 TM Farhathullah, Communication skills for Technical Students, I Edition, Orient B.S .Sarma, Structural Patterns & Usage in English, IV Edition, Poosha Series, , 2008
- 7 Longman, 2002
- 8 Stephen R Covey, The 7 Habits of Highly Effective people, II edition, (Pocket Books) Simon & Schuster UK Ltd, 2004
- 9 Eclectic Learning materials offered by the Department

Reference Books:

- 1 Randolph Quirk, Use of English, Longman, I Edition (1968) Reprinted 2004.
- 2 John Langan, College Writing Skills, McGraw Hill, IX Edition, 2014.
- 3 Selinkar, Larry et al, English for Academic and Technical Purposes, I edition, Newbury House Publishers, 1981
- 4 Khera Shiv, Living with Honour, Macmillan, I edition (Reprinted) 2003
- 5 Daniel Goleman, Working with Emotional Intelligence, Bantam Books, I edition (Export Edition) 1999.
- 6 Christopher. M.Avary et al, Teamwork is an individual Skill, Magna, I edition 2003
- 7 William W Hewitt, Art of Developing Personal Power, Jaico, Third Impression, 2003

Web resources:

1. www.britishcouncil.org/learning-english-gateway.htm up dated 2014
2. pdfstuff.blogspot.com/2013/.../the-oxford-guide-to-english-usage-pdf.ht
3. www.cambridgeapps.org/ up dated 2014

15MBA1105
BUSINESS ENVIRONMENT

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of the course is to explain the impact of different facets of business environment on business decisions. It helps the student to analyse the policy framework of the Economic environment and help corporate decision making. Student can follow the changes in business environment and find out opportunities from environment.		
Learning Outcomes:	The student will gain lot of knowledge of the environment around Indian business. He will understand the emergence of the present day economic, legal, environmental developments in different sectors of our economy and be able to provide inputs to corporate decisions.		
UNIT – I			
Business Environment: Definition, Importance, Objectives of studying the Business Environment. Factors influencing BE. Industrial Policies since independence and their significance. Five Year Plans and their importance			
UNIT – II			
Structure of the Indian Economy- Important Macro factors. Economic Systems, Economic Reforms in various sectors, Social Justice. Fiscal policy, objectives, Analysis of recent fiscal policy of Government of India			
UNIT – III			
India’s trade Policy- magnitude and direction of International Trade,problemsBalance of Payments, Causes of disequilibrium in Balance of Payments- correction measures, EXIM Policy			
UNIT – IV			
Legal frame- Special features of the SICA(special Provisions) 1985, BIFR, Consumer Protection Act 1986, Environmental Laws (Pertaining to control and prevention of Air and Water Pollution), Essential Commodities Act 1955.			

UNIT – V

International Business Environment: Nature, Significance, Trends in International Business, Challenges and mechanisms, WTO Agreements in Uruguay round including TRIPS, TRIMS and GATS- Dispute settlement mechanism- anti dumping measures.

UNIT – VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Francis Cherunilam: “Business Environment- Text and Cases”, 19th edition Himalaya Publishing House Mumbai, 2009
2. Dutt and Sundaram: “Indian Economy”, S. Chand, New Delhi, 2007
3. Justin Paul: “Business Environment”, Tata Mcgraw Hill, New Delhi, 2006
- 4..Aswathappa K: “Essentials of Business Environment” ,Himalaya Publishng House ,Mumbai
- 5.Raj Agrawal: “Business Environment” Excel Publication, New Delhi
- 6.Sunderam and Black: “ International Business Environment Text and Cases” PHI Private Limited, New Delhi
7. Avid W Konklin: “ Cases in Environment of Business” Sage Publication India Private Limited, New Delhi
8. Palle Krishna Rao: “ WTO- Text and Cases” Excel Publication New Delhi
9. Vina Keshap Pailwar: “ Economic Environment of Business” PHI private Limited, New Delhi, 2009
10. Ravinder Kumar: “ Legal Aspects of Business” Cengage Learning, New Delhi, 2009

15MBA1106
Quantitative Analysis for Business Decisions

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of this course is to identify the role of quantitative methods in management decision-making and to improve analytical skills.		
Learning Outcomes:	The student will be able to apply quantitative tools in research and decision making areas of management.		
UNIT - I			
Basic Mathematics for Managers - Quantitative Decision Making – An overview – Permutations, combinations, binomial theorem – differentiation and integration, maxima and minima with business applications (without trigonometric functions)			
UNIT - II			
Data Collection and Analysis: Collection of data, presentation of data, primary and secondary data – primary data collection techniques – measures of central tendency, measures of dispersion			
UNIT – III			
Probability and probability distributions: Basic concepts of probability – addition, multiplication and Baye’s Theorems – Binomial, poisson and normal distributions			
UNIT - IV			
Sampling and Testing of Hypothesis: Sampling methods – testing of hypothesis – Z-test, t-test and Chi-Square test			
UNIT - V			
Forecasting Methods: Business forecasting – Correlation, regression (two variables only) – time series – components, measures of Trend, least squares method.			
UNIT - VI			
Case Study: Compulsory. Relevant cases have to be discussed in each unit.			

Learning Resources:

1. S.C. Gupta: "***Fundamentals of Statistics***", Himalaya Publications.
2. Levin R: "***Statistics for Management***", PHI, New Delhi, 1984.
3. D.C.Sancheti, VK Kapoor: "***Business Mathematics***", Sultan Chand & Sons.
4. S.P.Gupta: "***Statistical Methods***", Sultan Chand.
5. Amir D. Aczel, Jayavel Sounderpandian: "***Complete Business Statistics***", McGraw Hill Companies
6. V.Sunderpandian: "***Probability, Statistics and Queuing Theory***", PHI Learning private limited, New Delhi.
7. Selvaraj R.Logandhan: "***Quantitative Methods in Management***", Excel Publications, New Delhi.
8. Narag, A S. Linear Programming and Decision Making. New Delhi, Sultan Chand, 1995

15MBA1107
Business Ethics and Corporate Governance

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	To familiarize the students with the knowledge of ethics and its emerging trend in the today's corporate world and further how it is contributing to the good Governance practices– Indian and International perspectives.		
Learning Outcomes:	The students will be able to understand, analyze and judge the behaviour of individuals and groups and help improve corporate policy.		
UNIT – I			
Business Ethics			
Concept of ethics- meaning of ethics- business ethics- Objectives of Ethics –Characteristics- Importance's-code of Ethics: Law& Ethics –Important ethical principles - Ethical Decision Making.			
UNIT – II			
Corporations and Ethics- Work place ethics and its challenges- Impact of Globalization on Indian business ethics- Reasons for Unethical Practices among Indian companies- Development of Indian Capital Markets- Various studies on Ethical Attitudes of Managers Major Indian Scams.			
UNIT – III			
Ethics in business environment: Ethical issues in Marketing: Product safety and Pricing- Ethical Responsibility in Product Advertising - Target marketing ethics of sales, Advertising and product placement and Consumer Autonomy - Ethics in HRM- HR related ethical issues – Institutional Culture- Ethics in Finance: Frauds in Banks - Measures against Bank Frauds- Frauds in Insurance sector.			
UNIT – IV			
Corporate ethics - Introduction-Significance- Fundamental principles of corporate governance -Participants of corporate governance -Mechanism for corporate governance- Business ethics & corporate governance Obligations to various stake holders: Investors,			

Employees, Customers, Managerial persons.

UNIT – V

Indian model of Governance -Good Corporate Governance Principles-Various Committee Reports on Corporate Governance in India -Corporate Governance: Recent Developments in India: CII Taskforce on Corporate Governance – 2009, Corporate Governance Voluntary Guidelines –2009- Corporate governance Failures in India: Sahara (India) ,Kingfisher (India); Global landmarks in the Emergence of Corporate Governance: Sarbanes-Oxley Act2002, Land marks in emergence of Governance OECD Principles.

UNIT – VI

Case Study: Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Learning Resources:

References:

1. S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “**Cases in Business Ethics**”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH. New Delhi, 2011.
5. A.C.Fernando: “**Business Ethics and Corporate Governance-An Indian Perspective**”, Pearson Publishers, New Delhi, 2013.
6. Mallin Christine A, Corporate governance (Indian Edition), Oxford University Press, New Delhi.
7. Sharma J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.

15MBA1151
Information Technology Lab-I

Lectures :	--	Internal Assessment:	40
Tutorials :	--	Final Examination:	60
Practicals :	6 hrs/ Week	Credits:	3
Objectives:	<ul style="list-style-type: none"> • Improve the knowledge to send mail to multiple ids using MS-WORD. • Introduce the concept of Databases using MS-ACCESS • Introduce spreadsheet as a financial modeling tool to understand its capabilities and limitations using MS-EXCEL • Improve the understanding of software systems in business, improve communication and presentation skills using MS Power Point 		
Learning Outcomes:	<ul style="list-style-type: none"> • Prepare Documentation & Presentations • Create Databases and Create pie charts to analyze Business issues 		

LIST OF PROGRAMS

MS – OFFICE:

LAB CYCLE – I
(MS-Word & MS-PowerPoint)

MS-Word Practical

1. Create a document With Not More than 150 words consisting of 10 spelling mistakes and grammar mistakes. Then correct those using spell check and grammar check.
2. Create your college time table in MS-Word for 7 subjects, for 5 days, with 50 minutes duration, lunch interval 40 minutes and each subject should have 5 periods in a week.
3. Create a visiting card for a Marketing Manager of a software company as per the following specifications using MS-Word. Size of the visiting card is 3 ½ " × 2 " , Office and Residence address separated by a line along with the company's logo.
4. Create a bio-data using MS-Word using formatting features.
5. Create a letter with New Year greetings and describe new features offered by a bank in the coming year to the customers. Send this letter to at least ten customers using the mail-merge feature.

LAB CYCLE-II
MS-Access Practical

Create a student table in MS-Access with following fields for 10 records.

- a. Roll-Number
- b. Student Name
- c. Class
- d. Marks in Subject1, Subject2, Subject3, Subject4 and Subject5.
- e. Total
- f. Average
- g. Result

- (i) Generate a Form and Report out of this. The data is entered through the form.

- (ii) Create a query to display the students who have “Passed” and who have “Failed” Report out of this.
- (iii) Generate the report to display the students grouped by the result.

LAB CYCLE-III MS-Excel Practical

- Excel for Beginners: Exercises 1-28 (excel_xp_beginners_exercises.pdf)
 - Presenting Data in Tables and Charts
 - Tables and Charts for categorical Data
 - Organizing Numerical Data
 - Tables and Charts for Numerical Data
 - Cross Tabulation, Scatter Plot and Time Series plots
1. Create a worksheet with fields Employee Name, Basic pay, HRA, DA, and Total Salary. HRA is 20% of salary. DA is 10% of the salary. Find out the Net Salary (giving deductions of Insurance which is 10% of Basic Pay and P.F. which is 5% of the Basic Pay). Net Salary = Total Salary – Deductions.
 2. The heights of a group of persons are 164, 169, 163, 160, 165, 168, 162, 167, 170, 166 and 161 centimeters. Calculate Arithmetic Average, Maximum, Minimum of Height, and Count no. of persons.
 3. (a) Create a bar-chart, column chart and line chart for the following data using MS-Excel.

Age Groups	No. of persons
0-5	30
6-12	10
13-20	15
21-35	15
36-60	20
60 & Above	10

(b) Create a Pie-Chart for the following data.

Year	2010	2011	2012	2013	2014
Sales	10000	30000	20000	45000	17000

4. Calculate the marks report in Excel for 5 students, with 5 subjects, and total, average, & result. The result should be displayed as “Distinction”, “1st Class”, “2nd Class”, “3rd Class”, and “Fail”.
Conditions:
 - a) If Average ≥ 70 then “Distinction”
 - b) If Average ≥ 60 and Average < 70 then “1st Class”
 - c) If Average ≥ 50 and Average < 60 then “2nd Class”
 - d) If Average < 50 and Average ≥ 40 then “3rd Class” Else “Fail”.
5. Create a worksheet which contains weights of 15 students and sort them in the descending order of their weights.

LAB CYCLE-IV MS-Excel Practical

- Working with Functions
- Using formulas in Excel;
- Using Functions in excel;
- Pivot Tables
- Introduction to Macros

Learning Resources

1. Curtis D Frye, Step by Step MS Excel, Microsoft Press
2. David Whigham, Business Data Analysis Using Excel, Oxford Press
3. Levine Stephan, Krehbiel Bereson, Statistics for Manages Using MS Excel
4. Simon Benninga, Financial Modeling, MIT press
5. Alexis Leon. Enterprise Resource Planning, McGraw Hill
6. Alastair L. Day, Mastering Financial Modeling in MS Excel, Pearson.
7. Shelly, Cashman: ‘Microsoft Copies 2007’, Cengage Learning, New Delhi
8. Courter, Mastering Microsoft Office for Business Professional, Techmedia, 2003.
9. Alexis Leon, Introduction to Computers with MS Office 2000, TMH, New Delhi, 2000.
10. Groff, SQL 2/e, The Complete Reference, TMH, 2003.
11. Sanders, D.H. Computers In Business--An Introduction Mc-Graw-Hill, Tokyo, 1983
12. Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Information
13. Technology, Second Edition, John Wiley & Sons, Inc., 2003.

15MBA2101
Financial Management

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	Finance Management course let the students explores the fundamental nature of the finance function and the conceptual and theoretical underpinnings of tools for successful financial management. It conceptually provides the basic tools and concepts necessary for the handling of financial decision-making situations.		
Learning Outcomes:	Financial Management, course will lead the students to understand the importance Time-value concepts and calculations. At the same time it will help the student to analyze the investment decisions, the discounting tool and the concept of risk & return e.t.c. Upon completion of this course students will be able to assess the efficiency and effectiveness of investment process through various financial tools.		
UNIT - I			
Finance Function & Objective: Profit or Wealth Maximization and EPS, Maximization, An overview of Managerial Finance functions; Time value of money; Present value, Future value of money and the basic valuation models.			
UNIT - II			
Investment decisions: Nature of Capital Budgeting decisions - techniques of capital budgeting: Pay back method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Problems, Calculations and cases in capital budgeting.			
Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.			
UNIT – III			
Capital structure Decisions: Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories –The Modigliani Miller Theory –A critical appraisal.			

Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.

UNIT - IV

Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit.

UNIT - V

Management of current assets: Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives. Management of receivables - Management of inventory – credit policies.

Mergers and acquisitions: Merger vs. acquisition, types of mergers, mergers and acquisition trends in India. Tender offer and hostile takeover. Leveraged buy-outs.

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Prasanna Chandra, Fundamentals of Financial Management, McGraw Hill Publications, New Delhi.
2. Prasanna Chandra, Financial Management, McGraw Hill Publications, New Delhi.
3. Brigham and Ehrhardt: “*Financial Management Text and Cases*”, Cengage Learning, New Delhi.
4. I.M Pandey: “*Financial Management*”, 9/e, Vikas Publishing, 2004
5. M.Y Khan, P K Jain: “*Financial Management-Text and Problems*”, Tata McGraw Hill, New Delhi. 2003
6. James C.VanHorne: “*Financial Management and Policy*”, Pearson Education, 2004
7. Srivatsav, RM: “*Financial Management*”, Himalaya Publishing House, Mumbai.
8. Chakraborty, Bhattacharya, Rao and Sen: “*Financial Management and Control*”, Macmillan India Limited, 2003
9. John J. Hampton: “*Financial Decision Making-Concepts, Problems and Cases*”, Prentice Hall .2003
10. Sudhindra Bhat: “*Financial Management Principles and Practice*”, Excel Books, New Delhi, 2007
11. Pradeep Kumar Sinha: “*Financial Management Tools and Techniques*”, Excel Books, New Delhi.
12. S.N. Maheswari: “*Financial Management*”, Vikas Publishers, New Delhi, 2003.
13. Bhabatosh Banerjee: “*Fundamentals of Financial Management*”, PHI Learning Private Limited, New Delhi, 2008.
14. CA.C. Rama Gopal: “*Financial Management*”, New Age International Publisher, New Delhi, 2008.

15MBA2102
Marketing Management

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	To equip the student with basic understanding of Marketing principles and processes, To build awareness on the best practices of successful marketing companies and their brands, To impart decision making skills about implementation of marketing techniques in successful conduct of business in competitive markets		
Learning Outcomes:	The student will be able to use marketing principles and techniques in marketing products and services. They will be able to integrate marketing with other business processes		
UNIT - I			
Marketing management: Definition, significance, marketing Orientations or Concepts, Role of Marketing in Indian Economy, Understanding Marketing Environment, Marketing Strategy, Marketing Mix, segmentation, Targeting Positioning, Marketing Information System			
UNIT - II			
Product: Definition, 5 levels of Product, Product Classification, New Product development, Management of product Life Cycle, Product line and product Mix decisions, branding concepts			
UNIT – III			
Pricing: Importance, Factors Influencing price decisions, Cost based Pricing methods, Competition based pricing methods, Customer based pricing methods, Export pricing Physical distribution: Functions, Types of Distribution channels, role of Wholesaler, retailer, Role of Logistics and supply chain			
UNIT - IV			
Promotion Mix; Preparation of Advertisements, Types of media, Advertising Effectiveness,			

Sales promotion methods, Personal selling, Evaluation of sales force, Publicity and Public relations, Direct marketing.

UNIT - V

Emerging trends in Marketing; Green Marketing, Electronic marketing, Experiential marketing, Customer Relationship marketing, Export Marketing in Global Economy, Ethical issues in Marketing

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Philip kotler and Gary Armstrong, **Principles of Marketing**, Pearson Prentice Hall, New Delhi ,2012
2. Ramaswamy V.S and Nama kumari S, **Marketing Management- Global Perspective Indian Context**, McGrawHill, NewDelhi, 2013
3. Stann Rapp, Thomas L Collins, **Maximarketing: The New Orientation in Advertising Promotion and marketing Strategy**, New American Library , 1989
4. Jayachandran S **Marketing Management Text and Cases**, Excel Books, New Delhi ,2006
5. Neelamegam S **Marketing in India- Cases and Readings**, Vikas publishing House, New Delhi, 2009
6. Al Ries, Jack Trout, **Positioning- The battle for Your Mind**, Tata McGraw Hill, New Delhi, 2008
7. Karunakaran K, **Marketing Management- Text and cases in Indian Context**, Himalaya Publishing House, 2010

15MBA2103
Human Resource Management

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of this course is to influence the students to become effective managers in the competitive world		
Learning Outcomes:	At the end of this course, the student will gain knowledge on HRM concepts. They will understand the significance of human resources in organizations. The student should be able to analyze human related problems in organizations and apply appropriate concepts and practices to their solutions. students should be able to gain an in-depth knowledge of the activities and decisions that inform the employment relationship, including recruitment, selection and training of employees, health and safety, employment law, and motivation and productivity.		
UNIT - I			
HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- Role of HRM - HR policies, Strategies to increase firm performance - Role and position of HR department - HRM at global perspective.			
UNIT - II			
Investment perspectives of HRM: HR Planning - Recruitment and Selection, Tests and Interview Techniques - Training and Development – retention - Job Analysis. Career Development and Counseling- Compensation - Influencing Factors- Current Trends in Compensation- Methods of Payments			
UNIT – III			
Performance Evaluation: Importance – methods – traditional and modern methods – Latest trends in performance appraisal. Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments.			
UNIT - IV			
Salary and Wage Administration: Concept- Wage Structure- Wage and Salary Policies- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation. HR			

accounting and auditing: Nature and significance – Human resource accounting practices and standards – problems – HR audit - process – HRIS - methods.

UNIT - V

Managing Industrial Relations- Trade Unions-Employee Participation Schemes-Collective Bargaining. Grievances and disputes resolution mechanisms. Safety and welfare management: Nature and concepts – statutory and non-statutory welfare measures - types of incentives. Safety at work – nature and importance – work hazards - Managing work place stress.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Gary Dessler: “**Human Resources Management**”, PHI Private Limited, New Delhi, 2007.
2. Delhi, 2007.
3. K Aswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2007.
4. Hill, New Delhi, 2007.
5. 3. Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai.
6. Muller Camen Croucher and Leigh: “**Human Resource Management- A Case Study Approach**”, JAICO Publishing, Delhi.
7. Scott Snell and George Bohlander: “**Human Resource Management**”, Cengage Learning, 2007.
8. Deepak Kumar Bhattacharya: “**Human Resource Management**”, Excel Books, New Delhi.
9. S.Seetharaman, B.Venkateswara Prasad: “**Human Resource Management**”, SCITECH Publication (India) Limited, Hyderabad, 2007.
10. Gary Dessler, Biju Vrkkey: “**Human Resource Management**”, Pearson Education, New Delhi, 2009
11. Uday Kumar Haldar: “**Human Resource Development**”, Oxford University Press, New Delhi, 2009.
12. 10. Iain Henderson: “**Human Resource Management**”, Universities Press (India) Private Limited, Hyderabad, 2008.
13. Raymond Andrew Noe, John R. Hollenbeck., **Fundamentals of Human Resource Management**. McGraw Hill Pub. 2007.

15MBA2104**Production and Operations Management**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of this course is to enable the student to understand the principles and Techniques of Production and operations management.		
Learning Outcomes:	<ol style="list-style-type: none">1. Understand concepts and manage operations strategically and practically. And critically review current developments in the area of operations management.2. Recognize the importance of managing organizational resources.3. Solve operational problems in the areas of forecasting, inventory control, scheduling and quality control for production and operations.4. Development of core operations management skills and competencies.5. Appraise how other functional business areas are integrated with production and Operations Management.		
UNIT - I			
Introduction: Overview and Definition of Production and Operations Management (POM) - Scope of production and operations Management-Evolutionary Milestones-Production cycle-Types of Production Systems –Operations strategy- Factors influencing Product and Process Design.			
UNIT - II			
Production Planning and Control (PPC): Phases of PPC- Capacity planning. Plant Location and Layout Planning: Factors affecting plant location - Types of Layouts-Optimal production strategies: Scheduling and Sequencing of Operations.			
UNIT – III			
Work Design: Method Study - Work measurement - Work Sampling-Ergonomics. Maintenance Management concept: Types of Maintenance –Bath Tub Curve Analysis- Industrial Safety.			
UNIT - IV			

Materials Management: An Overview of Materials Management –Materials Handling - Purchase Management procedure - Stores Management –Inventory costs - Types of Inventory- Inventory control Techniques-ABC Analysis –Just in Time Systems (JIT) -Value Analysis.

UNIT - V

Quality management: Juran’s quality trilogy-Deming’s 14 principles- ISO 9000-2000 clauses and coverage-Six Sigma-Quality Circles- Control charts for variables and control charts for attributes: X-chart, R-Chart, np-Chart, P-Chart, C-chart-Acceptance Sampling plans.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. R. Panneerselvam: “*Production and Operations Management* “, PHI Learning Private Limited, New Delhi, 2012.
2. K.Aswathappa,K.Shridhara:“*Production and Operation Management*”, Himalaya Publishing House, Mumbai,2012
3. Elwood S.Buffa and RakeshK.Sarin: “*Modern Production/Operations Management*”, Wiley India, New Delhi,2008
4. Deepak Kumar Battacharya: “*Production and operations Management*”,UniversityPress,New Delhi,2013
5. SN Chary: “*Production and Operations Management*”, Tata McGraw Hill, New Delhi,2009
6. Kaushal:“*Case studies solutions in Production and operations Management*”,MacMillan,New Delhi,2012.
7. UpendraKachru: “*Production and Operations Management-Text and Cases*”, Excel Books, New Delhi, 2013.
8. Alan Muhlemann,Johnoalland,JastiKatyayani: “*Production and Operations Management*”,Pearson,New Delhi,2013.
9. P.Ram Murthy:“*Production and Operations Management*”,New Age International Publishers,New Delhi,2009.

15MBA2105
Operations Research

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of this course is to make the students aware of the role of operations research in business projects.		
Learning Outcomes:	The Student will be able to use OR techniques and tools in business decision making.		
UNIT - I			
INTRODUCTION AND LINEAR PROGRAMMING: - Introduction to operations research, Basic concepts, Linear programming, Graphical method, Simplex method, Big-M method, Duality and Dual Simplex method. (Theory)			
UNIT - II			
TRANSPORTATION MODELS: Definition and Applications of the Transportation model, Solution of the Transportation problem, the assignment model.			
UNIT – III			
GAME THEORY: Introduction-Two person zero sum games, pure& mixed strategies, Game with saddle point, Rules of Dominance, Solution methods of Games without Saddle point-Algebraic, Matrix and Arithmetic methods.			
UNIT - IV			
INVENTORY CONTROL: Inventory Management Techniques, Deterministic Inventory control models.			
UNIT - V			
PERT and CPM: Drawing Networks, identifying Critical path-Probability of completing the project within given time-Project crashing.			
UNIT - VI			
Case Study: Compulsory. Relevant cases have to be discussed in each unit.			

Learning Resources:

1. Hiller, *Introduction to Operation Research*, TMH, 2002.
2. Vohra N.C. *Quantitative Techniques in Management*, TMH.
3. Samir Kumar Chakravarthy, *Theory and Problems in Quantitative Techniques*,
4. *Management Information System and Data Processing* I, II & III, New Central Agency, Calcutta.
5. Budnik, Frank S. Dennis Mcleavey, Richard Mojena *Principles of Operations Research*, 2 nd Edition, Richard Irwin Illinois – All India Traveller bookseller, NewDelhi, 1995.
6. Gould F.J.etc., *Introduction to Management Science*, Englewood Cliffs, New Jersey, Prentice Hall of India, 1993.
7. Mathur.K. and Solow.D., *Management Science*, Englewood Cliffs, New Jersey,Prentice Hall of India, 1994.
8. Narag A.S., *Linear Programming and Decision Making*, Sultan Chand, New Delhi,1995
9. Sharma J.K., *Operations Research: Theory and Applications*, Macmillan India Ltd.,
10. Taha.H.A., *Operations Research – An Introduction*, Pearson Education, New York,2002.
11. Theirout.R.J. & Klekamp.R.C., *Decision Making Through Operations Research*, John Wiley, New York, 1989.
- 12..Pannerselvam, *Operations Research*, Prentice Hall of India

15MBA2106

Organizational Behaviour

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of this course is to provide the student with a foundation of skills required for understanding and managing human behaviour in the work environment. It is also designed to give students the basic knowledge about human behaviour to provide a more effective work climate		
Learning Outcomes:	The student will be able to use OB principles and techniques in understanding and leading people in organisations. They will be able to solve behavioral problems that arise while managing people.		
UNIT – I			
Introduction: Nature – Definitions – Importance - Historical Background – Fundamental Concepts – Different Models – Challenges for OB in new era – Emotional Intelligence in contemporary business organizations.			
UNIT – II			
2. Individual: <i>Perception</i>: Process – Factors influencing perception – Barriers in perceptual accuracy – Enhancing perceptual skills. <i>Learning</i>: Characteristics – Theories of Learning – Principles of Learning – OB mod. <i>Personality</i>: Determinants of Personality – Theories of Personality – Stages in Personality Development – Personality Traits important to OB. <i>Attitudes and Values</i>: Relevance to OB			
UNIT – III			
3. Group: <i>Group Dynamics and Teams</i>: Meaning – Types of Groups – theories of group formation – Group cohesiveness – Group decision making – importance of teams – Formation of teams – team work – developing interpersonal skills – transactional analysis – Johari Window.			
UNIT – IV			
Organisational Culture: Definition and Characteristics – Different Types – Creating and sustaining culture – Emerging issues in organizational culture. <i>Organisational</i>			

Climate: Effectiveness of climate – **Organisational power and politics** – Sources of Power – Contingencies of power – Consequences of Power – Organisational Politics – Factors – Contributing to political behaviour – Types – Consequences – Regulating Organisational Politics.

UNIT – V

Organisational Change: Change Dimensions – Change Process – Pressures for Change – Resistance to change – Overcoming resistance to change and change management.

Organisational Conflict: Meaning – Conflict at different levels – Sources – Functional and Disfunctional aspects – Conflicts resolution strategies. **Organisational Stress:** Types – Causes – Overcoming measures. **Organisational Development:** Prerequisites – Behaviour intervention strategies

UNIT – VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. K.Aswhathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
4. Slocum, n Helireigel: “**Fundamentals of Organizational Behavior**”, Cengage Learning India, New Delhi, 2009.
5. VSP Rao and V. Hari Krishna: “**Management**”, Excel Books, New Delhi.
6. Fred Luthans, **Organisational Behaviour**, Tata McGraw Hill
7. Stephen P.Robbins, **Organisational Behaviour**, Pearson Education, New Delhi, 2006.
8. Donald R.Brown & Don Harwey, **An Experimental Approach to Organisational Development**, Pearson Education.
9. Archana Tyagi, **Organisational Behaviour**, Excel Books, New Delhi.
10. P.Subba Rao, **Management of Organisational Behaviour**, Himalaya Publishing House, New Delhi, 2010.
11. Management Competing in the new era”– Thomas S. Bateman, Tata McGraw Hill, New Delhi.

15MBA2107
Research Methodology

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Objectives:	The objective of this course is to disseminate the students with the basic concepts of Research to develop the Methodology as per the applicability to business arena and their concern area projects.		
Learning Outcomes:	<ul style="list-style-type: none">• The student can apply research process on the job& their respective projects.• An ability to present a research proposal, defend their project in the context of their respective disciplines by making informed decisions about the philosophical frameworks sustaining these disciplines.		
UNIT I: Introduction to Research			
Nature and Importance of research- Managers need of research – Research& Business research: definition& role, aims of social research- types of research - Ethical Issues in Business Research- consultant researchers-External Vs Internal advantages & disadvantages.			
UNIT II: Research Process			
Broad Problem Area- Preliminary Data Collection- Literature Survey-Problem Definition-theoretical Framework –Variables –Theoretical framework of hypothesis & its five basic features to develop and its managerial implications. Research Design : Descriptive/ Exploratory			
UNIT –III: 3Scaling, Measuring and Collection			
Scaling Techniques : Rating Scales-Nominal scale, ordinal scale, Interval scale, Ratio scale ; Ranking Scales –goodness of measures-Reliability & Validity; Sources of Data – Data collection Methods – other methods of Data collection; Population –Sampling –Probability & Non Probability sampling – issues of Precision and confidence in determining sample size			

UNIT –IV Data Analysis & Interpretation (only theory)

Getting Data Ready For Analysis- Editing-Handling Blank responses- coding- categorizing- entering data; **Data Analysis- Contemporary developments:** Advanced techniques for data analysis; ANOVA, discriminate analysis, factor analysis, conjoint analysis, multidimensional scaling and clustering methods.

UNIT V: Research Report

Research Proposal-written report- contents of the Research report-.Oral Presentation

UNIT-VI

Relevant cases have to be discussed from unit 1, 3 4and in examination case is compulsory.

Learning Resources

1. Uma Sekhran: “**Research Methods for Business –A skill Building Approach**”, Wiley Publishers, India Edition.
2. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyan Publishers
3. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
4. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
5. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
6. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tat McGraw Hill, New Delhi.
7. M.V.Kulkarni: “**Research Methodology**” , Everest Publishing House, New Delhi, 2010.
8. Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011
9. Ranjit Kumar: “**Research Methodology**”, Pearson,New Delhi,2012
10. Deepak Chawla, Neena Sondhi: “**Research Methodology, Concepts and Cases**” VikasPublishing House, New Delhi, 2011.
11. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press,New Delhi, 2011.

15MBA2151
Information Technology Lab-II

Lectures :	-	Internal Assessment:	40
Tutorials :	-	Final Examination:	60
Practicals :	6 hrs/ Week	Credits:	3

Objectives:

- Introduce spreadsheet as a modeling tool to understand its capabilities and limitations using MS-EXCEL
- To enable students to use MS Excel in facilitating decision making through data analytics
- Introduce spreadsheet as a financial modeling tool to understand its capabilities and limitations using MS-EXCEL
- To enable students to understand the importance of ERP for decision making for a Business Enterprise in a competitive world.

Learning Outcomes:

- Enable students in building competencies for Business Model building and analysis;
- Equip students to the world of ERP

LAB CYCLE-I

Elementary Modeling-1 & 2

- Symbols, expressions and Simple Models
- Creating general algebraic models
- Expressions involving logical tests
- Linear functions in Business
- Linear functions involving logical tests
- Vertical and Horizontal lookup functions
- Combining conditional statements

LAB CYCLE-II

Statistics through Excel

- Correlation and Regression
- Simple Linear Regression
- Multi Regression
- Fundamentals of Hypothesis Testing: One sample tests

- Fundamentals of Hypothesis Testing: Two Sample Tests
- Analysis of VARIANCE
- Chi-Square Tests

LAB CYCLE-III

Financial Modeling & ERP

A. Financial

- Time Value of Money
- Cash flow
- Financial Valuations
- Financial Ratio analysis
- Forecasting financials

B. ERP

- Introduction to ERP: Open Bravo or ERP5

Learning Resources

1. Curtis D Frye, Step by Step MS Excel, Microsoft Press
2. David Whigham, Business Data Analysis Using Excel, Oxford Press
3. Levine Stephan, Krehbiel Bereson, Statistics for Manages Using MS Excel
4. Simon Benninga, Financial Modeling, MIT press
5. Alexis Leon. Enterprise Resource Planning, McGraw Hill
6. Alastair L. Day, Mastering Financial Modeling in MS Excel, Pearson.
7. Shelly, Cashman: ‘Microsoft Copies 2007’, Cengage Learning, New Delhi
8. Courter, Mastering Microsoft Office for Business Professional, Techmedia, 2003.
9. Alexis Leon, Introduction to Computers with MS Office 2000, TMH, New Delhi, 2000.
10. Groff, SQL 2/e, The Complete Reference, TMH, 2003.
11. Sanders, D.H. Computers In Business--An Introduction Mc-Graw-Hill, Tokyo, 1983
12. Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Information
13. Technology, Second Edition, John Wiley & Sons, Inc., 2003.

15MBA3101**RETAIL MANAGEMENT**

Lectures :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	1. To impart the skills regarding organization and management of large scale retail stores in India. 2. To provide the required practical perspective on implementation of marketing techniques in successful retailing.		
Course Outcomes:	1. Student will be able to manage large scale retail stores successfully. 2. He will be able to implement marketing principles for the success of the organization.		
UNIT – I			
Retailing – Definition & Importance– Types of Retailing – Store Retailing – Non Store Retailing – Types of retail formats – Franchising in retailing.			
UNIT – II			
Retail marketing mix - Retail consumer buying behaviour – types – factors influencing - buying behaviour – Segmentation – positioning.			
UNIT – III			
Retail organization structure – Major functional areas - Retail Location – Factors affecting retail location decision – Site selection – Factors affecting site selection –Location based retail strategies - Store design – Interiors & exteriors - Store layout – Types of layouts – Retailing image mix.			
UNIT – IV			
Retail Communication mix – Sales promotion – Advertising - Public relation –Personal Selling – Steps in planning retail communication.			
UNIT – V			
Retail Strategies – Differentiation strategies – Growth strategies – Expansion Strategies – Pricing strategies - Role of IT in retailing - Electronic data exchange – bar coding – RFID – Electronic payment systems.			

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Swapna Pradhan, Retailing Management –Text And Cases, TMH, 2012
2. KVS Madan, Fundamentals of Retailing, TMH 2009
3. Gibson G Vedamani, Retail Management –Functional Principles and Practices,Jaico 2012
4. Michael Levy & Barton Weitz,Retail Management, TMH 2004
5. Channel Management & Retail Management – Meenal Dhotre
6. Retail Marketing Management – David Gilbert
7. Retail Management – Ron Hasty & James Reardon
8. The Art of Retailing – A.J. Lamba
9. Retail Management – W. Steward
10. Retail Management – Analysis, Planning & Control – David Walters

15MBA3102

LEGAL ASPECTS OF BUSINESS

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of the paper is to impart the student the legal aspects of business transactions.		
Course Outcomes:	<ul style="list-style-type: none">• 1. Describe the legal aspects and legal system, including: courts, jurisdiction and the regulatory framework affecting business.• Explain key concepts of business law relating to contract formation, Sales of Goods, Consumer Protection, Negotiable Instruments, Intellectual property law, Information Technology, Company Law and Partnership.• Use knowledge of business law to analyze legal issues of a company.		
UNIT – I			
The Indian Contracts Act, 1872: Introduction to Act -Classification of Contracts- Essentials of a Valid Contract – Offer and Acceptance –Capacity – Consideration –Free Consent – Legality of Object- Performance of a Contract -Void Agreements-(Discharge of a Contract)– Breach of a Contract and Remedies-Quasi Contracts.			
UNIT – II			
Sales of Goods Act,1930: Introduction to Act-General Principles of Contract of Sale - Distinction between Sale and Agreement to Sell– Kinds of Goods– Performance of Contract of Sale- Conditions and Warranties- Rights of an Unpaid Seller.			
UNIT – III			
Consumer Protection Act, 1986: Introduction to Act – Consumer Rights – Consumer Protection Councils - Machinery for Redressal of Consumer Grievances; Information Technology Act 2000.			
UNIT – IV			
Negotiable Instruments Act, 1881: Introduction to Act -Meaning of Negotiable Instrument –Characteristics and essentials of Negotiable Instruments –Kinds of a Negotiable Instruments			

– Parties (Holders and Holder on due course) to Negotiable Instruments –Dishonour and Discharge of Negotiable Instruments; **Intellectual property Laws.**

UNIT – V

Company Act, 1956: Introduction to Act- Nature and Types of Companies – Formation of a company – Memorandum of Association-Articles and Prospectus –Kinds of Shares –Duties of Directors-Winding up.

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration –Kinds of Partners-Duties and Rights of Partners – Dissolution of Partnership.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. S.S Gulshan: “**Business Law**”, Excel Books, New Delhi, 2010
2. Akileshwar Pathak., “**Legal aspects of Business**”, Tata Mc Graw Hill Ltd. New Delhi: 2007
3. Avatar Singh., “**Principles of Mercantile Law**”, Eastern Book Company. Lucknow: 2007.
4. N.D. Kapoor., “**Business & Corporate Laws**”, Sultan Chand. New Delhi: 2007.
5. Tuteja., S.K. “**Business Law for Managers**”, New Delhi, Sultan Chand.1998
6. K.C.Garg, V,K.Sareen., “**Business Law**”, Kalyani Publication, New Delhi, 2007.
7. Gulshan & G.K. Kapoor., “**Business Law**”, New Age Publishers. New Delhi: 2005
8. S.N.Maheshwari, S.K.Maheshwari., “**A Manual of Business Laws**”, Himalaya Publishing House, Mumbai, 2009.
9. Chandra Bose., “**Business Law**”, PHI Learning, New Delhi, 2010.
10. Ravinder Kumar, “**Legal Aspects of Business**”, Cenage Learning, 3e, New Delhi, 2013

15MBA3103**STRATEGIC MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	1. Student will learn the techniques and analytical models to diagnose the business processes. 2. Promotion of conceptual understanding of Business strategy and imparting the process of strategy formulation		
Course Outcomes:	1. The student will be able to apply analytical tools and techniques in understanding business processes. 2. They will be able to formulate a business strategy and implement the same.		
UNIT – I			
Introduction: Concepts in Strategic Management - Strategic Management as a process – Role of strategist – Board of directors, CEO and Top Management – Approaches to strategic decision making - Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy.			
UNIT – II			
Environmental Analysis and Diagnosis: Scanning the external environmental factors – Techniques of scanning - Industry and Competitive Analysis – Preparation of Etop – Internal Environmental Analysis – Resources, Capabilities, Core competencies, Competitive Advantage – Methods of Evaluating company resources and competitive capabilities – Resource audit – Value chain analysis – Core competence identification – Preparation of SAP - SWOT Analysis.			
UNIT – III			
Strategy Formulation: Corporate level strategies – Stability, Growth, Retrenchment strategies, Strategic alliances, Combination and portfolio restructuring. Business Level Strategies: Cost Leadership, differentiation, Focus – Offensive and Defensive strategies and competitive advantage. Functional Level Strategies: Production – Marketing – Financial – Human Resource – Research and Development – Matching strategy to situation			

UNIT – IV

Strategic Analysis and Choice: Criteria for evaluating strategic alternatives – Process of strategic choice – Corporate level strategic analysis – Business level strategic analysis – Subjective factors in strategic choice – Contingency strategies – Strategic plan.

UNIT – V

Strategy Implementation and Strategy Evaluation and control: Strategy and Structure - Strategy and Leadership - Strategy and culture - Organizational Values and their Impact on Strategy – Resource Allocation – Planning systems for implementation.

Establishing strategic controls - Measuring performance – Appropriate measures - Using qualitative and quantitative techniques of evaluation and control – Problems in measuring performance – Strategic surveillance - Strategic Audit.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009
5. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: Strategic Management and Business Policy, Excel Books, New Delhi, 2008
7. Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2003.
8. U.C.Mathur: Strategic Management, MacMillan Publishers, New Delhi, 2009
9. Peter Fitxroy: Strategic Management, Wiley India, New Delhi, 2009
10. B.Hiriyappa: Strategic Management, New Age International, New Delhi, 2008.
11. Amita Mital: Cases in Strategic Management, Tata McGrawHill, New Delhi, 2008
12. V.S.P. Rao and Harikrishna, Strategic Management – Excel Publications, 2006

15MBA3104(M1)
SERVICES MARKETING

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of this course is to develop an outlook into the rising trends in services and to enhance effective managerial skills for service industry.		
Course Outcomes:	Student will be able to design and deliver service products to achieve customer satisfaction.		
UNIT – I			
Understanding services Marketing: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system.			
UNIT – II			
Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the Intangibility of service performances.			
UNIT – III			
Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development, creating and maintaining valued relations, customer loyalty.			
UNIT – IV			
Pricing strategies for services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Services market segmentation- process of market segmentation.			
UNIT – V			
Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives. Planning and managing service delivery: Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, Marketing plans for services: The marketing planning process.			

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Vasanthi Venugopal: Services Marketing, Himalaya Publishing House, 2010
2. Rajendra Nargundkar: Services Marketing, TMH, New Delhi 2010.
3. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010
4. Govind Apte: Services Marketing, Oxford University Press, New Delhi, 2009
5. Nimith Chowdhary: Marketing of Services, MacMillan Publishers, New Delhi, 2009
6. Douglas Hoffman K: Marketing of Services, Cengage learning, New Delhi, 2010
- 7 Harsh V. Verma: Services Marketing, Pearson Education, New Delhi. 2009
8. Ravi Shanker: Services Marketing, Excel Books, New Delhi, 2010
9. Audrey Gilmore: Services Marketing and Management, Sage Publication, New Delhi, 2008.
10. Christopher Lovelock., Services Marketing, Pearson education.

15MBA3104(M2)
CONSUMER BEHAVIOR

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	1. To impart the student with the analytical concepts to understand the behavior of a consumer. 2. To gather the information regarding the profile of the target customer group against a given marketing mix.		
Course Outcomes:	1. The student will be able to analyze the behavior of each individual consumer and attend the unique requirements of him. 2. He will be able to provide the profiles of target customer group and help making decisions regarding marketing mix.		
UNIT – I			
Introduction to the Study of Consumer Behaviour – Inter Disciplinary Approach; Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.			
UNIT – II			
Perception – Nature of perception – perception and Marketing Strategy; Motivation – Motivation Theory and Marketing Strategy; Personality and Emotion.			
UNIT – III			
Learning and Consumer Behaviour- Behavioural Learning Theories-Classical Conditioning, Instrumental Conditioning, Cognitive Learning Theory, Involvement Theory.			
UNIT – IV			
Attitude Measurement and Change; Self Concept and Life Style Marketing; Influence of Social and Cultural Factors on Consumer Behaviour – Family, Reference Groups, Cross Cultural Variations in Consumer Behaviour.			
UNIT – V			
Consumer Decisions Process – Problem Recognition – Information Search – Evaluation Alternative and Selection – Post Purchase Behaviour – Organizational Buyer Behaviour.			

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Leon G. Schiffman and Leslie Hazer Kanuk., **Consumer Behaviour**. Pearson Education. Asia: 2013.
2. Henry Assael., **Consumer Behaviour a Strategic Approach**. Willey India. New Delhi.2005
3. Jagadish N. Seth, Atul Parvatirao and G. Shainesh., **Customer Relationship Management: Emerging Concepts, tools and applications**. Tata Mc Graw Hill Publications. New Delhi: 2001.
4. Mukesh Chaturvedi and Abhinav Chaturvedi., **Customer Relationship management: An Indian perspective**. Excel Books. 2005
5. Satish K.Batra, SHH Kazmi., **Consumer Behaviour**. Excel Publishers.2009

15MBA3105(M1)**ADVERTISING AND BRAND MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Student will understand the changing role of advertising and the important decisions involved in preparation and execution of advertisements successfully. He will grasp the elements of a brand and important strategic decisions involved in brand building.		
Course Outcomes:	The student will be able to apply advertising principles and techniques in preparing advertising for different media channels and execution of promotional programs. They will be able to design and execute brand building programs.		
UNIT – I			
Advertising: concept, role of advertising in a developing economy, types of advertising, Advertising department ,objectives and functions - Role of advertising agencies, agency skills and service, client agency relationship.			
UNIT – II			
Advertising Media and budgets: Types, determining advertising expenditure, sales response and decay, communication state, competitive share , Media selection, optimizing and non optimizing approaches, media scheduling, media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.			
UNIT – III			
Advertisement: Creativity in communication, Visual layout, art work, production traffic copy, effective use of words, devices to get greater readership interrelation - Advertising effectiveness: Pre-testing, post testing, experimental designs.			
UNIT – IV			
Brand Management - Concept of Brand- Brand Strategy, Brand identity Prism, Brand Personality — Brand equity –Brand Image, Brand Positioning, Brand customer relationship.			

Successful Brands in India

UNIT – V

Branding Strategies – Product, Line, Range, Umbrella, Source, Endorsement Brand Strategies– Brand Extensions, Brand Portfolio, – Brand Revitalization and Elimination – Corporate Branding – Brand valuation.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Sangeetha Sharma, Raghuvir Singh: Advertising Planning and Implementation PHI Learning, New Delhi, 2010
2. Shhkazmi: Advertising and sales promotion, Excel Books, New Delhi, 2010
3. Larry percy: Strategic Advertising Management, Oxford University Press, New Delhi, 2009
4. Shimp: Advertising and Promotion, Cengage Learning, New Delhi, 2008
5. Shah, Alan D Souza: Advertising and Promotion, TMH, New Delhi, 2009
6. Ronald Lane: Advertising Procedure, Pearson Education, New Delhi, 2008
7. S.A.Chunawalla: Foundations of Advertising,. Himalaya Publishing House, New Delhi, 2010
8. S.L.Gupta: Brand Management, Himalaya Publishing House, New Delhi, 2010
9. YLR Moorthy: Brand Management the Indian Context, Vakas Publishing House, New Delhi, 2009
10. R;ichard Eliott: Strategic Brand Management, Oxford University Press, New Delhi, 2008
11. Helen Edwards: Creating Passion Brands, Kogan Page Publication, New Delhi, 2010
12. Brad Van Auken: Branding, Jaico Publishing House, New Delhi, 2010

15MBA3105(M2)**MARKETING RESEARCH**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Imparting marketing research techniques from formulation of a problem to designing and implementing a research project.		
Course Outcomes:	Student will be able to conduct research on a select marketing problem and prepare a project report on the same.		
UNIT – I			
Introduction, Research and Marketing strategy, Definition of Marketing research, MR as a profession, relation between data, information and knowledge, Scope of marketing research, guidelines for ethical research, role of consultancy agencies in MR projects.			
UNIT – II			
Research Process, research question, sources of information, research approaches, descriptive, exploratory, casual research, research methods, quantitative and qualitative methods.			
UNIT – III			
Determining research question, critical thinking process, challenging assumptions, generating new ideas, using internal data for making assumptions, internal interviews, deciding on research question ,writing the question.			
UNIT – IV			
The research proposal, reasons and Objectives of proposal, components of proposal, the problem, the methodology, sampling methods, analysis, using quantitative techniques for analysis, data collection methods, online surveys.			
UNIT – V			
Report writing, objectives, components of report, Introduction, methodology, data analysis, tabulation, inferences, using visuals, diagrams, charts, findings and recommendations.			
UNIT - VI			
Case Study: Compulsory. Relevant cases have to be discussed in each unit.			

Learning Resources:

- 1 Parasuraman Grewal, Krishnan, Marketing Research, Houghton Mifflin company, New york, 2007
- 2 Rajendra Nargundkar, Marketing Research Text and cases, TMH, New Delhi, 2008
- 3 Zikmund Babin, Essentials of Marketing Research, Cengage Learning, 2013
- 4 Sunny, Mathew, Marketing Research for Managers, Butterworth, Oxford, 2012
- 5 Esomar Research, Market Research Handbook, John Wiley & sons 2007

15MBA3106(F1)**SECURITY ANALYSIS & INVESTMENT MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of this course is to impart the knowledge on basic aspects of security analysis and Investment management from an Investment perspective.		
Course Outcomes:	1. The course gives an in-depth understanding of the securities market and different instruments available for investments. 2. Student will as well able to analyze different asset instruments in arriving at an intrinsic value and their returns. 3. Along with the analysis, the course gives an overview of securities theories.		
UNIT – I			
Introduction to Investment and Securities: Meaning and Nature of Investment - Objectives – Characteristics - Process of Investment - Investment Avenues – Speculation and Gambling – Meaning of Securities – Negotiable Securities – Non-Negotiable Securities.			
UNIT – II			
Concept of Risk and Return: Meaning of Risk and Return - Risk Return Tradeoff — Components of Risk – Systematic Risk – Unsystematic Risk - Calculation of Expected Return and Risk (Beta, Variance and Standard Deviation - Problems).			
UNIT – III			
Valuation of Securities: Share Valuation – Share Valuation Model – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation - Bond Valuation – Bond Returns – Bond Prices – Bond Risks - Bond Duration.			
UNIT – IV			
Fundamental Analysis: Economy Analysis - Industry Analysis – Company Analysis – Financial Analysis.			
UNIT – V			
Technical Analysis: Meaning and Assumptions of Technical Analysis – Trend - Tools and Indicators of Technical Analysis – Dow Theory – Volume of Trade - Breadth of Market – Odd Lot Trading - Elliot Wave theory - Moving Average – Relative Strength Index – Rate of			

Change (ROC).

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

Suggested Books:

1. S. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.
3. V.A. Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House Pvt. Ltd., Mumbai.

Reference Books:

1. Bhalla. V.K., Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Fisher, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Fuller, Russel J., and Farrel, Jr., James L., Modern Investments and Security Analysis, McGraw Hill Book Company, New York.
5. Parvathiswara Rao, Security Analysis and Portfolio Management, Excel Books, New Delhi.

15MBA3106(F2)**FINANCIAL ENGINEERING AND MODELLING**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Financial Engineering and Modeling offers an analysis of advanced derivative pricing models. It aims at reviewing the main models and modeling techniques used in practical applications, understanding their applicability and limitations, and at building an integrated framework allowing students to:		
Course Outcomes:	1) It will help the students to decide what stochastic factors (e.g., volatility, jumps, one or more interest rate factors, and default intensities) should be incorporated in a reasonable pricing model for a given derivative; 2) The subject helps to formulate a consistent model incorporating the chosen factors; 3) Student can calibrate the model using market data; 4) Student can arrive at the price of a derivative and as well identify a hedging strategy for investments.		
UNIT – I			
Introduction to Stochastic Calculus Martingales. Brownian motions. Ito processes. Diffusions and stochastic differential equations. Ito’s lemma. Girsanov’s theorem. The Fundamental Theorem of Asset Pricing Arbitrage, numeraires and martingale measures. The martingale property of asset prices. The martingale property of forward and futures prices. The risk-neutral martingale measure and the forward martingale measure. Martingale Pricing and Monte Carlo Simulation The martingale approach to derivative pricing. Examples: Black-Scholes and Black formulas. Monte Carlo simulation. Euler discretization. Choleski decomposition. Estimating the Greeks through Monte Carlo simulation-First examples.			
UNIT – II			
Introduction to Equity Derivatives Key features of empirical volatility surfaces for equity derivatives. Implications for price distributions. Time-series evidence from the VIX. Advanced Topics in Equity Derivatives Volatility derivatives. Variance swaps: pricing and			

synthetic replication. The construction of the VIX. Quantos. Hedging with stochastic volatility and jumps.

Modeling Volatility Local volatility models: the constant elasticity of variance (CEV) model and the implied volatility function (IVF) model. Stochastic volatility models: the Heston model. Calibration and Monte Carlo implementation of stochastic volatility models.

Modeling Jumps the need for jumps. The Poisson process. The Merton jump-diffusion model. The affine stochastic volatility jump (ASVJ) model. Calibration and Monte Carlo implementation of jump models.

UNIT – III

Introduction to Fixed Income Derivatives Basic instruments (swaps, caps and floors, swaptions). The market pricing formulas and quoting conventions. Empirical volatility surfaces for fixed income derivatives. Pricing caps, floors and swaptions as bond options.

Modeling Spot Rates One-factor models: The extended Vasicek (Hull-White) model and the extended CoxIngersoll-Ross (CIR++) model. Pricing swaptions in one-factor models: the Jamshidian decomposition. Limitations of one-factor models. Factors in bond returns and principal component analysis. Multi-factor spot-rate models: the extended two-factor gaussian (G2++) model.

UNIT – IV

Modeling Forward Rates Modeling forward rates: key advantages. The Heath-Jarrow-Morton (HJM) approach. Example: building a model with level and slope factors using the HJM approach. Limitations of the HJM approach. The Brace-Gatarek-Musiela (BGM) approach. Standard LIBOR market models. Parametric volatilities and correlations versus non-parametric calibration. Choosing the number of factors. Simulation of market model. Non-standard market models.

UNIT – V

Introduction to Credit Derivatives Key instruments. Basic pricing relations. Hazard rates and credit spreads. Hazard rate curves implied by Credit Default Swaps. Calibration of intensity models. Modeling correlated defaults. Dynamic copula-based models. Stochastic Recovery. Monte Carlo implementation.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. John C. Hull, Options, Futures, and Other Derivatives, 6th edition, Prentice Hall, 2005.
2. Paul Glasserman, Monte Carlo Methods in Financial Engineering, 1st edition, Springer, 2004.
3. Riccardo Rebonato, Volatility and Correlation, 2nd edition, Wiley, 2004.
4. Damiano Brigo and Fabio Mercurio, Interest Rate Models - Theory and Practice, 2nd edition, Springer, 2006.
5. Riccardo Rebonato, Modern Pricing of Interest-Rate Derivatives: The LIBOR Market Model and Beyond, 1st edition, Princeton University Press, 2002.
6. Philipp J. Schönbucher, Credit Derivatives Pricing Models, 1st edition, Wiley, 2003.
7. Bodie, Kane and Marcus, Investments
8. Lawrence C. Galtz, Irwin, Financial Engineering
9. T.W. Epps, Quantitative Finance
10. Salih N. Neftci: Principles of Financial Engineering, Academic Press
11. Marshall, Bansal: Advanced Finance Financial Engineering, P.H.I
12. David Dubofsky and Thomas Miller: Derivatives-Valuation and Risk management. Oxford University Press.
13. Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
14. James A. Overdahl: Financial Derivatives: Pricing and Risk Management John Wiley & Sons, Delhi
15. Andrew M. Chislohm: Derivatives Demystified: A Step-by-Step Guide to Forwards, Futures, Swaps and Options John Wiley & Sons, Delhi
16. Ganguin, Bilardello: Standard & Poor's Fundamentals of Corporate Credit Analysis McGraw Hill, Boston
17. T.S. Beder, C.M Marshall: Financial Engineering: The Evolution of a Profession John Wiley & Sons, Delhi

15MBA3107(F1)**INTERNATIONAL FINANCIAL MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	International Financial Management introduces students to the conceptual framework in which financial decision making of international firms takes place. With a main objective of letting students to understanding the modern financial techniques underpinning investment, financing and risk management decisions of multinational corporations and as well a basic understanding of international financial markets and institutions and aims particularly on international risk assessment (currency risk, political risk) and management.		
Course Outcomes:	1. The course helps to master tools and methods for analysing how firms can settle international transactions and manage their risk positions in international business. 2. It helps to critically discuss the challenges and develop strategies of firms going international. 3. It gives a broader understanding the role of international capital markets and financial intermediation in the global economy.		
UNIT – I			
International Financial Management: An overview, Importance, nature and scope, Growing importance of international finance, Theories of International business, International Business Methods, Recent changes and challenges in IFM – International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Global & Indian BoP Trends (persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Shifting global dominance of the U.S.A., Growing importance of a unified Europe and emerging Asia.)			
UNIT – II			
Evolution of the international monetary system, bimetallism, Gresham’s Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin’s			

Paradox, special drawing rights, flexible exchange rate regime, present arrangements including dollarization. The European Monetary Union and its costs and benefits. Fixed versus floating exchange rate systems.

UNIT – III

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT – IV

Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates Purchasing Power Parity International Fisher Effect Fisher Effect, Hedging, forwards, currency futures, options, swaps and hedging with money market. Measurement of exposure and Risk: classification, transaction, translation, operating exposures and Management of exposures.

UNIT – V

Asset liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing: Equity, Bond financing, parallel loans;
Financial flows to developing countries, Problem of original sin, crisis in the Latin American countries, growth and crisis in Asia, contagion. Capital mobility-the trilemma of the exchange rate regime. Lessons from the crisis. Role of International financial institutions like IMF and World Bank. Securitization and the financial crisis of U.S.A. (2008-09), Euro zone crisis and other contemporary issues.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. S.EunChoel and Risnick Bruce: International Financial Management, TMH, 2009
2. T. Siddaiah: International Financial Management, Pearson, 2009
3. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2009.

4. Jeff Madura: International Corporate Management, Cengage, 2009.
5. V.A Avadhani: International Financial Management, HPH, 2008
6. MadhuVij: International Financial Management, Excel, 2009.
7. P.K Jain: Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan, 2009. P.G.Apte: International Financial Management, TMH 2009.
8. Maurice D.Levi: International Finance, TMH, 2009
9. Srivastava: Multinational Financial Management: Excel, 2009.
10. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth: Multinational Business Finance, 10th edition, Pearson Education 2009.
11. Ephrain Clark: International Finance, Cengage, 2009
12. Reid W. Click &JoshvaD.Coval: The Theory and Practice of International Financial Management. Prentice Hall India, 2009.

15MBA3107(F2)**PROJECT MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Project Management course will assist the project manager to break down a complex project into manageable segments, lead a diverse project team, and use effective tools to ensure that the project meets its deliverables and is completed within budget and on schedule. Over the course of the mini, students will complete a plan for an actual project, giving them valuable experience with the relevant tools and skills.		
Course Outcomes:	Upon completion of the subject, students will be enabled with following outcomes, 1. Implement the key steps involved in managing a project 2. Organize the project into manageable components 3. Successfully lead project teams and work with stakeholders 4. Use effective tools to oversee and monitor complex projects		
UNIT – I			
Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles			
UNIT – II			
Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)			

Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management

UNIT – III

Project Scope Management: defining project scope, creating work break down structure (WBS), project roll up, process break down structure, responsibility matrix.

Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts

UNIT – IV

Project Appraisal: Time Value of Money; Project Appraisal Techniques – Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Protection. Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

UNIT – V

Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering

Purchasing and Contracting for Projects: Introduction, Purchase Cycle, Contract Management, Procurement Process

Project Performance Measurement, Evaluation, Execution & Control: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.

Introduction to Execution & Control, Project Execution, Project Control Process, Purpose of Project Execution and Control

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. M. Patel: Project Management-Strategic Financial Planning Evaluation and Control, Vikas Publishing.

2. Prasama Chandra: Projects - Planning , Analysis, Selection, Implementation and Review, Tata McGraw Hill.

3. Robert K. Wysocki, Robert, Bick and David B, Crane: Effective Project Management, John Wiley and Sons.

4. E.C. Benjamin: Modern Project Finance-A case book, John Wiley and Sons.
5. S. Gatti: Project Finance in Theory and Practice-Designing, Structuring and Financing Private and Public Projects, Academic Press.
6. I.M.D. Little and J.A. Mirrlees: Project Appraisal and Planning for Developing Countries, Oxford and IBH Publishing Co.
7. P.K. Nevitt and F.J. Fabozzi: Project Financing, Euromoney Books.

15MBA3106(H1)**HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	1. To highlight the significance of HRD Principles, Strategy and Systems in the Perspective of corporate strategy. 2. To impart the theoretical and technical knowledge for achieving HR alignment with other systems in the company.		
Course Outcomes:	1. The student is expected to analyse the corporate strategy and align the HR strategy and systems to achieve strategic effectiveness. 2. He will also develop different HR systems to strengthen the corporate systems.		
UNIT – I			
Evolution of HRD – Concept in different nations, HRD Goals, HRD Systems, Challenges, Staffing HRD Function, Future of HRD Manager, HRD Climate in India.			
UNIT – II			
Developing HRD Strategies; HRD system Design, Design Principles; 10 C model, Implementing HRD principles, Design & Administration of Selected HRD Systems			
UNIT – III			
HRD for Workers; HRD Interventions, Employee Empowerment, Worklife Balance, Coping with Dislocation, Retrenchments, Career counseling, Mentoring, Competency Development, Person Development, Team Building			
UNIT – IV			
HRD approaches for coping with Organizational changes, Drivers of Change, Change Management Approaches, Resistance to Change in Indian context, Organisation Development, Process , Principles, Interventions			
UNIT – V			
HRD in India, HRD in KPO era, Future HRD Technologies, Toolkit for HRD, Best HRD Practices, Successful Cases in India and abroad.			

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. HRD, OD and Institution Building, Essays Edited by; TV Rao, Anil Khandelwal, Sage Publications, 2016
2. Santosh Gupta , Sachin Gupta, Human Resource Development- Concept and Practices, Deep and Deep Publishers, 2008
3. T V Rao, HRD Scorecard 2500 based on HRD Audit, Sage books 2008
4. Srinivas Kandula, HRD in Competitive Business Environment, ICFAI Books, 2012
5. Kohil, Udes, & Sinha,Dhami P. HRD. Global Challenges & Strategies in 2000 AD New Delhi,ISTD,1995.
6. Maheswari, B.L. & Sinha, Dhami P. Management of Change Through HRD. New Delhi, TataMcGraw Hill, 1991.
7. Rao, T.V. etc. Alternative Approaches & Strategies of Human Resource Development. Jaipur.Rawat, 1988.

15MBA3106(H2)**GLOBAL HRM**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of this course is to enable the students with basic concepts and practices of Global Human Resource Management.		
Course Outcomes:	The student will understand the global HRM practices and will face challenges in managing human resources in the 21 st century.		
UNIT – I			
Introduction- A Global HR Perspective in New Economy-Challenges of Globalisation Implications of Managing People and Leveraging Human Resource- Cross Culture Skills, and Conflicts -Managing Across Culture- Globalisation and HR Issues and Concerns-Dynamics of Change Management.			
UNIT – II			
Global Human Resource Management : Strategic role of International HRM – Global HR Planning – Staffing policy – International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.			
UNIT – III			
Managing International Assignments: Significance – Selection methods- Positioning Expatriate – Repatriate – factors of consideration - Strategies – International assignments for women - Problems. Cross Culture Managment: Importance – Concepts and issues – theories-considerations - Problems – Cross Culture Communication and Negotiation – Cross Culture Teams.			
UNIT – IV			
Mergers and Acquisitions: Importance – Issues- Role of HRM – HR Interventions- Diversity Management – Problems and Strategies.			
UNIT – V			
Globalization Strategic Advantages through HRD: Measures for Creating HRD Climate – Strategic Framework of HRD and Challenges - Globalization and Quality Working Life and			

Productivity –Role of HR Audit – Challenges of Creation of New Jobs through Globalization- HR interventions in Y2K- New Corporate Culture

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Sujata Mangaraj: “Globalisation and Human Resource Management”, Excel Books, New Delhi, 2008
2. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi, 2009
3. Pradeep Kumar Sinha& Sanchari Sinha: “International Business Management”, Excel Books, New Delhi, 2008
4. Subba Rao P: “International Business”, Himalaya Publishing House, Hyderabad,
5. Chris Brewster, Paul Sparrow, Guy Vernon: “International Human Resource Management”, Universities Press, Hyderabad, 2008.
6. Tony Edwards : International Human Resource Management, Pearson Education, New Delhi, 2008
7. Chris Brewster: International Human Resource Management, University Press, New Delhi, 2008
8. Charles M Vance: Managing a Global Work Force, PHI Learning, New Delhi, 2009

15MBA3107(H1)**MANAGEMENT OF INDUSTRIAL RELATIONS**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of the course is to impart to the skills necessary for maintaining harmonious relations in the organizations		
Course Outcomes:	On completion of this course the student will understand how the state and other institutions can assist in the prevention and resolution of industrial unrest and will gain knowledge of the types of disputes handled by the Labour court and other IR Institutions. The student can also gain an understanding of the express and implied terms which bind the employer/employee relationship, an employer's exposure where they fail to meet their legal obligations and the circumstances in which the employer is obliged to consult with the employee.		
UNIT – I			
Industrial Relations Management – Concept- Scope –Background of IR in India- Key actors in IR - Influencing factors of IR in enterprise and the consequences- Wider approaches to IR			
UNIT – II			
Trade Unions- Introduction-Definition and objectives-growth of Trade Unions in India – Trade Unions Act , 1926 Legal framework governing trade unions-Union recognition-Union Problems - Labour Market. Employees Association.			
UNIT – III			
Quality of Work Life: Workers' Participation in Management - Collective bargaining concepts & Characteristics-Nature & Significance of wage, salary Administration- wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.			
UNIT – IV			
Social Security: Introduction and types –Social Security in India, concept of Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act.			

UNIT – V

Employee Grievances – Concept of Grievances – Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances - Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes – Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Sinha: Industrial Relations, Trade Unions and Labour Legislation Pearson Education, New Delhi, 2009
2. B.D.Singh: Industrial Relations, Excel Books, New Delhi, 2009
3. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
4. C.S Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
5. Arun Monappa: Industrial Relations, TMH, New Delhi. 2009
6. Ratna Sen: Industrial Relations, MacMillon Publishers, New Delhi, 2010
7. Sarma.A.M., **Industrial Relations**. Himalaya Publishing House. Mumbai: 2005.
Venkataratnam.C.S., **Industrial Relations**. Oxford University Press. New Delhi: 2006.

15MBA3107(H2)**PERFORMANCE MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of this course is to give insights on the overall activities involved in employee performance management.		
Course Outcomes:	At the end of the course, the student should analyze the theoretical and practical underpinnings of the core performance management processes of performance planning, measurement and feedback. The student must understand performance management practices within an organization.		
UNIT – I			
Performance Management : Introduction – Definition, concepts and scope – Foundations of Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - processes for managing performance –critical appraisal- Performance Audit			
UNIT – II			
Performance Management Planning: Importance-Methods- process- Goal Setting- Linkages to Strategic Planning- Competency mappy- Career Development- Monitoring Performance Planning- Barriers to Performance Planning			
UNIT – III			
Performance Management System: objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges			
UNIT – IV			
Performance Monitoring and Counseling: Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills - Appraisals and HR decisions. Organizational effectiveness			
UNIT – V			

Performance management skills – Operationalising change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Prem Chadha, Stacey Richard: Performance Management, Macmillan India, New Delhi, 2008.
 2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2010.
 3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
 4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
 5. Dewakar Goel: Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009
 6. A.S. Kholi: Performance Management, Oxford University Press, New Delhi, 2009
 7. A.M.Sharma: Performance Management System, Himalaya Publishing House, 2010
- T.V.Rao: Performance Management Appraisal Systems, Sage Publications, 2008

15MBA3106(R1)**RURAL DEVELOPMENT AND INTERVENTION**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Student will be familiar with the concepts of rural economy, rural development and state intervention towards uplifting developmental standards in rural India.		
Course Outcomes:	Student can work in projects and NGOs that involve towards achieving rural transformation and development of rural poor.		
UNIT – I			
Area based and Beneficiary oriented Programmes, Ongoing Self Employment and Wage Employment programs, Poverty alleviation Programmes.			
UNIT – II			
Non Governmental Organizations (NGO): Concept, Structure, Funding, Problems and Limitations, Community Based Organizations: Watershed Committees, Village Forest Committees, Role of CBOs in Sustainable Rural Development.			
UNIT – III			
Rural Development policies and Strategies- Need for a Rural Development Policy, Rural Development policy in India, Strategies for Rural Development.			
UNIT – IV			
Cooperative Institutions- Concept and Principles of Cooperation, Cooperative Movement in India, Types and Working of Rural Cooperatives- Credit Cooperatives, Marketing Cooperatives.			
UNIT – V			
Education in Rural areas, Education with emphasis on Primary, Adult and Community Education, Development of Rural Women and Children- Status and Development Strategies.			
UNIT - VI			
<i>Case Study:</i> Compulsory. Relevant cases have to be discussed in each unit.			

Learning Resources:

1. Singh, Katar. : Rural Development – Principles, Policies and Mangement.Sage Publications. New Delhi.
2. Desai,Vasant. : Rural Development- Programmes and Strategies ,Himalaya Publishing House, Mumbai
3. Bhose, Joel S.G.R. : NGOs and Rural Development- Theory and Practice, Concept Publishing Company, New Delhi
4. Das, S.K., Nanda, B.P. and J. Rath. (Eds): Micro Finance and Rural Development in India.
5. Rajneesh, Shalini. : Rural Development Through Democratic Decentralization, Deep & Deep Publication Pvt. Ltd.
6. Lingaiah, K : Rural Development in India, Kalyani Publishers.

15MBA3106(R2)
RURAL MARKETING

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of the course is to provide conceptual understanding on the Rural Marketing under Indian context and to help the students understand and appreciate the differences and similarities between urban and rural Indian markets. To make them understand and develop marketing strategies unique to rural India.		
Course Outcomes:	<ol style="list-style-type: none">1. To know about the mantra for success for any company going rural.2. To understand the buying behaviour, the consuming pattern, the need and wants of the rural consumer3. To provide some of the challenges and opportunities that the rural market holds for the Companies.4. To critically evaluate, work life situations in Rural Marketing Management, in relation to theories and methods of Rural Marketing Management.		
UNIT – I			
Introduction to Rural Marketing: Definition, Scope and significance of Rural Marketing, Evolution of rural markets, Components of Rural Marketing, Classification of Rural Marketing, Basic differences between Rural and Urban Markets.			
UNIT – II			
Profile of Rural Market & Rural Market Consumer Research: Indian Rural Market: A brief profile, Marketing Research Process, Rural Market Research, Sources and Methods of Data collection, Data collection Approaches in Rural Areas, Data collection Tools for Rural Market, Limitations and challenges in Rural Marketing Research.			
UNIT – III			
Rural Market Segmentation: Introduction, Segmentation, Segmentation Variables, Conditions for Effective Market Segmentation, Benefits of Market Segmentation ,Approaches for segmenting the Rural Market of India, Rural Market Segmentation Tools,			

Target Marketing.

UNIT – IV

Rural Marketing Mix: Introduction, Marketing Mix, 4p's of Marketing Rural Marketing Mix, Additional p's of Rural Marketing, 4A's of Rural Marketing Mix.

UNIT – V

Rural Marketing Strategies for Indian rural Market: Need for Paradigm shift in strategic perspective for Rural Markets, Components of different Product Strategies, Pricing Strategies, Distribution Strategies, Promotional Strategies.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, "Rural Marketing" – Text and Cases, Pearson education.
2. "Cases in rural marketing an integrated approach". C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, Pearson education.
3. Gopalaswamy, T.P. (2006), "Rural Marketing ", Vikas Publishing House, New Delhi.
4. "Integrated Rural Development", R. C. Arora (S. Chand & Co.)
5. "Marketing Management, planning, Implementation and control", Rama swamy and Nama Kumari, McMillan Publications.
6. "Rural Marketing concepts & Practices", Balram Dogra & Karinder Ghuman (2008), Tata McGraw-Hill Publishing Co Ltd.
7. "Rural Marketing in India", K S Habeeb Rahman Himalaya Publishing House, 1st Edition, 2004
8. "Rural Marketing", R V Badi, N V Badi – Himalaya Publishing House, 2nd Edition, 2005
9. "Rural Marketing" Text and Cases – S.L. Gupta, Wisdom Publication
10. "Rural Marketing" Text and Cases – U.C. Mathur, Excel Books

15MBA3107(R1)
RURAL FINANCE

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The Main objective of the course is to equip the students the concept and understanding on importance of rural finance for development and its different dimensions.		
Course Outcomes:	<ol style="list-style-type: none">1. Understand the role of rural finance in developing the rural economy.2. Describe, compare and critically appraise different types of intervention that have attempted to provide rural finance in the past and today3. Knowledge of rural financial reforms4. Upgrade the management skills and improve financial assessment abilities in rural finance.		
UNIT – I			
Rural finance: Understanding on and importance of rural finance, present situational overview, MDG Challenges, perspective of rural finance, Role of rural finance in development of rural economy, understanding rural client and their financial need, Financial service needs.			
UNIT – II			
Financial inclusion: Understanding, Objectives, opportunity, Contemporary models and recent experiment, Theory of three pillars, New Banking Paradigm, bank initiatives, challenges. Financial Exclusion: Understanding, causes, importance of financial literacy.			
UNIT – III			
Financing to Agriculture sector: Evolution of institutional financial agencies and Critical appraisal of the role played by institutional financial agencies with reference to Agriculture credit, Understanding and Overview of financing to Agriculture sector in India.			
UNIT – IV			
Multi - Agency approach in rural finance:			
Co-operative Banks- operation and reforms, PACS, Micro Insurance –Benefits and			

Challenges, Public sector commercial bank - Policies and objectives before and after nationalization of banks, Branch expansion policy and programmes, Emergence of RRBs policy, objectives, functions, progress and achievements, Corporations and apex bodies- Agricultural finance corporation, National Bank for Agriculture and Rural Development (NABARD), Deposit Insurance and Credit guarantee corporation of India.

UNIT – V

Rural Financial reforms:

Deregulation of interest rates of cooperatives Banks and RRBS, Prudential norms and provisioning requirements, Alternative Credit delivery innovations, Revamping Rural credit system, Development Action Plan. (DA), Reutilization Plan for RRB, Memorandum of understanding (MOU), Monitoring rural credit, Provision for local Area Private Bank, Implementation and impact of reforms.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. B.M.Desai, "Banking Credit for form imports Marketing Busines", OXFORD IBH (1996).
2. K.Subramaniam and T.K. Velayudham, "Banking reforms in India", Tata Mcgraw-Hill publishing Co. New Delhi.
3. K.P. Padmanabhan, "Rural Financial Market in India", Oxford, 1990.
4. NABARD Studies on self-Help Group on the Rural poor, 1989.
5. Narsimhan Committee Report on Financial Reforms - 1992.
6. Rais Ahmed, "Rural banking and economic development", Mittal publications, New Delhi.
7. S. Subba Reddy and P.Raghuram. "Agricultural Finance and Management".
8. Surjeetsingh, "Rural Credit Issues for Nineteens", Rawat, 1997.
9. Tushaar Shah, "Catalyzing cooperation: design of self-governing organization", Sage publications
10. Veerashekharappa, "Institutional finance for rural development, Rawat publishing, Jaipur and Delhi

15MBA3107(R2)**RURAL SUPPLY CHAIN MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Student will be familiar with rural economy and the dynamics of rural supply chains.		
Course Outcomes:	Student will be able to design and implement rural supply chains for optimizing rural resource utilization.		
UNIT – I			
Introduction to Rural Supply Chain Management (SCM): Concept of rural SCM – Components – Features – Strategic issues in rural SCM, The Rural Supply Chain Revolution -Customer focus in rural SCM , Demand planning, Purchase Planning – Make or Buy decision – indigenous and global sourcing, Development and Management of suppliers.			
UNIT – II			
Manufacturing Scheduling: Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization, Material handling system design and decision, Strategic Warehousing – Warehousing Operations – Warehousing Ownership Arrangements – Warehouse Decisions.			
UNIT – III			
Information Technology and rural SCM: Information System Functionality – Comprehensive Information System Integration – Communication Technology – Rationale for ERP Implementation – ERP System Design – Supply Chain Information System Design – Enterprise Facility Network – Warehouse requirements.			
UNIT – IV			
International Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains.			
UNIT – V			
Global Supply Chain Integration – Supply Chain Security – International Sourcing - Role of Government in controlling international trade and its impact on Rural Supply Chain.			

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Donald J Bowersox, David J Closs, Logistical Management (The integrated Supply Chain Process), TMH
3. Sunil Chopra, Peter Meindl, Supply Chain Management (Strategy, Planning and Operation), Pearson Education, India.
4. Burt, Dobbler, Starling, World Class Supply Management, TM

15MBA4101**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of the course is to explain the role of logistics and supply chain management in supplementing corporate strategy of a manufacturing organization. It helps the student to master the techniques of supply chain management to match customer requirements. He can improve inbound logistics, distribution channel efficiency and help achieve customer satisfaction.		
Course Outcomes:	The student will be able to use the latest concepts and techniques of logistics and supply chain management in the global context to achieve cost and time advantages. He will be able to design and decide the distribution channels of a company.		
UNIT – I			
Logistics and Competitive strategy: Gaining Competitive advantage through logistics – Logistics Management - Integrated supply chains –Supply Chain and Competitive performance - Focus areas in Supply Chain Management- The marketing and logistics interface – Service-driven logistics systems– Customer satisfaction and success.			
UNIT – II			
Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis –direct product profitability – cost drivers.			
UNIT – III			
Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities –identifying logistics performance indicators –Channel structure – channel relationships –logistics service alliances			
UNIT – IV			

Sourcing, Transporting and Pricing Products: sourcing decisions in supply chain – transportation in the supply chain – transportation infrastructure – suppliers of transport services – transportation documentation - pricing and revenue management in the supply chain

UNIT – V

Managing global Logistics and global Supply Chains: The global supply chains -Global supply chain business processes –Global strategy –Global purchasing –Global logistics – Channels in Global logistics – Role of IT in the supply chain – Internal supply chain management

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Donald J.Bowersox and David J.Closs, Logistical Management: The Integrated Supply Chain Process, TMH, 2003.
2. Edward J Bradi, John J Coyle: A Logistics Approach to Supply Chain Management, Cengage learning, New Delhi, 2010.
3. D.K.Agrawal: Logistics and Supply Chain Management, MacMillan Publishers, 2010
4. Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation*, 2/e, Pearson Education, New Delhi 2009
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
6. K.Sridhar Butt: Logistics and Supply Chain Management, Himalaya Publishing, New Delhi, 2009
7. B.Rajashekhar, Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
8. R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010
9. Donald Waters: Global Logistics, Kogan page, New Delhi, 2010
10. Alane E Branch: Global Supply Chain Management and International Logistics, Routledge Publishers, New Delhi, 2009
11. Narayan Rangaraj: Supply Chain Management in Competitive Advantage, TMH, New Delhi, 2009
12. Anurag Sexena: Logistics and Supply Chain Management, Jaico Publishing House, New Delhi, 2009

15MBA4102**ENTREPRENEURSHIP DEVELOPMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	<ul style="list-style-type: none">• Improving the student perview on the thought of“Entrepreneur”.• Trying to expand his thought process by imparting him about supportive role government, ED institutions.• Giving glimpse on MSME, WOMEN role, basic Requirements for Setup and basic instructions on Project reporting		
Course Outcomes:	Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career.		
UNIT – I			
ENTREPRENEURSHIP			
Meaning, Definition and concept of Enterprise-Entrepreneurship and Entrepreneurship Development-Characteristics and Skills of Entrepreneurship-Role of Entrepreneurship in Economic Development-Factors affecting Entrepreneurship-Problems of Entrepreneurship.			
UNIT – II			
Training:			
Methods of training- importance of entrepreneurship development training- Prephase and post phase in Designing a Training Programme.-Creativity and Innovation in Entrepreneurship- Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs.			
New Venture Planning: Methods to Initiate Ventures- Franchising role.			
UNIT – III			
Small and Micro Enterprises: small scale industry in India- – Institutional aids for entrepreneurship development: DIC, SISI, EDII, NIESBUD, Entrepreneurial guidance bureau support to MSMEs,			
Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India.			

UNIT – IV

Organizational assistance -Industrial Park-SEZ- Carry on Business License (COB)- Environmental Clearance-NSIC- Government -Quality Standards with special reference to ISO- Modernization assistance to small scale unit- Export oriented units. Industrial sickness& Rehabilitation facilities and govt support.

UNIT – V**Project Management**

Introduction - Idea Selection - Selection of the Product / Service 6- Aspects of a Project - Phases of a Project - Project Report - Contents of a Project Report - Performa of a Suggested Project Report for a business Organization

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin.
3. VSP Rao, Kuratko: “Entrepreneurship’, Cengage Learning, New Delhi,
4. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
5. Vasant., Desai, Small- Scale Industries and Entrepreneurship, Himalya Publication, India
6. B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
7. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi,2012
8. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011
9. Manjunatha, Amit Kumar Goudar: “Management and Entrepreneurship” University Science Press, New Delhi, 2011
10. Eric A Morse, Ronald K Mitchell: “Cases in Entrepreneurship”, SAGE Publiccation, New Delhi, 2011. Operations, 8th ed., Addison Wesley, Readings, 1998.

15MBA4103**INTERNATIONAL BUSINESS MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	International Business will seek answers into some of the most pressing questions facing today's world. For example, what are the main challenges international businesses face when navigating the increasing patterns of global interdependence and trade? How are goods, people and ideas moving around the world in new ways? If globalization goes beyond our borders, it underscores the fact that problems such as financial crises, conflicts, and environmental concerns are now experienced on a global scale, affecting countries, businesses and communities. The objective of the course is to (a) Develop literacy with the concepts used to investigate globalization and international business matters; (b) Increase awareness of the interconnected nature of today's world, and how economic, social, political and environmental issues can impact international integration and business; (c) Formulate adaptation strategies and design implementation plans in international business contexts.		
Course Outcomes:	<ol style="list-style-type: none">1. Successfully articulate the complexity surrounding national and international attempts to regulate global social, political, and particularly economic issues;2. Critically analyze and interpret current events relating to globalization and international business;3. Productively utilize research and writing skills in order to create persuasive and comprehensive reports and policy analysis		
UNIT – I			
Introduction to International Business Management, Globalization of the world Economy and Globalization forces – Meaning, dimensions and stages in Globalization – Globalization Boon or bane – The Changing Nature of International Business. Differences in International Business-Opportunities and threats for International Business.			
UNIT – II			
World business environment -- Political Environment -Economic Environment - Legal Environment -The Determinants of Economic Development - States in Transition. Difference in Culture: Introduction - Social Structure - Religion - Language - Education - Culture and the Workplace - Cultural Change -Cross-Cultural Literacy - Culture and competitive			

Advantage. Risks in international business.

UNIT – III

The Global Trade and Investment Environment -International trade theory: Introduction - An Overview of Trade Theory - Absolute Advantage - Comparative Advantage - Heckscher - Ohlin Theory - The New Trade Theory - National Competitive Advantages - Porter's Diamond The Revised Case for Free Trade - Development of the Multilateral Trading System WTO & development of World trade - Regional grouping of countries and its impact. Trading Environment of International Trade- Tariff and Non-Tariff Barriers – Trade blocks- Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries.

UNIT – IV

Foreign Direct Investment: Introduction - Foreign Direct Investment in the World Economy - Horizontal Foreign Direct Investment - Vertical Foreign Direct Investment. Benefits and advantages to host and home countries. The Global Monetary System -The Foreign Exchange Market: Introduction - The Function of the Foreign Exchange Market.

UNIT – V

Strategies of International Business - - Strategy and the Firm - Profiting from Global Expansion - Pressure for Cost Reductions and Local Responsiveness - Strategic Choice. Mode of Entry and Strategic Alliances: Introduction - Entry Modes - Selecting and Entry Mode - Strategic Alliances - Making Alliances Work – International Marketing Operations. Exporting, importing and counter trade- introduction - Export and Import Finance-Export assistance.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, 8th ed., Addison Wesley, Readings, 1998.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.

15MBA4104(M1)**INTERNATIONAL MARKETING**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Student will grasp the scope and significance of International Marketing in the present Global Business Environment. They are able to understand the opportunities available for Indian companies in other countries and develop a marketing mix to successfully implement marketing programs.		
Course Outcomes:	The student will be able to analyse the developments in international markets and provide inputs to Indian companies company on emerging opportunities. He will be able to prepare a marketing plan to successfully enter and operate in international segments.		
UNIT – I			
International Marketing: Scope and Significance of International Marketing, Need for international trade, trends in foreign trade. International marketing environment, Business Customs in International Market			
UNIT – II			
International Market Entry Strategies: Marketing in transitional economies and third world countries, international market segmentation and targeting - Indirect Exporting, Domestic Purchasing, Direct Exporting , Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.			
UNIT – III			
International Product Management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in International Marketing, Product and culture, Successful brands in International Market.			
UNIT – IV			
International Marketing Channels: channels –Distribution Structures, Distribution			

Patterns, Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries. Management of Logistics and physical distribution.

UNIT – V

Pricing and Promotion for International Markets: Environmental influences on Pricing Decisions, Transfer pricing, Global Pricing Policy Alternatives. Global Advertising and branding, - Export Marketing: EXIM policy of India. Export costing and pricing, Export procedures

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Czinkota: International Marketing, Cengage Learning, New Delhi, 2013
2. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2012.
3. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
4. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008
5. Sak Onkvisit: International Marketing, Routledge Publications, New Delhi, 2009
6. Jeffrey Edmund Curry: International Marketing, University Science Press, New Delhi, 2010
7. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020
8. Jean Pierre Jeannet: Global Marketing Strategies, Jaico Publishing House, New Delhi, 2005
9. Sunil Gupta: International Marketing, Kalyani Publishers, New Delhi, 2009
Raja Gopal: International Marketing, Vikas Publishing House, New Delhi, 2009

15MBA4104(M2)**PRODUCT MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The student will understand the theoretical concepts on successful planning and implementing of new products in the global environment.		
Course Outcomes:	Students will be able to identify, plan participate and develop product and Brand Management processes in organizations through following the prerequisites of competitive markets.		
UNIT – I			
Developing successful products, General trends in new product development, issues and problems IN New Product development, Product market complexity, modeling development process, Strategy for new product development process.			
UNIT – II			
Product design process, Product functionality and usability in Indian markets, The changing design process, design paradigms, developing products for the bottom of the Pyramid requirements for design, the design process, incorporating high quality in designs, designing technology products, design review.			
UNIT – III			
Production planning, Product Mix, manufacturing significance, globalization and manufacturing, some basic concepts, global sourcing, flexible assembly, Just in Time inventory, cost control, Product maintenance, elements of maintenance, Corrective and preventive maintenance, prediction models for maintenance, design for maintenance methodology, customer involvement in maintenance, time management.			
UNIT – IV			
Brand Management: Developing Product plan, Brand management Issues, Role of Brand Manager, Competitive analysis, SWOT analysis of the product, Strategic analysis and choice, Brand strategy, Management of Product Life cycle, Distribution channels and promotion.			
UNIT – V			

Demand management, assessing market demand for new product, methods for assessing initial demand, seasonal fluctuations, cost estimation, cost and price structure, product pricing methods, Pricing products with short life cycles. Market development.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Ramanuj Majumdar, Product Management in India, PHI Learning, Delhi, 2007
2. C Anandan, Product Management, TMH, Delhi 2009
3. R K Srivastava, Product Management and New Product Development, Excel Books, 2007
4. Troy Strader, Digital Product management Technology and Practices, Business science reference, 2011
5. Anil Mital, Anoop Desai, Product Development, Elsevier, Singapore 2014
6. Dariush Rafinejad, Innovation, Product Development and Commercialization, J. Ross Publishing, USA, 2007
7. Barclay, Dann, Holroyd, New Product Development, Butterworth Heinemann, Oxford 2010
8. Marisa Brown, Leavitt, Wright, New Product Development, Tata Mc Graw Hill, New Delhi 2005
9. Clifford Fiorre, Accelerated Product Development, Productivity Press, New York, 2005

15MBA4105(M1)**SALES AND DISTRIBUTION MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of this course is to familiarize the students with the importance of gaining market access, coverage and providing customer services through proper design and management of sales force, etc. 1. To make the students understand the key principles of organizing and managing of Sales force. 2. To make the students aware of the key principles in designing, managing, evaluating, and modifying marketing channels.		
Course Outcomes:	1. Understanding the role of sales and distribution management in providing better customer services. 2. This course encapsulates the idea of analysis and strategy formulation, planning, implementation and control in sales & Distribution Channels for products in the competitive global marketplace		
UNIT – I			
Sales Management Introduction: Evolution of Sales Function – Definition of sales management - Objectives of Sales Management – Functions of Sales Management - Responsibilities and duties of Sales Manager– Formulation of Sales Strategy –Different sales strategies and selling methods.			
UNIT – II			
Personnel Selling and Sales Forecasting: Introduction – Steps in Personnel Selling – Sales Organisation - Sales Forecasting: Sales Quotas – Sales Territory Management – Sales Budget.			
UNIT – III			
Sales Force Management: Recruitment and selection of Sales personnel –Training of Sales personnel – compensation of Sales personnel- Motivating Sales personnel –Monitoring and Performance evaluation – Sales Displays.			
UNIT – IV			

Channels of Distribution: Basic Concepts of distribution system: Designing Channel Systems - Channel Management: Distribution of Channels-Factors-Types of distribution Channels - Retailing and Wholesaling.

UNIT – V

Physical Distribution Management: Introduction-Functional areas of distribution Logistics – Cost, Customer service and physical distribution – New techniques in managing distribution.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Gupta S.L., *Sales & Distribution Management* (Text and Cases), Excel Books, New Delhi.
2. Richard R.Still, Edeard W.Cundiff and Norman A.P.Govani., *Sales Management Decisions, Policies and Cases*. Prentice Hall. 2008.
3. S.A.Chunawala: *Sales and Distribution Management*, Himalaya Publishing House, New Delhi, 2009
4. Hair, Anderson: *Sales Management*, Cengage Learning, New Delhi, 2010
5. Krishna K Havaldar, & Vasant M Cavale., *Sales and Distribution Management*. The McGraw-Hill Companies. 2008.
6. Matin Khan. *Sales Management*. Excel Books.
7. Tapan K Panda: *Sales and Distribution Management*, Oxford University Press, New Delhi, 2009
8. Bowersox, *Strategic Marketing, Channel, Management*.
9. Johnson. E. M etc., *Sales Management: Concepts, Practices and Cases*. New York. McGraw Hill
10. Anderson, R. *Professional Personal Selling*, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1991

15MBA4105(M2)**E - MARKETING**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	Student will grasp the scope and developments in E Marketing in the present competitive marketing environment. They are able to understand the growth opportunities available for E marketing companies and devise E marketing strategies for all companies involved in marketing activity.		
Course Outcomes:	The student will be able to identify E marketing opportunities and provide strategic inputs to marketing companies. He will be able to understand the different technologies to design E Marketing plan and implement the same successfully in target segments.		
UNIT – I			
Introduction to E Marketing, Internet Connectivity in the world, Internet usage in India, B2B, B2C, C2C, Sell, Serve, Speak, Save, Sizzle, Internet as Brand Building Tool, E Marketing Strategy			
UNIT – II			
Remix, Beyond Marketing Mix, Product, Price, Place, Promotion, People, Process, Physical Evidence, Partnerships			
UNIT – III			
E Models, Online Revenue Models, Intermediary models, Attribution Models, Communication Models, Customer Information Processing models, Customer buying Models, Loyalty Models, Social Media Models, Social Business models			
UNIT – IV			
E- Customers, Understanding Generation Z, Motivations, Expectations, phobias, Online Information Processing, Online Buying processing, Online relationships and Loyalty, Communities and social networks, customer profiles, Researching online customer.			
UNIT – V			
Managing Digital Marketing,Transformation of E marketing, Budgeting for Digital			

marketing, Selection of suppliers, Implementing new systems, Digital Analytics, Automation, E security, Planning 3 Ms, Men, Money, Minutes

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Stephen Dann Susan Dann, E Marketing Theory and Application, Palgrave Macmillan , UK 2011
2. Dave Shaffey, P R Smith, E Marketing Excellence- Planning and Optimizing your Digital Marketing, Routledge New York 2013
3. Noman Rana, E Marketing Intelligence Transforming Brand and Increasing Sales using Digital Channels, Self help Publishers, Canada, 2009
4. Irvine Clarke III Theresa Flaherty, Advances in Electronic Marketing, Idea Group Publishing Singapore, 2005
5. Patric Loh, E Marketing to China - A Cultural Approach, Knowledge Works Consultants Singapore, 2005
6. Sandeep Krishnamurthy, Contemporary Research in E Marketing, , Idea Group Publishing Singapore, 2006
7. Melissa Barker, Donald, Nicholas, Krista, Social Media Marketing A Strategic Approach, Cengage Learning, New Delhi 2013
8. Gary Lilian , Rajdeep Grewal, Handbook of B2B Marketing, Edward Elgar Publishing Inc, USA, 2012

15MBA4106(F1)
FINANCIAL DERIVATIVES

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	There has been a dramatic growth in markets for financial derivatives in recent years. Modern managers can use financial derivatives such as futures, options, and swaps to hedge particular kinds of risk or to change the returns on their portfolios in certain ways. The purpose of this course is to provide the student with the necessary skills to value and to employ futures, options, and other related financial instruments.		
Course Outcomes:	The course is expected to provide on the know-how to value and to employ futures, options, and other related modern financial instruments. At the same time the course gives an ample perspective of derivative instruments as a short term investment option. The course will as well give an edge to understand and calculate the risk involved in the securities market.		
UNIT – I			
Introduction of Financial Derivatives: Forwards and Futures Contracts, Other Derivatives- Trading Regulation-Index Futures-Futures on Currencies-Interest Rate Futures Derivatives Market in India			
UNIT – II			
Options Market: Properties of Stock Options Mechanics of Option Markets Underlying Assets Stock Options Warrants, Executive Stock Options, and Convertibles.			
UNIT – III			
Trading Strategies: Strategies Involving Options-Spread, Combinations, Other Payoffs Options on Indices-Hedging Strategies Using Derivatives.			
UNIT – IV			
Options Valuation: Binomial Model One-step and Two Step Binomial Trees Black-Schools Model; Lognormal Property of Stock Prices; Volatility; Causes of Volatility.			

UNIT – V

Swaps: Currency Swaps; Interest Rate Swaps; Equity Credit Derivatives; Credit Default Swaps Caps and Floors.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. John C. Hull: Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.
2. Bishnu Priya Mishra, Financial Derivatives, Excel Books, New Delhi.
3. Franklin Edwards and Cindy Ma : Futures and Options, Tata McGraw Hill, New Delhi.
4. Financial Derivatives : An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi.
5. Bhalla, V.K. Financial Derivatives, Sultan Chand, New Delhi.
6. Satyanarayana Chary.T., Financial Derivatives, Excel Books, New Delhi.
7. Preeti Singh, Financial Institutions, Ane Books India, New Delhi.
9. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
10. Kumar S S S., Financial Derivatives, Prentice Hall of India, New Delhi.

15MBA4106(F2)**FINANCIAL INSTITUTIONS AND SERVICES**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	An overview of the Indian financial system in which financial managers and investors operate. To understand the role of financial institutions and financial services globally and their importance in the development of economy.		
Course Outcomes:	<p>On completion of the course students will understand clearly about the Financial System and how this system works and different way organization provide services to the targeted customers;</p> <p>The course as well gives an in-depth understanding about the operations and importance of banking and non – banking institutions in the finance sector.</p> <p>It as well let the students understand not only its importance, but as well let them know different regulation, law ...etc guarding the financial markets.</p>		
UNIT – I			
The Basic Theoretical Framework: The Indian financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. universal banking; Financial intermediaries and Financial Innovation; RBI-Central Banking.			
UNIT – II			
The Financial Institutions: A brief historical perspective. An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC.			
The banking Institutions: Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support.			
UNIT – III			
The Non-banking financial institutions: Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India (UTI) and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market.			

Insurance: The Economics of Insurance; Life Insurance; Reinsurance; The Insurance Industry and its regulation. Efficiency and the Structure of the Insurance Industry; Pension funds; Pension plans today.

UNIT – IV

Financial services: Asset/fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

UNIT – V

Merchant Banking: Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. The regulatory framework: SEBI and Regulation of Primary and Secondary Markets, Company Law provisions.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Bhalla.V.K. Management of Financial Services, Anmol Publications, New Delhi.
2. Chinmaoy Sahu, Management of Financial Services, Excel Books, New Delhi.
3. Avadhani V A., Marketing of Financial Services, Himalaya Publishing House, Mumbai.
4. David, B and Zenoff: Marketing of Financial Services, Ballinger Publishing co.
5. M.Y.Khan, Financial Services, Tata McGraw Hill, New Delhi.
6. Gordon E and Natarajan K., Financial Markets and Services, Himalaya Publishing House, New Delhi.
7. R.Shanmugham: Financial Services, Wiley India, New Delhi, 2010
8. Meir Kohn: Financial Institutions and Markets, Oxford University Press, New Delhi, 2009
9. Sames L .Heskett, Managing in the Service Economy, Harvard Business School Press, Boston, 2001.
10. Bharti V Pathak: The Indian Financial System, Pearson Education, New Delhi, 2010
11. R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd. 2002.

15MBA4107(F1)**PORTFOLIO MANAGEMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	1. To impart the knowledge on basic aspects of portfolio management. 2. To provide the knowledge on selection of securities to maximize the return on from the investment. 3. To provide the knowledge regarding portfolio revision strategies.		
Course Outcomes:	1. Students will able to understand the basics in Portfolio management. 2. Students will able to get knowledge how returns will be maximized by selecting portfolio of securities.		
UNIT – I			
Introduction to Portfolio Management: Meaning and Phases of Portfolio Management - Portfolio Analysis – Expected Return and Risk of a portfolio (Problems) - Diversification of Risk – Reduction of Portfolio Risk through Diversification – Portfolio with more than two securities – Risk-Return Calculations of securities with more than two securities (Problems).			
UNIT – II			
Portfolio Selection: Meaning – Feasible Set of Portfolios – Selection of Optimal Portfolio - Markowitz Portfolio Model – Sharpe Single Index Model.			
UNIT – III			
Capital Market Theory: Assumptions of Capital Market Theory - Capital Asset Pricing Model (CAPM) – The Capital Market Line (CML) – The Security Market Line (SML) - Arbitrage Pricing Theory (APT).			
UNIT – IV			
Portfolio Performance Evaluation: Methods of Performance Evaluation - Sharpe's Performance Index - Treynor's Performance Index - Jensen's Performance Index - Fama Decomposition of Total Return.			
UNIT – V			
Portfolio Revision: Meaning – Need for Revision - Portfolio Revision Strategies – Active			

Revision Strategy - Passive Revision Strategy - Formula Plans.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

Suggested Books:

1. S. Kevin S., Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd., New Delhi.
3. V.A. Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House Pvt. Ltd., Mumbai.

Reference Books:

1. Bhalla. V.K., Investment Management: Security Analysis and Portfolio Management, Sultan Chand, New Delhi.
2. Bhat, Security Analysis and Portfolio Management, Excel Books, New Delhi.
3. Fisher, Donald E. and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, New Delhi.
4. Fuller, Russel J., and Farrel, Jr., James L., Modern Investments and Security Analysis, McGraw Hill Book Company, New Y
5. Parvathiswara Rao, Security Analysis and Portfolio Management, Excel Books, New Delhi.

15MBA4107(F2)
BANKING AND INSURANCE

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The arrival of market-oriented approach, globalization, reforms and competitions in the banking and insurance sector and the need to equip prospective banking and insurance professional to face the challenges ahead, the University of Mumbai has developed a degree course in Banking and Insurance for the students who aspire to make a career in Banking and Insurance. This course will provide the students, a greater in-depth knowledge of different aspects of Banking, Insurance and other financial services and a thorough understanding of the practical application of the theory. The Banking & Insurance degree aims to inculcate training and practical approach among the students by using modern technologies, and also to given an adequate exposure to operational environment in the field of Banking, Insurance and other related financial services.		
Course Outcomes:	1. This course enables the students to understand and avail an additional avenue of self-employment and also benefit the industry by providing them with suitable trained persons; 2. It helps students to exploit opportunities being newly created in the field of Banking & Insurance due to Globalization, Privatisation and Liberalisation. 3. It provides adequate basic understanding about the Banking, Insurance and Other related financial services, among the students and gain adequate exposure to the operational environment in the field of the Banking, Insurance and Other related financial services.		
UNIT – I			
Evolution of Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, and financial services), Banking Regulations, BASEL Norms, and Banking Products – Fee based and fund based.			

Bank Management: Liquidity Management, Investment Management, Loan Management, Liability Management, Credit Management, Risk Management

Introduction to Indian Banking System: Financial Market and its segmentation, Financial System overview, Recent developments in Indian Financial System, Role and Functions of RBI;

UNIT – II

Historical aspects of Banking in India. Commercial & Co-operative Banks: Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, Foreign Banks, Categories & Features of Co-operative Banks, Introduction to Regional Rural Banks.

Banking Sectors in India: Types of Banking Sectors, Introduction to Retail Banking, Retail Banking Products, Introduction to Wholesale Banking & International Banking, Wholesale Banking Products, Financial Intermediaries

Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening and Closure. Loans and Advances: Principles of lending, Different types of loans, Credit appraisal techniques, Credit management and credit monitoring.

Bank Assurance: Benefits for banks and insurance companies, Mutual funds, their types, Electronic Banking.

Banker-Customer Relationship: Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services, Payment and Collection of cheques and other negotiable instruments.

UNIT – III

Introduction of Insurance: Concept and nature of insurance, Purpose and need of insurance, working of insurance, insurance as security tools, insurance and economic development, Role of bancassurance in Indian Scenario. History of Insurance: Segments of insurance – life insurance, non-life insurance, history of life insurance, history of non-life insurance, Recent trends in Insurance in India.

Basics of Insurance : Indemnity, Insurable interest, Materiality of facts, UberimmaeFidae and implications, Duty of disclosure. Types of Insurance : Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance. Principles governing marketing of insurance products. Insurance Regulation and Role of IRDA.

UNIT – IV

Principles of Life Insurance: Utmost good faith (Uberrima Fides), Principle of Insurable

interest, Principle of Indemnity, Subrogation Clause, Contribution Clause, Warranties, Proximate Cause. Life Insurance Products: Introduction, Traditional insurance products - Term, Endowment, Whole life, Various Life Insurance Policies of different Insurance Companies. ULIPs: Linked Life Insurance Products, Types, recent trends, ULIP as a tool for financial planning Annuity Policy: Introduction, Basis of Annuity Income, Classification of Annuities, Uses of Annuity, Limitation of Annuity

Principles of General Insurance: Utmost good faith (Uberrima Fides), Principle of Insurable interest, Principle of Indemnity, Subrogation clause, Contribution Clause, Warranties, Proximate Cause. General Insurance products: Introduction and Classification of Products. Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance.

UNIT – V

Role of insurance in personal financial planning: Insurance as an investment tool. Essentials of Commercial Contracts: Offer & Acceptance, Features of offer & acceptance. Consideration: Legal capacity to contract, Consensus ad idem (Same Mind), Legality of object, features to be discussed in relations with insurance. Contracts of various kinds: Insurance & service contract, Insurance & gambling, other features of an insurance contract. Management Techniques & Process: Definition of Risk, Classification of Pure Risks: Personal Risks, Property Risks, Liability Risks, Failure of Others, Overlapping Risks; Rules of Risk Management, Risk Management Technique, Risk Management Process: under writing TPA basic assessment, claim management of claim settlement

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. M N Mishra, S B Mishra: Insurance Principles & Practice, Sultan Chand and Sons.
2. James L Athearn: Risk and Insurance, West Publication Co.
3. Nalini Prava Tripathy and Prabir Pal: Insurance Theory and Practice, Prentice Hall India.
4. PAS Mani: Life Insurance in India, Western Printers and Publication.
5. George E. Rajda: Principles of Risk Management and Insurance, Pearson Education.
6. William Franklin Gephart: Principles of Insurance, Nabu Press.
7. P.K. Gupta: Insurance and Risk Management, Himalaya Publishing House.
8. A. Ganguly: Insurance Management, New Age International
9. Derfman S. Mark: Introduction to Risk Management and Insurance, Prentice Hall India.
10. Marrington E. Scott and Niehaus R. Gregory: Risk Management and Insurance, Tata McGraw Hill.

15MBA4106(H1)**ORGANIZATIONAL LEADERSHIP**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	To impart the theoretical knowledge on organizational leadership and to explain the various contingency factors that contributes to leadership effectiveness in corporate sector.		
Course Outcomes:	1. The student will be able to use different techniques that will help leadership effectiveness. 2. He will be able to train human resources in leadership development.		
UNIT – I			
Introduction to Leadership: Definition, Importance of leadership, Roles of a leader - Leadership traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes.			
UNIT – II			
Leadership behaviour and motivation, and contingency leadership: Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory.			
UNIT – III			
Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet’s team effectiveness leadership model, virtual and self managed teams - Leader follower relations: Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict.			
UNIT – IV			
Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture,			

Strategic leadership
UNIT – V
Leadership development and succession: Development through self awareness and self discipline, Development through education, experience, and mentoring, succession - Leadership development programs, Evaluation of leadership development efforts.
UNIT - VI
<i>Case Study:</i> Compulsory. Relevant cases have to be discussed in each unit.
<u>Learning Resources:</u>
<ol style="list-style-type: none"> 1. Effective Leadership- Lussier/ Achus, Tjird edition, Thomson South Western, 2007. 2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 2006. 3. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, Fourth edition, Biztantra. 2007. 4. Leadership in Organizations, Gary Yukl, Pearson Education, 6th Edition 5. The Leadership Eperience, Richard L Daft, Cengage Learning, 2nd Edition, 2002 6. Dynamics of leadership, Craig Watson, Jaico Publications. 7. The art of leadership, George Manning and Kent, 2nd edition, Mc- Graw Hill Education.

15MBA4106(H2)**TRAINING AND DEVELOPMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	1. To provide knowledge in basic concepts of training and development 2. To provide knowledge in emerging methods of training.		
Course Outcomes:	1. Student will able to understand the importance of training and development 2. He/She will also get knowledge in the area of different methods used by the organizations.		
UNIT – I			
Human resource training – Concept, challenges training context, trainees, trainers, employers – Phases of training.			
UNIT – II			
Need assessment phase – Designing the training programme – Evaluation training.			
UNIT – III			
Training aids – Traditional instructional approach, Classroom methods – On the job training, Simulation, Self directed training, Team training.			
UNIT – IV			
Emerging methods – Computer base learning, Distance learning, Intelligent tutorial system, Virtual reality training, Blended learning, Mobile technologies, Out Board learning, Adventure learning, Embedded learning, Performance support system, Action learning.			
UNIT – V			
Developing learning organization – Training styles – Special issues in training, Post training support – Future of training.			
UNIT - VI			
<i>Case Study:</i> Compulsory. Relevant cases have to be discussed in each unit.			
<u>Learning Resources:</u>			
1. Gold stein & Ford: Training for Development (Prentice Hall) 2. Udai Pareek & TV Rao: Designing & Managing Human Resource Systems with Spl Emphasis on HRD (Oxford & IBH)			

3. Rolf P Lynton & Udai Pareek: **Traning for Development** (Vistaar)
4. Noe: **Employee Traning and Development** (Tata McGraw Hill)
5. Blanchard, Nick: **Effective Training: System Strategies and Practices** (Pearson)
6. Pandu Naik, G: **Training and Development , Test Research and Cases** (Excel)
7. Sahu R.K: **Training for Development** (Excel)
8. T V Rao: **Appraising & Development Managerial Research** (Excel)

15MBA4107(H1)**MANAGEMENT OF CHANGE & DEVELOPMENT**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of this course is to equip the students with basic concepts of Organizational development and change as change is inevitable.		
Course Outcomes:	The student will grasp the concepts of change, how to conduct training and development programs, setting training objectives as Change and Development of employees is always a part of organizational success.		
UNIT – I			
Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as growth – change as transformation – change as Turnaround – value based change. Systems approach to change: systems autonomy and behaviour – the intervention strategy model – cases in intervention – total project management model (TPMM).			
UNIT – II			
Mapping change: The role of diagrams in system investigation – A review of basic flow diagram techniques –systems relationships – systems diagram and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach.			
UNIT – III			
Organisation Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD practitioners			
UNIT – IV			
Negotiated change: Change in the labour-management relations in the post-liberalized India – a review of the response of collective bargaining strategy to the challenges of Globalisation and the restructuring of enterprises in India			
UNIT – V			
Team Building: Nature and Importance of Teams – Team vs Groups – Types of teams –			

Characteristics of Virtual teams – Team building life cycle – role of managers as linking pin
 steam building skills – Perspectives on effectiveness of Team working. Virtual teams: High
 performance teams – self managing teams – Building team relationships – empowered teams
 – leadership on teams – Managing cross –cultural diversity in teams – role of change
 consultant— contemporary issues in managing teams.

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Mark Hughes: Change Management in Organisations, Jaico Publishing House, New Delhi, 2008
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.
3. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2008.
5. Cummings and Worley: Organisational Development and Change, Cengage Learning, New Delhi, 2009
6. Radha R Sharma: Change Management, TMH, New Delhi, 2008
7. Sarah Lewis: Appreciative Inquiry for Change Management, Kogan Page Publication, New Delhi, 2010
8. Kavitha Singh: Organisation Change and Development, Excel Books, New Delhi, 2010,
9. C.S.Venkataratnam: Negotiated Change –Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
10. Sethi : Orgnisational Transformation Through Business Process Reengineering Pearson Education.

15MBA4107(H2)
TALENT MANAGEMENT

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	1. To give full information about how organizations manage the talent in an organizations. 2. To provide knowledge about career development aspects.		
Course Outcomes:	1. Student will able to understand about basic concepts in talent management 2. He/She will also able to understand the regarding career planning and development.		
UNIT – I			
Talent management – Definition – Importance – Impact - 360 feedback process and systems - - Talent imperatives, elements of talent management, workforce diversity and talent management - Criteria for effective talent management.			
UNIT – II			
Talent Procurement and Deployment – Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication			
UNIT – III			
Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements			
UNIT – IV			
Return of Talent – Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, talent forces of tomorrow			
UNIT – V			
Managing career – Meaning – Importance - Individual vs organizational perspective - Career development vs employee development - Career development value for the organization			
UNIT - VI			
Case Study: Compulsory. Relevant cases have to be discussed in each unit.			

Learning Resources:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent

15MBA4106(R1)**AGRI BUSINESS**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The student will be able to understand the dynamics of rural economy and agribusiness in Indian context.		
Course Outcomes:	The student can work in companies that deal with rural markets and rural supply chains.		
UNIT – I			
Introduction to Agribusiness: The business of Agribusiness, Managing the Agribusiness, Scope, functions and tasks			
UNIT – II			
Agribusiness management: Organization and Context, the organization of agribusiness, international agribusiness			
UNIT – III			
Marketing Management for Agribusiness: Strategic market planning, the marketing mix, tools for marketing decisions for agribusiness			
UNIT – IV			
Operations Management for Agribusiness: Production planning and management for agribusiness, supply chain management for agribusiness, Role of IT in Agribusiness			
UNIT – V			
Human resources Management for Agribusiness: Managing organization structure, managing human resources in agribusiness			
UNIT - VI			
Case Study: Compulsory. Relevant cases have to be discussed in each unit.			
<u>Learning Resources:</u>			
1. Freddie Barnard, Jay Akridge, Frank Dooley and John Foltz, Agribusiness Management, 4 th Edition, Routledge, Taylor and Francis Group, London and New York, 2012.			

2. James G.Beierlein, Kenneth C.Schneeberger, Donald D.Osburn, Principles of Agribusiness Management, 5th Edition, Waveland Press, Inc., Illinois, 2014.
3. Cliff Ricketts, Nolan Omri Rawlins, Introduction to Agribusiness, Delmar/Thomson Learning, 2001.
4. David D. Van Fleet, Ella W. Van Fleet, George J. Seperich, Agribusiness: Principles of Management, Delmar Cengage Learning, 2014.
5. Walter David Downey, John K. Trocke, Agribusiness management, Illustrated Edition, McGraw-Hill, 1981.

15MBA4106(R2)**E-BUSINESS FOR RURAL ENTERPRISES**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The objective of this course is to share the knowledge about the E-Business- its advantages and its necessity for the development of rural enterprises.		
Course Outcomes:	<ol style="list-style-type: none">1. To make the student aware of basics of E-business and its comparison results with that of e-commerce and to give how it is doing in the developing countries2. To give knowledge about the basic technological components used in doing E-Business and even about existing e-market places and models3. To give the student about the perception of Rural folks, groups and rural consumer, how he lives and demands... to get complete picture on Rural Enterprises existence and growth-opportunities and challenges.4. Understands the complete picture of E-marketing –its opportunities and challenges in the external environment in scenario of doing business.		
UNIT – I			
E-Business : meaning- E-Business Vs E-Commerce- Different types of E-commerce- internet relevance to E-Commerce- advantages of E-commerce –advantages of ecommerce for businesses- business relationships transformed through e-commerce- e-commerce link customers, workers, suppliers, distributors and competitors- relevant components of an e-business model- Role of Ecommerce in developing countries			
UNIT – II			
E-business technology, Markets and Models			
E-business technologies: internet- World wide Web- EDI- Wireless Technology- E-business environment-E-marketplaces-E-business markets-E-business models(types)			
UNIT – III			
Business in Rural Enterprise and its Growth:			

Introduction to rural folks – groups-rural consumer- characteristics- lifes and scope of rural marketing- rural employment- rural market opportunities – challenges – strategies
 Introduction- E-commerce& Rural India –Benefits of E-commerce- bottlenecks and solutions
 – Ecommerce Model – Ecommerce applications.

UNIT – IV

E-Marketing in Rural Enterprises

The scope of E-Marketing, Internet Marketing Techniques; Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities

UNIT – V

E-business Strategy Formulation and Implementation:

Formulation: Introduction- Strategic management and objective setting- The strategic process- Competitive strategies for e-business

Implementation: Key issues-Introduction-Strategic controls- Organizational learning- Organizational culture and e-business-Change management

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Introduction to E-Business Management and Strategy, Colin Comb, Elsevier Publications LTd
2. Awadesh Kumar Singh “Rural Marketing: Indian Perspective”, new age international publications ltd, 2007
3. Sanal Kumar Velayudhan“Rural marketing” –targeting the non-urban consumer bysage Publications ltd

15MBA4107(R1)
RURAL INNOVATION

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	This course will introduce students to the basic fundamental concepts and factors that either promote or hinder Rural Development and also the effects, issues. Psychological and sociological conditions of rural perspective to understand their situations and adaptiveness towards innovations as mechanism, as harness in tool and as well as technology developer. Lastly to make the students to know about the role of government in supporting problems of cultural practices in rural development.		
Course Outcomes:	By the end of the study of this course, the student will equip with the <ol style="list-style-type: none">1. Basic information about necessity of rural development necessity for the nation building especially in the country like INDIA.2. Imparted with the knowledge of rural approach in terms of personality, attitude and social being and the occurred changes among these few years with new innovative technologies3. Technical understanding of techniques and models used for rural development by various experts up to now4. Understand the role of innovation in new dimensions as different thinker, builder, binder and creator of interactive value chain for effective communications.5. Understand the supportive role of government in all aspects.		
UNIT – I			
Rural Psychologies and Sociology			
Basic concepts, Psychoanalytic theories, learning theories, cognitive development theory, four stages of cognitive development and its use in Indian Rural perspective: significance of			

attitudes and values in rural development. **Rural Sociology:** Meaning, nature and various components of rural society, concept of caste and class and its relationship, problems of weaker sections, social status and conditions of SC/ST, OBC, Women and Children: Poverty, unemployment and imbalance in development, remedial measures, the status and rights to the rural women, land less labourers, child labourers and other weaker sections of the rural society, effect of rural

UNIT – II

Techniques and Models of Rural Development:

Meaning, definition, scope under Indian conditions, modern techniques of rural development, process of technological innovation: **Appropriate technology in rural development** -scope importance of appropriate technology, relationship and role with productivity, process of technology transfer, modes, barriers of technology transfer. **Energy and Rural Development**-Government and other agencies promoting technology, spread of technology in energy and fuel, water, solar, wind power energies, home appliances, production process and transport areas.. **Models for Rural development:** Concept and Importance of model implication of model given by Karl Marx, Mahatma Gandhi, Dr. Ram Manohar Lohia and Nehru in Rural development.

UNIT – III

Principles of Innovation for Rural Markets

Introduction – Reasons for need of Innovation for Rural Market – Principles of Innovation for Rural Market

UNIT – IV

Rural Innovation

Innovation Challenges- changing context of rural innovation-evolution of innovation thinking –Innovation into practices (stories)- innovation as harnessing tool-Dynamics of introducing a new technology: successes and challenges- Innovations and environment shift – Innovation: value chain and interaction thinking.

UNIT – V

SUPPORTIVE AGENCIES FOR RURAL DEVELOPMENTS AND INNOVATIONS

Women and Child Welfare Programmes-Programmes for Rural Development: I.R.D.P, DWARCA, Jawahar Gram Samridhi Yojna (JGSY), Swarnjayanti Gram Swarajgar Yojna(SGSY), National Rural Health Mission(N.R.H.M), Mahatma Gandhi National Rojgar Guarantee Yojna(MANRGA), Nirmal Gram Yojna (NGY), Providing Urban facilities to

Rural Areas(PURA), Central Rural Sanitation Programme (CRSP)-

Science and Technology for Rural Development: Universities in rural development, Technology Mission for drinking water, mission for wasteland development, Technology mission for dairy development, Role of CAPART in adoption of rural technology, Vermiculture and Organic farming-

Financing Agencies for Rural development: Rural financing institutions, micro finance institutions, central and state structures, Agricultural Finance, Reserve Bank of India(RBI), Grameen Banks, Commercial Banks, Cooperative Banks, Nationalized Bank, Private Bank, National Agricultural Bank for Rural development(NABARD).

UNIT - VI

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. Vasant Desai “Fundamentals of Rural Development”New Delhi: Rawat Publications
2. Katar Singh, (2009), “Rural Development”, Sage Publications.
3. Deb, P.C. (1984), Rural Sociology, Kalyani Publishers.
4. Sharma K.L. (1997) Rural Sociology in India, Rawat Publications.
5. Shrinivas, M.N. (1977), Dimension of Social Change in India, Allied Publishers.
6. .Oomen, T.K. (1984) Social Transformation in rural India, Vikas Publishing.
7. Roger, E.M. & F.F. Shoemaker “Communication of Innovation”. New York: The Free Press, 1971.
8. Super S.V. An Introduction of Extension Education. New Delhi: Oxford and IBH Co. Pvt., 2004
9. Pyburn, R. and J. Woodhill (eds.) 2014. Dynamics of Rural Innovation – A primer for emerging professionals. LM Publishers, Arnhem;Royal Tropical Institute ISBN: 978-9460221491

15MBA4107(R2)**SOCIAL ENTREPRENEURSHIP**

Lecture :	4 hrs/ Week	Internal Assessment:	40
Tutorial :	-	Final Examination:	60
Practical :	-	Credits:	3
Course Objectives:	The student will be aware of the conceptual and philosophical values of social enterprises in Indian context.		
Course Outcomes:	The graduate student studying the course will effectively organize small and medium enterprises that have social significance.		
UNIT – I			
Introduction to Social Entrepreneurship, Defining and distinguishing Social Entrepreneurship, Relationship between Social Entrepreneurship and Democracy, Qualities of a social entrepreneur.			
UNIT – II			
Organizational structure, Recognizing social opportunities, Developing a strategic plan for a social venture, Funding social ventures, Scaling social ventures, Measuring social impact.			
UNIT – III			
Identifying Social Entrepreneurship in practice, the dynamics of social change, Social Entrepreneurship- A global movement, Social-Change theories and dilemmas, Equilibrium and Complexity, Theory of Social Emergence.			
UNIT – IV			
Social Capital, Social Networks: Bedrock of social capital, Social Value, Personality traits that facilitate the social capital.			
UNIT – V			
The future of Social Entrepreneurship, Social Entrepreneurship-A new kind of leadership, New Dimensions of Social Entrepreneurship			
UNIT - VI			
<i>Case Study:</i> Compulsory. Relevant cases have to be discussed in each unit.			

Learning Resources:

1. Arthur C. Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation, Pearson Education, 2009.
2. Jill Kickul, Thomas S. Lyons, Understanding Social Entrepreneurship, Routledge, London and New York, 2012.
3. Ryszard Praszkie, Andrzej Nowak, Social Entrepreneurship: Theory and Practice, Cambridge University Press, UK, 2012.
4. Alex Nicholls, Social Entrepreneurship: New Models of Sustainable Change, Oxford University Press, 2006.
5. David Bornstein, Susan Davis, Social Entrepreneurship: What everyone needs to know, Oxford University Press, 2010.
6. Georgia Levenson Keohane, Social Entrepreneurship for the 21st Century, Mc Graw Hill, 2013.