

EVALUATION SCHEME

SEMESTER I							
S.No	Course Code	Subject	Evaluation Scheme				
			Sessional Exam			ESE	Total
			CA	TA	Total		
1	MBA 101	Managing Organization	30	20	50	100	150
2	MBA 102	Managerial Economics	30	20	50	100	150
3	MBA 103	Business Accounting	30	20	50	100	150
4	MBA 104	Business Environment	30	20	50	100	150
5	MBA 105	Business Statistics	30	20	50	100	150
6	MBA 106	Marketing Management	30	20	50	100	150
7	MBA 107	Communication for Mgt.	30	20	50	100	150
8	MBA 108	Fundamentals of Computer & Information System	30	20	50	100	150
		Total					1200

SEMESTER II							
S.No.	Course Code	Subject	Evaluation Scheme				
			Sessional Exam			ESE	Total
			CA	TA	Total		
1	MBA201	Business Environment-II	20	10	30	70	100
2	MBA202	Human Resource Management	20	10	30	70	100
3	MBA203	Business Research Methods	20	10	30	70	100
4	MBA204	Financial Management	20	10	30	70	100
5	MBA205	Management Accounting & Control	20	10	30	70	100
6	MBA206	Production Operation & Supply Chain Management	20	10	30	70	100
7	MBA207	Quantitative Techniques for Managers	20	10	30	70	100
8	MBA208	Legal Aspects for Business	20	10	30	70	100
9	MBA203	Comprehaensive Viva	20	10	30	70	100
		Total					900

SEMESTER III							
S.No	Course Code	Subject	Evaluation Scheme				
			Sessional Exam			ESE	Total
			CA	TA	Total		
1	MBA 301	Entrepreneurship Development	30	20	50	100	150
2	MBA 302	International Business Management	30	20	50	100	150
3	MBA 303	Rural Development	30	20	50	100	150
4	MBA 304	Project Management	30	20	50	100	150
5		Specialization Group -1 Elective 1*	30	20	50	100	150
6		Specialization Group -1 Elective 2*	30	20	50	100	150
7		Specialization Group -2 Elective 1*	30	20	50	100	150
8		Specialization Group -2 Elective 2*	30	20	50	100	150
9		Summer Training Project Report	-	-	-	-	150
	AUC-001/ AUC-002	** Human Value & Professional Ethics/ Cyber Security	15	10	25	50	75
		Total					1350

SEMESTER IV							
S.No.	Course Code	Subject	Evaluation Scheme				
			Sessional Exam			ESE	Total
			CA	TA	Total		
1	MBA401	Strategic Management	30	20	50	100	150
2	MBA 402	Insurance & Risk Management	30	20	50	100	150
3	MBA403	Hospitality & Tourism Management	30	20	50	100	150
4	MBA404		30	20	50	100	150
5		Specialization Group -1 Elective 3*	30	20	50	100	150
6		Specialization Group -2 Elective 3*	30	20	50	100	150
7	MBA407	Research Project Report	30	20	50	100	150
8		Comprehensive Viva (CV)	--	--	--	--	100
9	AUC-002/ AUC-001	** Cyber Security / Human Value & Professional Ethics	15	10	25	50	75
		Total					1150
		Grand Total(Sem. 1 to 4)					5000

TA – Teacher Assessment
CT – Cumulative Test
ESE - End Semester Examination.

*Human values & Professional Ethics /Cyber Security will be offered as a compulsory audit course for which passing marks are 30% in End Semester Examination and 40% in aggregate.

ELECTIVE PAPERS

Specialization Group: Human Resource

Course Code

- 1 MBAHR 01 Leadership & Personality Development..... (III Semester)
2. MBAHR02 Industrial Relations & Labour Enactments..... (III Semester)
3. MBAHR 03 Negotiation & Counseling (IV Semester)

Specialization Group: Marketing

Course Code

1. MBA MK 01 Consumer Behaviour& Customer Loyalty..... (III Semester)
2. MBA MK 02 Integrated Marketing Communications (III Semester)
3. MBA MK 03 Retailing & Distribution Management (IV Semester)

Specialization Group: Financial Management

Course Code

1. MBA FM 01 Security Analysis & Investment Management.....(III Semester).
2. NMBA FM 02 Management of Financial Institutions & Services.... (III Semester).
3. NMBA FM 03 Tax Planning and Management (IV Semester)

Specialization Group: Information

Technology Course Code

1. MBA IT 01 Database Management System (III Semester)
2. MBA IT 02 System Analysis & Design..... (III Semester)
3. MBA IT 03 Data Communication & Network (IV Semester)

Specialization Group: International Business

Course Code

1. MBAIB01 International Marketing Management (III Semester)
2. MBAIB02 International Logistics & Documentation (III Semester)
3. MBAIB03 International Financial Management (IV Semester)

Specialization Group: Rural Development

Course Code

1. MBARD0 1 Rural Marketing..... (III Semester)
2. MBA RD 02 Micro Finance, Small Group Management, and Cooperatives (III Semester)
3. MBARD03 Food Technology & Processing Management (IV Semester)

MASTER OF BUSINESS ADMINISTRATION

The MBA course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the six ordered. Marketing, Finance, IT, HR, International Business and Rural Development. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion / analysis, simulation games, note plays etc, keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, each semester having eight compulsory papers of 40 sessions each of one hour duration. There is a system of dual specialization having three papers (two in third semester and one in the fourth semester) from specialization 1, three papers (two in third semester and one in fourth semester from specialization 2.

Summer training for 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Comprehensive Viva and Research project are part of the course. The case study shall be taught wherever required.

Evaluation of Papers

Every paper/course will carry maximum marks of 150(100 marks for semester examination and 50 marks for internal assessment, as per rules). Internal assessment will consist of two components (1) class test (30 marks) (2) Teacher assessment (20 marks). However, in subject NMBA 017 and NMBA 018, class test component will be consist of 15 marks for class test and 15 marks for presentation (NMBA 017) and practicals (NMBA 018). There will be no internal assessment in case of summer training project report (NMBA 035), Research project Report (NMBA 045) and comprehensive viva voce examination (NMBA 029 and NMBA 046). Question papers in semester examination will be divided into the following three parts:

Part 1: 20 marks

Containing six questions from the total syllabus out of which five are needed to attempt.

Part 2: 30 marks

Containing a case study or practical problem or numerical as relevant in the subject, in case of case problem, only one case will be given which will be compulsory. However, there may be maximum two practical problems or numerical with similar number of internal choices.

Part 3: 50 marks

Containing five questions, one from each unit, with one internal choice in each question.

Summer training project report

1. At the end of second semester examination, every student of MBA will undergo on-the-job practical training in any manufacturing, service or financial organization. The training will be of 6 to 8 weeks duration. The college/institute will facilitate this compulsory training for students
2. During the training, the student is expected to learn about the organization and analyse and suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project of the student.
4. The student, after the completion of training will submit a report to the college/institute which will form part of third semester examination. However, the report must be submitted by the end of August during third semester so that it is evaluated well in time and third semester results are not delayed.
5. The report (based on training and the problem/project studied) prepared by the student will be known as summer training project report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it.

One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problem faced. This chapter will form part 1 of the report. Part 2 of the report will contain the study of micro research problem. The average size of report ordinarily will be of 100 to 150 typed pages in standard font size (12) and double spacing. Three neatly typed and soft bound (paper back) copies of the report will be submitted to the college/institute. The report will be typed in A-4 size paper.

6. The report will have two certificates. One by the head of the institute/college and the other by the reporting officer of the organization where the student has undergone training. These two certificates should be attached in the beginning of the report.
7. The report will be evaluated by two external examiners. It will carry total of 150 marks divided into written report of 100 marks and presentation of 50 marks. There will be no internal examiner. Only such person will evaluate the project report who has minimum three years of experience of teaching MBA classes in a college/University. Experience of teaching MBA classes as guest faculty shall not be counted.
8. It is mandatory that the student will make presentation in the presence of teachers and students. The student is expected to answer to the queries and questions raised in such a meeting.

Research Project report

In fourth semester, the candidates will have to submit a Research Project report on a problem/topic (from the specialization areas) to be assigned by the department MBA under the supervision of a core faculty member of the department. The research project report will carry 150 marks. The evaluation of the project report will be done by two external examiners and will consist of (1) Evaluation of project report (100 marks) (2) viva on Project (50 marks). The average of the marks awarded by the 2 examiners will be taken into account for the results. In case the difference in the awards given by the examiners is 30 or more marks, the project report will be referred to the third examiner. In such cases the average of two closer awards (given by three examiners) will be taken into account for the results.

The report will contain the objectives and scope of the study. Research Methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It will contain relevant charts, diagrams and bibliography. A certificate of the supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Head of MBA program. The number of pages in the report will be 75 or more. The report should be typed in A-4 size paper.

Comprehensive Viva

The comprehensive viva voce is scheduled at the end of it at the end of 2 and 4 semesters in order to judge the understanding as well as application of the knowledge gained by the students by the end of 2nd and 4th semester of the course. This is also to see the articulation of what is being learnt by them. This is also to see the articulation of what is being learnt by them. The idea is to see that students are able to digest what is being taught in two full year and see their relevance not only in the practical field but also their inter relationship. The viva voce is of 100 marks each to be conducted by the external examiners appointed by the University.

SEMESTER I PAPER I

MBA101: MANAGING ORGANIZATION

Max. Hours: 40

Course Objective: To familiarize the students with the basic concepts and principles of management. The students should clearly understand the definitions of different areas of management. This course will facilitate students to understand and describe specific theories related to perception, motivation, leadership, job design, and organizational change. Also this will help the student to demonstrate effective teamwork behavior by learning the concept of group dynamics and conflict management. The course will help them evaluate methods of motivating and rewarding individuals & group and integrate individual, group, and organizational level concepts.

UNIT I (9 sessions)

Evolution of Management Thought : Scientific Management, Classical Organization Theory School, Management Science School, Behavioral School, Systems Approach and Contingency Approach. **Concept of Management**: Definition, Need, Concept and Nature of Management, Skills & Management Levels, Managing in Present Competitive Environment.

UNIT II (8 sessions)

Process of Management: Planning; Organizing- departmentalization, Line and Staff relationship; Directing; Coordinating & Controlling; Decision Making; Authority and Responsibility.

UNIT III (8 sessions)

Elements of Human Behavior at Work: Definition, Concept, Need, Importance and Foundations of Organizational Behavior, Personality, Perceptual Processes, Management and Behavioral applications of Personality, and Perception.

UNIT IV (6 sessions)

Psychological Variables and Communication Technology: Learning; Values and Attitudes; Motivation; Management and Behavioral Applications of Attitude and Motivation on Performance.

UNIT V (9 Sessions)

Leadership : Style and Functions of Leader, Transformational -Transactional, Charismatic-Visionary Leadership, Likert's Four Systems of Leadership and Managerial Grid.

Organisational Conflict: Concept, classification, process and conflict resolution strategies; **Organisational Culture:** Concept, Process and Implications of Organisational Culture; **Organisational Change:** Concept, Nature, Kurt Lewin Theory of Change, Implementing Change, Managing Resistance to Change.

SUGGESTED READING:

1. VSPRAO-Managing Organization (EXCEL 1 EDITION)
2. Chaturvedi&Saxena -Managing Organization (Himalaya Publication)
3. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)
- 4 Robbins-Organization Behavior -15 e Prentice hall
5. Koontz Harold &Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2008)
6. Newstrom John W. - Organizational Behaviour: Human Behaviour at Work (Tata McGraw Hill, 12th Edition)
7. Luthans Fred - Organizational Behaviour (Tata McGrawHill,10th edition)
8. Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organizational Behaviour (Tata McGraw Hill, 4th Edition)

SEMESTER I PAPER II

MBA102: MANAGERIAL ECONOMICS

Max. Hours : 40

COURSE OBJECTIVE

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

UNIT-I (6 Sessions)

Introduction to Economics; Nature and Scope of Management Economics, Significance in decision-making and fundamental concepts.Objectives of a firm.Gap between theory and practice and role of managerial economist.

UNIT-II (8 Sessions)

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

UNIT-III (10 Sessions)

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Production concepts & analysis; Production function, single variable-law of variable proportion, two variable-Law of returns to scale. Cost concept and analysis, short-run and long-run cost curves and its managerial use.

UNIT-IV (12 Sessions)

Market Equilibrium and Average Revenue Concept. Market Structure: Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation. Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.

UNIT-V (6 Sessions)

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Profit concept and major theories of profits; Dynamic Surplus theory, Risk & Uncertainty bearing theory and Innovation theory.

Suggested Readings:

1. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
2. Petersen/Jain Managerial economics-4e (Prentice hall)
3. Raj Kumar-Managerial Economics(UDH PUBLISHERS, 2013 edition)
4. Damodaran Suma – Managerial Economics (Oxford 2006)
5. Atmanand- Managerial Economics (Excel Books)
6. Keats- Managerial economics-6e (Prentice hall)
7. Vanita Agarawal-Managerial Economics-Pearson
8. M.L. Jhingan&J.K. Stephan - Managerial Economics (Vrinda Publications 2nd Edition)
9. Singh- Managerial Economics (Wiley Dreamtech)
10. Hirschey Mark – Economics for Managers (Thomson, India Edition, 2007)

SEMESTER I PAPER III

MBA103: BUSINESS ACCOUNTING

Max. Hours: 40

COURSE OBJECTIVE:

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of an organisation. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

Unit I (6 Sessions)

Overview: Accounting concepts, conventions and principles; Accounting Equation, International Accounting principles and standards; Objectives of Accounting, Matching of Indian Accounting Standards with International Accounting Standards.

Unit II (10 Sessions)

Mechanics of Accounting: Double entry system of accounting, journalizing of transactions; ledger posting and trial balance, preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Policies related with depreciation, inventory and intangible assets like copyright, trademark, patents and goodwill

Unit III(8 Sessions)

Analysis of financial statement: Ratio Analysis- solvency ratios, profitability ratios, activity ratios, liquidity ratios, market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, service & banking organizations.

Unit IV (8 Sessions)

Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis;

Unit V (8 Sessions)

Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS

- 1) Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
- 2) Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
- 3) Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
- 4) Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
- 5) Banerjee - Financial Accounting (Excel Books)
- 6) Dhamija - Financial Accounting for managers: (Prentice Hall).
- 7) Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).

SEMESTER I PAPER IV

MBA104: BUSINESS ENVIRONMENT

Max. Hours: 40

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

UNIT- I (6 Sessions)

Business Environment-Meaning, Importance, Environmental Factors, Recent Political Environment, Recent Economic and Financial Environment, Planning In India-Planning Commission-Liberalisation and Planning, Industrial Policy: New trade policy-1991 onwards, Industrial Licensing in India

UNIT-II (10 Sessions)

Indian Financial System : Monetary And Fiscal Policy, Economic Trends, Price Policy, Stock Exchange Of India, Role of regulatory institutions in Indian financial system – RBI and SEBI , National Income, Role of Industry in Economic Development, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth

UNIT-III (6 Sessions)

Direct & Indirect Taxes (MODVAT), (CENVAT), Competition Act 2002 & FEMA Acts
, Business Ethics, Corporate Governance, Philosophy and strategy of planning in India.

UNIT-IV (6 Sessions)

Liberalisation, Privatization and Disinvestments, Special Economic Zone (SEZ) and their role and impact in International Business Environment, World Trade Organisation (WTO), Redefining Value Proposition to MSMEs

UNIT-V (12 Sessions)

Social Responsibility of business enterprises, New Economic Policy, Globalization, EXIM policy and role of EXIM bank, FDI policy, Multinational Corporation (MNCs) and Transnational Corporations (TNCs), Global Competitiveness, technology and competitive advantage, technology transfer - importance and types, Appropriate technology and technology adaptation.

Suggested Readings:

1. Shaikh&Saleem - Business Environment (Pearson, 2nd Edition)
2. Francis Cherunilam – Business Environment, Text and Cases (Himalaya Publishing House, 8th Edition).
3. Mittal - Business Environment (Excel Books).
4. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
5. Fernando-Business Environment (Prentice hall)
6. Mishra S K &Puri V K - Economic Environment of Business (Himalaya Publishing House, 3rd Edition).
7. Paul Justin - Business Environment Text and Cases (Tata McGraw Hill).

SEMESTER I PAPER V

MBA105: BUSINESS STATISTICS

Max. Hours : 40

Course Objective

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Unit I (8 Sessions)

Role of statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications; Measures of Dispersion: Range, Mean deviation, Standard deviation , Coefficient of Variation (C.V.) , Skewness, Kurtosis.

Unit II (8 Sessions)

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Unit III (10 Sessions)

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Correlation:- Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression:- Meaning , Regression equations and their application , Partial and Multiple correlation & regression :- An overview.

Unit IV (8 Sessions)

Probability: Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications.

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions **Unit V (6 Sessions)**

Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. Techniques of association of Attributes & Testing.

SUGGESTED READINGS

1. Bhardawaz-Business Statistics (Excel Books)
2. Gupta C B, Gupta V - An Introduction to Statistical Methods (Vikas 1995, 23rd Edition).
3. Black- Business Statistics (Wiley Dreamtech)
4. Sharma J K - Business statistics (Pearson education 2nd edition)
5. Render and Stair Jr - Quantitative Analysis for Management (Prentice-Hall, 7th edition)
6. Levin Rubin - Statistics for Management (Pearson 2000, New Delhi, 7th Edition).
7. Beri - Business Statistics (Tata McGrawHill ,2nd Edition).
8. Chandan J S - Statistics for Business and Economics (Vikas 1998.1st Edition).

SEMESTER I PAPER VI

MBA 106: MARKETING MANAGEMENT

Max. Hours: 40

Course Objective:

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective

Unit I (8 Sessions)

Core Concepts of Marketing:

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

Unit II (12 Sessions)

Market Analysis and Selection:

Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets, Buyer Behavior, 5 step Buyer decision process

Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

Unit III (6 Sessions)

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit IV (6 Sessions)

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit V (8 Sessions)

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Suggested Readings

1. Philip Kotler-Agnihotri : Principle of marketing 13 e, Pearson Education
2. Ramaswamy V.S. and Namakumari S - Marketing Management: Planning, Implementation and Control (Macmillian, 3rd Edition).
3. Rajan Saxena: Marketing Management, Tata McGraw Hill.
4. R Kumar & Goel - Marketing Management (UDH Publishers, edition 2013).
5. Tapan Panda : Marketing Management, (ExcelBooks)
6. Stanton William J - Fundamentals of Marketing (TATA McGraw Hill)
7. Etzel M.J., Walker B.J. and Stanton William J - Marketing concept & Cases special Indian Edition (Tata McGraw Hill, 13th Edition).

SEMESTER I PAPER VII

MBA107: COMMUNICATION FOR MANAGEMENT

Max. Hours : 40

Course Objective

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate

word so that they can gain a cutting edge over their other counterparts within the country and across the globe.

UNIT I (6 Session)

INTRODUCTION: Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers & gateway in communication, 7 C's of communication, Impact of cross cultural communication.

UNIT II (8 Session)

EMPLOYMENT COMMUNICATION: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation; Impact of Technological Advancement on Business Communication; Communication networks, Intranet, Internet, teleconferencing, videoconferencing

ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

UNIT III (8 Session)

WRITTEN COMMUNICATION: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.

BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

UNIT IV (10 Session)

GROUP COMMUNICATION- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes – netiquettes, telephonic & table etiquettes.

PRESENTATION SKILLS :What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

UNIT V (8 Session)

CORPORATE COMMUNICATION :Definition, scope, importance & components of corporate communication, professional communicator responsibilities, corporate communication & Public Relation, role of social media in communication.

RECOMMENDED BOOKS:

1. Lesikar RV & Pettit Jr. JD – Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).
2. Bisen&Priya – Business Communication (New Age International Publication)
3. Kalkar,Suryavanshi,Sengupta-Business Communication(Orient Blackswan)
4. M.K. Sehgal& V. Khetrpal - Business Communication (Excel Books).
5. P.D. Chaturvedi – Busines Communication (Pearson Education, 3st Edition 2006).
6. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultanchand& Sons Publication).

SEMESTER I PAPER VIII

MBA108: Fundamentals of Computers & Information System

Max. Hours: 40

COURSE OBJECTIVE:

The objective of this course is to acquaint the students with the application of computers in understanding latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and utilized.

Unit I (10 Sessions)

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display Unit, printers, plotters etc.(c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory etc.

Software: Introduction; Types of software with examples; Introduction to languages, compiler, interpreter and assembler.

Operating System: Definition, Functions, Types and Classification, Elements of GUI based operating system- Windows-Use of menus, tools and commands of windows operating system.

Unit II (10 Sessions)

Use of MS-Office: Basics of MS-Word, MS-Excel and MS-PowerPoint; MS Access: Overview of MS-Access. Creating tables, queries, forms and reports in MS-Access. Computer Networks: Overview of Computer Network, Types of computer networks (LAN, WAN and MAN), Network topologies, Internet: Overview of Internet, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher etc., IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines, e-mail, Web browsing, searching, downloading & uploading from Internet. Applications of Information Technology.

Unit III (8 Sessions)

MIS Introduction: Concept of Data and Information, Information Systems, Classification, Operations Support System (OSS), Management Support System(MSS), Transaction Processing System(TPS), Process Control System(PCS), Enterprise Collaboration System(ECS), Management Information System(MIS), Decision Support System(DSS).

Artificial Intelligence(AI) , Applications Of Artificial Intelligence : Neural Networks, Fuzzy Logical Control System, Virtual Reality , Expert System(ES), Executive Information System(EIS), Cross Functional Information Systems.

Unit IV (6 Sessions)

Developing MIS Systems: System Development Life Cycle. , Investigation Phase, Prototyping, Feasibility Analysis, System Analysis (DFD and ER Diagram), System Design, Implementing Business Systems, Testing, Documenting, Training, Conversion and Maintenance

Unit V (6 Sessions)

Applications: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Security and Ethical Challenges Of IT, Ethical Responsibility - Business Ethics, Technology Ethics; Cyber Crime and Privacy Issues.

Suggested Readings

1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
3. ITLESL – Introduction to Information Technology (Pearson, 2nd Edition).
4. ITLESL – Introduction to Computer science (Pearson, 2nd Edition).
5. Introduction to Computers, Norton P. (TATA McGraw Hill)
6. Leon - Fundamentals of Information Technology, (Vikas)

Code MBA201 : Business Environment -II

Course Objectives:

1. The basic objective of the course is to develop understanding and provide knowledge about business environment to the management students.
2. To promote basic understanding on the concepts of Business Environment and to enable them to realize the impact of environment on Business.
3. To provide knowledge about the Indian and international business environment.

Unit 1

Introduction- (8Hrs)

Business – Meaning, Definition, Nature & Scope, Types of Business Organizations , Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment. Introduction to Micro-Environment – Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment: Firm, customers, suppliers, distributors, Competitors, Society, Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal) Difference between macro and micro environment.

Unit 2

Economic, Political and Legal environment (8Hrs)

Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic environment- economic system and economic policies. Concept of Capitalism, Socialism and Mixed Economy ,Impact of business on Private sector, Public sector and Joint sector , MRTP and FEMA, Monetary and fiscal policies

Unit 3 (8Hrs)

1. Social and Cultural Environment – Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business Business ethics
2. Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies

Unit 4 (4Hrs)

Natural and Technological Environment: Innovation, technological leadership and followership, sources of technological dynamics, impact of technology on globalization, transfer of technology, time lags in technology introduction, Status of technology in India; Management of technology; Features and Impact of technology.

Unit 5

International Environment – (12Hrs)

International forces in Business Environment, SEZ, EPZ, GATT/ WTO, Globalization – Meaning , Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, MNCs in India

Employable Skills:

Employable Skill	Measurement tool
Entrepreneurial skill	Workshop on business planning
Managerial competitive skill	Assignment on swot analysis
Business acumen	Case studies

Course Outcome : Upon successful completion of this course , the student will be able to:

4. Demonstrate an understanding of the forces that shape the business and economic structure
5. Explain why business ethics is an integral part of every business organization.
6. Understand the business and related factors; and business's dependency on the interactions with different environmental variables.
7. Develop analytical skills and widen the understanding of macro environmental issues by applying the knowledge of macroeconomic policies and their impact on business organization and strategy.

Journals / Magazines, business world , business today

Books Recommended:

1. Business Environment: Text and Cases , PAUL, McGraw Hill Education , 3rd Ed.
2. Business Environment ---Francis Cherunilam, Himalaya Publishing House
3. V. Neelamegam – Business Environment (Vrinda Publications , 2nd Edition)
4. Shaikh&Saleem - Business Environment (Pearson, 2nd Edition)
5. International Business Environment—Ian Brooks, Jamie Weatherstom and Graham Wilkinson

HUMAN RESOURCE MANAGEMENT

Code MBA202

Course Objectives: In this course the students will learn the basic concepts and frameworks of Human Resource Management (HRM) and understand the role that HRM has to play in effective business administration. It will provide an insight as to how to use Human Resource as a tool to implement strategies.

Course Credit: 36 Hrs

UNIT I: (6 Hours)

Essentials of HRM: Nature of HRM, Scope, functions and importance of HRM, HRM vs. HRD, SHRM: Introduction, characteristics and scope of SHRM, SHRM vs. Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, HRM linkage with TQM & productivity.

UNIT II: (8 Hours)

Human Resource Planning and Employee Hiring : Nature of job Analysis, job design, Human Resource Planning, Demand forecasting for manpower planning, HR supply forecasting, factors influencing HRP, Employee hiring- Nature of Recruitment, Sources of recruitment, Employee selection, process of employee selection, recent trends in recruitment.

UNIT III: (8 Hours)

Employee Training & Development: Nature and importance of Training, methods and types of training, career planning, promotion, transfer, demotion and separation, Performance Appraisal: Meaning and types of appraisal, Job Evaluation: Meaning and methods of job evaluation.

UNIT IV: (8 Hours)

Compensation Management and Employee Relations: Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management. Meaning and nature of employee relation and industrial relations.

UNIT V: (6 Hours)

Employee Safety/ Health and International Human Resource Management: Basics of ethics and fair treatment at work, measures and policies for employee safety at work, basic principles governing International Human Resource Management and the role of culture.

Employable Skills

Measuring Tools

Ability to identify and apply the knowledge of subject practically in real corporate situations

**Exercise
Workshop
Quiz
Classroom Discussions**

Course Outcomes: After the successful completion of the course the students will be in a position to address the challenges of organizational management through and with human resources. In addition it will help in:

1. ~~synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.~~
2. demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.
3. understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.
4. show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.
5. demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.

References: Books:

3. V.S.P.Rao, Human Resource Management (Text and Cases) Himalaya Publications, Thirtieth Edition.
4. Durai Praveen, Human Resource Management Pearson Publication, 2nd Edition.
5. Gary Dessler and Biju Varkkey Human Resource Management, Person Publication, 2013, 14th Edition.
6. Seema Sanghi, Human Resource Management, Vikas Publications, 2014, 5th Edition.
7. K. Aswathappa, Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

BUSINESS RESEARCH METHODS

Code MBA 203

Course Objectives:

- \ To acquire skills to locate problem areas in organisational settings, and plan, organise, design, and conduct research to help solve the identified problems;
- \ To facilitate students in making their own research study.
- \ To make reader Understand and practice a good standard questionnaire. \
- To learn use of statistical analysis in packages available in the market.
- \ To familiarize research reports; and develop skills and knowledge to prepare research reported in academic and business.

Unit 1

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research. Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process

Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

Unit 2

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.

Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

Unit 3

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.

Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

Unit 4

Sampling:Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

Unit 5

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram, Leaf and stem, Candle stick, Box plots. Bi-variate Analysis: Linear Regression Analysis: Meaning and two lines of regression; relationship between correlation and regression co-efficient, Cross tabulations, Chi-square test;

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance.

Test of Significance: Small sample tests: t (Mean, proportion) and F tests, Z test, on-parametric tests: Binomial test of proportion, Randomness test; Analysis of Variance: One way and two-way Classifications, Interpretation of the given data and scenario analysis is expected for appropriate managerial decision inferences to be drawn.

TEXT BOOKS:

- 1) Business Research Methods, Naval Bajpai, Pearson Education
- 2) Research Methodology, C R Kothari, New Age International.
- 3) Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
- 4) Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- 5) Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2nd Edition.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

REFERENCE BOOKS:

- 3) Methodology of Research in Social Sciences, Krishnaswamy O R, Himalaya Publishers.
- 4) Marketing Research, Paneerselvam, PHI, 2004
- 5) Research Methods for Business and Social Science, John Adams, Hafiz T A Khan, Robert Raeside , Sage Pubs, Second Edition.
- 6) Management Research Methods, Phyllis Tharenou, Ross Donohue, Brian Cooper, Monash University, Victoria, November 2007.
- 7) Research Methodology: Cases and concepts – Deepak Chawla & Neena Sondhi, Vikas, 2011.

Expected Course Outcome:

- 1) Reader can clearly differentiate Research and management problem.
- 2) Students can have confidence in making their own research proposal.
- 3) Students would have a strong knowledge in preparing well structured questionnaire in all respects.
- 4) Students would have not only theoretical/conceptual but also the knowledge in working with statistical packages.
- 5) Reader would get the skill to convert the research into presentable article.

FINANCIAL MANAGEMENT

MBA 204

Course Objective

- 1) To gain an understanding on the use of basic business financial management concepts and tools of analysis such as valuation.
- 2) To gain an insight into various types of financing available to a firm.
- 3) To have an understanding of various factors considered in designing the capital structure.
- 4) To acquaint the students about key areas related to investment and Working Capital Management.
- 5) To gain an insight into various techniques of dividend and retention ratio.

Unit I (6 Hrs)

Concept of Finance : Finance & its scope Financial Decisions, Sources of Finance Time Value of Money , Profit maximization vs. Wealth maximization, Functions of Finance Manager in Modern Age, Indian Financial System : Primary and Secondary Market, Concept of Risk and Return , CAPM Model.

Unit II (10 Hrs)

Investment Decision : Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital , Cash Flows as Profit and components of Cash Flows , Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analyzing Projects.

Unit III(10 Hrs)

Financial Decision : Capital Structure, Relevance and Irrelevancy theory , Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference .

Unit IV (10 Hrs)

Dividend Relevance: Factors affecting Dividend Policy, Forms of Dividends , Types of Dividend Policies , Dividend Models : Walter and Gordon Model, Miller-Modigliani(MM) Hypothesis .

Unit V (4 Hrs)

Working Capital Management: Concepts of Working Capital and its types, Determinants of Working Capital, Adequate Working Capital, Working Capital Financing

Text Books :

1. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
2. Pandey I M - Financial Management (Vikas, 11th Ed.)
3. William Hakka Bettner Carcello- Financial and Management Accounting (TMH-16 Ed.)
- 4) Sheebakapil-Fundamental of financial management (Wiley, 2015)

1. Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
2. Bark DemazoThampy- Financial Management (Pearson, 2nd Ed.)
3. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)

Reference Books :

- 1.) Ravi.M Kishore – Financial Management (Taxman , 7th Ed)
- 2.) Fundamentals to Financial Mangement , Brigham & Houston, 14/e , Cengage Learning
- 3.) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)
- 4.) Horne Wachowicz- Fundamentals of Financial Management (Pearson, 13th Ed)
- 5.) Lawrence J.Gitman – Principles of Managerial Finance (Pearson Education, 2004)

Course Outcome : After reading this course students will be able to reach the following outcomes:

- 1) Apply techniques to project financial statements for forecasting long-term financial needs.
2. Explain the role of short-term financial management, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory.
3. Apply future value and present value concepts to single sums, mixed streams, and annuities.
4. Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects.
5. Apply techniques for estimating the cost of each component of the cost of capital and understand how to assemble this information into a cost of capital and Capital structure.
6. Explain the concept of leverage and the benefits and costs associated with debt financing.
 - 1) Apply techniques of dividend and retention ratio .

Employable skills

Understanding of financial theory to enable students to enhance corporate financing decisions	Case Study
Understanding major techniques used in long term corporate investment management	Excel Analysis
Basic insight about schemes , interest rates of various sources of finance	www.bankrate.com +Newspaper

Management Accounting And Control

MBA205

Course Objectives:

1. To have a basic understanding of various types of costs and their relevance in decision making
2. To have an understanding of Marginal Costing Technique and its application in decision making
3. To gain an insight into the concept of breakeven point and its applications
4. To understand the concept of Variance and calculate various types of variances
5. To apply the technique of budgeting in preparation of various types of budgets

UNIT I

Introduction : Nature and scope of cost Accounting and Management Accounting , Cost Accounting VS Management Accounting vs Financial Accounting and their interrelationships , Advantages and limitations of cost accounting , types of cost , Elements of cost - Materials, Labour and overheads, Role of Cost in decision making preparation of cost sheet, Reconciliation of Cost and Financial Accounting. (8Hrs)

UNIT II

Marginal Costing : Concept of Marginal cost ,Product and period costs, Marginal costing,Absorption Costing, Marginal Costing versus Absorption Costing, Income statement under Absorption and Marginal Costing , Applications of Marginal Costing, (4Hrs)

Cost-Volume-Profit Analysis : Concept of contribution and P/V Ratio, CVP Analysis,Break even analysis, Methods of Break Even Analysis, Graphic presentation of Break Even Analysis , Margin of safety, Multi product situations , Sales mix and Break Even Point (4Hrs)

UNIT III

Budgetary Control : Concept of Budget, Budgeting and Budgetary Control, Objectives ,advantages and limitations of budgetary control, essentials of effective budgeting , Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Zero Base Budgeting (10Hrs)

UNIT IV

Standard Costing and Variance Analysis: Concept of standard costs, establishing various cost standards, Concept of standard costing , Advantages and limitations of standard costing , Standard costing vs budgetary control , Variance Analysis : calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. (10Hrs)

UNIT V

Neo Concepts :Responsibility Accounting : Concept and various approaches
toResponsibility Accounting, Types of responsibility centres , Measuring
divisional

performance , Transfer Pricing : concept & importance , Method of transfer pricing , Activity Based Costing, Target Costing & Life Cycle Costing (4Hrs)

Employable Skills	Measuring tool
Ability to Prepare budget	Exercise + Workshop
Ability to analyse cost variance	Exercise + Workshop
Ability to apply CVP analysis for different decisions	Exercise + Workshop

Expected Course outcome:

- i) Demonstrate an understanding of the context within which Management Accounting is used for planning and control purposes.
 - ii) Appreciate how budgets and variances are used to control and measure performance.
 - iii) Understand the use of various costing systems and techniques
 - iv) Measure and analyse performance using appropriate variances.
 - v) Prepare cost estimates using appropriate assumptions.
 - vi) Appreciate the impact on management information of using different costing systems and techniques.
-
- i) Management Accounting: Text Problems and Cases, KHAN and Jain, McGraw-Hill Education 6th Edition
 - ii) Modern Cost And Management Accounting, HANIF, McGraw-Hill Education , 1st edition
 - iii) Cost and Management Accounting, M.N.Arora, Himalaya publishing house 3rd edition
 - iv) Management Accounting, Pandey IM , Vikas Publication, 3rd edition
 - v) Introduction to Management Accounting, Horngren et al, Prentice Hall 4th edition
 - vi) Managerial Accounting, Paresh Shah, Oxford , 2nd ed.

Production Operations and Supply Chain Management

MBA 206

COURSE OBJECTIVES:

2. To understand the role of Operations in overall Business Strategy of the firm.
3. To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
4. To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
5. To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

Unit –I (4 sessions) Production Concept

Difference between production and Operation Management, Productivity, Productivity measurement, Factors affecting Productivity. Production Technology – Types of Manufacturing processes

Unit –II (6 sessions) Operation Concept

Difference between product and service, Product and service design, Characteristics of service, Classification of service, factors affecting service operations, Service capacity planning, SERVQUAL model of measuring service quality.

Unit-III (10 sessions) Material and Inventory Management

Types of production planning, process of production planning and control – Routing, Scheduling, Loading, Types of inventories, Inventory control techniques- VED, EOQ, Just-in-time (JIT).
Factors affecting Plant Location, Types of Plant layout.

Unit-IV (10 sessions) Supply Chain Management

Conceptual model of SCM, Supply chain drivers, demand forecasting in Supply Chain – Simple moving average, weighted moving average, exponential smoothing method, Supply Chain efficiency, Core and reverse Supply Chain, International Supply Chain, Aggregate planning, inbound and outbound SCM, bullwhip effect in SCM. Latest trend in Production and operation – Lean manufacturing, Agile manufacturing.

Unit-V 6 sessions) Productivity and Quality

TQM, Deming's 14 principles, PDCA cycle - KAIZEN, Quality circles, 7QC tools, ISO 9000-2000 clauses, SixSigma, Total Productive Maintenance(TPM).

SUGGESTED READING:

1. MAHADEVAN: Operation management: Theory and Practice (PEARSON) (with MLSA)
2. Chary - Production and Operations Management (Tata McGraw-Hill, 1997, 9th Edition)
3. Bisen& Singh-Operation & Logistics Management (Excel Books)
4. R.V.Badi&N.V. Badi - Production & Operation Management (Vrinda Publications 3rd Edition)
5. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
6. Krishnan Dr.Gopal - Material Management, (Pearson,New Delhi, 5th Ed.)
7. Adam JrEveretl E. R J – Production and Operations Management (Prentice-Hall, 2000, 5th Edition)

Expected Course Outcomes:

Σ Students will improve upon their conceptual skills, understanding and application of tools and techniques of operations management in business practices in real time.

Σ Students will develop understanding and application of factors in the design of effective operating systems.

Σ Students will understand the concept of TQM perspectives.

Σ Students will understand the concepts of Material Management and Supply Chain Management.

Quantitative Techniques for Managers

MBA 207

COURSE OBJECTIVES

1. Understand the importance of the use of OR application in decision Making environment
2. To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.
3. To understand and solve transportation & assignment models.
4. To know optimal sequence model and understand concepts of queuing theory.
5. To identify right time for replacement of equipment and understand project management techniques

Unit I (6 Sessions)

Operations Research & Decision Making Environments Operations Research:-Uses, Scope and Applications of Operation Research in managerial decision-making
. *Decision-making environments*:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit II (8 Sessions)

Linear Programming Problem & Transportation Problem *Linear programming* : Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; duality.

Transportation problem: Various methods of finding Initial basic feasible solution- NorthWest Corner Method, Least Cost Method & VAM Method and optimal solution- Stepping Stone & MODI Method, Maximization Transportation Problem

Unit III (10 Sessions)

Assignment model & Game Theory *Assignment model*: Hungarian Algorithm and its applications, Maximization Assignment Problem.

Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.

Unit IV (10 Sessions)

Sequencing & Queuing Theory Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m - Machines Problems. *Queuing Theory*: Characteristics of M/M/1 Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Unit V (6 Sessions)

Replacement Problem & Project Management Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly. *Project*

Management: Rules for drawing the network diagram, Applications of CPM and PERT techniques in Project planning and control; crashing of operations.

TEXT BOOK

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)

REFERENCE BOOKS:

1. Apte-Operation Research and Quantitative Techniques (Excel Books)
2. S Kalawathy-Operation Research (VikasIVth Edition)
3. Natarajan- Operation Research(Pearson)
4. Singh & Kumar—Operation Research(UDH Publisher edition 2013)
5. TahaHamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
6. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
7. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

Course Outcomes

- 1) Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.
- 2) To formulate linear programming problem and to find optimal solution by graphical simplex method
- 3) Be able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.
- 4) To assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.
- 5) To implement replacement of equipments at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

Legal Aspects of Business

MBA 208

Course Objectives

1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business.
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions.

Course Outcomes

Upon successfully completing the course, candidates should be able to:

- i) Acquire a sound understanding of the legal aspects of the law affecting businesses
- ii) Explain the principles of Indian Business Law and Company Law
- iii) Develop reasoning abilities by applying the principles of law in the business environment
- iv) Appraise the legal environment of the organization and develop suitable strategies.
- v) Analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.

Course Credits

3

Contact Hours

36 Hrs

Unit- 1 (8 hrs)

Law of Contract: Definition, essentials and types of contracts, offer – definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract. Law of Agency: Essentials, kinds of agents, rights and duties of agent and principal, creation of agency, termination of agency

Unit 2 (8 hrs)

Negotiable instruments act 1881, Nature and characteristics of Negotiable instruments, kinds of negotiable instruments – promissory notes, bills of exchange and cheques. Parties to negotiable instruments, Negotiation, presentment, discharge and dishonour of negotiable instruments

Law of partnership: Definition, essentials of partnership, formation of partnerships, kinds of partners, authorities, rights and liabilities of partners, registration of partnership, dissolution of partnership firm.

Unit 3 (7hrs)

Companies Act: definition, characteristics and kinds of companies, steps in formation of company. Memorandum of association, articles of association, prospectus.

Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities. modes of winding up of a company.

Unit 4 (6 hrs)

Sale of goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller.

Consumer Protection Act: Objectives, definition, consumer protection council and state consumer protection council.

Unit 5 (7 hrs)

The Information Technology Act, 2000

Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of

Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying

Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO,

Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of courts.

Suggested Readings

- i) Kuchhal M.C. - Business Law (Vikas Publication)
- ii) Gulshan S.S. - Business Law Including Company Law (Excel Books)
- iii) N D Kapoor – Elements of Mercantile Law – Sultan Chand-2014
- iv) Dr Avatar Singh- Principles of Mercantile Law, Eastern Book Company 2014
- v) NandanKamath- Law relating to Computer, Internet and E-Commerce (A Guide to cyber Laws), Universal Law Publishing Co. Ltd. New Delhi, 2012.
- vi) Relevant Acts

EMPLOYABLE SKILLS

Skill	Measurement tool
Understanding of fundamentals of the legal aspects of the law affecting businesses.	Presentations, Quiz
Understanding of principles of Indian Business Law and Company Law.	Group assignment, Case study analysis
Develop reasoning abilities for applying law principles.	Group assignment, Case study analysis
Develop a suitable legal operational framework.	Quiz, Debate, Case study analysis

MBA 301 : ENTREPRENEURSHIP DEVELOPMENT

Max. Hours: 40

Objective: The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur. Specific topics to be covered in the section are as follows:

Unit I (8 Sessions)

Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

Unit II (6 Sessions)

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

Unit III (10 Sessions)

Role of Government in promoting Entrepreneurship, MSME policy in India, *Agencies for Policy Formulation and Implementation:* District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), *Financial Support System:* Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

Unit IV (8 Sessions)

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Fading of Entrepreneurial success among once leading corporate groups, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

Unit V (8 Sessions)

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, **Project**

Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

Suggested Readings:

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Couger, C - Creativity and Innovation (IPP, 1999)
3. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
4. A.K. Rai - Entrepreneurship Development, (Vikas Publishing)
5. Sehgal & Chaturvedi - Entrepreneurship Development (UDH Publishing edition 2013)
6. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
7. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
9. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)

Course Objective

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

Unit I (6 sessions)

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

Unit II (10 sessions)

International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, factor endowment theory, Complimentary trade theories – stopler – Samuelson theorem, International Product life Cycles. Investment Theories – Theory of Capital Movements, Market Imperfections theory; Internationalisation Theory; Location Specific Advantage Theory; Eclectic Theory; other theories, Instruments of Trade Policy- Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

Unit III (08) sessions)

Foreign Exchange Determination Systems: Basic Concepts Relating to Foreign Exchange, Various types of Exchange Rate Regimes – Floating Rate Regimes, Managed Fixed Rate Regime, Purchasing Power Parity, Mint Parity, Interest rates, other Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

Unit IV (10 Sessions)

International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., ASEAN, SAARC, Integration for Business.

Unit V (06 Sessions)

Strategic Functions of International HRM, Staffing Policy – Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations

SUGGESTED READINGS

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) AlbaumDuerr - International Marketing and Export management (Pearson, 7th Ed.)
- 3) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 4) Hill C.W. - International Business (TMH, 5th Ed.)
- 5) Daniels - International Business (Pearson, 1st Ed.)
- 6) Kumar R and Goel, International Business, (UDH Publications, edition 2013)
- 7) Jaiswal- International Business (Himalya Publication)
- 8) VarshneyR.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)

Course Objective

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context.

Unit I (08 Sessions)

Rural Business and its critical features; Identification of needs of rural producer organization, enterprises, projects and its people; the rural social and political scenario. Features of structure dynamics and changes of rural society and polity in India in post-independence period.

Unit II (10 Sessions)

Overview of the rural resources-land, soil, climate, water and forests; Overview of the production system containing agriculture, horticulture, sericulture, forestry, animal husbandry and dairying, fisheries, non-farm activities. Concept, processes and relationship among agro climate and natural resources, production system and livelihood of rural people.

Unit III (08 Sessions)

Managing co-operatives, emergence, endurance and growth of co-operatives; Leadership issues in co-operatives, evolution of co-operative technologies; Co-operative principles; Issues in establishing agricultural co-operatives, democratic governance in co-operatives; co-operative principles and economic rationality; Anand pattern of co-operative-federal structure, causes of sickness, leadership issues and managing boards.

Unit IV (06 Sessions)

Economic Theory of co-operatives, agency theory, theory of contracts, transaction cost economics, game theory and their reciprocity, welfare economics and their co-operatives.

Unit V (08 Sessions)

Concept, measures and determinants of rural development; Critique of major rural development approach and strategies; growth vs equity oriented approach; area vs group based approach; top down vs participatory and people oriented approach to development planning; Contemporary growth and poverty alleviation programme; different interventions for rural social and infrastructure development; Role of Institutions in rural development-PRIs, NGOs etc; success and sustainability of rural development interventions, MNREGA

Suggested Reading

1. Jonathan Reuvid, Guide to Rural Business (Kogan Page)
2. Deu S. Mahendra and Basu K.S. - Economic and Social Development (Academic Foundation)
3. Brown Ben, Practical Accounting for Farm and Rural Business (Lavoisier) 2003.
4. Warren M - Financial Management for Farmers and Rural Managers (Blackwell Publishing)
5. Prag P A - Rural Diversification (EG Books)
6. Thorner Daniel and Morner Alice - Land and Labour in India (Asia Publishing House)

MBA304: PROJECT MANAGEMENT

Max. Hours: 40

Course Objective : The course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

Unit 1(6 Sessions)

Concept of project: Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

Unit II(08 Sessions)

Project identification: Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index.

Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

Unit III (08 Sessions)

Technical Analysis: selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts.

Financial Estimation: Project cost, source of finance, cost of production.

Unit IV (08 Sessions)

Financial Analysis: Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability.

Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

Unit V (10 Sessions)

Social Cost Benefit Analysis: Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach,

Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

SUGGESTED READINGS

1. Marwah-Project Management(Wiley Dreamtech)
2. Chaturvedi&Jauhari-Project Management(Himalaya Publishing)
3. Chandra Prasanna - Project : Preparation ,Appraisal, Budgeting and Implementation. (TMH, 5th Ed.)
4. Mishra - Project Management (Excel Books)
5. Goyal BB – Project Management : A Development Perspective (Deep & Deep)
6. Gopalan- Project Management Core Text Book (Wiley)

MBA 401: STRATEGIC MANAGEMENT

Max. Hours: 40

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of the skills of the students.

UNIT I (6 Sessions)

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

UNIT II (8 Sessions)

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning,

UNIT III (10 Sessions)

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

UNIT IV (8 Sessions)

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT V (8 Sessions)

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Case Study related to the Entire Syllabus.

Suggested Reading

1. Carpenter-Strategic Management(Pearson)
2. Kazmi A. - Business Policy and Strategic Management (Tata McGraw Hill, 2nd Ed.)
3. Kachru - Strategic Management: (Excel Books)
4. Cliff Bowman - Business Policy and Strategy (Prentice Hall of India)
5. Trehan- Strategic Management (Wiley)
6. McCarthyD.J., Minichiello Robert J., and Curran J.R. - Business Policy and Strategy (AITBS)
7. Lawrence R.Jauch., Glueck William F. - Business Policy and Strategic Management (Frank Brothers)
8. Pearce II John A. and Robinson J.R. and Richard B. - Strategic Management (AITBS)

MBA 402: INSURANCE & RISK MANAGEMENT

Max. Hours : 40

Course Objective

To make the budding finance professionals understand the fundamentals of Insurance and Risk Management in order to enhance their knowledge and decision-making skills required for this specialty sector.

UNIT - I (8 sessions)

Introduction and Scope of Insurance- Historical perspective, Conceptual Framework, Meaning, Nature and Scope of Insurance, Classification of Insurance Business viz., Life Insurance and General Insurance. Role of Insurance in Economic Development & Insurers' Obligation towards Rural and Social Sectors. Price of a financial transaction, Statistics and probability from single risk to portfolios. Pooling risks: mutuality & solidarity Introduction to reinsurance,

Principles of Life Insurance and Governance of Insurance Business.

UNIT - II (10 sessions)

Life insurance technique: the basics- Demographical bases, life insurance products: Single premiums, single recurrent and periodic premium insurance, products, Mathematical provisions, life insurance products: Endowment, Life annuity, unit and index linked, pension funds

Life insurance technique: applications- Life insurance with benefits linked to investment performance, the valuation of the life insurance business, Portfolio Evaluation tools Risks and Solvency, Pension Funds and Occupational Pension Schemes

Non life insurance technique: the basics- Actuarial Model for calculation of premium rates, risk classification Non-life technical provisions.

UNIT - III (6 sessions)

Financial Aspects of Insurance Management- Insurance Companies and functions, Mutual Funds, Housing Finance.

Important Life Insurance Products and General Insurance Products Determination of Premiums and Bonuses Various Distribution Channels

Unit - IV (8 sessions)

Risk Management: Risk management objectives and tools, risk management and value creation, the risk management process, enterprise-wide risk management, Risk management in industrial companies, RAPM - Risk Adjusted Performance Measures, value at Risk and Underwriting, Role of Actuaries- Product framing, Underwriting guidelines. Preparation of Insurance Documents Policy Conditions

UNIT - V (8 sessions)

Settlement of Claims, Insurance Laws and Regulations with respect to following Acts.

Insurance Act 1938, Life Insurance Corporation Act 1956, IRDA Act 1999, Ombudsman Scheme, Income Tax Act, Wealth Tax Act 1957, Married Women's Property Act 1874. Code of Conduct in Advertisement, Financial Planning and Taxation, Bank Deposit Schemes, Unit Trust and Mutual Funds, Shares, Tax Benefits under Life Insurance Policies

Suggested Readings:

1. Neelam Gulati-Principles of Risk Management & Insurance (Excel Books)
2. Kakkar & Srivastava – Insurance and Risk Management (Universities Press)
3. Vaughan & Vaughan - Fundamentals of risk & Insurance (John Wiley & Sons, New York)
4. Srivastava D.C., Srivastava Shashank - Indian Insurance Industry Transition & Prospects (New Century Publications, Delhi)
5. Mishra M.N. - Insurance Principle & Practice (Sultan Chand & Company Ltd., New Delhi)

Course objective

This course acquaints the student with the scope and complexity of the hospitality and tourism industry by exploring the national and global relationships.

UNIT I (08 Sessions)

What is Tourism? Definitions and Concepts, Tourist destination, services and industry, General Tourism Trends. Types of Tourists, Visitor, Traveller, and Excursionist–Definition and differentiation. Inter–regional and intra–regional tourism, inbound and outbound tourism, domestic, international tourism. Forms of Tourism: religious, historical, social, adventure, health, business, conferences, conventions, incentives, sports and adventure, senior tourism, special interest tourism like culture or nature oriented, ethnic or ‘roots’ tourism and VFR.

New Trends of travel, E- Commerce and Online communication in Tourism

UNIT II (08 Sessions)

Definition of Tourism Product, Elements and characteristics of tourism products. Tourism product Life Cycle, Typology of tourism products.

Natural Resources: Wildlife Sanctuaries, National Parks and Natural Reserves in India

World Heritage Sites of India: Ajanta & Ellora Caves, Taj Mahal, Agra Fort, Sun Temple, Konark, Monuments at Khajuraho, Monuments at Hampi

Fairs and Festivals: Kumbha, Pushkar, Pongal/Makar-Sankranti, Baishakhi, Holi, Onam, Durga Puja, Diwali, Kartik Purnima (Dev Deepawali, Guru Parb), Rathayatra, Barawafat, Id-ul-Fitr, Easter, Christmas, Carnival (Goa), Ganga Mahotsava, Taj Mahotsava, Khajuraho Mahotsava and Desert Festival. Dance & Music: Classical

UNIT III (08 Sessions)

Origin of Travel Agency. Definition and scope of Travel Agency. Definition of Tour Operator and Tour operation. Differences between Travel Agency and Tour Operator.

Travel Agency: Functions, Organization, Tour operator functions and organizations, client handling; Income sources.

Setting up of Travel Agency, Approval procedure for Travel Agent and Tour operator by DOT: IATA rules and regulations.

UNIT IV (08 Sessions)

Introduction to the Hospitality Industry - Origin, Nature and Importance, Hotel Organisational structure and its hierarchy of Very Large, Large and medium hotels and Hotel Chains of India, Classification of Hotels and Hotel Categories (Star Rating), Hotel Revenue Centres – Rooms Division, F& B Division,

UNIT V (08 Sessions)

Hotel Cost Centres- Marketing, Engineering, Accounting, Human Resources, Security.

Types of Hotel Rooms, Plans and Rates, Front Office and its coordination with other, Classification of Hotels – as per Location, Size, Target Markets, Levels of Service, Ownership & Affiliation, Other Lodging Establishments departments, Laws and rules pertaining to Hospitality Industry, Hospitality Organisation- FHRAI, HRACC, IH&RA, Customer Care - general etiquettes, telephone handling, effective communication skills

Suggested Readings:

- 1 Goeldner-Tourism Principles & Philosophy (Wiley Dreamtech)
- 2 Dixit, M and Sheela, C. Tourism Products (New Royal Book, 2001)
- 3 Hospitality and Tourism – Kadam R (UDH Publishers edition 2013)
- 4 Tourism Marketing-Devashis Das Gupta-(Pearson)
- 5 Misra & Sadaul- Basic of Tourism Management (Excel Books)
- 6 Walker –Introduction to hospitality Management 2e (Prentice hall)
- 7 Kotler-Marketing for Hospitality and Tourism (Prentice hall)

Course Objective

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behavior

UNIT I (8 Sessions)

Behavioural Finance: Nature, Scope, Objectives and Significance & Application. History of Behavioural Finance, Psychology: Concept, Nature, Importance, The psychology of financial markets, The psychology of investor behaviour, Behavioural Finance Market Strategies, Prospect Theory, Loss aversion theory under Prospect Theory & mental accounting—investors Disposition effect .

UNIT II (8 Sessions)

Building block of Behavioural Finance, Cognitive Psychology and limits to arbitrage. Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation) Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept.

UNIT III (08 Sessions)

Elsberg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality: dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Non-traditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

UNIT IV (08 Sessions)

External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns

UNIT V (08 Sessions)

Behavioral corporate finance: Empirical data on dividend presence or absence, ex-dividend day behavior. Timing of good and bad corporate news announcement. Systematic approach of using behavioural factors in corporate decision-making. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains.

Suggested Readings:

1. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)
2. Bisen, pandey-Learning Behavioural Finance (Excel Books)
3. A History of Financial Speculation: Edward Chancellor
4. Forbes- Behavioural Finance (Wiley India)
5. The Little Book of Behavioral Investing (Montier)
6. The Psychology of Persuasion (Collins Business Essentials)

NMBAHR 01: LEADERSHIP & PERSONALITY DEVELOPMENT

Max. Hours : 40

Objectives: This course focuses on helping students develop an ongoing, flexible portfolio of information about them and work in order to prepare them self for satisfying and productive lives in an ever-changing world. The course is aimed at equipping the students with necessary concepts and techniques to develop effective leadership skills to inform others induce them and enlist their activity and willing co-operation in the performance of their jobs

UNIT I (08 Sessions)

Personality : Meaning & Concept, Personality Patterns, Symbols of Self, Moulding the Personality Pattern, Persistence & Change. Personality & Personal Effectiveness: Psychometric Theories – Cattelle and Big Five, Psychodynamic Theories - Carl Jung and MBTI, Transactional Analysis, Johari – Window, Personal Effectiveness.

UNIT II (06 Sessions)

Personality Determinants : An overview of Personality determinants. Evaluation of Personality: Sick Personalities and Healthy Personalities.

UNIT III (10 Sessions)

Training : Concept, Role, Need and Importance of Training, Types of Training, Understanding Process of Learning, Developing an Integrated Approach of Learning in Training Programme. Training Need Assessment

UNIT IV (8 Sessions)

Leadership – Meaning, Concepts and Myths about Leadership, Components of Leadership- Leader, Followers and situation. Leadership Skills – Basic Leadership Skills, Building Technical Competency, Advanced Leadership Skills, Team Building for Work Teams, Building High Performance Teams.

UNIT V (08 Sessions)

Assessing Leadership & Measuring Its effects.Groups, Teams and Their Leadership.Groups – Nature, Group Size, Stages of Group Development, Group Roles, Group Norms, Group Cohesion.Teams – Effective Team Characteristics and Team Building, Ginnetts Team Effectiveness Leadership Model.

Suggested Readings :

1. Yukl G - Leadership in Organisations (Prentice hall, 7th Ed.)
2. Lall& Sharma – Personal Growth Training& Development (Excel Books)
3. Janakiraman- Training& Development (Biztantra)
4. Yukl G - Leadership in Organisations (Pearson, 6th Ed.)
5. Hurlock., Elizabeth B - Personality Development (Tata McGraw Hill, 1st Ed.)
6. UdaiPareek - Understanding Organizational Behaviour (Oxford, 2nd Ed.)
7. SahuR..K. - Training for Development (Excel Books, 1st Ed.)

NMBAHR 02: INDUSTRIAL RELATIONS AND LABOUR ENACTMENTS

Max. Hours : 40

COURSE OBJECTIVE: The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings. To gain knowledge of concepts, issues and legal framework of Industrial Relations.

UNIT I (6 Sessions)

Overview of Industrial Relations : Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ; Role of State; Trade Union; Employers' Organisation; ILO in IR.

UNIT II (8 Sessions)

Trade Unionism : Trade Union : origin and growth, unions after independence, unions in the era of liberalization; concept, objectives, functions and role of Trade Unions in collective bargaining; problems of Trade Unions.

UNIT III (6 Sessions)

Labour problems : Discipline and misconduct; Grievance Handling Procedure; Labour turnover; Absenteeism; Workers' participation in management.

UNIT IV (8 Sessions)

Technological Change in IR-Employment issues, Management Strategy, Trade Union Response, Human Resource Management and IR- Management Approaches, Integrative Approaches to HRM; International Dimensions of IR.

UNIT V (12 Sessions)

Labour Legislations: Industrial Dispute Act, Factories Act, Payment of Wages Act, Workmen's Compensation Act. Important Provisions of Employees' State Insurance Act, Payment of Gratuity Act, Employees Provident Fund Act.

Suggested Readings :

4. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
5. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)
6. Kogent - Industrial Relations & Labour Laws (Wiley Dreamtech)
7. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
8. VenkataRatnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

NMBAHR 03: NEGOTIATION & COUNSELLING

Max. Hours : 40

Objectives: *The objective of this course is to provide knowledge of concepts and issues of negotiation and counseling such that to equip the students with valuable skills, techniques and strategies in counseling.*

UNIT I (06 Sessions)

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation; Strategy and Planning for Negotiation.

UNIT II (06 Sessions)

Negotiation Sub processes: Perception, Cognition and Emotion Communication: What is communicated during negotiation and how people communicate in Negotiation.

UNIT III (08 Sessions)

Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA. Case I - Role Negotiation at Bokaro Steel Plant (Understanding Organizational Behaviour. By UdaiPareek, Oxford, Second Edition Page 410-415).

UNIT IV (10 Sessions)

International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation: Case II - The Dabhol Debacle (Negotiation Made Simple, SL Rao, Excel Books pp.30-35 and pp. 196-197).

UNIT V (10 Sessions)

Emergence & Growth of Counselling: Factors contributing to the emergence, Approaches to Counselling: Behaviouristic, Humanistic Approaches and Rogers Self Theory Counselling Process : Steps in Counselling Process. Modern Trends in Counselling – Trends, Role of a Counsellor and Model of Conselling.

Suggested Readings :

3. Lewicki, Saunders & Barry - Negotiation (Tata McGraw Hill, 5th Ed.)
4. B.D.Singh - Negotiation Made Simple (Excel Books, 1st Ed.)
3. .Rao S N - Counseling and Guidance (Tata McGraw Hill, 2nd Ed.)
8. Singh Kavita - Counselling Skills for Managers (PHI, 1st Ed.)
9. Welfel, Patterson - The Counselling Process, A Multi theoretical Integrative Approach. (Thomson India, 6th Ed.)
10. PareekUdai - Understanding Organisational Behaviour (Oxford)

NMBAMK01: CONSUMER BEHAVIOUR AND CUSTOMER LOYALTY

Minimum Hours: 40

Course Objective:

Objective of this course on Consumer Behavior and Customer Loyalty is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be focusing on real life case-studies from Indian environment.

UNIT I (08 Sessions)

Overview of Consumer Behaviour

Understanding Consumer Behavior- Meaning and Concept of Consumer and Customer, Consumer Learning, Different Models in Consumer Behavior, Consumer Decision making process-Concept of Consumer Decision; Levels of Consumer Decision Making; Consumer Decision Making Model, Changing Indian Consumer Behavior-Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patterns, Organisational Buying Behaviour

UNIT II (10 Sessions)

Factors Influencing Consumer Buying Decision

Influence of Culture on Consumer Behavior-Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets, Values, Lifestyles, and Psychographics- Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems, Group Influence on Consumption- Role of reference groups; Effect of reference groups on consumer decision making; Celebrity endorsements

UNIT III (8 Sessions)

Customer Loyalty Comprehension

Meaning and definition of customer loyalty, Significance of Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty, Customer Loyalty and its relationship with customer satisfaction, Customer retention and Brand Loyalty, Factors affecting customer loyalty formation, Rai-Srivastava model of customer loyalty formation, Drivers of Customer Loyalty.

UNIT IV (8 Sessions)

Customer Loyalty Outcomes

Characteristic Features of Behavioral Loyalty, Attitudinal Loyalty and Cognitive Loyalty, Role of Customer Loyalty outcomes in business decisions, Significance of Customer Loyalty for Marketers, Relationship Influencers of Customer Loyalty including factors mediating customer loyalty relationship with other relationship influencers, Customer Affinity, Customer Engagement.

UNIT V (06 Sessions)

Customer Loyalty Measurement and Application

Measuring Customer Loyalty, Customer Loyalty measurement models and scales, Influence of Service Quality on Customer Loyalty, Customer Loyalty in Retail Industry, Customer Loyalty in Banking and Insurance Industry, Customer Loyalty Application in Aviation Industry

Suggested Readings

6. D. L. Loudon, J. Albert Della Bitta: Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
7. L. G. Schiffman, L. L. Kanuk, & S. R. Kumar: Consumer Behavior, Pearson Education Inc.
8. RaiAlok K., Srivastava M., "The Character of Customer Loyalty", TATA MCGraw Hill
9. Kazmi&Batra- Consumer Behaviour (ExcelBooks)
10. Henry A.: Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.
11. M. Evans, A. Jamal, & G. Foxall : Consumer Behavior, John Wiley & Sons LTD.
12. M. Khan: Consumer Behavior, New Age International Publishers.

Course Objective:

To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

UNIT I (6 Sessions)

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management & Planning Model, Challenges in IMC,

UNIT II (10 Sessions)

Advertising Management: Meaning, Nature and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc. Management of Advertising Agencies, Role of Advertising in Natural Development, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising

UNIT III (08 Sessions):

Message Design-The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting. Role of Creativity in Copywriting

UNIT IV (06 Sessions)

Media Management - Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.

UNIT V (10 Sessions)

Emerging Concepts and Issues in Marketing Communications

Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication. Corporate Communication, Public Relations – Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management

Suggested Readings:

6. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning
2. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
8. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
9. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
10. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth-Heinemann Publication
11. Duncon : Integrated Marketing Communications, Tata McGraw Hills

Course Objective:

This program helps management students to understand the fundamentals of Distribution management and familiarizing the participants with the global dynamism of retail practices and provides a specialized platform for developing cutting edge skills in retail. Class participation will be fundamental to the development of these skills.

UNIT I (08 Sessions)

Distribution Management: An Overview

Meaning, concept and elements of Distribution; Growing importance of distribution for strategic advantage; Value chain and marketing intermediaries; Various marketing intermediaries and their roles in value addition; Conventional distribution systems for various product categories; Multiple Channel Systems; Designing channel structure and strategy

UNIT II (08 Sessions)

IT enabled Distribution Systems & Channel Relationships

IT enabled Distribution Systems; Disintermediation vs Reintermediation; Cybermediary (e-commerce), Partial disintermediation, Infomediary; Intermediary empowerment; Framework for adoption of IT enabled distribution systems; Nature and characteristics of Partnering Channel Relationships; Stages, Reasons and Factors of developing Partnering Channel Relationships; Channel Conflicts and Resolution Strategies; Partnering Channel Relationships and IT

UNIT III (10 Sessions)

Logistics Management

Concept, Types, and Functions of Inventory; Inventory Management Tools and Techniques; Nature, Concept, Types, Functions and Strategy of Warehousing; Value of Information in Logistics and Bullwhip Effect; Logistics Information System and Order Processing, Concept, Evolution and Objectives of Logistics Management; Components and Functions of Logistics Management; Distribution related Issues and Challenges for Logistics Management; Gaining competitive advantage through Logistics Management;

UNIT IV (06 Sessions)

Retail Management: An Overview

Concept and Evolution; Functions and Role of Retailing in Distribution; Social and Economic significance of Retailing; Formats of Retailing; Organized Retailing; Technology in Retailing; Present Indian Retailing Scenario

UNIT V (8 Sessions)

Retail Management Decisions

Organizational buying formats and processes; Merchandise Planning systems; Category Management; Logistics issues in Retailing; Inventory Management and Replenishment Systems; Value of Information visibility, Functions, Costs, and Modes of Transportation, Selection of Transport Mode; Transportation Network and Decision

Suggested Readings:

1. Agrawal D. K., Distribution & Logistics Management: A Strategic Marketing Approach, Macmillan Publishers India Ltd. New Delhi,
2. Berman- Retail Management Strategic approach-11e (Prentice hall)
3. Cox-Retailing An introduction 5e (Prentice hall)
4. Alan Rushton, Phil Croucher & Peter Baker, The Handbook of Logistics & Distribution Management, Kogan Page Ltd. London,
5. Anne T. Coughlan, Erin Anderson, Louis W. Stern & Adel I. El-Ansary, Marketing Channels, Pearson Education, Delhi,
6. P. K. Sinha & D. P. Uniyal, : Managing Retailing, Oxford University Press.
7. Michael Levy, Barton A Weitz and Ajay Pandit, Retailing Management, McGraw Hill, New Delhi,
8. Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke

NMBA FM 01: SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Max. Hours: 40

COURSE OBJECTIVE: The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

Unit I (08 Sessions)

Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection, Saving, investment, speculation. Type of investors, Aim & Approaches of security analysis.

Unit II (08 Sessions)

Risk & Return: Concept of Risk, Component & Measurement of risk, covariance, correlation coefficient, measurement of systematic risk.

Fundamental Analysis: Economic, Industry, Company Analysis, Technical Analysis: DOW Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis.

Unit III (08 Sessions)

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision.

Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation:

Valuation of Debentures/Bonds : nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.

Unit IV (08 Sessions)

Portfolio Analysis and Selection: Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.

Unit V (08 Sessions)

Portfolio Management and Performance Evaluation: Performance evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry

SUGGESTED READINGS:

- 6) Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
- 2) Chandra P - Investment Analysis and Portfolio Management (Tata McGraw Hill, 2008)
- 8) Bhatt - Security Analysis and Portfolio Management (Excel Books)
- 9) Bhatt- Security Analysis and Portfolio Management (Wiley Dreamtech)
- 10) Pandian P - Security Analysis and Portfolio Management (Vikas, 1st Ed.)
- 11) Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH, 6th Ed.).

NMBA FM 02 : MANAGEMENT OF FINANCIAL INSTITUTIONS AND SERVICES

Max. Hours: 40

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with objectives, strategies, policies and practices of major financial institutions in India and various financial services.

Unit I : (08 Sessions)

Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.

Unit II : (08 Sessions)

Banking Industry in India, constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.

Unit III : (10 Sessions)

Securitisation :concept, nature, scope and their implications. Securitization of Auto loans and housing loans,Securitisation in India.DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions ; NBFCs - Their status, types, working and strategies for commercial viability ; Insurance organisations - Their status, types, working and strategies for commercial viability.

Unit IV : (10 Sessions)

Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.

Unit V(06 Sessions)

Concept,Types,Significance of Mutual Funds, NAV, Evolution & Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.

SUGGESTED READINGS:

- 6) Fabozzi - Foundations of Financial Markets and Institutions (Prentice hall, 3rd Ed.)
- 7)Parameswaran- Fundamentals of Financial Instruments (Wiley India)
- 8) Khan M Y - Financial Services (Tata McGraw Hill, 1998)
- 9) Machiraju H R - Indian Financial System (Vikas, 2004)
- 10) Bhole L M - Financial Institutions and Markets (Tata McGraw-Hill, 3rd edition, 2003)
- 11) Srivastava ,R.M& Nigam Divya - Management of Financial Institutions (Himalaya, 2003)
- 12) Gurusamy R - Financial Services & Markets (Thomson, 1st Ed.)

NMBA FM 03: TAX PLANNING AND MANAGEMENT

Max. Hours : 40

COURSE OBJECTIVE:

The present course aims at familiarizing the participants with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions. Besides, a broad understanding or role of taxation in economic and industrial development of an economy will also be given.

Unit I (08 Sessions)

Nature and Scope of Tax Planning: Nature, Objectives of Tax Management, Tax Planning, Tax Avoidance & Tax Evasion, Assessment Year, Previous Year, Assessee – types, Residential status, Non-resident Indians.

Unit II (08 Sessions)

Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources. Tax deductible at source

Unit III (10 Sessions)

Corporate Income Tax: Tax concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses & unabsorbed items; Carry forward and set off losses. Tax and business reorganizations: merger and amalgamation, Tax planning regarding Employees Remuneration, Tax appeals, Revision & Review.

Unit IV (08 Sessions)

Wealth tax on closely held companies; Valuation of assets; Filing of returns; Assessment; Appeals; Review; Revision and Rectification.

Unit V (6 Sessions)

Central Excise Act 1994 and Excise planning; Customs Act and Customs Duties Planning

SUGGESTED READINGS:

- 6) Bhatia H L - Public Finance (Vikas)
- 7) Lakhotia R N - How to Save Wealth Tax (Vision Book 2001, 9th Ed.)
- 8) Prasad Bhagwati - Income Tax Law & Practice (VishwaPrakashan)
- 9) Santaram R - Tax Planning by Reports (Taxmann, 1978).
- 5)Singhania V K - Direct Taxes, Law & Practice (Taxmann, 40th Ed.)
- 6) DateyV.S. - Indirect Taxes – Law & Practice (Taxmann, 20th Ed.)

NMBA0IT 1: DATABASE MANAGEMENT SYSTEM

Max. Hours : 40

Course Objective

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

Unit I (8 Sessions)

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

Unit II (6 Sessions)

Relational Database Design : Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

Unit III (6 Sessions)

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

Unit IV (12 Sessions)

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

Unit V (8 Sessions)

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

SUGGESTED READINGS:

4. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
5. Beynon -Davies P- Database Systems (Palgrave, 2003)
6. Karthikeyan Understanding Database Management System (Acme Learning)
7. 4)Hoffer - Modern Database Management (Pearson Education, 6th edition)
8. Alexis and Leon - Database Management System (Vikas, 2003.)
9. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996).
10. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

NMBA IT 02: SYSTEM ANALYSIS & DESIGN AND SOFTWARE ENGINEERING

Max. Hours : 40

Course Objective

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

UNIT-I (08 Session)

Systems Concept; Characteristics of a System; Elements of System; Types of Systems; Decision Support System; System Development Life Cycle, Investigation, Analysis, Design, Implementation, Post Implementation Review and Maintenance.

UNIT-II (06 Session)

Systems Planning and Investigation: Basis for Planning in Systems Analysis - Dimensions of Planning, Initial Investigation, Needs Identification,

UNIT-III (06 Session)

Determining the User's Information Requirements, Feasibility Study, Feasibility Considerations, Steps in Feasibility Analysis - Feasibility Report.

UNIT-IV (10 Session)

Tools of Structured Analysis : Data Flow Diagram (DFD), Entity Relationship Diagrams, Data Dictionary, Process Modeling : Structured English, Decision Tree & Decision Table, Object Oriented Analysis (OOA) and Object Oriented Design (OOD).

UNIT-V (10 Session)

Basics of Information Security, Types of Attacks, Viruses, Virus Control, Hackers, Overview of Risks associated with Internet, Intrusion Detection Risk Management, Disaster Recovery Plan, Cryptography and authentication, Managing Risk, Information Security Policy, Creating a secure environment, Internet Security Standards

Suggested Readings:

4. Shah-Software Engineering & SAD(Wiley Dreamtech)
5. Kenneth E Kendall and Julie E Kendall – SAD (PHI Publication, 7 Ed.)
6. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH, 2nd Ed.)
7. AnkitFadia -Encryption-Protecting your Data (Vikas Publication, 1st Ed.)
8. Singh B –Network Security (PHI Publication, 1st Ed.)

NMBA IT 03: DATA COMMUNICATION & NETWORK

Max. Hours : 40

Course Objectives

This course provides an in-depth discussion of computer networks. It includes a detailed discussion of the different Network Models..

Unit I (08 Sessions)

Fundamentals of Communication System; Communication Links, Communication System Formats; Character Codes, Digital Data Rates; Asynchronous and Synchronous Data. Types of signals: AM; FM; PM; PCM; PDM; TDMA; FDMA; SDMA; CDMA; ASK; FSK; PSK Features: Error detection and correction codes; Hamming codes.

Unit II (08 Sessions)

LAN topologies: Workstation; Server; Cables; Types of Ethernet; Broadband and base-band; Optical Fibers; Network Interface Card.

Unit III (08 Sessions)

Networks and accessories: LAN, MAN, WAN; Hub; Bridges; Switches; Routers; Gateways Cell Relay; Frame Relay; ISDN; B-ISDN

Unit IV (08 Sessions)

OSI Model; Broadcasting; Multicasting; Point-to-point communication; IP Addressing, Concepts of Port; Socket; ATM; Tunneling; Virtual Private Network. *Network Operating systems*: Unix; Linux; Windows.

Unit V (08 Sessions)

Mobile Communication: Applications of Mobile Communication; Wireless Communication: Bandwidth, Transmission Impairment, Interference, Terrestrial Microwave, Broadcast Radio, Infrared & Light Waves, Mobile Internet & WML: Mobile IP, Wireless TCP&UDP, WAP, WML

SUGGESTED READINGS:

7. 2) Comer - Computer Networks and Internets (Pearson Education, 4th Ed.)
8. 3) Stallings W - Data Computer Communication (Pearson Education, 2003, 7th Ed.)
9. 4) Tanenbaum - Computer Networks (Prentice-Hall, 2004, 4th Ed.)
10. 5) Black - Computer Networks (Prentice-Hall, 1999, 2nd Ed.)

COURSE OBJECTIVES: This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business

Unit I (08 Sessions)

Introduction, Importance and Challenges – Nature, Importance and scope of International Marketing, Domestic marketing vs. International marketing, International marketing management process – an overview, influence of physical, economic, socio-cultural, political and legal environments on International marketing information, scanning and monitoring global marketing environment; international marketing information system.

Unit II (08 Sessions)

International market segmentation, positioning, Analysis of world market, market analysis, international marketing research, screening and selection of markets, International market entry– Export, Licensing , Franchise, Joint Venture, Multinational operations, contract manufacturing

Unit III (08 Sessions)

International Product Policies – Major product decisions – product features and quality, product design, labeling, packaging, branding and product support services; strategies in multinational product planning, international product life cycle, New product development, International Trade

Unit IV (08 Sessions)

International Pricing Decisions – international Price determination, price escalation, international pricing process and policies, delivery terms and currency for export price quotations, international transfer pricing, methods of determining transfer pricing, Differential Pricing

Unit V (08 Sessions)

International marketing communication – communication with foreign buyers, planning and preparing, international promotion programme, Media structure, planning media strategy, corporate advertising.

SUGGESTED READINGS

- 2) Nargundkar- InternationalMarketing (Excel Books)
- 3) Czinkota - International Marketing (Thompson, 8th Ed.)
- 4) Cateora Graham - International Marketing (TMH, 10th Ed.)
- 5) Siddiqui- InternationalMarketing (Wiley Dreamtech)
- 6) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 7) VarshneyR.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
- 8) Jain S. – International Marketing (Thomson)

COURSE OBJECTIVES: This paper deals with a broad conceptual focus on the problems - related documentation in export and import and scenario of logistics in world place.

Unit I (06 Sessions)

International Distribution system and Logistics – International marketing channel decision, importance and scope of channel decisions, channels between nations, international physical distribution decisions, nature of physical distribution

Unit II (10 Sessions)

Transportation – Importance of effective transportation system, service choices and their characteristics, cost characteristics and role fixation, In-company management vs. outsourcing, shipping structure – Sea borne trade, international shipping characteristics, important international sea routes, liner & tramp operations, liner freighting, CFC and ICD, Indian shipping – growth, policy and problems, major Indian ports, International Air Transport, freight rates, India's exports and imports by air – problems and prospects, Air cargo, I.A.T.A.

Unit III (08 Sessions)

Documentation - Naming the enterprise, forms of ownership, opening a bank account, Need for documentation, Process of obtaining Export and Import License:- general registrations, registrations with RBI, registration with Licensing authorities, registration with appropriate EPC/Commodity Board's. Main commercial documents: statutory documents for exporting country, statutory documents for importing country, and documents for claiming export benefits.

Unit IV (08 Sessions)

International Trade Terms – International Trade Terms – trade contract and trade terms, credit risk management and payment terms,, LC & parties involved, types of LC, UCPDC – major clauses, consignment sale, transit risk management – contract of cargo insurance parties, Insurance policy and certificate, cargo loss clauses – procedure and documentation

Unit V (08 Sessions)

Clearance – excise duty – definition, types of duties, legal framework – central excise act and rules, tariffs, customs act 1962, customs tariffs act 1975, foreign trade act 1992, physical examination of goods, EDI and custom operations

SUGGESTED READING:

6. Johnson J, Wood D- Contemporary Logistics.
7. Reji Ismail- Logistic Management (ExcelBooks)
8. Dornier- Global Operation & Logistic Management (John Wiley)

9. Khanna K K - Physical Distribution Management : Logistical Approach (Himalaya, 2007)

NMBAIB03: International Financial Management

Max. Hours: 40

COURSE OBJECTIVE: The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation

Unit I (06 Sessions)

Global Financial Environment: Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system, Fischer Effect, International Fisher effect.

Unit II (10 Sessions)

Management of exposure & risk: Concept of exposure and risk. Types of exposure—transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.

International Portfolio Investment: Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)

Unit III (08 Sessions)

International Capital Budgeting: The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.

Unit IV (08 Sessions)

International working capital management:

vii) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.

viii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.

ix) International inventory management: Advance inventory purchases. Stockpiling.

Unit V (08 Sessions)

International Financing Decisions:

vii) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.

viii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market.

Suggested Reading

1. Folks William R. Jr. & Raj Agrawal : International Dimensions of Financial Management
2. P.G. Apte : Global financial Management
3. Dennis J.D. Connor & Albert T Bussco : International Dimensions of Financial Management
4. Zenoff David B. & ZwickDack : International Financial Management
5. Advani V.A. : International Finance: Theory and Practice
6. Seth Jagdish & Eshghi A: Global Financial Perspectives

Course Objective

This has resulted in the expansion of rural demand of agricultural inputs, capital goods, transportation goods as well as consumer and consumer durable goods in villages. On the output side, the enlarged rural Production base has led to value addition, marketing networking and thrust on export trade. This paper aims at equipping the students to enable them to serve in the inflow and outflow marketing areas.

Unit I (08 Sessions)

Rural Marketing – Definition, Objectives, functions, Accelerated growth and importance of Rural Market. Factors accelerating growth. Classification of inflow marketing and out Flow marketing in rural Sector. Principles of segmentation of rural Markets.

Unit II (06 Sessions)

Modern and traditional system of Rural Marketing; Historical perspective of Haats, Bazaars and Melas. Their role as the hubs of rural economy. Laws regulating the conduct of business there in and also facilitating their modernization and expansion, Spatial issues and Management practices.

Unit III (06 Sessions)

Principles, procedures and processes of Rural Marketing Management and applications of systems approach. Rural Marketing strategy and implementation of the principles of Marketing Mix.

Unit IV (08 Sessions)

Rural Market demands - (I) Consumer goods, (ii) Consumer durables (iii) Agricultural Inputs, (iv) Capital goods, and (v) Transportation good of Distribution strategies and Channel Management.

Unit V (12 Sessions)

Regulated Market system and the State Legislation. Grading Standardization and legal metrology – Provisions of the relevant laws. Rural Market Intelligence, and Marketing Information System. Market Research, Survey Techniques, Report writing. State Market Intervention Operations, State Procurement, Minimum Support Price, Statutory Minimum Price, State Advised Price and price Management by the Union and State Governments. Logistics Management in Rural Marketing. Corporate strategies and State facilitation Programmes.

Suggested Readings

- 1 Pradeep Kashyap Rural Marketing-2 edition Pearson education
6. Jha, S.M. & Singh, L.P.: Marketing Management in Indian Perspective, Himalaya, Bombay
3. Velayudhan – Rural Marketing (Sage)
4. Mathur- Rural Marketing (Excel Books)
5. Philip Kotler: Marketing Management.
6. Barkar, J.W.: Agricultural Marketing, Oxford University Press, New York.
7. Chopra- Marketing Management (Wiley Dreamtech)

Course Objective:

Self Help Group and other micro-level innovative credit systems contributed significantly in empowering underprivileged in India and abroad in recent times. Paper has two purposes—(a) to acquaint students with the various institutional arrangements as well as recent contribution of various innovative credit systems at the micro-level for financing rural development sector; (b) management of small groups involved in micro-finance for social and economic empowerment of their group members in particular and the society in general.

Unit I (08 Sessions)

Financial institutions for rural development-Basic understanding of rural and development credit. Institutional structure for rural financing in India: policy and schemes of NABARD, recent financing scheme of the Government.

Unit II (08 Sessions)

Development of cooperative banks in India with special reference to PACS, CCBs, LDBs. Rural financing through commercial banks-Policies and objectives before and after nationalisation of banks, Branch expansion policy and programmes.

Unit III (08 Sessions)

Emergence of RRBspolicy, objectives, functions, progress and achievements. Micro finance at small group level: concept, emergence, objectives and thrust areas. Case studies of recent success stories.

Unit IV (08 Sessions)

Management of small groups, cluster and federation from credit and trade perspectives.Role of facilitating agencies.Linkages between small group and Banks.

Unit V (08 Sessions)

Convergence of with development programmes and implementing departments of government.Withdrawal strategy for facilitating organizations.

Suggested Readings

8. V S Somnath- Microfinance (ExcelBooks)
9. Panda- Understanding Microfinance (Wiley India)
10. Craig Churchill & Cheryl Frankiewicz-Making Microfinance Work
11. Marguerite S. Robinson- The Microfinance Revolution (Kindle Edition)

Course Objective

Familiarization with basic tools of economic analysis – Understanding the dynamics of rural sector – Adoption of suitable economic policies for efficient management of rural sector.

UNIT I (8 Sessions)

Agriculture and economic development: Nature and scope of rural economics, Role of agriculture in economic development, interdependence between agriculture and industry, Livestock economics- Livestock resources and their productivity, White revolution, Development of agro based industries.

UNIT II (8 Sessions)

Use of land, water and energy; Rural transport, Communication, banking, rural social infrastructure- education and health and information dissemination.

Agricultural Production- Resources used and efficiency, Production function analysis in agriculture.

UNIT III (8 Sessions)

Size of farm and laws of returns- Theoretical and empirical findings, Farm budgeting and cost concepts, resource use efficiency in traditional agriculture, Technical change, Labour absorption and gender issues in agricultural services,

UNIT IV (8 Sessions)

Rural labour supply, Interlocking of factor market, Mobility of labour and segmentation in labour markets, marginalization of rural labour, Nature, Extent and trends of rural unemployment, Agricultural wages in India, Male-Female wage differences, non-agricultural rural unemployment- Trends and determinants.

UNIT V (8 Sessions)

Role of capital and rural credit, Organized and unorganized capital market, Rural savings and capital formation, Characteristics and sources of rural credits- institutional and non-institutional, Reorganization of rural credit- cooperatives, commercial banks, Regional rural banks, role of NABARD.

Suggested Readings

6. Bhaduri A- The Economic Structure of Backward Agriculture (Macmillian, Delhi)
 7. BilgramS.A.R- Agricultural Economics (Himalyan Publishing House, New Delhi)
 8. DantwalaM.Let. Al.- Indian Agricultural Development Since Independence (Oxford & amp: IBH)
 9. Government Of India- Report of the National Commission on Agriculture
 10. Government Of India- Economic Survey (Annual)
 11. Gulati A & T Kelly- Trade Liberalization & Indian Agriculture (Oxford University Press)
- Joshi P.C- Land Reforms in India: Trends & Prospects (Allied Publishers).