



**उत्तराखण्ड तकनीकी विश्वविद्यालय देहरादून**

**UTTARAKHAND TECHNICAL UNIVERSITY DEHRADUN**

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दिनांक/Date 12/09/12

**Important Notice for all Management Institutes**

All the institutes of UTU running MBA course are hereby informed that the syllabus of MBA has been revised and will be effective from session 2012-13. The syllabus will be applicable for current (August 2012-December 2012) semester i.e, I- Semester only. The III semester will continue with the earlier syllabus already running.

The entire ordinance curriculum & detailed syllabus are being uploaded on the university website. Kindly, go through the syllabus and provide your valuable suggestion to the undersigned.

(Dr. Ashish Uniyal)

**Deputy Registrar**

# **ORDINANCES FOR**

## **Master of Business Administration**

### **[Approved by Board of Studies Management]**

#### **1. Scope**

- 1.1. All the clauses of the ordinance are for the Master of Business Administration offered by the university, no clause or sub clause thereof can be assumed for other Programmes offered by the university.
- 1.2. All the clause and sub clause thereof of the ordinance are liable to change by alterations, inclusions and exclusions as deemed fit by the Academic Council and the Board of studies of the university from time to time without prior notice.
- 1.3. The interpretations of the clauses and the sub Clauses thereof are that of the Academic Council and the Board of studies of the university.
- 1.4. Any litigation will be at Session Court, District Dehradun jurisdiction.
- 1.5. Hence forth where it is written Programme it should be read as the Master of Business Administration.

#### **2. Definition of the Programme**

- 2.1. The Programme is a Postgraduate fulltime Programme, on successful completion of which a Postgraduate degree titled Master of Business Administration will be awarded.
- 2.2. The number of seats available for the Programme will be declared at the time of admission as per latest AICTE approval.

#### **3. Medium of Instruction**

- 3.1. The medium of instruction will be English.

#### **4. Duration of the Programme**

- 4.1. Duration of the Programme shall be two years / 4 semesters, each year will comprise of two semesters. Each semester shall normally have 90 instructional days.

#### **5. Admission, Eligibility to the Programme**

- 5.1. The university reserves the right to admission.
- 5.2. Candidate should verify the requisite qualification and eligibility criteria before applying for admission as per prevailing AICTE norms.
- 5.3. In case the total admitted candidate to the Programme is less than 25% of number of seats declared available for the Programme at the time of admission the University through its Academic Council reserves the right to cancel all the admission to the Programme and discontinue the Programme. All the candidate who are admitted to the Programme will be refunded all the fee paid during admission
- 5.4. Candidate has to be declared medically fit by a RMO and should have attached a fitness certificate along with the application for admission.
- 5.5. Candidate with a minimum three year Bachelor's degree from a recognized Institute/University with a minimum of 50% in the qualifying Examination or any higher qualification form a recognized Institute/University with a minimum of 50% in the qualifying Examination is eligible for admission to the Programme.

- 5.6. Candidate who has appeared the final year of the qualifying examination with not less than 50% marks at pre graduating year, whose result is awaited, will be admitted provisionally by paying requisite fee for admission as per fee schedule. Such candidate should produce their result by a cutoff date indicated at the time of admission failing which their admission will be cancelled and will be refunded the fee paid during admission on the prorata basis only after the seat falling vacant will be filled by another eligible candidate.
- 5.7. The reservation policy will be as per the directive of the AICTE/ State Government. The eligibility of reservation category shall be adopted by university by university decided by AICTE.
- 5.8. Regular admission will be done on strictly merit basis through an open counseling conducted by the university. MAT/CAT/ C-MAT Scores or any other common entrance exam or the entrance test conducted by the university may be considered as merit for admission and will be decided at the time of advertising for admission by the State Counseling Board.

## **6. Cancellation of Admission**

- 6.1. Admission of a Candidate will be cancelled who at the time of admission has supplied false or incorrect information regarding qualification and eligibility criteria prescribed by the University. Such candidates will not be refunded the fees paid during admission.
- 6.2. Candidates who after confirming the admission by paying the prescribed fee wish to cancel the admission before the last date of admission such candidates will be refunded the fees paid during admission as per prevailing rules and regulations of regulatory bodies UGC/ AICTE.
- 6.3. Candidates who after confirming the admission by paying the prescribed fee wish to cancel the admission after the last date of admission such candidates will be refunded the fees paid during admission on the pro-rata basis only after the seat falling vacant will be filled by another eligible candidate.

## **7. Change of University**

- 7.1. Change of university is not permitted.

## **8. Curriculum of the Programme**

- 8.1. Curriculum shall include Theory subjects and practical Summer Internships Project, Business Consultancy Project and educational tour etc.
- 8.2. Each Theory subject or practical will be treated as one head.
- 8.3. Curriculum of the Programme for all the semesters will be described in the scheme of study and evaluation by the Board of Studies and the Academic Council of the University from time to time.
- 8.4. The syllabus for all semester will be made available by the Board of Studies and the Academic council.
- 8.5. Curriculum will also include co-curricular and extra-curricular activities as may be prescribed by the University from time to time.
- 8.6. Curriculum will be revised from time to time by the Board of Studies and the Academic Council to keep it up to date with the current market requirement.

## **9. Attendance Requirements**

- 9.1. Each student must attend every theory class, tutorial and practical sessions for which he is registered.

- 9.2. Condonation of up to 25% is permitted for students to participate in sports/ Extra curricular/ Placement / NCC or NSS activities, the attendance requirement shall be a minimum of 75% of the classes actually held. Further condonation of maximum of 10% attendance will be allowed to account for any exigencies like illness/ medical emergency/ death of family/ relative on the recommendation of Director.

## 10. Evaluation System

### 10.1 Evaluation Pattern

- 10.1.1 Continuous term evaluation comprising of Faculty Assessment & Mid Semester Examination and End term evaluation comprising of external examination as described in the scheme of study and evaluation by the Board of Studies and the Academic Council of the University from time to time.

#### A. Theory Papers

- 10.1.2 Award of Teachers assessment marks shall be done on a continuous basis throughout the semester and is based on Class Tests, Assignments/ Tutorials, Case studies, Quizzes / Viva-voce the marks are to be awarded by the teacher at the end of the semester before the End semester Examination.
- 10.1.3 Award of class Attendance is based on the percentage of the classes attended by the Candidate.
- 10.1.4 **Mid Term Examination** will be held for all Theory Subjects and Practical in the mid of the semester, between completion of 40 and 50 instructional days from the start of the semester.

Evaluation Component	Description and sub heads	Marks
Continuous Term Evaluation	1. Three Internal Assessment test (For Theory and Assignments)	20% (20 marks)
	2. Attendance	10% (10 marks)
End Semester Evaluation	End Semester Examination ESE A 70 marks 3hrs Theory exam will be conducted and 70% of the score obtained is taken as ESE marks,	70% (70 marks)
<b>Total</b>		<b>100</b>

- 10.1.5 Candidate who remain absent or are prohibited to attend the mid term Examination will be declared as fail in mid term Examination.
- 10.1.6 Candidate will have to satisfy the attendance criterion to appear in the respective Theory subjects and Practical to attend the Mid Term Examination.
- 10.1.7 Candidate who will not satisfy the attendance criterion will not be allowed to appear the Theory subjects and Practical Mid Term

- Examination and such Candidate will be declared as fail in the Mid Term Examination.
- 10.1.8 **End Semester Examination** will be held for all Theory subjects and Practical at the end of the semester.
- 10.1.9 Candidate who remain absent or is prohibited to attend the End Semester Examination will be declared as fail in End Semester Examination.
- 10.1.10 Candidate will have to satisfy the attendance criterion to appear in the respective Theory subjects and Practical to attend the End semester Examination
- 10.1.11 Candidate who will not satisfy the attendance criterion will not be allowed to appear Theory subjects and Practical End Semester Examination and the Candidates will be declared as fail in the End Semester Examination.
- 10.1.12 Candidate has to score a minimum of 30% of the marks to qualify the End Semester Examination.
- 10.1.13 Candidate who does not qualify the End Semester Examination will be declared fail in the respective Theory subject and Practical.
- 10.1.14 End semester Practical Examination will be conducted by two Examiners with one Examiner external to the university.
- 10.1.15 Candidate will be declared pass in the semester when he will have passed in all Theory subjects and Practical.
- 10.1.16 **Passing Criteria** - A minimum of 50% marks has to be secured as a sum of Continuous Term Evaluation and End Semester Evaluation.
- 10.1.17 **Summer Internship Project (SIP)** is a six to eight week industry project to be undertaken by the students after the completion of second semester.
- 10.1.18 A report for the project undertaken by the student is to be prepared and submitted in the department after completion of the summer internship. The evaluation criterion for SIP is as follows.

#### B. Summer Internship Project

Evaluation component	Marks
Report	70%
Presentation	30%
<b>Total</b>	<b>100</b>

- 10.2.23 **Business Research Project (BRP)** is a team-based business research assignment undertaken by IV semester MBA students and it carries 200 marks. A team of 3-4 students undertakes the Research assignment for a business firm/ industry/ organization/ NGO/ research organization under the guidance of the Faculty.
- 10.2.24 The basic framework of the research topic, literature review, and research design will be designed by the students in the beginning of semester. The elaborated research proposal along with the pilot study will be evaluated by the panel. Only after the proposal is found suitable, permission for BRP will be given.

- 10.2.25 Business Research Project report shall be evaluated by two examiners one external and one internal appointed by the Registrar (Evaluation). Wherever there is viva-voice, it shall be conducted by the common Viva Board consisting of the Chairman and internal members of the BOE in the concerned subject, internal guide and external examiner approved by the Registrar (Evaluation). Though the BRP is a team work, students in the team are evaluated individually according to the below-mentioned criteria.

**C. Business Research Project (**

<b>Evaluation component</b>	<b>Marks</b>
Report	50% (100 marks)
Internal Evaluation (Guide + Panel) 3 evaluations of 25 marks each	25% (50 marks)
3Viva (External)	25% (50 marks)
<b>Total</b>	<b>200</b>

**10.3 Provisions for Grace Marks**

- 10.3.1 A candidate may be awarded grace marks only if the candidate will secure a pass in all the Theory and Practical's course after award of the grace marks. A maximum of 10 marks in a semester, in maximum four Theory or Practical course, but not more than 5 marks in any one theory or Practical course.

**14. Scrutiny and Revaluation**

- 14.1 Scrutiny shall not be allowed in any circumstance but on the special recommendation of the director/ concerned subject teacher, after deciding the requisite fee the university reserves the right to accept such cases.
- 14.2 Revaluation of theory / practical papers is not permitted.

**15. Results**

- 15.1 The result of a candidate shall be declared on the basis of performance of both semesters of the same academic year.
- 15.2 Result of the final year shall be declared on the basis of working out Grand Total by adding marks of all the years of study.

**16. Unfair means**

- 16.1 Cases of unfair means during examination shall be dealt by the UFMC (Unfair Means Committee) constituted by the University.
- 16.2 The Proctor Board can rusticate a student from the university under unfair means.

**17. Readmission**

- 17.1 Candidate can take readmission to any ongoing semester at the start of the semester by paying the requisite semester fee as per fee schedule. Such candidate will have to repeat the entire semester all Theory subjects and Practical as a regular candidate.

- 17.2 Candidate who does not fulfill the attendance clause 9 will have to take readmission.
- 17.3 Candidate who has been detained by the university and subsequently has been permitted will take re-admission by paying the requisite fee as per fee schedule

**18. Termination**

- 18.1 Candidate who is admitted on regular admission to the Programme will have to successfully complete the Programme in maximum 4 years failing which the candidate will be terminated.
  
- 18.2 Candidate who has failed twice in first year due to either non-appearance in examinations or not being able to pass the Theory subjects and Practicals or not being permitted to appear in examination due to not fulfilling of other ordinances or any other reason is liable for termination, the decision of the Academic Council and the Board of Studies of the university will be final and binding on the candidate.

**19. Rustication**

- 19.1 Candidates who have been involved in act of indiscipline or any unlawful criminal activity will be referred to the Proctor Board and as per university rules such students may be rusticated.

# UTTARAKHAND TECHNICAL UNIVERSITY, DEHRADUN

## MBA PROGRAMME

### MBA (SEMESTER I)

Course Code	Course Title	Marks for		Total Marks
		IA*	EE**	
MB101	Principles and Practices of Management	30	70	100
MB102	Financial Accounting	30	70	100
MB103	Statistics for Management	30	70	100
MB104	Managerial Economics	30	70	100
MB105	Business Environment	30	70	100
MB106	Business Laws	30	70	100
MB107	Business Communication	30	70	100
MB108	Computer Applications in Business	30	70	100
<b>Total</b>		<b>240</b>	<b>560</b>	<b>800</b>

\*INTERNAL ASSESSMENT    \*\*EXTERNAL EXAMINATION

### MBA (SEMESTER II)

Course Code	Course Title	Marks for		Total Marks
		IA	EE	
MB201	Organisational Behaviour	30	70	100
MB202	Management Accounting	30	70	100
MB203	Operations Research	30	70	100
MB204	Marketing Management	30	70	100
MB205	Financial Management	30	70	100
MB206	Human Resource Management	30	70	100
MB207	Production and Operations Management	30	70	100
MB208	Business Research Methods	30	70	100
<b>Total</b>		<b>240</b>	<b>560</b>	<b>800</b>

### MBA (SEMESTER III)

Course Code	Course Title	Marks for		Total Marks
		IA	EE	
MB301	International Business	30	70	100
MB302	Project Management	30	70	100
MB303	Total Quality Management	30	70	100
Elective Major 1		30	70	100
Elective Major 2		30	70	100
Elective Major 3		30	70	100
Elective Minor 1		30	70	100
MB308	Training Report and Viva-Voce	70	30	100
<b>Total</b>		<b>280</b>	<b>520</b>	<b>800</b>



**SPECIALISATION ELECTIVES OFFERED (Three Major and One Minor)**

S. No.	Code	Title
<b><u>GROUP 1: MARKETING</u></b>		
1	MB 304 (M1)	Consumer Behaviour
2	MB 304 (M2)	Advertising Management
3	MB 304 (M3)	Marketing of Services
4	MB 304 (M4)	Marketing Research
5	MB 304 (M5)	Retail Management
<b><u>GROUP 2: FINANCE</u></b>		
1	MB 305 (F1)	Security Analysis and Portfolio Management
2	MB 305 (F2)	Financial Markets and Institutions
3	MB 305 (F3)	International Financial Management
4	MB 305 (F4)	Corporate Tax Planning
5	MB 305 (F5)	Risk Management and Insurance
<b><u>GROUP 3: HUMAN RESOURCE MANAGEMENT</u></b>		
1	MB 306 (H1)	Industrial Relations and Labour Laws
2	MB 306 (H2)	Industrial Psychology
3	MB 306 (H3)	Human Resource Planning & Development
4	MB 306 (H4)	Performance Management
5	MB 306 (H5)	Organisational structure and Change
<b><u>GROUP 4: INTERNATIONAL BUSINESS</u></b>		
1	MB 307 (IB1)	International Business Environment
2	MB 307 (IB2)	International Logistics Management
3	MB 307 (IB3)	Cross-Cultural Business Management
4	MB 307 (IB4)	Management of Multinational Corporations
5	MB 307 (IB5)	International Business Law

**MBA SEMESTER IV**

Course Code	Course Title	Marks for		Total Marks
		IA	EE	
MB401	Business Ethics and Corporate Governance	30	70	100
MB402	Strategic Management	30	70	100
MB403	Entrepreneurship Development	30	70	100
MB404	Research Project	30	70	100
Elective Major 4		30	70	100
Elective Major 5		30	70	100
Elective Minor 2		30	70	100
MB408	Viva- Voce		100	100
<b>Total</b>		<b>210</b>	<b>590</b>	<b>800</b>

**Evaluation for Business Research Project**

Scheme of Evaluation	Marks	Weightage (%)
Report	100	50
Internal Evaluation (Guide + Panel) 2 evaluations of 25 marks each	50	25
Viva (External)	50	25
<b>Total</b>	<b>200</b>	<b>100</b>

**SPECIALIZATION ELECTIVES (Two Major and One Minor Courses)**

<b>S. No.</b>	<b>Code</b>	<b>Title</b>
<b><u>MARKETING</u></b>		
1	MB 403 (M1)	International Marketing
2	MB 403 (M2)	Sales Management
3	MB 403 (M3)	Rural Marketing
<b><u>FINANCE</u></b>		
1	MB 404 (F1)	Financial Services
2	MB 404 (F2)	Mergers and Acquisitions
3	MB 404 (F3)	Financial Derivatives
<b><u>HUMAN RESOURCE MANAGEMENT</u></b>		
1	MB 405 (H1)	International Human Resource Management
2	MB 405 (H2)	Compensation Management
3	MB 405 (H3)	Corporate leadership
4	MB 405 (H4)	Performance Management
<b><u>INTERNATIONAL BUSINESS</u></b>		
1	MB 407 (IB1)	EXIM Financing and Documentation
2	MB 407 (IB2)	Global Financial Markets and Instruments
3	MB 407 (IB3)	Foreign Exchange Management and Currency Derivatives

**MBA**  
**Semester I**  
**MB101 - PRINCIPLE AND PRACTICES OF MANAGEMENT**

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**Unit 1**

**Introduction**

Nature and Purpose, Managing: Science or Art?, The Evolution of Management Thoughts, The Function of Manager: Planning, Organising, Staffing, Leading and Controlling: an overview. Coordination: The Essence of Management, System approach to Management Process.

**Unit 2**

**Planning**

Types of Plans: Missions or Purpose, Objective or Goals, Strategies, Policies, Procedure, Rules Programmes and Budgets. Steps in Planning, Objectives. Management by Objectives. Strategies, Policies and Planning Premises, Strategic Planning Process, Presuming and Forecasting, Decision Making.

**Unit 3**

**Organising**

Nature of Organising, Formal an Informal Organisation, Organisation Levels and the Span of Management. Structure and Process of Organisation. Principles of Organising, Line and Staff Authority. Empowerment, Decentralisation of Authority, Delegation of Authority, Organisation Charts.

**Unit 4**

**Staffing**

Definition of Staffing, an overview of Staffing Function, The System Approach to Human Resource Management, Recruitment, Selection, Placement, Promotion, Separation, Performance Appraisal, The Peter's Principle.

**Unit 5**

**Leading and Controlling**

- (a) **Motivation:** McGregor Theory of X and Y , Maslow Hierarchy of Needs Theory, Herzberg's Motivation-Hygiene Theory, Expectancy Theory, Equity Theory, Goal Setting Theory. Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making. Communication: Purpose, Process of Communication, Barriers and Break Downs, Making Communication Effective
- (b) **Controlling:** Concepts and Process, Controlling as a Feeb Back System, Requirements for Effective Control, Major Controlling Techniques: Budgetary and Non Budgetary Control Devices, Statistical Data, Time-Event Network Analysis.

**Suggested Readings**

1. Heinz Wehrich, Mark V. Cannice and Harold Koontz, (2009). *Management: A Global and Entrepreneurial Perspective*, 13<sup>th</sup> ed., TMH., New Delhi
2. Harald Koontz and Heinz Wehrich, *Elements of Management*. 9<sup>th</sup> ed., TMH. New Delhi 2012

3. Stoner James A. F., R. Edward Freeman and Daniel R, Gilbert Jr., *Management*, 8<sup>th</sup> ed., Pearson, New Delhi 2010
4. Stephen P. Robbins and David A. Decenzo, *Management*; PHI
5. Newman, Summer, Gilbert *Management*; PHI

**MBA**  
**Semester I**  
**MB102 - FINANCIAL ACCOUNTING**

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**Unit 1**

**Introduction to Financial Accounting**

Concepts and Conventions and Postulates of Accounting- Accounting as a Language; Accounting as an Information System, Users of Accounting information, Role of Accounting in Economic Development.

**Unit 2**

**Accounting System and Process**

Accounting Equation, Transactions and their effects on Accounting and Equation, Classification of Accounts: Owner's Equity, Revenues and Expenses.

**Unit 3**

**The Accounting Process**

The Journal and its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting, Introduction to Tally Package, Rectification of Errors.

**Unit 4**

**Financial Statement Analysis**

The Tools of Analysis, Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow and Cash Flow Analysis, AS-3 (Revised).

**Unit 5**

- (a) **Corporate Accounting:** Financial Statement of Companies and Adjustment Entries (An overview of Corporate Finance)
- (b) **Accounting: Assets and Liabilities:** Depreciation and Amortisation Inventory Valuation and Accounting, Recent Trends in Corporate Reporting and Introduction to Indian Accounting Standards. International Financial Reporting Standards: An overview.

**Suggested Readings**

1. Robert n Anthony, Hawkins and Merchant, *Accounting TMH*
2. Chaudhary, A., *Fundamentals of Accounting and Financial Analysis*, Pearson
3. Ashish Bhattacharyya, *Essentials of Financial Accounting*, PHI
4. Maheshwari, SN and Sunil "*Financial Accounting*: Sultanchand and Sons, New Delhi
5. Monga, GR "*Financial Accounting: Concepts and Application*", Mayoor Paper Books, New Delhi
6. Tulsian PC "*Financial Accounting*, Pearson Education

**MBA**  
**Semester I**  
**MB103 - STATISTICS FOR MANAGEMENT**

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**Unit 1**

**Introduction**

Definition of Statistics, Characteristics, Functions, Importance, Limitations and Types of Statistics, Uses of Statistics in Functional Areas of Management, Introduction to Sampling.

**Classification and Presentation of Data**

Frequency Distribution- Discrete and Continuous Frequency Distribution; Diagrammatic and Graphic Representation- Line, Bar, Rectangle and Pie Diagram, Graphs- Histograms, Frequency Polygon, Cumulative Frequency Curves or Ogives- Advantages and Limitations of Diagrams and Graph, Tabulation- Types of tables.

**Unit 2**

**Measures of Central Tendency and Dispersion**

Average- Concept, Types, Mathematical Averages- Arithmetic, Geometric, and Harmonic mean, Position and Locational Averages, Median, Mode. Measures of Dispersion: Range, Quartile Deviation- Mean and Standard Deviation, Variance- Coefficient of Variance- Comparison of various measures of Dispersion, Skewness- Relative Measures of Skewness- Karl Pearson, Bowley, Kelly- Coefficient of Skewness, Kurtosis.

**Unit 3**

**Correlation and Regression**

Correlation- Scatter Diagram, Karl Pearson's Coefficient of Correlation, **Spearman's Coefficient of Rank Correlation**; Concurrent Deviation; Regression- Method of Least Squares, Method of Regression Coefficient, Properties of Regression Coefficient, Partial and Multiple Correlation and Regression Coefficient.

**Unit 4**

**Time Series and Forecasting**

Time Series- Introduction, Objectives of time Series, Identification of Trend, Variation in Time Series- Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation, Methods of Estimating Trend, Choosing Appropriate Forecasting Model.

**Unit 5**

**Probability and Probability Distribution**

Classical and Axiomatic Approaches, Basic Theorems- Addition, Multiplication- Conditional and Bayes Theorem, Random variables and concept of Probability Distribution. Theoretical Probability Distributions: Binomial, Poisson, and Normal, Exponential Distribution and its problems.

**Suggested Readings**

1. Richard I Levin and David S. Rubin, *Statistics for Management*, 8<sup>th</sup> ed., New Delhi: Pearson Education, 2011
2. David M. Levine, Timothy C. Kribbeil, Mark Berenson and P.K. Vishawanath, *Basic Statistics: A First Course*, 5<sup>th</sup> ed., New Delhi: Pearson Education, 2011
3. G.C. Beri, *Business Statistics*, Tata McGraw Hill, 2<sup>nd</sup> ed., (New Delhi), 2005
4. J.K. Sharma, *Business Statistics*, 2<sup>nd</sup> ed., (New Delhi): Pearson Education, 2007
5. Gerald Keller *Introduction to Statistics* (New Delhi): Cengage Learning, 2012

**MBA**  
**Semester I**  
**MB104 - MANAGERIAL ECONOMICS**

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**Unit 1**

**Introduction**

Introduction to Managerial Economics, Evolution, Nature, Scope and Significance, Circular Flow in an Economy, Principles, Production Possibility Frontier, Managerial Economics: Micro and Macro Economics.

**Unit 2**

**Market Forces: Demand and Supply**

(a) **Demand Analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; theory of consumer behavior; Elasticity of demand and its measurement methods; importance in decision-making.

(b) **Supply Analysis:** Objective of supply analysis; Determinants of supply, Elasticity of supply.

**Unit 3**

**Production Function and Cost Analysis**

Theory of Production and Cost Analysis; Production Functions and its Managerial Uses; Cobb Douglas Production Function, Laws of Production and analysis: Empirical Estimates of Production and Cost; short run and Long run average cost curves and their analysis; Economies and Diseconomies of scale.

**Unit 4**

**Organization of the Firm**

Pricing Decision: Pricing under different Market Structures: Perfect and Imperfect (Monopoly, Duopoly, Monopolistic Competition, Oligopoly Markets), Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly; Baumol's Marries' and O. Williamsons Model.

**Unit 5**

**Factor Pricing**

Determination of Factor Pricing; Marginal Productivity Theory; Richardian and Modern Theories of rent; Modern Theory of Wage rate determination; Classical, Neo-Classical and Keynesian Theory of Interest; Modern Theory of Profit; Welfare Economics; Pareto Optimality Conditions; Social Welfare Function.

*Note: Numerical Questions should be set on elasticity, break even analysis, demand forecasting and optimum output determination under law of variable proportions.*

**Suggested Readings**

1. Crag W. Paterson, W. Cris Lewis, and Sudhir K. Jain, *Managerial Economics*, PHI Learning /Pearson, New Delhi, 2004.
2. Goel Dean, *Managerial Economics*

3. GS Gupta, *Managerial Economics*, 2<sup>nd</sup> Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2011
4. Dominique Salvatore, *Managerial Economics in a Global Economy*, 4<sup>th</sup> ed., Cengage Learning, 2006
5. DN Dwivedi, *Managerial Economics*, 4<sup>th</sup> ed., Vikas Publishing House, New Delhi, 2006
6. Koutsoyiannis A., *Modern Micro Economics*, MacMillan, 2000
7. Paul Samuelson and Nordhaus, *Economics*, 19<sup>th</sup> ed. Tata McGraw-Hill, New Delhi
8. H.L. Ahuja, *Managerial Economics*, S. Chand, 2004

## **MBA**

### **Semester I**

## **MB105- BUSINESS ENVIRONMENT**

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### **Unit 1**

#### **Introduction**

Concept, Significance and Nature of Business Environment. Types of environment, Interaction between Internal and External environments, Nature and Structure of Economy, Techniques for Environment Analysis, Approaches and Significance of Environment Forecasting.

### **Unit 2**

#### **Economic Environment**

History of Economic Systems, Market, Planned and Mixed Economy, Planning in India: Emergence and Objective; Planning Monetary Policy, Fiscal Policy. Union Budget as instrument of growth and its Impact on Business, Industrial Policy: Meaning Objective and Recent Development in New Economics Policy (1991) and its Impact on Business.

### **Unit 3**

#### **Politico-Legal Environment**

Relationship between Business and Government, Economics, Planning, Regulatory, Promotional and Entrepreneurial Roles of Government, Constitutional Provisions affecting Business. An overview of major laws affecting business, Consumerism, Social Responsibility of Business.

### **Unit 4**

- (a) **Technological Environment:** Factors Influencing Technological Environment, Role and Impact of Technology on Business. Transfer of Technology-Channels, Methods and Limitations.
- (b) **Demographic and Socio-Cultural Environment:** Population Size, Falling Birth Rate, Changing age structure and its impact on business, Business and Society, Business and Culture, Culture and Organisational Behaviour.

### **Unit 5**

#### **Foreign Investment and Trade Regulation**

Foreign Direct Investment, Foreign Institutional Investment, WTO and India: an overview, Regulation of Foreign Trade, Disinvestment in Public Sector Units.

### **Suggested Readings**

1. Cherunilam, Francis –*Business Environment*, Himalaya Publishing House.
2. Paul, Justin-*Business Environment*, Tata McGraw Hill, New Delhi
3. Aswathappa, K., *Business Environment and Strategic Management*, HPH
4. Mukherjee Sampath, *Economic Environment of Business*.
5. I.C. Dhingra, *Indian Economics: Environment and Policy*, 25<sup>th</sup> ed., Sultan Chand & Sons, New Delhi, 2012
6. SK Mishra and VK puri, 4<sup>th</sup> ed., *Economic Environment of Business*, Himalaya Publishing House, Mumbai, 2011.
7. H.L. Ahuja, *Economic Environment of Business-Macroeconomic Analysis*, S. Chand

**MBA**  
**Semester I**  
**MB106- BUSINESS LAWS**

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**Unit 1**

**Laws of Contract (The Indian Contract Act, 1872)**

Concept of Contract, Offer and Acceptance; valid contracts and its essential elements; void agreements; classification of contracts; Quasi contract; performance of contract; discharge of contract; remedies for breach of contract. Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and agency.

**Unit 2**

**The Sale of Goods Act, 1930**

Nature of Contract of Sale; Formation of Contract of Sale, Agreement to Sell, Conditions and Warranties, Transfer of Property in Goods, Performance of the Contract of Sale, Remedies for Breach, Unpaid Seller and his rights, rights of buyers, Sale by Auction.

**Unit 3**

**The Negotiable Instruments Act, 1881**

Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder in due Course; Endowment and delivery of a negotiable instrument; Presentation of Negotiable Instrument. Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonour and discharge of negotiable instruments.

**Unit 4**

- (a) **The Consumer Protection Act, 1986:** Basic Concepts: Complaint, Complainant, Consumer, Rights of Consumer, Consumer Forums: Their Role, Powers and Functions, Procedure for Consumer Grievance Redressal, Major Decided Cases.
- (b) **The Competition Act, 2002:** Basic Concepts, Powers of Central Government under the Competition Act, Major Provisions of the Competition Act: Role and Working of Competition Commission of India.

**Unit 5**

**The Companies Act**

An Overview; Nature and kinds of Companies; Formation of a company; Company Management; Company Meetings.



## Suggested Readings

1. M.C. Kuchhal - *Business Law*, Vikas Publishing House, Delhi
2. Ravindra Kumar, *Legal Aspects of Business*, Cengage learning, New Delhi, 2011
3. S.S. Gulsan, *Mercantile Law*, Excel Books.
4. Avtar Singh, *Business Laws*, Eastern Law Publishing, Lucknow
5. MC Kuchhal, *Indian Company Law*, Shri Mahavir Book Depot, Delhi, 2011
6. V.K. Agrawal, *Consumer Protection: Law and Practice*, Bharat Law House, New Delhi, 2012

### MBA

### Semester I

## MB107- BUSINESS COMMUNICATION

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### Unit 1

#### Introduction

Importance of communication skills in Business Management. Types of communication: the media and tools of communication. The Communication Process. Barriers and Gateways to communication.

### Unit 2

#### Verbal and Non-verbal Communication

*Personal language* and body language. Types of managerial speeches: occasional speech; thematic speech. Group Communication in: group discussions, meetings, seminars and conferences. Art of facing interviews in: selection or placement, appraisal, disciplinary committees and exit interviews.

### Unit 3

#### Written Communication Skills

Formats for business letters and memos: routine type; sales promotion, bill collection, disciplinary action; persuasive messages; negative messages; job applications. Preparing a professional resume and cover letter, follow-up messages and letters. Internal communication through: memos, minutes, notices, circulars. Writing effective Business Reports; Digital Communication. Power point preparation; Using Web as a source of knowledge Sharing.

### Unit 4

#### Recruitment and Employment Correspondence

Drafting the Employment Notice, Job Application Letter; Curriculum Vitae/Resumes; Joining Interview; Offer of Employment; Job Description; Letter of Acceptance, Letter of Resignation and Promotion, Testimonials and References.

### Unit 5

#### Business and Social Etiquette

Professional conduct in a business setting: workplace hierarchy; proper way to make introductions; Use of courteous phrases and language in the workplace. Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

Language lab class for practical in business communication.

**Suggested Readings**

1. Kitty O. Locker and Stephen Kyo Kaczmarck, (2007). *Business Communication: Building Critical Skills*, 3/e, TMH. New Delhi.
2. Raymond V. Lesikar, Marie E. Flatley, Kathryn Rentz and Neeaja Pande (2009). *Business Communication: Making Connections in a Digital World*, 11/e. TMH. New Delhi.
3. Booher, Dianna (2001). *E-Writing: 21st Century Tools for Effective Communication*. New York: Pocket Books, Division of Simon & Schuster, Inc.
4. Guffey, Mary Ellen (2006). *E-book--Business Communication: Process and Product*. 5/e Cincinnati, Ohio: South-Western College Publishing/ Thomson.
5. Randolph H. Hudson and Benard J. Selzler, (2006). *Business Communication: Concepts and Applications in an Electronic Age*, 5/e., Jaico Reprint, Jaico, New Delhi.
6. Bovee, Thill and Schatzman, 'Business Communication Today', Pearson ed. 2007 (4<sup>th</sup> ed.)

**MBA**

**Semester I**

**MB108 – COMPUTER APPLICATIONS IN BUSINESS**

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**Unit 1**

- (a) Concept of Computers:** Brief History of Computers, Generation and its Evolution, Characteristics of Computers (Hardware, Software), Criteria for using the Computers, Organizations and Functions of Computers, Advantages and Disadvantages of Computers, Main Areas of Computers and their Applications.
- (b) Types of Computers:** Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini – Computers, Main-frame Computer, and Super Computers.

**Unit 2**

- (a) Input- Output Devices:** Storage Units (Disks, CD-ROM, DVD – ROM and tapes), Memory Types (Cache, RAM, ROM)
- (b) Data and Information Concepts:** Definition, Meaning and concept of data and information, methods of data processing, data mining and warehousing.
- (c) Data Communication:** Operating Systems Concepts, Fundamental or Data Communication; Network Concepts and Classification; Introduction to internet and its applications.

**Unit 3**

**MS Office**

MS Windows, MS Office (MS Word, PowerPoint, Excel, Access and Outlook)

**Unit 4**

**Information Systemes in Global Business Today**

The Role of Information Systems in Business Today, Concepts of MIS; Components of MIS, Role of Managers, Business and technology Trends; Management and Decision Levels; Foundation of information Technology: Information Systems as a Competitive Advantage, Managerial Challenges of information Technology, overview of DBMS.

**Unit 5**

- (a) Business Application of MIS:** e-commerce, Electronic Payments Systems, Enterprise Resource Planning (ERP), Advantages of ERP, Challenges of ERP, ERP and Related

- Technologies: Customer Relationship Management (CRM), Supply Chain Management (SCM), Data Warehousing, Data Mining, Business Information System.
- (b) Business Expert Systems:** Role of Expert Systems in Complex Decision, Building of Expert Systems, Management of Expert Systems.

### **Suggested Readings**

1. Lucas Jr. H C, *Information Technology for Management*, Mc Graw Hill, New York, 1997
2. Kenneth C. Laudon and Jane P. Laudon (2004), *Management Information Systems*, 8/E, Pearson Education
3. James A.O. Brien (200), *Management Information Systems*. 5/E, Tata Mcgraw-Hill.
4. Saxena S, *First Course in Computers*; Vikas Publication, New Delhi, 2003
5. Leason, Alexis & Mathews- *Information Technology*, Vikas Publications, 2006
6. Sinha, P K-*Fundamentals of Computers*, BPB Publications, New Delhi, 2011

**MBA**  
**Semester I**  
**MB109- Viva Voce**

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### **External Exam**

An external viva-voce will be conducted at the end of the semester. The student will be subjected to his or her learning during the semester.

**MBA**  
**Semester II**  
**MB201 - ORGANISATIONAL BEHAVIOUR**

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**Unit 1**

**Introduction**

Conceptual Foundation of Organisational Behaviour; Nature and Characteristics; Determinants; Contributing Disciplines; Challenges and Opportunities for Organisational Behaviour, Models and Approaches of Organizational Behaviour, OB and Emotional Intelligence.

**Unit 2**

- (a) **Perception, Attitude, and Values:** Nature, Process, Importance, Factors Influencing Perception; Attribution Theory of Perception; Issues Involved in Perception: Selective Perception, Halo Effect, Contrast Effect, Projection, Stereotyping; Concept of Pygmalion Effect; an overview of Emotions, Values, Beliefs and Attitudes with Managerial Implications.
- (b) **Learning:** Concept; Theories of Learning: Conditioning, Social Learning, Managerial Implication of Learning Theories.
- (c) **Motivation:** Concept, Major Theories and Process of Motivation: Maslow's Need-Hierarchy Theory; Herzberg's Motivation-Hygiene Theory; McGregor's Theory X and Theory Y; Cognitive Evaluation Theory; Goal-Setting Theory; Reinforcement Theory; ERG Theory; Vroom's Expectancy Theory; Job Design Theory; Equity Theory; Integrating Contemporary Theories of Motivation; Culture-Boundedness of Motivation Theories; Managerial Implications of Various Theories; Linking Recognition Programmes and Reinforcement Theory; Linking Employee Involvement Programmes and Motivation Theories.

**Unit 3**

- (a) **Personality:** Concept and Determinates; Types and Traits; Major Personality Attributes Influencing Organisational Behaviour; Locus of Control; Machiavellianism; Self-Esteem; Self-Monitoring; Risk-Taking; Personality; Proactive Personality' Personality and National Culture; Holland's Typology of Personality and Congruent Occupations.
- (b) **Leadership:** Concept and Functions; Style and Theories of Leadership: Traits, Behavioural and Situational/Contingency Groups of Theories; Inspirational approaches to Leadership; Charismatic Leadership, Transformational Leadership, and Transactional Leadership, Contemporary Leadership Roles; Challenges to the Leadership Construct; Substitutes and Neutralizers to Leadership.
- (c) **Stress:** Concept; Consequences and sources; Stress Management: Approaches.

**Unit 4**

- (a) **Group Behaviour:** Groups: Concept and Classification; Stages of Group Development; Group Structure; Roles and Norms; Premise and Issues; Group Decision-Making: Group vs Individual; Groupthink and Groups Shift; Group Decision Making Techniques and Process.
- (b) **Interpersonal Relationships:** Understanding Self and Others; Developing Interpersonal Relationships; Transactional Analysis; Johari Window.
- (c) **Conflict Management:** Concept; Causes; Types; Stages; Effects; Management of Conflicts.

**Unit 5**

- (a) **Organisation Power and Politics:** Concept; Sources and Classification; Power Tactics; Coalitions; Organisational Politics: Concept and People's Response to Organisational Politics, The Concept of Impressing Management.
- (b) **Organisational Culture:** Concept; Dominant Culture; Strong vs Weak Cultures ; Creating and Sustaining Culture; Employees Learning of The Culture; Creating a Customer-Responsive Culture.
- (c) **Organisational Changes:** Concept and Forces for Change; Managing Planned Changes; Resistance to Change; Approaches to Manage Organisational Change; Organisational Development; Culture-Boundedness of Managing the Change.

**Suggested Readings**

1. Robbins, SP Stephen P., Timothy Judge and Nehasika Vohra, *Organisational Behaviour*, 12<sup>th</sup> ed., Pearson Education, 2011.
2. Fred Luthans, *Organisational Behaviour*, 11<sup>th</sup> ed., Mc Graw Hill, 2009.
3. W. Newstrom, John, *Organisational Behaviour*, 10<sup>th</sup> ed., Tata Mc Graw –Hill 2009.

4. Heresy, Paul, Kenneth H. Blanchard, and Dewey E. Johnson, Management of *Organisational Behaviour*, 8<sup>th</sup> ed., Prentice-Hall of India, Eastern Economy Edition, 2006.
5. SS Khanka, *Organisational Behaviour*, S. Chand & Co., New Delhi, 2008.
6. Sanghi Seema, *Organisational Behaviour*, Pearson 2011.

**MBA**  
**Semester II**  
**MB202 - MANAGEMENT ACCOUNTING**

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### **Unit 1**

#### **Introduction**

Nature, Scope and Importance of Management Accounting; Difference between Financial Accounting and Management Accounting; Difference between Cost Accounting and Management Accounting; Cost Control, Cost Reduction, and Cost Management.

### **Unit 2**

#### **Budgeting and Budgetary Control**

Concept of Budget and Budgetary Control; Objectives, Merits and Limitations of Budget Administration; Types of Budget: Fixed and Flexible Budgets, Zero-Base Budget, Programme and Performance Budget.

### **Unit 3**

#### **Standard Costing**

Concept of Standard Cost and Standard Costing; Advantages, Limitations, and Application; Variance Analysis: Calculation of Material Variances, Labour Variances, and overhead Variances, Disposition of Variances.

### **Unit 4**

#### **Marginal Costing and Decision-Making**

Concept of Marginal Costing, Differential Costing and Absorption Costing, Break-Even Analysis, Use of above Costs in Decision-Making; Make or Buy, Change of Product-Mix, Pricing and Determination of Shut-Down Point.

### **Unit 5**

#### **Responsibility Accounting**

Concept and Approaches to Responsibility Accounting. Different Responsibility Centres Significance; Divisional Performance Measurement – Financial Measures.

### **Suggest Readings**

1. Charles T. Horngren, Gray L. Sundem, and William O. Stratton, *Introduction to Management Accounting*, 14<sup>th</sup> ed., Prentice-Pearson Education, Delhi, 2008
2. Khan, M.Y., and P.K. Jain, *Management Accounting*, 6<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2009
3. Richard M. Lynch and Robert W. Williams, *Accounting and Management: Planning and Control*, 3<sup>rd</sup> ed., Tata McGraw-Hill, New Delhi, 2005
4. Anthony, Robert N., David f. Hawkins, and Kenneth A. Merchant, *Accounting: Text and Cases*, 13<sup>th</sup> ed., Tata McGraw-Hill, New Delhi, 2010

**MBA**  
**Semester II**  
**MB203 - OPERATIONS RESEARCH**

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**Unit 1**

**Management Science**

Basic Concepts, Models and their role in Decision-Making, Linear Programming—Basic Concepts Formulation, Graphical and Simplex Methods, Duality and Sensitivity Analysis

**Unit 2**

**Assignment Models**

Mathematical Formulation of Assignment Fundamental Theorems, Hungarian Method for Assignment

Problem, Unbalanced Assignment Problem, Variations in Assignment Problem, Transportation Models: Mathematical Formulation, Forms of Transportation Problem, Feasible Solution, Initial Basic Feasible Solutions by North West Corner, Least Cost and VAM Methods and Moving towards Optimum Solution by Stepping Stone and MODI methods, Degeneracy in Transportation Problem, Maximization in Transportation Problems.

**Unit 3**

**Simulation**

Definition, Types, Uses, Limitations and Phases of Simulation, Even Type, Monte-Carlo Simulation, Queuing Theory: Waiting Line Models

**Unit 4**

**Game theory and Replacement Model**

Characteristic of Game Theory, Minimax Criterion and Optimal Strategy, Saddle Point, Minimax Theorem, Replacement Models and Systems, Reliability- Replacement of items that Deteriorate.

**Unit 5**

**Job Sequencing and PERT/CPM**

Assumptions, Processing and Job sequencing on two and three machines, Project Management by PERT and CPM.

**Suggested Readings**

1. J K Sharma, *Operations Research-Theories and Applications*, Macmillian India Ltd., New Delhi. 2009
2. H A Taha, *Operations Research-An Introduction*, Mc-Millan, New York, 2002.
3. Barry Render, Ralph M. & Michael E. Hanna, *Quantitative Analysis*
4. Hira and Gupta, *Operations Research*, S. Chand & Sons, New Delhi 2011
5. Budnik Frank S., Dennis Mcleavey, Richard Mojena, *Principles of Operations Research*, , All India Traveller Booksheller, New Delhi, 2003

**MBA**  
**Semester II**  
**MB204 - MARKETING MANAGEMENT**

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**Unit 1**

**Marketing Concept**

- (a) Marketing Management; Nature and Scope; Evolution of Marketing; Selling vs Marketing; CRM; Emerging role of marketing; Marketing Mix.
- (b) **Marketing Environment:** Concept; Need for Study; Major Elements and their Impact on Marketing Decisions.

**Unit 2**

- (a) **Consumer Behaviour:** Consumer vs. Organizational/Industrial Buyer; Their Characteristics; Importance of understanding Consumer Behaviour; Determinants of Consumer Behaviour; Theories of Consumer Behaviour; Various Buying Roles in Family; Types of Buying Behaviour; Consumer Decision-Making Process in Buying.
- (b) **Market Segmentation:** Nature and Importance of Segmentation; Pre-requisites for Effective Segmentation; Bases of Segmenting Consumer Markets; Market Selection Strategies; Positioning, Consumer and Industrial Market.

**Unit 3**

**Product Decisions**

Concept of Product; Classification of Products; Product Line and Product Mix; Branding, Product Support Packaging and Labeling; Customer Services; Development of New Product; Product Life Cycle; The New Product (Consumer); Adoption Process.

**Unit 4**

- (a) **Price Decisions:** Pricing as a Marketing Variable-its Role and Importance; Price vs. Non-Price Competition; Factors Influencing Price Determination; Price Setting in Practice; Price Policies and Strategies.
- (b) **Distribution Channels and Physical Distribution Decisions:** Why are Marketing Intermediaries Used? Marketing Channel Functions; Selecting Channels Distribution; Determining The Intensity of Distribution; Channel Management Decisions- Selection, Motivation and Evaluation of Individual Middlemen; Manufacturer-Distribution Relationship; Retailing and Wholesaling; Logistics of Distribution.

**Unit 5**

- (a) **Promotion Decisions:** Nature; Objectives and Importance of Promotion; Communication Process; Promotion Mix and Methods; Advertising; Personal Selling; Public Relations and Sales Promotion.
- (b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer Protection Measure in India; Recent Developments in Consumer Protection in India.

**Suggested Readings**

1. Kotler Philip and Gray Armstrong: *Principles of Marketing*, Prentice hall New Delhi
2. Kotler Philip: *Marketing Management-Analysis, Planning, Implementation and Control*, Prentice hall New Delhi
3. Ramaswami, V.S and Namakumari, S: *Marketing Management* Mac Millan India New Delhi
4. Stanton, Shallian J. and Charles Futrell: *Fundamentals of Marketing* Mc Graw hill New York

**Unit 1**

**Financial Management**

Nature, Objectives and Scope, Modern Concept of Finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time Value of Money.

**Unit 2**

(a) **Cost of capital:** Concept of Value, Present Value, Basic Valuation Models.

(b) **Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of Firm, Theories of Capital Structure- Net Income Approach, Operating Income Approach, Miller – Modigliani Approach, Determinants of Capital Structure.

**Unit 3**

**Investment Decisions**

Nature and kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions - Some Case Studies.

**Unit 4**

(a) **Dividend Decisions:** Dividend and its Form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

(b) **Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

**Unit 5**

**Corporate Restructuring**

Merger and Acquisitions -Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies relevant for above Topics are required be Discussed.

**Suggested Readings**

1. Van Horne James C.: *Financial Management and Policy*, Prentice Hall of India 12<sup>th</sup> Ed, 208.
2. Prashna Chandra: *Financial Management*. McGraw Hill
3. Pandey, I.M: *Financial Management*. 9<sup>th</sup> Ed. Vikas Publishing.
4. Khan and Jain: *Financial Management*. McGraw Hill.
5. Ross S.A., R.W: Westerfield and J. Jaffe, *Corporate Finance*, 7<sup>th</sup> Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: *Principles of Corporate Finance*, McGraw Hill, 6<sup>th</sup> Ed.
7. V.Saran, *Financial Management*, PHI.



**MBA**  
**Semester II**  
**MB206 - HUMAN RESOURCE MANAGEMENT**

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**Unit 1**

**Introduction to Human Resource Management**

(a) Evolution of HRM (b) Objectives and Function of HRM (c) Role and Responsibilities of HR Manager (d) Relevance of HRM (e) Systems approach to HRM.

**Unit 2**

**Acquisition of Human Resource Management**

(a) Human Resource Planning: Purpose and Process (b) Recruitment and Selection: Source of Recruitment, Stages in Selection Process (c) Placement, Goals Analysis: Job Description and Job Specification.

**Unit 3**

**Developing Human Resources**

(a) Training and Development: Training Needs, Training Methods, Application of Computers in Training, Developing Effective Training Programmes (b) Concept of HRD (c) Management Development Programmes.

**Unit 4**

**Performance Appraisal**

(a) Concept and Objectives of Performance Appraisal (b) Process of Performance Appraisal (c) Criteria for Performance Appraisal (d) Benefits of Performance Appraisal (e) Limitation and Constraints (f) 360 Degree Performance Appraisal (g) Promotion-Degree, Transfer Air Separation: Promotion, Purpose, Principles and Types; Transfer: Reasons, Principles and Types; Separation: Lay-Off, Resignation, Dismissal, Retrenchment, Voluntary, Retirement Scheme.

**Unit 5**

**Motivating Human Resources**

(a) Motivation at Work, Major Motivation Theory: An overview (b) Participative Management (c) Compensation Management, Major Elements of Compensation Management (d) Incentives: Concepts, Types of Incentives; Incentives schemes in Indian Industries; Fring Benefits (e) Discipline and Employees' Grievance Redressal.

**Suggested Readings**

1. Dessler, Gray, and Biju Varkkey, *Human Resource Management*, 11<sup>th</sup> ed., Pearson Education, New Delhi, 2009
2. David S. Decenzo and Stephen P. Robbins, *Personal/Human Resource Management*, 3<sup>rd</sup> edition, Prentice-Hall of India, New Delhi, 2006
3. K. Aswathappa, *Human Resource and Personnel Management*, Tata McGraw-Hill
4. RS Dwivedi, *Managing Human Resources in Indian Enterprises*, Galgotia Publishing Co., New Delhi, Latest ed.

5. Biswajeet Pattanayak, *Human Resource Management*, 3<sup>rd</sup> ed., Prentice-Hall of India, New Delhi
6. Gomez-Mejia, et al., *Managing Human Resources*, 3<sup>rd</sup> ed., Pearson Education
7. Ivancevich, *Human Resource Management*, Tata McGraw-Hill

**MBA**  
**Semester II**  
**MB207 - PRODUCTION AND OPERATIONS MANAGEMENT**

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### **Unit 1**

#### **Introduction**

Nature and Scope of Production and Operations Management, its Relationship with other Systems in the Organisation, Factors Affecting System and Concept of Production and Operation Management. Facility Location, Types of Manufacturing Systems, Lean Manufacturing, Layout Planning and Analysis.

### **Unit 2**

#### **Production System and Related Concepts**

Functions of Production and Material Management, Types of Production Systems, Productivity Variables, and Productivity Measurement, Production Planning and Control in Mass Production, Batch Production, Job Order Production, Selection, Product Design and Development, Process Selection, Capacity Design, Determination of Material Required, Procedure for Purchasing, Stocking and Distribution of Materials.

### **Unit 3**

#### **Scheduling and measuring Production Activities**

Scheduling, Maintenance Management Concepts, TPM, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment and Safety, Material Management.

### **Unit 4**

#### **Material and Inventory Management**

An overview of Material Management, Material Planning and Inventory Control, Inventory Models, (Classical EOQ, Model with Shortages), JIT, Budgeting and Material Planning, Purchase Management, Store Management, Safety Management.

### **Unit 5**

#### **Quality in Production and Operations Management**

Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, QMS and ISO Standards.

### **Suggested Readings**

1. Adam and Ebert, Ronald J, *Production and Operation Management-Concepts, Models & Behaviour*, PHI New Delhi
2. Charry SN, *Production and Operation Management-Concepts Methods and Strategy*, PHI New Delhi 2005
3. Baff. ES, *Modern Production Management*; John Willey, New York 1993
4. Garg, Ajay-*Production and Operations Management*, TMH, Delhi

5. Chase, B Richard, Shankar, R., Jacobs, F.R., Aquilano, N.J.-*Operations and Supply Management* TMH, Delhi
6. Pannesseluam, R., *Production and Operations Management*, PHT, Delhi
7. Martinich, J.S., *Production and Operations Management*, TMH, Delhi
8. Aswathappa, K, *Production and Operations Management*, TMH, Delhi
9. Madan, Pankaj; *Production and Operation Management*; New Delhi; Global Vision Publishing 2010
10. William J Stvenson, *Operation Management*, TMH, New Delhi 2009

**MBA**  
**Semester II**  
**MB208 - BUSINESS RESEARCH METHODS**

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**Unit 1**

**Introduction**

Concept, Nature, Scope, Need and Role of Business Research, Characteristic of Research, Types of Research, the Research Process: An overview.

**Unit 2**

**Research Design**

Concept, Types of Research Design, Including Exploratory, Descriptive and Experimental, Research Design Process.

**Unit 3**

**Questionnaire Design and Schedule**

Concept of Questionnaire and Schedule, Principles of Designing Questionnaire and Schedule, Limitations of Questionnaire, Reliability Validity of Questionnaire.

**Unit 4**

**Sampling Theory**

Concept, Need and Importance of Sampling, Types of Sampling Methods, Sampling and Non Sampling Errors, Sample Design, Determinants of Sample Size, Steps in Designing the Sample.

**Unit 5**

**Data Analysis**

Tabulation and Processing of Data, Basic Aspects of Statistical Inference Theory including Hypothesis Testing, Type I and Type II Errors, Applications of T- Test, Z Test, F-Test, Chi-square Test and ANOVA, Introduction to Computerized Statistical Packages.

**Suggested Readings**

1. Zikmund : *Business Research Methods*, Cengage Learning 2011-12
2. Cooper and Schindler : *Business Research Methods*, Tata Mc Graw Hill, 2011
3. Saunders: *Research Methods for Business*: Pearson Education, 2010
4. Bryman and Bell : *Business Research Methods*, Oxford

**MBA**  
**Semester III**  
**MB301 - INTERNATIONAL BUSINESS**

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**Unit 1**

**Introduction**

Nature and Scope of International Business; Relation of International Business; International Business vs Domestic Business. International Business Environment: Economics, Socio-Cultural and Politic-Legal Environment; Complexities of International Business; Modes of Entry into International Business; global trading environment-recent trends in world trade in goods and services.

**Unit 2**

**Theories of International Trade:** An overview; Commercial Policy Instruments-Tariff and Non-Tariff measures; Balance of payment account and its components.

**International Organisation and Arrangements:** WTO-Its Objectives, Principles, Organisational Structure and Functioning; An overview of other organizations – UNCTAD, World Bank and IMF; Commodity and other trading agreements.

**Unit 3**

**Regional Economic Co-operation:** Forms of regional grouping; Integration efforts among countries in Europe, North America, and Asia.

**International Financial Environment:** International Financial System and Institutions; Foreign exchange markets and risk Management; Foreign investments-types and flows; Foreign Investment in Indian Perspective.

**Unit 4**

**Organisational Structure for International Business Operations:** Key issues in International Production, Finance, Marketing and Human Resource Decisions; International Business Negotiations.

**Developments and Issues in International Business:** Outsourcing and its potentials for India; Strategic alliances, Mergers and Acquisitions; Role of IT in International Business; International Business and Ecological Considerations.

**Unit 5**

Measure for Promoting for International Business in India; Special Economic Zones (SEZs) and 100% exports oriented units (EOUs); Measures for promoting foreign investment into and from India; Indian joint ventures and acquisitions abroad. Financing of International Business and Payments Terms.

**Suggested Readings**

1. Charles, W.L. Hill and Arun K. Jain, *International Business*, Tata McGraw-Hill, New Delhi, 2008
2. Justin, Paul and Raunack Kapoor, *International Business*, 2<sup>nd</sup> ed., Prentice-Hall of India Ltd., 2012
3. Johnosn, Derbe, and Colin Turner, *International Business-Themes and Issues in the Modern Global Economy*, London: Routledge, 2003
4. Cherunilam, Francis, *International Business: Text and Cases*, Prentice-Hall of India Ltd., 2004
5. John, H. Daniels and Lee H. Radenbaugh, *International Business Environment and Operations*, Person, Delhi, 2001
6. Michael R. Czinkota, *et al.*, *International Business*, the Dryden Press, Fortforth, 2002
7. RBI, Report on Currency and Finance, Various issues
8. Griffin, Ricky and Michael W. Pustay, *International Business – A Managerial Perspective*, Prentice-Hall, Upper Saddle River, New Jersey, 2003

9. Bennett, Roger, *International Business*, Pearson, Delhi, 1999
10. UNCTAD Reports
11. WTO, Annual Report, Various Issues

**MBA**  
**Semester III**  
**MB302 - PROJECT MANAGEMENT**

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### **Unit 1**

#### **Introduction**

Definitions, Classification, Project risk, Scope, Concepts and Characteristics of Project, Importance of Project Management, Project management-definitions, overview, Project plan, management principles applied to project management, Tools and techniques of project management, Project management life cycles and uncertainty.

#### **Project Planning**

Project and Strategic Planning, Scope, Problem Statement, Project Goals, Success criteria, Risk Management, Approval Process, Social Cost Benefit Analysis, Feasibility Study.

### **Unit 2**

#### **Project Organization**

Project Organization: Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts, Fixing the Zero Data.

### **Unit 3**

#### **Project Financing**

Project Cost Estimation, Sources of Finance, Multiple Project and Constraints.

### **Unit 4**

#### **Project Implementation and Monitoring**

Project Resource Requirements, Type of Resources, Men, Materials, Finance, Multi project Resources scheduling, Splitting and Multitasking, Resources Allocation method, Project Monitoring and control, Project network Technique-(PERT and CPM), Planning for Monitoring and evaluation, Project Management Information System, Project Scheduling- Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews.

### **Unit 5**

#### **Project Direction and Control**

Project Direction, Types of Project Termination, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination Procedures, Features of Future Indian Projects.

### **Learning Resources**

1. *Project management*-for 21<sup>st</sup> century-Beenet P Lientz, Kathyn-Pearson Academic Press, 1995
2. *Project Management*-Denislak
3. *Project management*-David I Cleland-McGraw Hill International Edition, 1999
4. *Project management*-Gopalakrishnan- McMillian India Ltd.

5. *Project Management*-Harry-Maylor-Pearson Publication
6. *Project Management*-Gray & Larson- Tata McGraw Hill
7. *Project Management*- Prasanna Chandra- Tata McGraw Hill

**MBA**  
**Semester III**  
**MB303 - TOTAL QUALITY MANAGEMENT**

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**Unit 1**

**Total Quality Management (TQM) Concept and Fundamentals**

Approaches to Quality Management, TQM Framework and **Features**, Principle of TQM, Philosophies of Quality Gurus: Deming's 14 Points, Crosby's Four Absolutes, Juran's Trilogy, Feigenbaum's Total Quality Control, The Total Quality Triad, Evolution of TQM.

**Unit 2**

**Human Aspect of Total Quality Management (TQM)**

TQM Human Elements, Motivating People for Total Quality, Resistance to Change, Characteristics of Quality Leaders, Role of Quality Leaders, Teams for TQM, On-the-Job satisfaction and quality, Participative Management, Compensation System, Ergonomics.

**Unit 3**

**Quality Management System**

Strategic Quality management, Quality Statement, Culture, Product Quality cycle, TQM Planning Environment, Role of Quality Control Department, Planning for Productivity, Quality and re-engineering, Introduction to Business Process Re-engineering (BPR), The Cost of Quality (Direct and Indirect Cost), Evaluating the cost of TQM, Quality Index, The Total Quality Cost Curve, Standardization.

**Unit 4**

**Total Quality Management (TQM) Practices**

TQM Technologies and TQM Practices: Policy Deployment, Benchmarking, Backtracking, Cross-Functional Teams, QFD, Taguchi Method, Failure-Mode and Effect Analysis, The Poka-Yoke Concept, Concurrent Engineering, Malcolm Baldrige Award Model, TQM Implementation Process, Introduction to World Class Manufacturing.

**Unit 5**

**Quality Management Standards**

Concept and need of Quality Standards, National Quality Standard Organisations: Bureau of Indian Standards (BIS), Agmark Grading of Agriculture and Allied Commodities, Quality Council of India; International Organisation for Standardisation (ISO), ISO Standards: ISO 9000 and 14000 Series, Integration of ISO 14000 with ISO 9000, Process of ISO Certification, Implementing the System, Post Certification.

**Suggested Readings**

1. Dale, Carol, Glen, Mary, *Total Quality Management*, 3<sup>rd</sup> ed., Pearson Education, New Delhi.
2. Ross, *Total Quality Management: Text, Cases, and Readings*, 2<sup>nd</sup> ed. St. Lucie Press.

3. H Lal, *Total Quality Management: A Practical Approach*, New Age International, New Delhi.
4. *Hand Book for ISO certification*.

**MBA**  
**Semester III**  
**MB304 (M1) - CONSUMER BEHAVIOUR**

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**Unit 1**

**Introduction**

Defining Consumer Behaviour; Reasons for Studying Behaviour, Applying Consumer Behaviour Knowledge; Scope of Consumer Behaviour; Market Segmentation; Bases of Segmentation, Criteria for Effective Targeting of Market Segments.

**Unit 2**

**Consumer as an Individual**

Consumer Motivation; Consumer Involvement, Personality and Self- Concept; Perception, Consumer Learning and Memory, Attitudes and Changing Attitudes, information Processing.

**Unit 3**

**Consumer in Social and Cultural Settings**

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovation; Impact of Media and Globalisation.

**Unit 4**

**Consumer Decision Process**

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

**Unit 5**

**Consumer Satisfaction**

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

**Suggested Readings**

1. Schiffman and Kanuk: *Consumer Behaviour*, PHI Learning
2. Engle, Blackwell and Miniard: *Consumer Behaviour*
3. Zaltman and Wallendorf: *Consumer Behaviour*
4. Mellot, Douglas W. Tr. : *Consumer Behaviour*
5. Loudon and Della Bitta: *Consumer Behaviour*
6. Benneton: *Consumer Behaviour*

**MBA**  
**Semester III**  
**MB304 (M2) - ADVERTISING MANAGEMENT**

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**Unit 1**

**Analyzing the Communication Process**

Nature of Communication Process and Its Components, Applications of Communication Process in Marketing, Obstacles in Communication Process, Role of Communication Process in Perception, Learning and Attitude Change. Different elements of Promotional Mix and Communication Process relevant to them.

**Integrated Communication Fundamentals**

Strategic Analysis for Marketing Communication, Communication Objective, Market Segmentation, Target Group, Market Positioning.

**Unit 2**

**Advertising and the Marketing Function**

Objective, Functions, Advertising as a tool for Communication, Social and Economic Aspects of Advertising, Importance of Advertising in Modern Marketing, Communication Process in Corporate Image Building, Advertising and Consumer Psychology.

**Unit 3**

**Different Types of Advertising**

Consumer Advertising, Business to Business Advertising, Trade Advertising, Retail Advertising, Financial Advertising, Recruitment Advertising, Setting Advertising Objectives, DAGMAR Approach, Continuous Advertising Planning Process.

**Unit 4**

**Message and Copy**

Message Strategy and Design, Elements of Advertisements, Copy, Developing Effective Advertising Copy, Creativity and Visualization in Advertising, Method of Creative Development.

**Media Planning**

Comparative Study of Different Advertising Media, media Choice, Media Scheduling, Budgeting for Advertising, Evaluation of Advertising Effectiveness, pre testing and Post testing Techniques.

**Unit 5**

**Regulation of Advertising** – Advertising Department and Its organization, Advertising Agencies and their Functions, Contribution of Advertising to Economic Development and Standard of Living, Ethics and Advertising, Problems and Prospects of Advertising in India.

**Suggested Readings**

1. O'Guinn, Alenn, Semenik, *Advertising and Integrated Brand Promotion*, Thomson, Fourth Edition, 2007.
2. Belch, MA & Belch GE – *Advertising and Promotion, An Integrated Marketing Communications Perspective*, Sixth Edition, Tata McGraw Hill
3. Jefking & Yadin, *Advertising, Fourth Edition*, Pearson Edition.
4. Manendra Mohan, *Advertising Management, Concept and Cases*, Tata McGraw Hill Publication.
5. Rajeev Batra, John G. Myers & David A. Aaker, *Advertising Management*, Pearson Publication



**MBA**  
**Semester III**  
**MB304 (M3) – SERVICES MARKETING**

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**Unit 1**

**Introduction to Services Marketing**

Service as a Marketing Concept; Factors for the growth of Service Sector; Characteristics of Services; Dimensions of Services; Classification of Services; Managing Customer Expectations: Level of Expectations; Zone of Tolerance; Segmentation, Targeting and Positioning of Service.

**Unit 2**

**Services Marketing Mix**

Product: Service Package, Core and Supplementary Services; Product Levels, Service Levels and Delivery; Price: Pricing Concepts and Issues in Pricing, Pricing Policy, Pricing Approaches, Price and Customer Values; Promotion: Internal and External Communication, Issues in Services Promotion; Place: Service Distribution, Channel Options, Service Distribution Strategy.

**Unit 3**

**Service Design**

Essential of a Service System; Components of Services; Designing the Service Package; Front Office Interface; Back Office Interface; Operations System; Service Delivery System; Customer Satisfaction and Conflicts; Service Recovery System; Service Quality; Concept of Service Quality, Measuring Service Quality; SERVQUAL System; Concept of CRM: CRM Objectives, Technology impact on Services, Concept of e-CRM.

**Unit 4**

**Globalisation of Services**

Stages of Globalisation; International Marketing Services; Emerging Trends; Principal Driving Forces in Global Marketing of Services; Key Decisions in Global Marketing; Services Strategy and Organising for Global Marketing.

**Unit 5**

**Marketing of Services in India**

Application of the principles of Marketing Services in the Marketing of Financial Services, IT, Tourism Services, Travel Services, Hospitality Services and Transport Services.

**Suggested Readings**

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, *Services Marketing*, Tata McGraw-Hill, 5<sup>th</sup> ed., 2011.
2. Christopher Lovelock, *Services Marketing: People, Technology and Strategy*, Pearson Education, 5<sup>th</sup> ed., 2011.
3. Rajendra nargundkar, *Services Marketing: Text and Cases*, Tata McGraw-Hill, 3<sup>rd</sup> ed., 2010.
4. Harsh V Verma, *Services Marketing: Text and Cases*, Pearson Education, 2<sup>nd</sup> ed., 2011.
5. Govind Apte, *Services Marketing*, Oxford Univ. Press, 2<sup>nd</sup> ed., 2004.

**MBA**  
**Semester III**  
**MB304 (M4) - MARKETING RESEARCH**

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**Unit 1**

**Introduction**

Importance and Role of research in Marketing; the marketing research industry; Approaches to Marketing intelligence. Types of Market research; research approaches; significance of Market research, Market research process, criteria of good marketing research, problems encountered by marketing research in India.

**Unit 2**

**Marketing Research Design**

Research design- Pre-test, Post-test, Control group and Solomon four group design, Causal Research; observation techniques, experiments and test markets.

**Unit 3**

**Data Collection**

Primary and secondary data; Questionnaire Design and issues; Interviews; Comparative and non-comparative attitude measurement scaling techniques, sampling design: Sampling procedure, types of sampling, sample size determination.

**Unit 4**

**Data Analysis and Interpretation**

Analyzing qualitative data collected through interviews and open ended questions – salient features of different methods. Non-parametric tests: One Sample tests ( Kolmogorov-Smirnov One Sample Test; Runs test for Randomness; One Sample Sign Test; chi-square test); Two Sample tests (Sign test; Median test; Mann-Whitney U test; Wilcoxon Matched-Pairs Signed Rank test); K Sample tests (Median test; Kruskal-Wallis Test); Multidimensional Scaling, Discriminant analysis.

**Unit 5**

**Reporting the Results and Ethical Issues in Marketing Research**

Preparing Marketing research report and presentation: written report, format of report, common problems in preparing report, the critical nature of report, Graphical presentation of reports. Ethical Issues: Ethical issues related clients, respondents, sampling, questionnaire design, reporting.

**Suggested Readings**

1. Naresh K Malhotra, Satyabhushan Dash, (2009). *Marketing Research- An Applied Orientation*, 5/e, Pearson Education, New Delhi.
2. Donald S. Tull, Del I. Hawkins, (2009). *Marketing research –Measurement & Method*, PHI Private Limited, New Delhi.
3. Donald R. Cooper, Pamela S Schindler, (2007). *Marketing Research-Concepts and Cases*. Tata McGraw-Hill Publishing Company Limited, New Delhi.
4. Hair, Bush, Ortinau, (2006). *Marketing Research*, 3/e, Tata McGraw-Hill Publishing Company Limited, New Delhi.
5. Nigel Bradley, (2007). *Marketing research –Tools and Techniques*. Oxford University Press, New Delhi.

**MBA**  
**Semester III**  
**MB304 (M5) - RETAIL MANAGEMENT**

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**Unit 1**

**Retailing Environment**

An Overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers and Ethical Security Issues in Retail, The Global Retail Market, Opportunity in Retailing, Multi Channel Retailing.

**Unit 2**

**Strategic Retail Planning**

Strategic Retail Planning Process, Understanding the Retail Customer, Delivery Value through Retail Formats, Role of Customer Services and Relationship Marketing in Retail, Retail Location and Site Decision, Retail Buying, Retail Market Segmentation, Evaluation Areas for Retail Locations, Concept of Product Life Cycle.

**Unit 3**

**Retail In India**

Evolution of Retail in India, Drivers of Retail Change in India, The Size of Retail in India, Retail Formats in India, FDI in Retail, Challenges to Retail Development in India.

**Unit 4**

**Retail Mix**

Product Merchandizing, Pricing Decisions in retail, Promotion and Communication Mix in Retail, Multi Channel Retailing, Managing Retail Services, Category Management, Merchandise management Process Overview, Considerations in setting up a Retail Prices, Store Design Objectives and Visual Merchandizing.

**Unit 5**

**Retail Operations**

Supply Chain Management and Vendor Relation role in Retail, Management of Human Resources, Financial Management issues in retail, The strategic Profit Model, The Profit path, Store Operations – size and place allocation, Store Maintenance, Inventory Management, retail Management Information Systems.

**Suggested Readings**

1. Swapna Pradhan, *Retailing Management*, text and Cases, Second Edition, Tata McGraw Hill Publications.
2. Barry Berman, Joel R.Evans, *Retail Management*, A Strategic Approach, Tenth Edition, 2008, Pearson Edition.
3. C Bajaj, *Retail Management*, Oxford Publication, Second Edition
4. Dairs & Ward: *Managing Retail Consumption*, John Wiley & Sons
5. Levy & Wertz: *Retailing Management*, Irwin

**MBA**  
**Semester III**  
**MB305 (F5) - RISK MANAGEMENT AND INSURANCE**

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**Unit 1**

**Introduction**

Concept of Risk; Objectives and Needs of Risk Management; Types of Risk; Identification and Measurement of Risk; Risk Evaluation and Prediction, Beta, Risk-Premium.

**Unit 2**

**Risk Aversion and Risk Management**

Risk Aversion and Demand for Insurance by Individual; Business Risk Management and Demand for Insurance; Expected Utility Application of Statistical Techniques in Risk Avoidance; Disaster Risk Management; Insurability of Risk, Contractual Provisions and Legal Doctrines; Premium Loading; Moral Hazards; Deductibles and Claim Processing Costs; Risk Retention and Transfer; Legal Aspects of Insurance Contract; Principle of Indemnity; Estoppels, Endowment Insurance.

**Unit 3**

**Types of Insurance**

Fire and Motor Insurance; Health Insurance; Social Insurance; Home-Owners Insurance; Life Insurance and Annuities; Term Insurance; Endowment Insurance; Whole Life Insurance; Life Insurance Pricing; Employees Benefits Group; Medical Coverage; Retirement Plans; Marine Insurance; Ships and Goods Policy; Marine Risk Institute Cargo Clauses Reinsurance, Insurance Principle.

**Unit 4**

**Assessment and Control**

Control of Malpractices; Negligence, Loss Assessment and Loss Control; Exclusion of Perils, Actuaries, Computation of Insurance Premium.

**Unit 5**

**Globalization of Insurance Sector**

Globalization of Insurance Sector; Regulation of Risk Reduction by IRDA; Reinsurance; Coinsurance Assignment

**Suggested Readings**

1. Scott Harrington and Gregory Niehaus, *Risk Management and Insurance*, 2<sup>nd</sup> ed., Tata McGraw- Hill, 2004.
2. Dorfman, *Risk Management and Insurance*, PHI
3. Panda, GS, *Principles and Practices of Insurance*, Kalyani Pub. 2004
4. Mishra, MN, *Principles and Practices of Insurance*, S. Chand and Co., 2004
5. Gupta, PK, *Insurance and Risk Management*, Himalaya Publishing House, 2004
6. Jeevanandam, C, *Risk Management*, Sultan Chand and Sons, 2005

**MBA**  
**Semester III**  
**MB305 (F2) - FINANCE MARKETS AND INSTITUTIONS**

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**Unit 1**

**Financial System**

Nature and Role of Financial System; Structure/organization of financial system; Functions of financial sector; Indian Financial System-an overview; Globalisation of Financial Markets. Regulatory Framework for Non-banking Financial Institutions; Primary markets; Secondary markets; Money Markets.

**Unit 2**

**Management of Commercial Banks**

An overview, Management of Banking Institutions; Negotiable Instruments; Working Capital Management; Project Financing, including Infrastructure Projects; Prudential Norms Prescribed by Regulators; Non-Performing Assets; Capital Adequacy Norms; Basel II Framework and Basel-III; Risk-Rating Agencies; Regulatory framework for Banks.

**Unit 3**

**Risk of Financial Inter-Mediation**

Introduction; Interest Rate Risk; Re-financing Risk; Re-investment Risk; Market Risk; Credit Risk; Operational Risk; Liquidity Risk.

**Unit 4**

**Risk Management in Financial Institutions**

Managing Credit Risk; Liability and Liquidity Management; Managing Interest Risk; Managing Operational Risk; Managing Risk through Sale of Assets and Securitisation, Derivatives.

**Unit 5**

**Management of Non-Banking Financial Institutions and Depositories**

Securitisation: Concept, nature, scope, and their implications; DFIs in India: NABARD, State Level Institutions-PCF, IDFC, REC, IFCI, IDBI, SIDBI, Functions and objectives of Depository.

**Suggested Readings**

1. K Sasidharan, *Financial Services and System* (2008), McGraw-Hill Publishing Company New Delhi.
2. Clifford Gomez, *Financial Markets Institutions and Financial Services*, Prentice-Hall of India, 2008.
3. Anthony Saunders, *Financial Markets and Institutions*, 4<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi.
4. M.Y. Khan, *Financial Services*, 4<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi 2008.
5. Anthony Saunders, *Financial Institutions Management- A Risk Management Approach*, 6<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi.
6. M.Y. Khan, *Indian Financial System*, 6<sup>th</sup> ed., McGraw-Hill Publishing Company, New Delhi, 2008.
7. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk Management*, Prentice-Hall of India, New Delhi.
8. L.M. Bhole, *Financial Institutions and Markets*, 4<sup>th</sup> ed., McGraw-Hill Co., New Delhi, 2008.

9. Economic-Surveys, Govt. of India.
10. RBI Bulletins

**MBA**  
**Semester III**  
**MB305 (F3) - INTERNATIONAL FINANCE**

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**Unit 1**

**Financial Management in Global Perspective:** Development in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

**Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

**Unit 2**

**Foreign Exchange Market**

Structure; Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets. **Fisher's Effect.**

**Unit 3**

**Risk Exposures and Their Management**

Translation, Transaction and Operating Exposures: Their Measurement and Management, Political Risk.

**Unit 4**

**Financial Foreign Operations**

Internationalisation Financial Markets, Euromarkets, Special Financing Vehicles, Designing a Global Financial Strategy.

**Unit 5**

**International Financial Markets:** International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**Multinational Working Capital Management:** Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

**Suggested Readings**

1. Shapiro AC: *Multinational Financial Management*: PHI
2. Levi, Maurice: *International Finance*, Routledge, 2009
3. Eiteman, David K: Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Pearson, 2008
4. Vij, Madhu: *International Financial Management*, Excel Publications, 2006
5. Apte : *International Financial Management*: PHI
6. Seth, A.K.: *International Financial Management*

**MBA**  
**Semester III**  
**MB305 (F4) - CORPORATE TAX PLANNING**

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**Unit 1**

**Basic Concepts**

Tax Planning; Tax Evasion: and Avoidance; Money Laundering; An overview of Taxation in India: Direct and Indirect Taxes; Customs Act; Central Excise Act; Service Tax; Sales Tax; VAT and Goods and Services Tax (GST); Income Tax; Wealth Tax; Gift Tax; and Central Gain Tax; GAAR.

**Unit 2**

**Corporate Tax in India**

Residential status of companies and tax incidence; Tax liability; Taxation of Not-for profit organisations; Tax on distributed profits.

**Unit 3**

**Tax Planning**

Tax Planning with Reference to Setting Up of a New Business: Location Aspect, Nature of Business, Form of organization; Tax Planning with Reference to Financial Management Decision-Capital Structure, Divided Including Deemed Dividend and Bonus Shares; Tax Planning with Reference to Specific Management Decisions-Make or Buy, Own or Lease, Repair or Replace; Tax Planning with Reference to Employees' Remunerations; Tax Planning with Reference to Sale of Scientific Research Assets; Tax Planning with Reference to Receipt of Insurance Compensation; Tax Planning with reference to Distribution of Assets at the time of Liquidation.

**Unit 4**

**Special Provisions Relating to Non-Residents**

Double Taxation Relief; Provisions Regulating Transfer Pricing; Advance Ruling Direct Tax Code 2009 and Tax Planning.

**Unit 5**

**Tax Planning with Reference to Business Restructuring**

Merger, Amalgamation, Acquisition, Demerger, Slump sale, Conversion of sole proprietary concern/partnership firm into company, Transfer of assets between holding and subsidiary companies.

**Suggested Readings**

1. Ahuja, Grish, and Ravi Gupta, *Corporate Tax Planning and Management*, Bharat Law House, Delhi.
2. Singhania, Vinod K., Kapil Singhania, and Monica Singhania, *Direct Taxes Planning and Management*, Taxmann Publications Pvt. Ltd., New Delhi.
3. Pagare, Dinkar, *Direct Tax Planning and Management*, Sultan Chand and Sons, New Delhi.
4. SP Goyal, *Direct Tax Planning*, Sahitya Bhawan, Agra
5. Bare Acts of relevant enactments

**MBA**  
**Semester III**  
**MB305 (F1) - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

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**Unit 1**

**Introduction of Investment**

Meaning and Objective of Investment, Investment Decision Process, Categories of Investment, Steps of Security Analysis, Investment Avenues, Speculation and Gambling.

**Unit 2**

**Introduction of Capital Market**

Meaning and Nature of Capital Market, Types, Functions and limitations of Capital Market, Trading of Securities, (Including BOLT), SEBI guidelines IPO, Book Building and Qualified Institutional Placement.

**Unit 3**

**Fundamental Analysis**

Technical Analysis and Efficient Market Hypothesis, Economic, Industrial and Company Analysis.

**Unit 4**

**Portfolio Analysis**

Portfolio Analysis and Selection, Risk and Return Analysis, Beta, Markowitz and Sharpe Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

**Unit 5**

**Portfolio Revision and Evaluations**

Portfolio Revision and Portfolio Evaluation, Constant Rupee Value Plan, Constant Ratio Plan, Sharpe and Treynor Measures, Mutual Fund Industry.

**Suggested Readings**

1. Fischer, Donald, E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall India, New Delhi, 6<sup>th</sup> ed.
2. Chandra, Prasanna, *Investment Management*, Tata McGraw Hill, New Delhi
3. Sharpe, William, F. Alexander, and Bailey, *Investment*, Prentice Hall Of India, 5<sup>th</sup> Edition.
4. Kevin, S. *Portfolio Management*, Prentice Hall India, New Delhi.
5. Avadhani, V.A, *Investment and Security Market in India*, Himalaya Publishing House, 3<sup>rd</sup> Edition.
6. Pandey, I.M. *Financial Management*, Vikas Publications, New Delhi ed., 2012.



**MBA**  
**Semester III**  
**MB306 (H1) - INDUSTRIAL RELATIONS AND LABOUR LAWS**

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**Unit 1**

**Introduction**

Concept and Determinants of Industrial Relations, Industrial Relations in India, Managing IR Changes, IR: **Welfare and Productivity**, Technology and IR, Effective Communication Systems and IR Management, Indian Culture and IR. **Three parties to IR and role of govt.**

**Unit 2**

**Labour Administration and Trade Unions**

ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels. Impact of Royal Commission on IR. Trade Unions- Purpose, Functions and Structure of Trade Unions, Trade Union, Legislation, **Trade Union Act 1926**, Multiplicity of Trade Unions, Conflict Resolutions, *Industrial Relations, Welfare and Productivity* Social Responsibility of Trade Unions, IR Management and Management of Trade Unions. **Trade Union Movement in India.**

**Unit 3**

**Employee Counseling/and Grievance Redressal Machinery:**

**Employee Counseling** Types, Methods, Content, Problems, Consultative Bodies (Bipartite, Tripartite) and IR Strategies, Worker Development and Worker participation in management (WPM), **Attrition- issues and Challenges**. Disciplinary Action: Purposes and Procedures, Grievance Redressal Procedures, Conciliation, Arbitration, Adjudication, Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining), The Bargaining Process - Strengths and Skills. **Overview of Industrial Disputes act 1947. Contemporary Trends and Future of Industrial Relations in India.**

**Unit 4**

**Labour Laws**

Introduction and Development of Labour Law in India, Need for Labour Legislation, Indian Constitution and labour regulations- ILO and Labour Legislations.

**Unit 5**

**Welfare Measures and Social Security Measures**

Factories Act 1948, Industrial Disputes Act, 1947 (Strikes, Lockouts), Minimum Wages Act, 1948 and recent amendments, Payment of Wages Act 1936 Payment of Bonus Act 1965, Child Labour (Prohibition and Regulation Act, 1986, The Contract Labour (Regulation and Abolition Act, 1970, (Only Important Provisions of the Act). Employment Standing Orders (Principles of Natural Justice), 1946. Trade Unions Act, 1926, Registration of Trade Unions, Rights and responsibilities of registered Trade Unions, Recognition of Trade Unions, Penalties and Procedure. Social Security Measures- The Employees Provident Funds and Miscellaneous Provisions Act, 1952, The Employees' State Insurance Act, 1948, Payment of Gratuity Act, 1972, Maternity Benefit Act, 1961, Workmen's Compensation Act, 1923, (Only Important Provisions of the Act). Apprentices Act-Law relating to Apprentices Act of 1961 (Only Important Provisions of the Act).

**Suggested Readings**

1. Arun Monappa: *Industrial Relations*; Tata Mc-Graw Hill
2. Pramod Verma: *Management of Industrial Relations – Reading and Cases*; Oxford and IBH Publication.
3. T.N. Bhagoliwala: *Economic of Labor and Social Welfare*.
4. Relevant Reports of Government of India such as *Report of National Commission Labor - Five Year Plans*.
5. B.O. Sharma: *Art of Conciliation and Industrial Unrest; Labor Consultancy Bureau, Bombay, 1985*.
6. Journals: *Indian Labor Journal and Indian Journal of Industrial Relations*
7. Padhi P.K. (2007). *Labour and Industrial Laws*, Prentice Hall India, New Delhi.
8. Surya Narayan Misra (2008). *Labour and Industrial Laws*, 24th Ed., Central Law Publishers, Allahabad.

9. Sinha P.R.N., Indu Bala Sinha, Seema Priyadarshini Sekhar (2007). *Industrial Relations, Trade Unions and Labour Legislation*. Pearson Education.
10. Srivastava S.C (2007). *Industrial Relations and Labour Laws*, 5th Ed., Vikas Publishing House, New Delhi.
11. BD Singh. *Labour Laws for Managers*.

**MBA**  
**Semester III**  
**MB306 (H2) - INDUSTRIAL PSYCHOLOGY**

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**Unit 1**

**Industrial Psychology**

Introduction, Nature, Scope and Problems of Industrial Psychology, Development and Importance of Industrial and Organisational Psychology, Industrialisation in India. Individual Difference and their Evaluation. Role of Heredity and Environment. Psychological Testing: Utility, Reliability and Validity.

**Unit 2**

**Individual at Workplace**

The role of the Psychologist in Industry, Occupational Psychology: Study of Behaviour in work situation and application of Psychological principles to problems of selection, Placement, Counseling and Training. Design of work environments: Human engineering and physical environment techniques of job analysis, Social Environment-Group Dynamic in Industry. Personal Psychology: selection, Training, Placement, Promotion, Counseling, Job Motivations, Job Satisfaction.

**Unit 3**

**Industrial Behaviour**

Introduction and Implications of Motivation, Perception, Learning, Leadership, Personality and Attitude in Organisations. Consumer Behaviour; Study of Consumer Preference, Effect of Advertising. Leadership, Industrial Morale. The Nature and Scope of Engineering Psychology, its Application to Industry.

**Unit 4**

**Industrial Efficiency**

Efficiency at Work: the concept of efficiency, The Work Curve, its Characteristics. Work Methods; Hours of Work, Nature of Work, Fatigue and Boredom, Rest Pauses, Stress Management and Well-Being at Work,. Personal Factors; Age Abilities, Interest, job Satisfaction. Working Environment: Noise, Illumination, Atmospheric Conditions. Job Analysis, Performance Management, Training and Development. Accident and Safety: The Human and Economic Costs of Accidents, Accident Record and Statistics, The Causes of Accidents Situational and Individual Factors related to Accident Reduction.

**Unit 5**

**Contemporary Issues**

Grievances and Grievance handling Procedure. Industrial Disputes: Courses, Strikes and Lockouts, Industrial Relations Machinery Bi-Partite and Tri-Partite Agreement, Labour Courts and Industrial Tribunals, Code of Discipline, Standing Order. Union/Management Relations.

**Suggested Readings**

1. Tiffin, J and McCormic E.J.: *Industrial Psychology*, (Prentice Hall), 6<sup>th</sup> Edn., 1975
2. McCormic E.J.: *Human Factors Engineering and Design* (McGraw Hill), 4<sup>th</sup> Edn., 1976
3. Mair, N.R.F.: *Principles of Human Relations*
4. Gilmer: *Industrial Psychology*
5. Ghiselli and Brown: *Personnel and Industrial Psychology*
6. Myer: *Industrial Psychology*
7. Dunnette, M.D.: *Handbook of Industrial and Organisational Psychology*
8. Blum and Taylor: *Industrial Psychology*
9. Sinha G.P. and P.R.N. Sinha, *Industrial Relations and Labour Legislations*, New Delhi, Oxford and IBH Publishing Co., 1977

**MBA**

**Semester III**

**MB306 (H3) - HUMAN RESOURCE PLANNING AND DEVELOPMENT**

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**Unit 1**

**Human Resource Planning**

*Approaches to Human Resource Planning*, Concept, importance, **Need for Human Resource Planning**, objectives Types of HR plan, Dimensions of Human Resource Planning, Approaches-Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach. Human Resource Information System, Human Resource Planning Process, **Approches to Human Resource Planning, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning.**

**Unit 2**

**Career planning**

Concept, objective, **Career Stages, Significance of Career Planning, Need and Components of Career Planning**, Career planning vs. human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

**Unit 3**

**Evolution and Concept of HRD**

System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line Managers and supervisors in HRD.

**Unit 4**

**Assessing and Implementing HRD Programmes**

Task analysis, persons Analysis, Organizational analyses, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Worklife. Empowerment, Creating HRD environment, Evaluation frame work; collecting, data for evaluation, research design, issues concerning evaluation, assessing impact of HRD.

**Unit 5**

**Organizational Culture and HRD**

Work force diversity and HRD, Labor Market changes, Equal Employment Opportunity, adapting demographic changes and gender issues, HRD practices in

manufacturing and services sector

### **Suggested Readings**

1. Bhattacharya, Dipak Kumar – *Human Resource Planning*, Excel Books.
2. T.V. Rao *Human Resource Development* Oxford IBH Publication
3. Aswathapa, *Human Resource and Personnel Management Text & Cases*, TMH.
4. Desimone & Harries – *Human Resource Development* – Thomson Learning

**MBA**  
**Semester III**  
**MB306 (H4) - ORGANISATIONAL STRUCTURE AND CHANGE**

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#### **Unit 1**

##### **Introduction**

Concept of Organisational Structure, Organisational Culture, Concept and Importance of Organisational Change; Organisational Environment Specific and General.

##### **Organisational Efficiency and Effectiveness**

Concept of Efficiencies, Measurement of Efficiency and Effectiveness and effectiveness Internal Systems Approach, External Resources Approach and Technical Approach of Organisational Effectiveness, Organisational Effectiveness and Technology.

#### **Unit 2**

##### **Structure**

Meaning, Types and Designing, Kinds of Organizational Structure, Functional, Divisional (Geographic and Market), Line and Staff Committee Organization, Matrix Structure; Network Structure and Boundary-Less Organizations, Organizational Design and Strategy in Changing Global Framework.

#### **Unit 3**

##### **Organisational Change**

Concepts and Targets of Change, Planned and Unplanned Change, Stimulating Factors for Organisational Change, Resistance to Organizational Change- Organisational and Individual, Lewin's Force Field Theory of Change, Evolutionary and Revolutionary Change in Organisation, Concept of Total Quality Management, Developments in Revolutionary Change Re-Engineering, Restructuring.

#### **Unit 4**

Concept of Organisational Development, History of Organisation Development, Phases and Foundations of Organisational Development, Values, Assumptions and Beliefs in O.D

**Managing Changes:** Action Research-Diagnosing The Organization, Determination of Desired Future State, Implementing Action, Evaluating Action, Institutionalizing Action Research, Systematic Innovations.

#### **Unit 5**

##### **Organisational Transformation**

Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth.

O.D Techniques to deal with Resistance To Change, O.D Techniques to promote Change;  
**O.D. intervention:** Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – Inter-Group Development – Innovations – Learning Organisations.

### **Suggested Readings**

1. Wendell L. French Cecil H. Bell, Jr.: *Organisational Development*, McGraw-Hill. 6/e, 2005.
2. Ian Palmer, Richard Dundford, Gib Akin, *Managing Organisational Change: A Multiple Perspectives Approach*, McGraw-Hill, 2/e, 2009.
3. Barbara Senior, Jocelyne Fleming - *Organisational Change*, Pearson Education, New Delhi 3/e, 2009.
4. Gareth R., Mary Mathew – *Organisational Theory, Design and Change*, Pearson Education, New Delhi 5/e, 2008.

## **MBA**

### **Semester III**

## **MB307 (IB2)-INTERNATIONAL LOGISTICS MANAGEMENT**

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### **Unit 1**

#### **Global Logistics**

Concept, Objectives, Functions and Scope; Relevance of Logistics in International Marketing; Evolution of Logistics; Integrated Logistics.

### **Unit2**

#### **Components of Logistics**

Customer Service; Warehousing: Types, Importance, Factors affecting choice of a warehouse facility; Inventory: Types, Functions, Control; Transportation: Modes, Routing and Scheduling, Multi-Modal Transportation; Packaging and Material Handling

### **Unit 3**

#### **General Structure of Shipping and Developments in Ocean Transportation**

Characteristics; Liner and Tramp operations; Code of conduct for Liner Conferences; Freight structure and practices; UN convention on shipping; Maritime Frauds; Containerization; CFS and Inland Container Depots; Port Trusts; Role of Intermediaries; CONCOR; Indian Shipping Industry: Problems and Prospects.

### **Unit 4**

#### **Air Transportation**

Characteristics; Advantages; Total cost concept; Freight Structure and Operations; Carrier Consignee Liabilities; Indian Air Industry: Problems and Prospects.

### **Unit 5**

#### **Supply Chain Management**

Meaning, Objectives, Importance; Value Chain Analysis; 3PL and 4PL; Push and Pull Strategies, Bullwhip Effect; Supplier Selection and Evaluation; Demand Forecasting; Use of IT: Logistics Information System, MRP, DRP, ERP, PDM, and CPFR

### **Suggested Readings**

1. Asopa, V.N: *Shipping Management: Cases and Concepts*, Macmillan, New

- Delhi.
2. Desai, H.P: *Indian Shipping Perspectives*, Anupam Publications, Delhi.
  3. Khanna, K.K.: *Physical Distribution*, Himalaya Publishing, Delhi.
  4. Bowersox , Donal J and Closs , David J: *Logistical Management*, Tata McGraw Hill, New Delhi.
  5. Shipping Documents and Reports, UNCTAD
  6. Sople, V V: *Logistics Management*, Pearson, New Delhi
  7. Agarwal, D K: *Text Book of Logistics and Supply Chain Management*, Macmillian, New Delhi
  8. Muthiah , Krishnaveni: *Logistics and World Sea Borne Trade*, Himalaya Publishing House, Mumbai
  9. Chopra, Sunil. Meindl, Peter and Kalra, D V: *Supply Chain Management*, Pearson, New Delhi.

**MBA**  
**Semester III**  
**MB307 (IB3) – CROSS CULTURE BUSINESS MANAGEMENT**

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**Unit 1**

**Globalization and Culture**

Globalization in Cross Cultural Context, Factors that promoted Globalization.

**Unit 2**

**Introduction to Culture**

Meaning; Levels of culture; Variables of cultures; Culture and Behavior; Dimensions of culture: Hofstede's, Attitudinal, Trompenaar's, GLOBE Project; Managing Multiculturalism: Problems and its Management.

**Unit 3**

**Cross Culture Communication**

Cross Cultural Communication; Dimension of Cross Cultural Communication; Cross Cultural Negotiation Process and Style; Variables of Cross Cultural Negotiations.

**Unit 4**

**International HRM and Cross Cultural Issues**

International HRM: Selection, Training and Development for Global Assignments, Compensation, Reward Practices; Motivation and Leadership; Managing Multi-cultural Teams.

**Unit 5**

**Comparative Management**

Methods of Comparative Management; Management Styles and Practices in US, Japan, China, Korea, India, Saudi Arabia. Other contexts like Work Timings, Style of Dressing, National Festivals and Food Habits.

**Suggested Readings**

1. Deresky Helen, *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India
2. Esenn Drlarry, Rchildress John: *The Secret of a Winning Culture - Building High-Performance Teams*, Prentice Hall India, New Delhi
3. Cashby Franklin, *Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company Into A High-Performance Organization*, Cashby Franklin, Prentice Hall India, New Delhi
4. Journals- *International Journal of Cross Cultural Management*
5. Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.
6. Cullen, John B : *International Management a Strategic Perspective*, Cengage Learning, Delhi

## MBA

### Semester III

#### MB307 (IB4)-MANAGEMENT OF MULTINATIONAL CORPORATIONS

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#### **Unit 1**

##### **International Management**

Internationalization; Trends, Challenges and Opportunities; Different Schools of Thought of International Management; Regional Trade Blocs.

#### **Unit 2**

##### **Growth and Development of MNCs**

Role and Significance of MNCs; Pattern of Growth; Concept of Country of Origin; Different Management Styles.

#### **Unit 3**

##### **Organizational Design and Structure of International Corporations**

Global Organization Structure; Locus of Decision Making and Control; Headquarter and Subsidiary Relations in International Firms; Managing the Portfolio Composition.

#### **Unit 4**

##### **International Business Strategy**

Strategic Alliances: Acquisitions and mergers, Management of Joint-Ventures and other International Strategic Alliances; Assessing the Global Environment: Economical, Political, Legal and Technological Environment; Strategy Formulation and Implementation International Business; Political Risk Assessment and Management.

#### **Unit 5**

##### **Indian Perspectives and Policy**

Case Studies for Internationalization of Indian Business Firms and their operations abroad; changing government policy on entry of FIs and FIIIs.

#### **Suggested Readings**

1. Hodgetts, Richard M. and Luthans, Fred: *International Management*. Tata McGraw Hill, New Delhi.

2. Koonts and Whelrich: *Management: The Global Perspective*, Tata McGraw Hill, New Delhi.
3. Nagandhi, Anant.R: *International Management*, Prentice Hall of India Ltd., New Delhi. Thakur, Manab, Gene E. Burton, and B.N. Srivastava: *International Management: Concepts and Cases*, Tata McGraw Hill, New Delhi.
4. Christopher Bartlett and Sumantra Ghoshal, *Transnational Management: Text and Cases*, Tata Mc Graw Hill, New Delhi
5. Deresky, Helen: *International Management: Managing Across Borders and Cultures*, 4th Ed, Prentice Hall India, New Delhi

**MBA**  
**Semester IV**  
**MB401 - BUSINESS ETHICS AND CORPORATE GOVERNANCE**

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**Unit 1**

**Introduction to Business Ethics**

An understanding of Ethics ,Meaning of Ethics, Def. of Business Ethics, Ethical Performance ,Types of Ethics, Sources of Ethics, Ethics and Business ,Importance and Scope of Ethics, Factors influencing Business Ethics, Objective of Business Ethics, Morality and Ethics.

**Unit 2**

**Values, Norms, Beliefs and Standards**

Ethical Codes, Managing Ethics, Ethical Activities, Ethical Dilemmas, Whistle Blowing

**Unit 3**

**Ethical Decision**

Making the role of Moral Philosophies in Decision Making, Ethical Organisation, Ethical Issues that arise for Managers, Kohlenberg's Model, Carrol Gilligan's Model.

**Unit 4**

**Ethical Practices in Business Management**

Application in Marketing, Advertising, Finance- Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HRM area like Compensation, and Work Place Harassment of Employee.

**Unit 5**

**Corporate Governance**

Introduction, Concept and Nee for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance.

**Unit 6**

**Corporate Governance framework**

India's Corporate Governance Framework, SEBI, Company Law and Accounting, CII Code on Corporate Governance, National Code on Corporate Governance(1999), Chandra Committee on Auditing and Governance.

**Suggested Readings**

1. CSV Murthy, *Business Ethics (Text and Cases)*, Pub. By HPH



2. Marianne M. Jennings, *Cases in Business Ethics*, Pub by Cenage Learning
3. Prof.(Col) P.S. Bajaj, Dr. Raj Agarwal, *Business Ethics –An Indian perspective*, Pub by Biztantra
4. John R. Beatright, *Ethics and the conduct of business*, Pub. By Pearson Education
5. Geeta Rani and R K Mishra, *Corporate Governance Theory & Practice*, Pub. By Excel Books
6. V Sithapathy and Ramadevi Iyer, *Corporate Governance Practice & Procedure*, Pub. By Taxman.

**MBA**  
**Semester IV**  
**MB402 - STRATEGIC MANAGEMENT**

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**Unit 1**

**Introduction**

**Meaning, Scope and Importance of Strategic Management**

Nature of Strategic Management, Characteristics, Strategic Management Process, Strategic Management Model. Dimension and Levels of Strategy. Role of strategists in business Policy

**Unit 2**

**Strategy Formulation**

Corporate Planning, Concept of Planning, Planning Process, Types of Planning, Strategic Planning, Strategic Decision Making, Vision, mission and purpose, objectives and goals of a business organisation - Types of strategies - Guidelines for crafting successful business strategies.

**Unit 3**

**Environmental Appraisal**

External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. Internal Analysis: Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis. , **Synergy**.

**Unit 4**

**Strategic Analysis and Choice** Environmental Threat and Opportunity Profile (ETOP); BCG, **TOWS, GE, Directional Policy** Matrix - Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies.

**Unit 5**

**Strategy Implementation and Evaluation**

Strategy Implementation: Structure, Systems and People, issues in implementation, **Model of Strategic Implementation**, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

## Suggested Readings

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), *Management of Strategy- Concepts and Cases*, 4/e, Cengage Learning, New Delhi.
2. John. A. Pearce II, Richard.B. Robinson Jr, Amita Mital, (2008), *Strategic Management – Formulation, Implementation and Control*, 1/e, Tata McGraw-Hill, New Delhi.
3. Charles. W. L Hill, Gareth R Jones (2005), *Strategic Management- An Integrated Approach*, 6/e, Biztantra, New Delhi.
4. Thompson A Jr, A.J. Strickland, (2008), *Strategic Management*, Tata McGraw-Hill Publishing, New Delhi.
5. Upendra Kachru, (2005), *Strategic Management-Concepts and Case*. Excel Books, New Delhi.
6. Adrian Haberberg, Alison Rieple (2008). *Strategic Management – Theory and Application*, Oxford University Press, New Delhi.

**MBA**  
**Semester IV**  
**MB403 - ENTREPRENEURSHIP DEVELOPMENT**

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### Unit 1

#### Foundation of Entrepreneurship Development

Concept and need of entrepreneurship; Characteristics and Types of Entrepreneurship; Entrepreneurship as a career; Entrepreneurship as a style of Management; The changing role of the entrepreneur; Entrepreneurial traits, factors affecting entrepreneur.

### Units 2

#### Theories of Entrepreneurship

Influences on entrepreneurship development; External influences on entrepreneurship development; Socio-cultural, Political, economical, personal entrepreneurial success and failure: reasons and remedies; Women entrepreneurs: Challenges and achievements of women entrepreneurs.

### Unit 3

#### Business Planning Process

The business plan as an entrepreneurial tool; Elements of business planning; Objectives; Market analysis; development of Product/ idea; Marketing, Finance, Organisation and management; Ownership; Critical risk contingencies of The proposal; Scheduling and milestones.

### Unit 4

#### Project Planning for Entrepreneurs

Technical, Financial, Marketing, Personnel, and management feasibility reports; Financial schemes offered by various financial institution, Like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Foreign currency Financing; Estimation of Financial requirements.

### Unit 5

#### Entrepreneurship Development and Government

Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants, programmed, schemes and challenges. Government initiatives and inclusive entrepreneurial Growth.

## Suggested Reading

1. Khanna, S.S., *Entrepreneurial Development*, S. Chand, New Delhi.

2. Hisrich D. Robert, Michael P. Peters, Dean A. Sheperd, *Entrepreneurship*, McGraw-Hill, 6<sup>th</sup> ed.
3. Zimmerer W. Thomas, Norman M. Scarborough, *Essentials of Entrepreneurship and Small Business Management*, PHI, 4<sup>th</sup> ed.
4. Holt H. David, *Entrepreneurship: New Venture Creation*, Prentice- Hall of India, New Delhi, Latest edition.
5. Kuratko, F. Donald, Richard M. Hodgetts, *Entrepreneurship: Theory, Process, Practice*, Thomson, 7<sup>th</sup> ed.
6. Desai, Vasant, *Dynamics of Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi, Latest edition.
7. Patel, V.G., *The Seven Business Crises and How to Beat Them*, Tata McGraw-Hill, New Delhi, 1995.
8. Roberts, Edward B.(ed.), *Innovation: Driving Product, Process, and Market Change*, San Francisco: Jossey Bass, 2002.
9. SIDBI Report on Small Scale Industries Sector, Latest edition.

**MBA**  
**Semester IV**  
**MB403 (M1) - INTERNATIONAL MARKETING**

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**Unit 1**

**Introduction to International Marketing**

Nature Scope and Significance of International Marketing; International Marketing Distinguished from Domestic Marketing. Exporting, International Trade and International Business, International Business, International Marketing Management Process an Overview.

**Unit 2**

**International Marketing Environment**

Geographic, demographic, economic, politic, legal, Socio-cultural environments; their nature and effect on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, Generalized system of preferences (GSP), regional economic groupings European Union(EU), NAFTA, ASEAN, facilities and incentives for exporters.

**Unit 3**

**International Product/ Market Selection and Entry Modes**

Selection of Products, Selection of Market, various modes of entry into international markets and their evaluation, export licensing franchising, Contracting, Joint venture, setting up wholly owned subsidiary.

**Unit 4**

**International Product Planning and Pricing**

Product in international context, Standardisation vs. adoption decision, other considerations; Packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods and process, price quotations and related considerations.

**Unit 5**

**International Distribution and Promotion**

Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, Selection of media, Selection of agency, Measuring advertising effectiveness.

**Suggested Reading**

1. Cateroa, R, Phillip, *International Marketing*, Tata McGraw Hill, 2006
2. Vern Terpestra, *International Marketing*, Cengage Learning, 2010
3. RC Varshney and B.Bhattacharya, *International Marketing- Indian Perspective*, Sultan chand & Sons New Delhi, 2006
4. Fayerweather, J, *International Marketing Management*, Sage Publication, 2006
5. Jain Subhash, *International Marketing Management*, Cengage Learning, 2005

**MBA**  
**Semester IV**  
**MB403 (M2) - SALES MANAGEMENT**

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### **Unit 1**

#### **Introduction**

The Nature and Importance of Personal Selling, Nature of Sales Management Situation where Personal Selling is more effective than Advertising, Types of Selling situations, Types of Sales Persons, Application of AIDA Model in Personal Selling.

### **Unit 2**

#### **Process of Personal Selling**

Process of Effective Selling; Prospecting, Pre-approach, Approach, Presentation and Demonstration, Handling the objections, Closing the Sales, Post-Sale Activities, Qualities of a Successful Sales person with reference to B-2-C, B-2-B Marketing.

### **Unit 3**

#### **Controlling the Sales Effort**

Sales Forecasting; Sales Budget, Sales Quotas, Sales Territories, Sales Controlling and Sales Cost Analysis.

### **Unit 4**

#### **Managing the Sales Force**

Recruitment and Selection, Training and Development, Compensation and Innovation, Direction and Suspension, Performance Appraisal of Sales Personnel.

### **Unit 5**

#### **Emerging Issues in Selling Aspects**

Ethical and Legal aspects of Selling, Measures for Making Selling as attractive Career, Recent Trends in Selling.

### **Suggested Readings**

1. Richard R. Still, Edward W. Cundiff, Norman A.P Govani 5<sup>th</sup> ed., *Sales Management: Decision, Strategies and Cases*, Pearson Education, New Delhi, 2009.
2. Rosann L. Spiro, William J. Stanton, Gregory A. Rich 11<sup>th</sup> ed., *Management of a Sales Force*, Tata McGraw Hill, New Delhi 2008
3. Mark W. Johnston, Greg W. Marshall, *Sales Force Management*, 8<sup>th</sup> ed. TMH, N.Delhi, 2007
4. Charles Fatrell, *Sales Management*.

**MBA**  
**Semester IV**  
**MB403 (M3) - RURAL MARKETING**

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**Unit 1**

**Introduction to Rural Markets**

Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure : Demographic, Physical, Economic Environment.

**Unit 2**

**Understanding the Rural Consumer**

Rural Community in India, Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior – Cultural, Social, Technological, Economic and Political.

**Unit 3**

**Marketing Mix in Rural Markets**

Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.

**Unit 4**

**Innovation in Rural Markets**

Significance of innovation in rural markets, Intervention of IT in Rural Markets: Importance and Initiatives, Emergence of Organised retailing in Rural India, Key Drivers of Organised Retail, Cases in organised retail: Operative Models adopted by Indian Companies.

**Unit 5**

**Future of Rural Marketing**

Changing Role of Rural Sector in India; Rural Income and Demand, Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments – Tractors, Engines, Pump Sets, Marketing of Agricultural products, improvement Measures taken by the Government – Initiatives by Co-operative and Private Sector, Present Scenario- Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism.

**Suggested Readings**

1. Rama Bijapurkar (2007), *We are like That Only, the logic of Consumer India*, Penguin Books
2. Prahalad C.K (2008), *Fortune at the Bottom of the Pyramid*, Pearson Publication
3. R V Badi, N V Badi, *Rural Marketing, 2008*, Himalaya Publishing House.
4. U C Mathur, *Rural marketing, Text and Cases*, 2008, excel books
5. CSG Krishnamacharyulu, Lalitha Ramakrishnan, *Cases in Rural marketing, An Integrated Approach*, 2006, Pearson Publication

**MBA**  
**Semester IV**  
**MB404 (F1) - FINANCIAL SERVICES**

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**Unit 1**

**Financial Services**

Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund based, Characteristics and Role of Financial Intermediaries.

**Unit 2**

**Depositories and Financial Services**

Commercial Banks and their Changing Role, Functioning of Banks, Financial Services and Banking System.

Non Depository Institutions: Finance Companies and Mutual Funds and Pension Funds-Financial Services and Their Role.

**Unit 3**

**Merchant Banking and Venture Capital**

The Concept of Merchant banking Services of Merchant bankers, Merchant Banking in India-Rules Regulation Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

**Unit 4**

**Leasing:** Concept, Types, Legal and Tax Aspects, Factoring in India, Hire- Purchase, Lease Structuring.

**Factoring:** Concept and Characteristics, Types of Factoring in India, factoring and Bill Rediscounting.

**Forfaiting:** Meaning and Mechanism of Forfaiting.

**Unit 5**

**Credit Rating Services**

Concept, Types and significance, Function of Credit Rating Agencies, Credit Rating Agencies in India, Process of Credit-Rating.

**Suggested Readings**

1. Bhole L.M.: *Financial Institutions and Markets*, 4<sup>th</sup> ed., McGraw Hill Co. New Delhi, 2008.
2. Anthony Saunders, *Financial Markets and Institutions*, 4<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y: *Financial Services and System* (2008), McGraw Hill Publishing Company, New Delhi.
4. Clifford Gomez, *Financial Markets, Institutions management-A Risk management Approach*, 6<sup>th</sup> ed., McGraw Hill Publishing Company New Delhi.
5. M.Y. Khan *Indian Financial System*, 6<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi, 2008.
6. Sharma, *Management of Financial Institutions: With Emphasis on Bank and Risk management*, Prentice Hall of India, New Delhi.

**MBA**  
**Semester IV**  
**MB404 (F2) - MERGERS AND ACQUISITION**

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**Unit 1**

**Introduction**

Overview of Mergers; Types And Characteristics; Motives Behind Mergers; Theories of Mergers- operating, Financial and Managerial Synergy of Mergers; Role of Industry Life Cycle- Development Stages; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption Reconstruction and Takeover.

**Unit 2**

**Corporate Restructuring**

Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP).

**Unit 3**

**Mergers and Acquisition Process**

Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision.

**Unit 4**

**Valuation**

Benchmarks of Value; Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy- Valuing Corporate Control- Valuing of Leveraged Buy Outs (LBO)- Methods of Financing Mergers- Cash Offer, Share Exchange Ratio-Merger as Capital Budgeting Decision.

**Unit 5**

**Defensive Strategies in Restructuring**

Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures; Strategies of Takeover bid White Knights-White Square- Crown Jewel-Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.

**Suggested Readings**

1. Weston. F, Chung. K, and Hoag, S. (2008). *Mergers, Restructuring, and Corporate Control*, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan(2007). *Mergers, Acquisitions and Corporate Restructurings*, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda(2003), *Finance For Strategic Decision Making- What non-Financial managers Need to Know*, Jossey- Bass, Wiley India.
4. Reuvid Jonathan, (2005). *Mergers and Acquisitions*, Kogan Page.
5. Robert Brown(2007), *Applied Mergers and Acquisitions*, John Willey and Sons.

6. Kevin K. Boeh and Paul W. Beamish (2007). *Mergers and Acquisitions: Text and Cases*. Sage Publications, New Delhi.

**MBA**  
**Semester IV**  
**MB404 (F3) - FINANCIAL DERIVATIVES**

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**Unit 1**

**Financial Derivatives**

Concept, Features, Uses, Types, Critiques of Derivatives, Traders in Derivative Markets, Factors contributing to the growth of Derivatives, Financial Derivatives Market in India, Derivative centrals and Market Liquidity.

**Unit 2**

**Future**

Introduction, Financial Futures Contracts, Types of Financial Futures, Contracts, Evolution of Futures Market in India, Operators/ Traders in Future Market, Functions Market Growth in Future Market, Future Margin, Market to Market, Cleaning House, Theories of Future Prices. Hedging Concepts – Long, Short, Cross, Forward Contract, Feature of Forward Contract, Classification of Forward Contracts, Forward Prices vs Future Prices, Stode Index Futures.

**Unit 3**

**Financial SWAPS**

Introduction, Concept, types, Nature, Evolution, Features, and Types of Swaps.

**Unit 4**

**Financial Options**

Introduction, Concept, Types, Distinction between option and futures contracts, Option valuation, Determinants of option pricing, option premium, Greeks of option Contracts.

**Option Models**

Black- Scholes option pricing model, Binomial Option pricing model, Trading and Hedging with options.

**Unit 5**

Carry Trades and speculative Derivatives- Economic Derivatives, Market Expectations, Carry trade as a speculative Investment Strategy; Uncovered Interest Parity, Measurement of Risk and Returns in carry Trades, Rupee Interest Derivatives, Convertible Securities and Warrants, Hedging- objectives and Process.

**Suggested Readings**

1. David A. Dufresne and Thomas W. Miller, J.R. Derivatives: *Valuation and Risk Management*, Oxford.
2. Vohra, N.D. and Bagri, B.R., *Future and Options*, TMH
3. Kumar, *Financial Derivatives*, PHI.
4. Marshall & Bansal: *Financial Engineering*, a complete guide to Financial Innovation, PHI.
5. Mishra, Bishnupriya, Debasis, S, *Derivatives and Risk management*, Excel Books.



6. Bhalla V.K, *Investment Management Security Analysis and Portfolio Management* – S.Chand

**MBA**  
**Semester IV**  
**MB405 (H1) - INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

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**Unit 1**

**Global Business Environment and Human Component**

Global Business Environment, Introduction, Human and Cultural variables, Cross cultural differences and Managerial Implication. Cross Cultural Research Methodology and Hofstede Study.

**Unit 2**

**Cross Cultural Management**

Cross Cultural Leadership and Decision making, Cross Cultural Communication and Negotiation. Developing International Staff and Multinational Terms.

**Unit 3**

**International Human Resource Management**

Approaches; International Recruitment and Selection, Performance Management, Training and Development and Strategic HRM. Managing global, Diverse Workforce. Human Resources in a Comparative Perspective

**Unit 4**

**International HRM**

International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

**Unit 5**

**Key issues in International Labour Relations**

Approaches to International Compensation, International Labour Standards, Labour Unions and International Labour Relations, HRM practices in other countries. International Labour Standards, HR/IR issues in MNCs Corporate Social Responsibility.

**Suggested Readings**

1. Doweing , P.J. – *International Dimensions of Human Resource Management End Edition* Words Worth.
2. G. Hofstede – *Cultures Consequence; International Differences in Work related Values* – Sage.
3. Deresky- *International Management*, PHI/Addision Wesley.
4. Aswathappa, *Human Rosource and Personnel Management*, TMH.
5. Meraic, D and Puffer, S. *Management International cross Exercises and Reading* St . Paul . West Publish.
6. Mangaraj, S., *Globalization and Human Resource Management*, Excel Books.
7. S. C. Gupta- *Text book of International HRM*-Macmillan.
8. Tayeb- *International HRM*- Oxford.
9. Dowling, Welch & Schuler, *International HRM*, Excel Books

**MBA**  
**Semester IV**  
**MB405 (H2)-COMPENSATION MANAGEMENT**

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**Unit 1**

**Introduction**

Conceptual aspects of compensation and reward management; Monetary and non-monetary components of compensation and rewards; Perspectives and trends in compensation and reward management. Compensation Philosophies, Compensation Approaches, Decision about Compensation. Economic and behavioural theories related to wages: subsistence theory, wages fund theory, residual claimant theory, surplus value theory, marginal productivity theory, bargaining theory; supply and demand theory; competitive theory; Employee's acceptance of wage level; wage and motivators; tournament theory. Concept of total rewards.

**Unit 2**

**Job Evaluation: Processes and Schemes**

Salient features of Job Evaluation – Analytical and non-analytical techniques – Point factor rating; factor comparison; job classification; ranking ; Urwick Orr Profile Method; Hay Plan method; Decision Band method; job or role matching; market pricing; Computer assisted job evaluation.

**Unit 3**

**Wages and Salary Administration**

Concepts of minimum wage, living wage and fair wage; Wage Boards; Pay Commissions; Collective bargaining. Pay surveys; Determinants for formulating wage structures; Pricing Jobs: pay levels; designing pay ranges and bands; Salary structures: graded salary structures; salary progression curves; Pay structure in practice: Basic salary, DA, Allowances, Bonus; Fringe benefits and Incentive schemes. Spot awards. Team incentives; *Design of a pay roll system (using Accounting software)*. Legal Constraints on Pay System.

**Unit 4**

**Compensation Strategies**

Job based pay, Skill based pay, competency based pay, market based pay, Pay for position; Pay for person; Pay for performance: variable pay; Rewarding excellence; Creating the strategic reward system. Best practices in 'pay for performance' . Compensation as a retention strategy.

**Unit 5**

**Rewarding Performance and Executive Compensation**

Individual-based compensation; team-based compensation; Incentives: types of incentive plans: Taylor's differential piece rate system, Halsey Premium Plan, Rowan Premium Plan, Emerson Efficiency Premium Plan, Gantt Bonus Plan, Bedaux Premium Plan, Merrick Piece Rate System, Commission system; Gain sharing plans: Scanlon Plan, Rucker Plan, Improshare, Value added; Profit sharing plans and Cafeteria plan. Employee benefits and pensions. Policies and practice of benefits; Strategic Perspectives on Benefits, goals for Benefits, Benefits Need Analysis, principal types of benefits; Stock option and purchase plans using ESOP compensation. Pension- understanding kinds of pension. Agency Theory and Executive Compensation; Principles of Executive Compensation; Factors affecting Executive compensation; Models of Executive Compensation: Optimal Contracting Model; Managerial Power Model; Trends of Executive compensation in India and abroad. **International Compensation.**

*Practical Orientation (Lab. Sessions)*

**Suggested Readings**

1. Richard.I. Henderson (2005). *Compensation Management in Knowledge- based World*. Prentice-Hall.
2. Thomas.P.Plannery, David.A.Hofrichter & Paul.E.Platten (2002). *People, Performance & Pay: Dynamic Compensation for Changing Organizations*. Free Press.
3. Michael Armstrong & Helen Murlis (2005). *Reward Management: A Handbook of Remuneration Strategy and Practice*. 5/e, Kogan Page, London.

4. Edward E. Lawler III (2000). *Rewarding Excellence: Pay Strategies for the New Economy*. Jossey-Bass, California.
5. Singh B.D. (2007). *Compensation and Reward Management*, Excel Books, New Delhi.
6. Tapomoy Deb (2009). *Compensation Management: Text and Cases*, Excel Books, New Delhi.

## **MBA**

### **Semester IV**

#### **MB405 (H3) - CORPORATE LEADERSHIP**

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##### **Unit 1**

###### **Organisational Leadership**

Introduction, importance and scope of corporate leadership. Leadership traits, Functions and Theories, Leadership Styles in Indian Organisations, Leadership Effectiveness.

##### **Unit 2**

###### **Communication**

Business communication-Types, Medias, Objectives, Models, Process, Importance Understanding Barriers to communication and ways to handle and improve barriers. Presentation skills-Its Purpose in business world. Reading and writing Skills- Importance of Reading And Writing, Improving Writing Skills through Understanding and Practicing Notice, E-mail, Tenders, Advertisement, Formal Letter. Listening skills-its importance as individual and as a leader or as a worker, its types, Barriers to Listening & Remedies to improve Listening Barriers. Non Verbal Communication.

##### **Unit 3**

###### **Power and Politics**

Meaning of Power and Politics, Distinction between Power and Authority, Bases or Sources of Power, Acquisition and Symbols of Organisational Politics. Reasons of Organisational Politics, Managing Organisational Politics. Influencing: Power, Politics, Networking and Negotiation

##### **Unit 4**

###### **Team Leadership**

Leader / Follower Relations, Team Leadership and Self-Managed Teams, Leadership of Culture and Diversity and Learning Organisation. Enhancing Morale and Motivation. Time Management, Job Frustration, Stress Management,

##### **Unit 5**

Ethics in Leadership, Strategic Leadership and Managing Crises and Change, Emerging Trends in Corporate Leadership.

##### **Suggested Readings**

1. (5th edition) (2010). Author: Peter Northouse. Sage press. *Leadership in Organisations*. (7th edition). (2009). Author: Gary Yukl. Prentice-Hall.
2. Leadership: *Enhancing the Lessons of Experience*. (7th edition). (2010). Richard L. Hughes, Ginnett, & Curphy. McGraw-Hill/Irwin.
3. *Effective Leadership*. (3<sup>rd</sup> Edition). (2007). Author Lussier/Achua. Thomson.

**MBA**  
**Semester IV**  
**MB405 (H3) - WAGES, SALARY AND COMPENSATION MANAGEMENT**

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**Unit 1**

**Compensation: Salary and Wages**

Introduction, Meaning, Importance, Components and Types of Compensations, Factors Influencing Compensation, challenges of Compensation, Theory of Wages, Wages- Living Wages, Fair wage and Minimum wage. Difference between Wages and salary, Wages Plans, Compensation Management: Role of Trade Unions, Government and Other Stake Holders.

**Unit 2**

**Job Evaluation and Analysis**

Internal alignment, factors influencing internal structure, Strategic choices in defining internal structure, Job Analysis: Procedure and Design, Job evaluation- definition, Purpose of Job evaluation, Job based structures, its role in determining the compensation system, categories of Job evaluation – analytical, non-analytical and market pricing; developing and maintaining job evaluation schemes.

**Unit 3**

**Individual and Team Pay**

Types of grade and pay structure, developing grade and pay structure, individual contingency pay, performance and competency related pay, contribution related pay; Team rewards-developing team pay, profit sharing, ESOPs, Recognition schemes, Role and Scope of performance appraisal in compensation decisions.

**Unit 4**

**Legal Aspects of wages and Salary Administration**

International Labour standards and Norms for Wage determination, Salient features of Payment of wages Act 1936, Minimum Wages Act 1948, Employees Provident and Misc. Provisions Act, Latest developments in Govt pension schemes, equal remuneration Act, Indian Cases.

**Unit 5**

**International Pay Systems**

Managing Variations, The social contract, Culture, National systems: Comparative compensations, Future trends in compensation management, Case studies.

**Suggested Readings**

1. George T Milkovich, Jerry Newman, C.S Venkata Ratnam – *Compensation* 9<sup>th</sup> edition (McGrawHill).
2. Michael Armstrong – *A Handbook of Employee Reward Management & Practice*, Kogan Page 2/e.
3. Dipak Kumar Bhattacharyya – *Compensation Management* – Oxford University Press 2009
4. P.L Malik- *Handbook of Labour and Industrial Law* (EBC) (12<sup>th</sup> Edition, 2009)
5. Richard I Henderson, *Compensation Management in Knowledge – Based World*, Pearson education, 10/e, 2009
6. K Aswathappa- *Human Resource Management*- Tata Mc Graw-Hill Fifth Edition, 5/e 2008

**MBA**  
**Semester IV**  
**MB405 (H4) - PERFORMANCE MANAGEMENT**

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**Unit 1**

**Introduction**

Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

**Unit 2**

**Measuring Performance**

Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

**Unit 3**

**Behavioural Issues and Employee Development**

Relationship between performance measurement systems and behavior; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

**Unit 4**

**Performance Consulting** Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

**Unit 5**

**Current Developments and Emerging Issues in Performance Management** Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Devising separate measures in respect of managerial and divisional performance. Application of value-based management approaches to performance management. Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

**Suggested Readings**

1. Herman Aguinis (2007). *Performance Management*. Pearson Education.
2. Lance A. Berger and Dorothy (2007). *The Talent Management Hand Book*. Tata Mc-Graw Hill
3. Rao T.V. (2007). *Appraising and Developing Managerial Performance*. Excel Books.
4. Dixit Varsha (2008). *Performance Management*. Vrinda Publications Ltd.

**MBA**  
**Semester IV**  
**MB406 (M2) - CUSTOMER RELATIONSHIP MANAGEMENT**

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**Unit 1**

**Customer Relationship Management**

Introduction, Defining Explosion of CRM in Marketing and IT, Enablers for the Growth of CRM, the Criticality of Customer Relationships, School of thought on CRM, Implementing CRM, benefits of CRM, relationship Building as a Process, Bonding for Customer Relationship, CRM Framework Market Share Vs Share of Customer, Lifetime Value of Customers, Activity-based Costing for CRM.

**Unit 2**

**CRM Applications in Consumer and Business markets**

CRM in Services (Hospitality, Telecom, Banking and Airlines), Characteristics of Business Markets, Importance of CRM in B2B Markets, Key Account Management, Customer Value Management in Business Markets, Role of CRM in various stage of scales Cycle, CRM-Going Beyond Traditional Marketing, The Customer Lifecycle, Role of CRM in Pre-purchase Stage, Role of CRM in purchase Stage, Role of CRM in Usage Stage, Role of CRM in Winning Back Lost Customers.

**Unit 3**

**Technological Tools for Customer Relationship Management**

Data Warehousing and Data mining applications for CRM, Campaign management, Sales Force Automation, Customer Services and Support, Role of Interactive Technologies, Role of a Contact Centre in Building Relationships, Components of a Contact Centre, Economics of a Contact Centre, Introduction to e-CRM Software Package.

**Unit 4**

**Implementing CRM**

Defining a CRM Strategy, CRM Implementation Road map, Developing a Relationship Orientation, Customer-Centric marketing and Processes, Building Organisational Capabilities through Internal Marketing, Issues in Implementing Technology Solutions for CRM. Operational Issues in Implementing CRM, Process View of CRM, Budgeting for Attraction vs Retention, Learning from Customer Defections, customer Retention Plans, evaluating Retention Programmes.

**Unit 5**

**CRM Measurement**

Introduction, What needs to be measured: Attitudinal and Behavioral Loyalty, CRM Metrics, Loyalty Card, Types of Customer Metrics, three approaches in KPI development, Measure to Align (Balanced Score Card), Measures to Motivate and Measures to Improve, Customer Scorecard: Adopting the customer lifecycle approach, External Measures, Internal Measures, Retention rate, Customer centered composite indices, Customer value index, Applications of These metrics, Customer Profitability as a basis of segmentation, Hurdle Rate, tracking the Potential Profitability, BSC customer profitability metrics, Measurement at Hewlett Packard, tracking Net Promoters, appendix: Customer-facing Operations, CRM Metrics under Customer-facing Operations.

**Unit 6**

**Guarding against CRM Failures**

Defined CRM Strategy, Creating the right Culture, Proper Use of Knowledge Management Ensuring that the CRM Implementation is Done Right, Corrective Measures, Collaborations, Constant Learning, Technology Gaps, CRM is NOT about Technology, The '7' Deadly Sins in CRM, Gartner's CRM Excellence Criteria, CRM Excellence Awards.

**Suggested Readings**

1. Baran, Roger J, Galka, Robert and Strunk, Daniel P, *Principles of CRM*, Mason: Thompson South Western, 2007.
2. Wagner, William & Zubey, Michael CRM, Boston, Thompson *Course Technology*, 2006
3. Anderson, K, *CRMTMH*, Delhi, 2002.
4. Kaushik Mukherjee(2007), *CRM-Astrategic Approach to Marketing*, Phi, N.Delhi.
5. Alok Kumar, Chhatri Sinha & Rakesh Sharma (2010), *CRM-Concepts & Applications*, Bixtantra, N.Delhi.

6. Burnett, Ken(2000), *The Handbook of Key Customer Relationship Management*, PHI.
7. G Shainesh, Jagdish N Sheth, (2007), *CRM-A Strategic Perspective*, Mac Millan India Ltd., New Delhi
8. Zikmund, William G.et al. (2008), *Customer Relationship Management: Integrating Marketing Strategy and Information Technology*, John Wiley

**MBA**  
**Semester IV**  
**MB407 (IB1) - EXIM FINANCING AND DOCUMENTATION**

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**Unit 1**

**Introduction**

Export and Import documentation; Foreign exchange regulations; including FEMA, IS/ISO 9000 and new ISO 14000 accepted quality certificates; Quality Control and pre-shipment inspection; Export trade control; Marine insurance; Commercial inspection and practices.

**Unit 2**

**Export Procedures**

General excise clearances: Role of Clearing and forwarding agents; shipment of export cargo. Export credit, Export credit guarantee and policies; Forward exchange cover; Finance for export on deferred payment terms; Duty drawbacks.

**Unit 3**

**Import Procedures**

Import Licensing policy; Actual user Licensing; Replenishment Licensing; Import-export pass book; Capital goods Licensing; Export houses and trading houses, Import of unrestricted and restricted items, Customer guarantee, Green channel for import cargo clearance.

**Unit 4**

**Export Incentives**

Overview of export Incentives-ECGC, Duty drawbacks, duty exemption schemes, tax incentives; Procedures and documentation for export incentives. Trading Houses, Export and trading houses schemes: Criteria, Procedures and Documentation; Policy and Procedures for EOU/FTZ/EPZ/SEZ units, Ex-im Bank.

**Unit 5**

**Export and Import Financing**

Nature, General Guidelines, Classification Pre-shipment Finance with classification, Packing credit limits with documents ECGC Formalities, Scrutiny of Packing credit application amount and disbursement. Repayments and sharing of Packing credits, Substitution of export contracts, Pre-shipment in Foreign currency, Factoring Services, Post shipment Finance.

**Suggested Readings**

1. Cherian and Parab: *Export Marketing*, Himalaya Publishing House, New Delhi.
2. Government of India: *Handbook of Procedures, Import and Export Promotion*, New Delhi.
3. Rathod, Rathor and Jani: *International Marketing*, Himalaya Publishing House, New Delhi.
4. Export- *Import Manual*, Nabhi Publication, New Delhi.
5. Government of India: *Export Policy, Procedures*, etc (Volumes I, II and III) New Delhi.
6. Khurana P.K- *Export Management*, Galgotia Publication.

**MBA**  
**Semester IV**  
**MB407 (IB2) - GLOBAL FINANCIAL MARKETS AND INSTRUMENTS**

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**Unit 1**

**Global Financial Markets**

International Financial Market, European Financial Market Functions, Structure, Participants, Depository Receipts Market, Commercial papers-Market.

**Unit 2**

**Euro Currency Market**

Creation of Euro Dollar, Global Currency Markets (with Size and Structure); Asian Markets-Transactions, Regulatory Systems and Measure Instruments.

**Unit 3**

**International Money Markets**

GDR's, ADR's, IDR's, Euro Bonds, Euro Loans, Euro Issues, Commercial papers, Repos, Derivatives, Floating rate instruments, Euro deposits, Loan Syndication, Money Market Institution(IMF, IBRB, Development Banks).

**Unit 4**

**Global Capital markets**

Equity, Euro Equity Markets, debt Market, Emerging Market Assets, world capital market and Financial Sector Reforms in India.

**Unit 5**

**Foreign Portfolio Investment**

As an alternative Sures, Foreign currency Flows and Asset prices; Techniques of Portfolio Investment, Landing Capital Flows Recipients, and Portfolio of capital Flows Financial Innovations Stock market Bubbles, Financial Crashes and Scams in international capital Markets.

**Suggested Readings**

1. Shapiro, A.C: *Multinational Financial Management*, Prentice Hall of India, New Delhi
2. Buckley, Adrian: *Multinational Finance*, Prentice Hall of India, New Delhi.
3. Maurice, Levi: *International Finance*, McGraw Hill, Int., Ed., New York.
4. Bhalla V.K: *Investment- Security Analysis- S.Chand (New Delhi) Management and Portfolio Management.*
5. Henning C.N., Piggot, W. and Scott, W.H: *International Financial Management*, McGraw Hill, Int. Ed., New York.
6. P.G: *Global Financial System*, TMH, Delhi.
7. Apte P.G: *Global Financial System*; TMH, Delhi



**MBA**  
**Semester IV**  
**MB407 (IB3) - FOREX MANAGEMENT AND CURRENCY DERIVATIVES**

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**Unit 1**

**The Foreign Exchange Market**

**Organisation-** Spot Vs Forward Markets- Bid and Ask Rates- Interbank Quotations- International Market Quotations- Cross Rates- Merchant Rates- FEDAI Regulations – Roles of RBI.

**Unit 2**

**Exchange Rates**

Exchange Rate System- Gold Standard- Bretton Woods- Fixed Vs Floating Exchange Rate systems- Determinants of Exchange Rates- Exchange Controls.

**Unit 3**

**Foreign Exchange Transactions**

Purchase and sales transactions – Spot vs Forward transactions- Forward Margines- Interbank Deals – Cover deals – trading- swap deals- Arbitrage operations – Factors Determining Forward margins.

**Unit 4**

**Exchange Rates**

Principal types of Ready Merchant Rates- ready rates based on cross rates, Forward exchange contracts – Execution of Forward contracts – Cancellation and Extensions – Dealing position- Exchange Positon – Cash position.

**Unit 5**

**Currency Derivatives as Hedging Mechanism**

Currency Forwards- Currency Futures – Currency Option – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

**Suggested Readings**

1. Alan C Shapiro: *Multinational Financial Management*, Prentice Hall, New Delhi.
2. Francis Cherunilam: *International Economics*, Tata McGraw Hill Pub Ltd, New Delhi.
3. Ian H Giddy: *Global Financial Markets*, AITBS Publishers and Distributers, New Delhi.
4. C Jeevanandam, *Foreign Exchange: Practice, Concepts*, Sultan Chand & Sons, New Delhi.
5. Vijayabhaskar P and Mahapatra B., *Derivatives Simplified*, Respose Books, Sage Publications, New Delhi
6. Apte P.G – *Global Financial System*, TMH.

**MBA**  
**Semester IV**  
**MB407 (IB4) - INTERNATIONAL BUSINESS LAWS AND TREATIES**

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**Unit 1**

**Legal Framework of International Business**

Nature and Complexities; Code and Common Laws and their Implications to Business; International Business Contract – Legal Provisions; Payments Terms; International Sales Agreements; Rights and Duties of Agents and Distributors.

**Unit 2**

**Regulatory Framework of WTO**

Basic Principles and Charter of GATT/WTO; GATT/WTO provisions relating to Preferential Treatment of Developing Countries; Regional Groupings, Subsidies, Technical Standards, Antidumping Duties and other Non-Tariff Barriers, Custom Valuation and Dispute Settlement.

**Unit 3**

**Implications of WTO to Important Sectors**

GATS, TRIPs and TRIMS, Regulations and Treaties Relating to Licensing; Franchising; Joint Ventures, Patents and Trade Marks; Technology Transfer, Telecommunications. Frame work relating to Electronic Commerce.

**Unit 4**

**Regulatory Framework and Taxation**

Electronic Commerce – Cross Border Transactions – On-Line Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax Revenues.

**Unit 5**

**Indian Laws and Regulations Governing International Transactions**

FEMA; Taxation of Foreign Income; Foreign investments; Setting up Offices and Branches Abroad; Restrictions on Trade in Endangered Species and other Commodities.

**Suggested Readings**

1. Lew, Julton D.M and Clive Stand brook (ed.), *International Trade Law and Practice*, Euromoney Publications, London.
2. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: *International Business, Environments and operations*.
- 3.
4. Schmothoff C.R: Export Trade – *The Law and Practice of International Trade*.
5. Motiwal OP, awasthi HIC: *International Trade – The law and Practice*: Bhowmik and company, New Delhi.
6. Kapoor ND: *Commercial Law*; Sultan Chand & Co. New Delhi.
7. Subarao: "*International Business*" Himalaya Publishing House, New Delhi.