

Course Structure & Syllabus  
Of  
Master in Business Administration  
(MBA)  
(2020, 2021 & 2022)

School of Management Studies and Economics

BABA GHULAM SHAH BADSHAH UNIVERSITY  
RAJOURI, JAMMU & KASHMIR, INDIA-185234

Course Structure

MBA

2020-2023

Semester -I

Course code	Course title	Credits	Internal assessment	University Examination
MBA 121	Management Process & organizational Behavior	4	40	60
MBA 122	Accounting for Managers	4	40	60
MBA 123	Quantitative Techniques for Managerial Decisions	4	40	60
MBA 124	Managerial Economics	4	40	60
MBA 125	Business Ethics and Corporate Governance	4	40	60
MBA 126	Business Communication and soft Skills	4	40	60

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## Course Structure

MBA

2020-2023

Semester -II

Course code	Course title	Credits	Internal assessment	University Examination
MBA 221	Marketing Management	4	40	60
MBA 222	Financial Management	4	40	60
MBA 223	Business Law	4	40	60
MBA224	Human Resource Management	4	40	60
MBA225	Research Methodology and its Applications	4	40	60

\*At the end of second semester examination the students will undergo for industrial training for a period of two months under course code, MBAHTM -308. The evaluation of the report shall be based on Presentation and viva voce to be conducted by an external examiner. The external examiner may be an academician or an executive from Industry. Total marks will 100 out of which 50 would be for project report and 50 would be for presentation and viva voce.

Course Structure

MBA

2020-2023

Semester -III

Course code	Course title	Credits	Internal assessment	University Examination
<b>Core Courses</b>				
MBA 321	Project Management	4	40	60
MBA 322	Entrepreneurship Development	4	40	60
MBA 323	Summer Training Project	4		100
<b>Choice Based Complementary Open Electives ( Finance)</b>				
MBAF1	Security Analysis	4	40	60
MBAF2	International Finance	4	40	60
MBAF3	Corporate Tax Planning and Management	4	40	60
MBAF4	Indian financial System	4	40	60
<b>HRM</b>				
MBAH1	Strategic Human Resource Management	4	40	60
MBAH2	Organizational Change and Development	4	40	60
MBAH3	Industrial relations and Labour Laws	4	40	60
MBAH4	Human Resource Development	4	40	60
<b>Marketing</b>				
MBAM1	Advertising and Sales Promotion	4	40	60
MBAM2	Consumer Behavior and Marketing Strategy	4	40	60
MBAM3	Service Marketing	4	40	60
MBAM4	Customer Relationship Management	4	40	60

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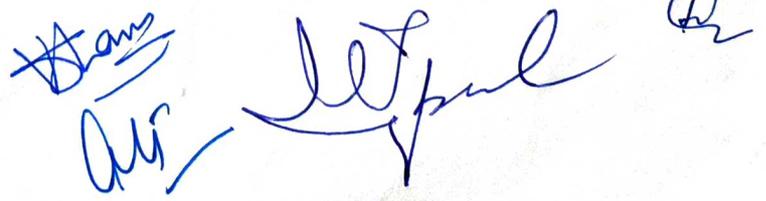
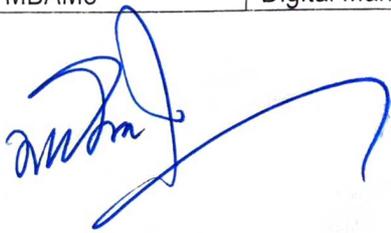
Course Structure

MBA

2020-2023

Semester -IV

Course code	Course title	Credits	Internal assessment	University Examination
<b>Core Courses</b>				
MBA 421	Strategic Management	4	40	60
<b>Choice Based Complementary Open Electives ( Finance)</b>				
MBAF5	Portfolio Management	4	40	60
MBAF6	Financial Derivatives	4	40	60
MBAF7	Behavioral Finance	4	40	60
MBAF8	Mergers and Acquisitions	4	40	60
<b>HRM</b>				
MBAH5	Training and Development	4	40	60
MBAH6	Performance Management	4	40	60
MBAH7	Interpersonal and Group processes	4	40	60
MBAH8	Cross Cultural Management	4	40	60
<b>Marketing</b>				
MBAM5	Strategic Brand Management	4	40	60
MBAM6	Retail Marketing	4	40	60
MBAM7	International Marketing	4	40	60
MBAM8	Digital Marketing	4	40	60



**Course Objective:** To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

#### Unit -I

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

#### Unit -II

**Fundamentals of Planning:** Types of plans, Policies & planning premises, planning process, the nature of objectives & process of MBO, Decision making (nature, process & techniques, models, groups and its decision making). Fundamentals of Organizing- Nature and purpose, Elements and process of organizing, Span of Management, line and staff concept, centralization and decentralization, Delegation of authority, Determinants of organization structure, New approaches in organization design, downsizing and its implications, organizational climate, organizational creativity and innovation.

#### Unit-III

**Meaning and Concept of Organizational Behavior:** Personality: meaning, factors affecting personality, Big five model of personality; Learning: concept and theories of learning (Classical conditioning, operant conditioning and social learning theory), concept of reinforcement; Perception: concept, factors affecting perception, process of perception, perceptual errors.

#### Unit-IV

**Motivation:** Concept, importance, Content theories (Maslows need theory, Alderfers ERG theory (Existence, Relatedness and Growth), McClellands theory of needs, Herzbergs two factor theory) and Process theories (Adams equity theory, Vrooms expectancy theory); Leadership: Concept, Theories (Trait, Behavioural, Contingency, Charismatic, Transactional and Transformational Leadership; Emotional Intelligence: Concept, Importance, Dimensions

#### Unit-V

**Groups:** Definition, Stages of Group Development, Group Cohesiveness; Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window; Conflict: Concept, Sources, Types, Stages of Conflict, Management of Conflict; Organizational Power: Sources of Power and Dysfunctional uses of Power; Organizational Change: Concept, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change; Organizational Development (OD): Meaning and types of OD Interventions.

**Course Outcomes:**

CO1-Understand the nature of management and describe the functions of management.

CO2- Understanding the specific roles of contemporary management.

CO3-Understand the role of personality, learning and emotions at work.

CO4- Discover and understand the concept of motivation, leadership, power and conflict.

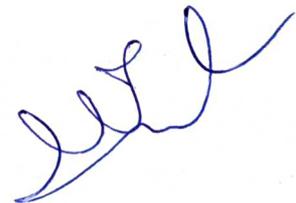
CO5-Understand the foundations of group behaviour and the framework for organizational change and Development.

**Note for Paper Setting:**

The question paper will be divided into two sections. Section A will be compulsory and will contain 10 very short answer type questions, two questions from each unit which elicit answers in not more than 20 words and/or multiple choice and/or fill in the blanks, each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Suggested readings:**

1. Robbins, Stephen P and Judge, T.A. (2013). Organisational Behaviour (15th Edition). Pearson.
2. Stephen, P. Robbins and Mary, Coulter (2010). Management (9 th Edition). Pearson.
3. Wehrich Heinz and Koontz Harold, A Global and Entrepreneurial Perspective, 12th Edition, McGraw Hill
4. Stoner, Freeman & Gilbert Jr, Management Organizational Behaviour, 6 th edition, PHI
5. Betty Jane Punnett, International Perspectives on Organizational Behavior and Human Resource Management, M.E. Sharpe, 2012.



Course Title: Accounting for Managers  
Course Code: MBA 122  
Duration of Examination: 03 Hours  
Credit:04

Total Marks:100  
University Examination:60  
Sessional Assessment:40

**Leanings objectives :** The main aim of this course is to encourage students to acquire knowledge and skill relating to application of management accounting concepts and techniques and thus develop in them the ability to collect, analyse and communicate financial and non financial information to assist management in decision making process. Upon successful completion of this course, students will be able to demonstrate the application of rational economic decision making and prepare them for career in accounting, Private –industry, Govt and Banking and Financial sectors.

**UNIT I: Introduction to Management Accounting:** Concept, need, importance and scope of Management Accounting, Branches of accounting, Relationship between Financial accounting, Cost accounting and Management accounting, Role of management accounting in managerial decisions, Meaning, objectives, and functions of Financial Statements. Generally Accepted Accounting Principles; (GAAPs) Users of accounting information, Concept and need of Accounting Standards, Accounting Standards and IFRS, Ind -AS

**UNIT II: Preparation of Financial Statements.**

Double Entry Systems of Accounting, Journalizing of transactions, ledger Posting and Preparation of TrialBalance, Preparation of Companies' Financial Statements as the per Revised Schedule VI. **Depreciation**, Straight Line method, Written down Value Method. (Case Study).

**UNIT III: Analysis of Financial Statements**

Tools Of Analysis: Common Size Statement, Comparative Statements, Trend Analysis, and Ratio Analysis of Financial Statements, Methods of analysis; Meaning, objectives and purpose of ratio analysis, Advantage and limitations of ratio analysis. Types of ratios; Solvency, Profitability, Activity and Liquidity Ratios. Goodwill; Meaning, need and objectives of goodwill. Methods of valuation of goodwill (Average Profit Method and Super profit method) (Case Study)

**UNIT IV: Statement of Cash Flow:**

Cash flow statement: meaning, aims and objectives of cash flow statement, utility of cash flow statement: preparation of adjusted profit and loss account, preparation of cash flow statement. Valuation of shares; meaning, objectives and methods of valuation of shares Intrinsic value method. Earning capacity, Yield method, and Fair value method.

**UNIT V: Budget, Budgeting and Budgetary Control:**

Concepts, objectives and types of budgets, fixed and flexible budgets, preparation of cash budget, sales budget, production budget and zero base budgeting, Distinction between Budgeting and Standard Costing. Marginal costing concept, distinction between marginal costing and absorption costing, breakeven point, contribution, profit volume ratio and margin of safety analysis. Decisions making: Make or buy decisions, dropping a product, Exploring new market, introducing new product, product mix decisions.



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### Course outcomes

**CO 1:** To understand the relationship between financial accounting, cost accounting, management accounting and its importance for managers in decision-making process and to comprehend the basic philosophy of various accounting principles involved in the processing and presentation of Accounting information.

**CO 2:** To bring about the thorough understanding of preparation of financial statements of business entities as per the best industry practices along with the main methods of charging depreciation on fixed & tangible assets.

**CO 3:** To demonstrate knowledge in making analysis of various quantitative variables of financial statements by establishing their relationships between them and to analyse financial data to support business decisions strategies, including valuation goodwill.

**CO 4:** To be able to make distinction between the various inflows and outflows of cash which will help them to make investment and financial decisions after making critical analysis of operation of business including valuation of shares of various companies

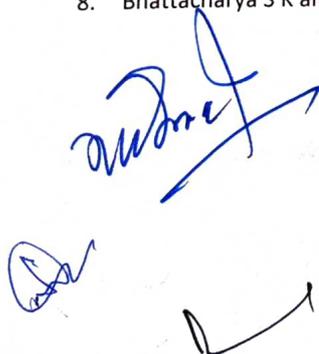
**CO 5:** To be able to demonstrate progressive learning in the elements of managerial decision-making through the ideas and practices of budgeting, marginal costing techniques, standard costing, and variance analysis to take various strategic decisions on pricing, capacity, product mix, make or buy or dropping a product etc.

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. Ahmed N; , Iqbal J, Saima Accounting for Managers (2018) New Delhi Publishers, New Delhi 110059.
2. Ahmed, N;, Sharma A ;, *Corporate Accounting* (2013) Ane Books Pvt. Ltd. Darya Ganj New Delhi 110002
3. Ahmed, N; Iqbal J, and Saima (2018) *Financial Accounting*; New Delhi Publishers, New Delhi 110059
4. Horngren, Charles (1994), *Principles of Financial and Management Accounting*, Englewood Cliffs, New Jersey, Prentice Hall Inc.,
5. Hawkins Robert Anthony (1995), *Accounting Text and Cases*, Richard D. Irwin London.
6. Maheshwari S.K, Maheshwari S. N Mittal (2005), *Cost Accounting* , Mahavir Book Depot New Delhi.
7. Gupta S. K and Sharma S. K (2009), *Management Accounting*, Kalyani Publication.
8. Bhattacharya S K and Johndearden (1987), *Accounting for Management*, Vikas Publication 8<sup>th</sup> Edition.



**Course Title: Quantitative Techniques for Managerial Decision**

**Total Marks:100**

**Course Code: MBA 123**

**University Examination:60**

**Duration of Examination: 03 Hours**

**Sessional Assessment:40**

**Objectives:** To provide strong understanding of statistical concepts and their applications to students and to train them in interpreting and using data output in managerial decision making through the use of Microsoft Excel Packages & other statistical tools.

### Unit I

**Data:** Concept & Types of Data, Measurement Scales: Nominal, Ordinal, Interval & Ratio Scale  
**Measures of Central Tendencies:** Arithmetic Mean, Median and Mode for grouped & Ungrouped data. **Measures of Dispersion:** Variance, Standard Deviation, Coefficient of variance

### Unit II

**Sampling:** Random and Non-Random sampling & Sampling distributions, sample size and standard error.

**Correlation Analysis:** Concept, types & methods of studying coefficient of correlation: Scatter diagram method, Karl Pearson's coefficient & Spearman's Rank correlation coefficient method; Coefficient of determination.

### Unit III

**Simple Regression:** Basic concepts and assumptions, Estimation using regression line, Method of least squares, Standard error of estimation, concept of multiple regression.

**Hypothesis Testing: One Sample:** Types of hypothesis, significance level, type I and Type II errors, one and two tailed tests, hypothesis testing of mean (under conditions of known and unknown variance).

### Unit IV

**Analysis of Variance:** Basic concepts, calculating variance among sample means and within samples, F-tests, ANOVA One Way and Two Way

**Probability Distributions:** Concept of Discrete & Continuous Probability Distributions; Binomial distribution, Poisson distribution & Normal distribution (Characteristics & area under normal curve).

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## Unit V

**Chi-square Analysis:** Basic Concepts of Non-Parametric Tests, Chi-square Test as test of independence and Chi -Square as a test of goodness of fit.

**Estimation:** Concept of point and interval estimates, confidence intervals, interval estimates of mean.

**Course Outcomes:** After completion of the Course the student will be able to:

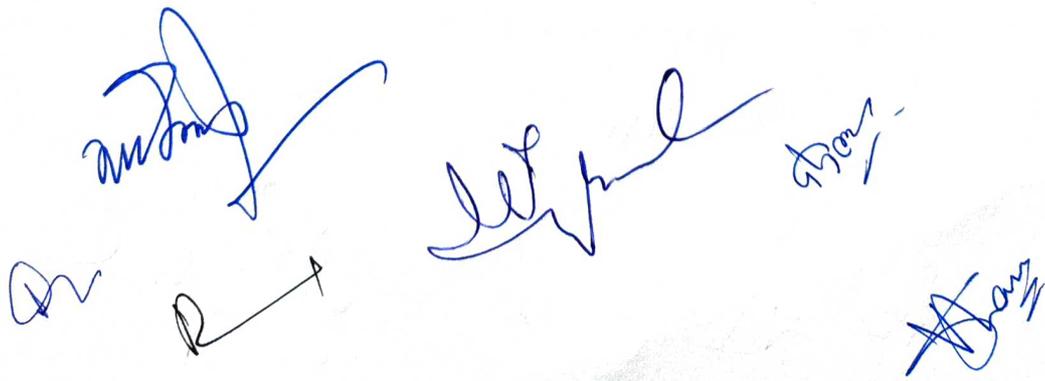
- CO1: Understand the basic concepts of data, its types and will be able to use the measures of central tendency & Dispersion of any data.
- CO2: use the right method of doing sampling & will be able to find & interpret the correlation coefficient for qualitative as well as quantitative data
- CO3: will be able to understand the casual relationship between the variable through calculation of regression coefficients. The students shall also well verse with the concepts of Hypothesis, its types & testing
- CO4: find the significance of difference between the means of more than two samples through the technique of ANOVA. The student will also be having the understanding of Probability & Probability distributions
- CO5: will be having good understanding of Parametric & Non-Parametric tests and will be able to use chi-square test as a test of Independence of the variables & as a test of goodness of fit

### Note for Paper Setters

The Question paper shall have two sections. **Section A** will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. **Section B** will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### Suggested Readings

1. Sharma J K (2011), Business Statistics 2nd Ed., Pearson Education
2. Statistical Methods, S P Gupta, Sultan Chand Publication, Edition 2009
3. Levin Richard I, David S. Rubin (2011), Statistics for Management, 8th Ed., Prentice Hall of India
4. Chawla, Deepak & Sodhi, Neena (2018) Research Methodology: Concepts & Cases (2<sup>nd</sup> Edition) Vikas Publications

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Course Title: Managerial Economics  
Course Code: MBA-114  
Duration of Examination: 03 Hours

Total Marks:100  
University Examination:60  
Sessional Assessment:40

**Objective:** The objective of this course is to acquaint the students with concepts and techniques used in micro-economic theory and enable them to apply these in business decision making.

### Unit I

**Introduction to Managerial Economics:** introduction, definition, nature, scope and significance of managerial economics. Managerial economist's role and responsibility, uses of managerial economics. Basic economic tools in managerial economics—Opportunity cost principle, discounting principle and Equi- marginal principle.

### Unit II

**Demand and Supply Analysis:** theory, demand function, the law of demand, individual and market demand, determinants of demand, elasticity of demand-price, income and cross, methods of its measurement, meaning and determinants' of supply, the law of supply, indifference curve approach, properties of indifference curve, application of indifference curve and uses of indifference curve, demand forecasting.

### Unit III

**Cost Analysis:** production and cost analysis, production function, the Iso-quant, the law of diminishing returns, economies of scale, classification of costs, average cost and marginal cost relationships, long-run and short-run cost functions.

### Unit IV

**Market Structures:** market structures, price determination under perfect competition (features, equilibrium of the firm, price and output determination), Price determination under monopoly (features, monopoly vs. perfect competition). Price determination under monopolistic competition, Price determination under oligopoly. Price discrimination- Meaning and degree of price discrimination.

### Unit V

**Macroeconomic Analysis:** introduction and importance of macroeconomic. National income, different concepts of national income and its measurement, economic indicators ( per capita income, physical quality of life index, human development index and quality of life index) business cycle—features, phases & causes of business cycle, inflation—meaning, types, causes and consequences of inflation.

**Course outcomes:**

After completion of this course students will able to

1. Understand concept of Managerial economics.
2. To gain concept of demand, supply and cost analysis
3. Contrast the decision-making process across industries characterized by pure competition, monopolies, and oligopolies.
4. Illustrate common pricing strategies in different market structure.
5. To understand different macroeconomic variables.

**Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit, each question carrying 10 marks

**Suggested Readings**

1. Dornbusch, Fisher and Startz (2002), Macroeconomics Tata McGraw Hill.
2. Frank and Bernanke, Economics (2007), Tata McGraw Hill.
3. Peterson and Lewis (2005), Managerial Economics, Prentice Hall of India.
4. Samuelsson and Nordhaus (2005), Economics, Tata McGraw Hill.
5. Thomas and Maurice (2005), Managerial Economics, Tata McGraw Hill.



**Course Title: Business Ethics and Corporate Governance Total Marks:100**

**Governance**

**Course Code: MBA 115**

**University Examination:60**

**Duration of Examination: 3 hours**

**Sessional Assessment:40**

**Objective:** This course aims to provide an insight about various concepts of business ethics and also provides an in-depth knowledge regarding corporate governance and related issues in Indian Global context.

### **Unit I**

**Introduction to Ethics :** Ethics: Meaning, Nature and Importance, Ethical concepts, Morality, Business Ethics: Nature, Objectives, Importance , Relationship between Business and Ethics , Importance of ethics for Managers and Organizations, Ethical Theories, Stages of Ethical Consciousness in business ,Ethical models, Work ethics, Managing Ethics at work place.

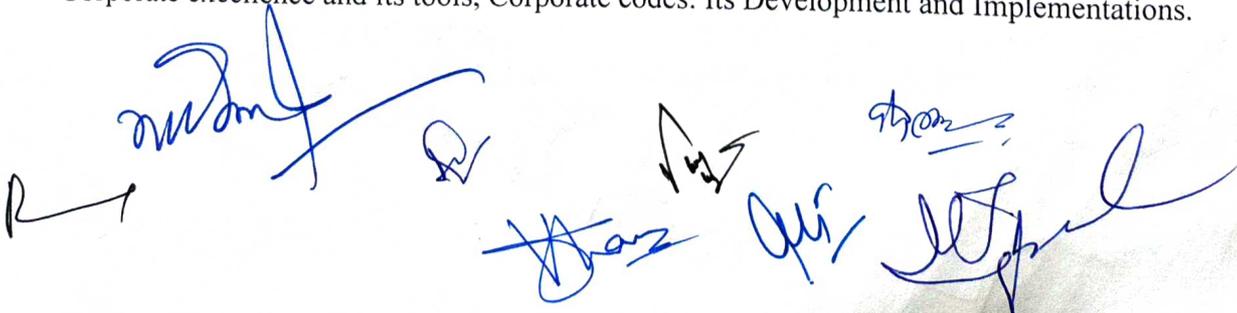
### **Unit II**

**Values:** Meaning, Nature and importance of values, Types of values, Formulation of values, Relevance of values in management, Values across cultures, Relationship between morals, values and ethics, Conflict of values, Linking an individual's personality and values to work place, Indian values in management, Organization ethics development system.

### **Unit III**

**Ethical Decisions:** Types of decisions, Features of good decision making, Problems in decision making process, Ethical decision making frameworks, Ethical decision-making models, Ethical dilemmas at work place, Resolution of ethical dilemmas, Social responsibility of business, Corporate Social Responsibility towards different stakeholders.

**Unit IV Corporate Governance:** Meaning, Importance, Principles of Corporate Governance, Corporate governance structures, role of board of directors, Models and theories of Corporate Governance, Corporate governance in India, Promoting value based governance in organizations, Corporate excellence and its tools, Corporate codes: Its Development and Implementations.

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## Unit V

**Ethical Issues in Functional Areas:** Ethics in Finance, Marketing, Advertising, Sales, Human Resource Management and Information Technology, Ethical challenges of cyber age, Ethical issues in global business, Gender ethics, Environmental ethical issues, Ethical audit, Duties, Rights and obligations of an auditor.

**Learning Outcomes:** On successful completion of the course, the student will be able to:

CO1: Understand the importance of ethics for managers and for the organizations.

CO2: Know how values are formulated and its relevance at work place.

CO3: Understand approaches for resolution of dilemmas while decision making.

CO4: Explain relevance of corporate governance for Indian organizations.

CO5: Understand the necessity and importance of ethics in different functional areas.

### Note for Paper Setters:

Question paper shall be divided into two sections: **Section A** shall be compulsory and will contain 10 questions, which may be very short answer type (not exceeding 20 words), multiple choices, fill in the blanks, or true/false. Each question in this section shall carry one mark. **Section B** shall consist of 10 long answer type questions, two from each unit, and the candidate shall be required to answer one from each unit. Each question in this section shall carry 10 marks.

### **Suggested Readings:**

1. Albuquerque, Daniel, Business Ethics-Principles and Practices, 4<sup>th</sup> edition, Oxford Higher education.
2. Bhatia S.K, Business Ethics, 4<sup>th</sup> edition, Excel Books PVT. LTD
3. Johnson C. E, Organizational Ethics- A practical Approach, 2<sup>nd</sup> edition, SAGE Publication LTD
4. Subramaniam A. V, Business Ethics, 2011 edition, Himalaya publishing House.
5. Jayati and Subrata, Corporate Governance in India, 2016, Sage Publications.
6. Chakraborty S.K, Management by Values, 2011, Oxford University Press.
7. P. Kesho, Corporate Governance, 2017, PHI Learning Pvt. Ltd.

**Course Title: Business Communication & Soft Skills**

**Total Marks:100**

**Course Code: MBA 126**

**University Examination:60**

**Duration of Examination:03 hours**

**Credit:04**

**Sessional Assessment: 40**

Objective: The course is designed to acquaint the students with the principles and practices of business communication.

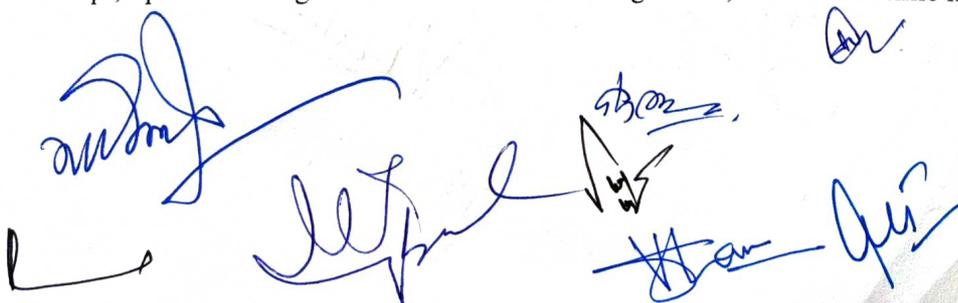
**Unit I:** Introduction to Communication: Need for Effective Communication. The Process of Communication, Levels of communication, Flow of communication, Communication networks, Significance of technical communication, Barriers to Communication, Principles of effective communication, Listening Skills: Listening as an active skill, Types of Listeners, Developing effective listening skills, Barriers to effective listening skills. Non-verbal Communication: Concept, Importance and Forms of non-verbal communication, Guidelines for developing non – verbal communication skills.

**Unit II:** Technical Writing: Concept and importance, Differences between technical and literary writing style, Elements of style, Common Errors in writing, Skills for effective writing, Job Application: Cover letter, Differences between bio-data, CV and Resume. Interview Skills: Types of Interviews, ensuring success in job interviews, appropriate use of non-verbal communication skills in interview.

**Unit III:** Group Discussion: Guidelines for conducting Group Discussions, Process of Group Discussion, Ensuring success in Group discussion , Differences between group discussion and debate, Ensuring success in group discussions, Presentation Skills: Oral presentation and public speaking skills, Designing formal business presentations, Content of presentation, Principles for effective business presentations.

**Unit IV:** Intrapersonal and Interpersonal Skills: Understanding the importance of various skills involved in developing and enriching interpersonal relationships, Self awareness; importance and components, Need to understand and handle emotions of self and others. Team work; Understand the necessity and importance of working together as a team.

**Unit V:** Social Skills and Conflict Management Skills: Component of Social Skills, effective ways of dealing with people, Types of conflicts (intrapersonal, intra group and inter group conflicts), Conflict handling strategies, Emotional intelligence and leadership; Awareness of one's own leadership style and performance. Nurturing leadership qualities, Time management; Concept, tips and strategies for effective time management , benefits of time management.

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**Learning Outcomes:** On successful completion of the course, the student will be able to:

CO1: Explain the importance of communication for an individual and for the organization.

CO2: Analyze the functions of non verbal communication and appropriate use of non verbal communication

CO3: Outline the role of presentation skills and public speaking skills for proper functioning of business

CO4: Explain how to handle emotions of self and others for better performance

CO5: Understand the necessity and importance of working together as a team.

**Note for Paper Setting:** The question paper will be divided into two sections. Section A will be compulsory and will contain 10 very short answer type or objective type questions, two questions from each unit which elicit answers in not more than 20 words. Each question will carry 1 mark. Section B will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Suggested readings:**

1. Hurlock, E.B .Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.

2. Robbins, S.B. Organizational Behavior, New Delhi: Prentice Hall of India.

3. Varinder Kumar, Bodh Raj, Manocha. Business Communication Skills, Kalyani Publishers. Delhi, latest edition.

4. Rajender Pal, Essentials of Business Communication : - Sultan Chand & Sons, New Delhi.

5. Charurvedi, P.D and Chaturvedi, Mukesh, , business communications skills, concept and applications, Pearson new Delhi.

Course Title: Marketing Management

Course Code: MBA 221

Duration of Examination: 03 Hours Sessional Assessment: 40

Credits: 04

Total Marks: 100

University Examination: 60

**Course Objective:** The objective of this course is to make students learn about how marketing management programs are framed and implemented by eminent Corporate Houses. The course also focuses on framing strategies with respect to components of Marketing Mix for products as well as Services. The course further extends greater career opportunities in the field of Marketing Management because of greater emphasis towards achieving Marketing Goals.

#### UNIT I

**Introduction to Marketing Management:** Nature, objectives, importance and scope of Marketing Management, Types of entities marketed, possible demand states in Marketing Management, types of markets, challenges in Marketing Management, Marketing Management Philosophies, Corporate social initiatives in marketing, Marketing Management tasks, shifts in Marketing Management, Value delivery process in Marketing Management, Market Opportunity Analysis, Opportunity matrix and threat matrix, Contents of a marketing plan.

#### UNIT II

**Marketing Environment:** Introduction and characteristics of environment, Environmental sectors (Technological, Political, Social, Socio-Cultural, Demographic, Legal, Economic and Suppliers Environment), **Environment Scanning:** Approaches and sources of information for environment scanning, Factors considered in environment scanning, Environment scanning techniques, Marketing Intelligence system, steps for improving quality of marketing intelligence, Megatrends shaping the consumer landscape, Global forces affecting marketing.

#### UNIT III

**Marketing Research:** Introduction and process of marketing research, research approaches and instruments of marketing research, characteristics of a good marketing research, overcoming barriers to the use of marketing research, **Consumer behavior:** Model of consumer behavior, consumer buying decision process, Market segmentation: types of market segmentation, segmentation process, effective segmentation criteria, positioning and types of positioning, Differentiation and conditions for differentiation, risks and benefits associated with differentiation.

#### UNIT IV

**Product:** Introduction and classification of products, product levels (customer value hierarchy), Product life cycle stages and strategies adopted in each stage of product life cycle, product mix (width, length, depth & consistency), Services: Introduction and categories of services mix, distinctive characteristics of services mix, service quality model, **Pricing:** understanding pricing, setting the price, pricing methods, factors affecting pricing, initiating and responding to price changes (Initiating price cuts, initiating price increases, reactions to price changes & responding to competitors price changes).

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## UNIT V

**Marketing Channels:** Importance of marketing channels, functions of channel members, channel levels, channel design and channel management decisions, vertical and horizontal marketing systems, Retailers and types of retailers, retail category management, trends in retailing, Wholesaling and major types of wholesalers; Marketing communication mix (Advertising, personnel selling, publicity, sales promotion, public relations), Marketing Audit and components of a marketing audit (environment, strategy, organization, systems, productivity and marketing function audits).

### Course Outcomes:

**CO1:** To get students familiar with concepts related to Marketing Management.

**CO2:** To make students get acquainted with marketing environment and environment scanning.

**CO3:** To make students recognize the prominence of marketing research and consumer behavior issues.

**CO4:** To divulge students regarding product and service categories and their pricing.

**CO5:** To get students acknowledged with marketing channels and marketing audit procedures.

### Note for Paper Setter:

The question paper shall have **02** Sections. **Section A** will be compulsory and shall contain **10** multiple Choice/fill in the blanks type questions. The candidate is required to attempt all questions in this Section each carrying **01** mark. **Section B** contains a total of **10** questions. The candidate is required to answer **05** questions selecting **01** from each Unit. Each question in this section carries **10** marks.

### Suggested Readings:

1. David Jobber (2009), *Foundations of Marketing*, 4<sup>th</sup> edition, Tata McGraw Hill, New Delhi.
2. Donald Lehmann & Russell Winer (2005), *Analysis for Marketing Planning*, 6<sup>th</sup> edition, Tata McGraw Hill, New Delhi.
3. Kotler P, & Keller, K (2009), *Marketing Management*, Prentice Hall, 5<sup>th</sup> edition, New Delhi 2009.
4. Kotler Philip, Kevin Keller, A. Koshy and M. Jha (2011), *Marketing Management in South Asian Perspective*, 13<sup>th</sup> edition, Pearson Education, New Delhi.
5. Ramaswamy & Namakumari (2011), *Marketing Management*, 4<sup>th</sup> edition, McMillan, New Delhi.
6. Philip Kotler and Kevin L. Keller (2005), *Marketing Management*, 12th ed., Upper Saddle River, NJ: Prentice Hall.
7. Philip Kotler and Gary Armstrong (2001), *Principles of Marketing*, 9th ed., Upper Saddle River, NJ: Prentice Hall.



Course Title: Financial Management

Total Marks:100

Course Code: MBA- 222

University Examination:60

Examination Duration: 03 Hours

Sessional Assessment:40

**Objective:** This course aims at helping students to understand the conceptual framework of financial management and its applications under various environmental constraints.

#### Unit I

**Financial Management:** Meaning, nature and scope of financial management, financial goal- profit vs. wealth maximization. Finance functions: investment, financing and dividend decisions. Time value of money: compounding and discounting technique.

#### Unit II

**Working Capital:** Concepts of working capital, types of working capital, various approaches to working capital management, factors affecting working capital requirement. Working Capital Management -- Management of cash, inventory (Case Study) and receivables. Working Capital Financing--Sources of short term financing, role of commercial banks in providing working capital; commercial papers; factoring and other tools of working capital management.

#### Unit III

**Cost of Capital:** Meaning and significance of cost of capital; (Case Study) calculation of cost of debt, preference capital, equity capital and retained earnings; weighted cost of capital. Concepts of leverage operating and financial leverage.

#### Unit IV

**Capital Budgeting:** Nature of investment decisions; investment criteria- Net present value, internal rate of return, profitability index, payback period, Accounting rate of return, NPV and IRR comparison, capital rationing, risk analysis in capital budgeting

#### Unit V

**Capital structure:** Concept and approaches of capital structure decisions; Net income approach, Net operating income approach, Traditional and M.M. Hypothesis. Determinants of capital structure. Dividend Decisions-Issues in dividend decisions, relevance and irrelevance theories of dividend, Walter model, Gordon's model, M-M hypothesis, forms of dividend, factors affecting dividend decision.

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### Course outcomes:

After completion of this course students will able to:

1. Understand deep concept of finance and Management
2. To understand working capital Management.
3. They able to understand capital, concepts and types.
4. Full aware about capital budgeting techniques
5. They understand capital structure and dividend policy

### Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit, each question carrying 10 marks

### Suggested Readings

1. Chandra Prsanna (2010), Financial Management, Tata Mc Graw Hill, Delhi,
2. Hampton John (2010), Financial Decision Making, Prentice Hall, Delhi.
3. Pandey I.M. (2010), Vikas Publishing House, Delhi.
4. Van Horne James C (2001), Financial Management Policy, Prentice Hall, Delhi.
5. Van Horne, J.C. and J.M. Wachowicz Jr. (2011), Fundamentals of Financial Management, Prentice Hall, Delhi.
6. Khan M Y, Jain P.K. (2011), Financial Management, Tata Mc Graw Hill, Delhi.
7. Bhattacharya Hrisikhas (2003), Working Capital Management-Strategies and Techniques, Prentice Hall, New Delhi.
8. Block Stanley B Geoffery A Hilt (2010), Foundations of Financial Management, Richard D., Irwin, Homewood.
9. Gupta S.K. and Sharma R.K. (2011), Financial Management, Kalyani Publishers, New Delhi.
10. Archer Stephen H. Choate G. Marc Recette George (2010), Financial Management, John Wiley, New York.  
Pinches George (2005), Essentials of Financial Management, Harper and Row, New

Course Title: Business Law

Total Marks:100

Course Code: MBA 223

University Examination:60

Examination Duration: 03 Hours

Sessional Assessment:40

**Course objective:** The objective of this course is to develop a student's ability to identify, analyze, and resolve problems typically encountered by managers within the framework of legal, regulatory, social and ethical considerations.

### Unit I

**The Indian Contract Act 1872:** Law of contract, contract and agreement, difference between an agreement and contract, offer and acceptance, capacities of parties, consideration and its essential elements, free consent, legality of object and consideration, Agreements proposed to public policy, void agreements and contingent contracts, performance, discharge and remedies of breach of a contract(Case Study)

### Unit II

**The Sale of Goods Act 1930:** Nature and Scope of Sale of Goods Act, 1930, essential elements of contract of sale, difference between sale and agreement to sell, type of goods, conditions and warranties, passing of property, sale by non-owners, delivery and its types, rights of an unpaid seller, rights of buyer, Auction sale, rules regarding Sale by Auction, Liabilities of an Auctioneer

### Unit III

**The Negotiable Instruments Act 1881:** Introduction, meaning and nature of negotiable instrument, essential characteristics and types of negotiable instruments; **Promissory Notes:** essential characteristics and parties to promissory notes, bill of exchange and acceptance; **Cheque:** essentials and parties to a cheque, crossing of a cheque, bouncing or dishonor of cheque

### Unit IV

**Companies Act 1956:** Introduction to companies Act 1956, meaning, characteristics and types of companies, memorandum of association, articles of association, prospectus, share capital and membership, meetings and resolutions, company managements, winding up and dissolution of companies. (Case Study)

### Unit V

**Indian partnership Act 1932.** Meaning and essential of partnership, nature of partnership firm, types of partner, position of minor as partner, property of the firm, mutual rights and duties, reconstitution of firm and dissolution of firm.

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### Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit, each question carrying 10 marks

### Suggested Readings

1. Kapoor, N.D. (2012), Mercantile Law, Sultan Chand Publications, New Delhi.
2. Avatar Singh (2011), Principal of Mercantile Law, 9<sup>th</sup> Edition, Tata McGraw Hill.
3. C S Priyanka Gupta (2012), Corporate Legal Environment, Kalyani Publishers.
4. Garg and Chawla (2012), Mercantile Law, Kalyani Publishers.
5. Tulsian P.C (2011), Mercantile Law, 9<sup>th</sup> Edition, Tata McGraw Hill.
6. Francis C (2011), Business Environment, 9<sup>th</sup> Edition Tata McGraw Hill.

### Course Outcome

1. To demonstrate the relationship between law and economic activity by developing an awareness of legal principles involved in economic relationships and business transactions.
2. To develop an understanding of the free enterprise system and the legal safeguards of the same.
3. To develop in the student an appreciation of the significant role played by the judiciary in the protection of individual liberty and private property.
4. To develop habit of analytical thinking and logical reasoning as a technique for decision-making.
5. To develop in the student acceptable attitudes and viewpoints with respect to business ethics and social responsibility.



Course Title: Human Resource Management

Total Marks:100

Course Code: MBA 224

University Examination:60

Duration of Examination: 03 Hours

Sessional Assessment:40

Credit: 04

**Learning Objectives:**The objective of the course is to acquaint the students with personnel functions, decisions and problems in the total setting of business organization.

#### Unit I

**Introduction to Human Resource Management:** Evolution of human resource management, Definition, scope, functions of HRM, Need for human resource approach, Human resource department, Composition of the HR department, Qualification, and Role of HR manager in an organization. Differentiation between human resource management and human resource development, and Competencies of HR professionals.

#### Unit II

**Manpower Management:**Need for human resource planning, Objective, Levels, Benefits and Steps in human resource planning, Job analysis, Job description and Job specification, Recruitment and selection, Training and its methods, Executive development: process and techniques of executive development programmes.

#### Unit III

**Compensation Management:** Principles of wage determination, Components of compensation, Objectives of wage and salary administration, Methods of wage payments, Job evaluation and its methods, **Performance Appraisal:** Performance appraisal process, Methods of performance appraisal: traditional and modern methods.

#### Unit IV

**Industrial Relations:** Parties to industries relations, Causes for poor industrial relations, Suggestions to improve industrial relations, Industrial disputes: causes of industrial disputes, Trade unions: principles of trade unions, Trade union function, Worker's participation in management in India.

#### Unit V

**Employee Welfare Services and Security:**Quality of work life (QWL) : Scope of QWL and techniques for improving quality work life, Labor welfare agencies in India, Types of labor welfare services, Employee's State Insurance Act, 1948, Employees Provident Fund Act, 1952, Payment of Gratuity Act, 1972.

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## Course Outcomes

- CO 1:** To understand the concept of human resource management, functions, scope, composition and role of HR manager in and organization.
- CO 2:** To bring about the thorough understanding of human resource planning, and training and development programme.
- CO 3:** To demonstrate knowledge in compensation management and performance appraisal.
- CO 4:** To be able to demonstrate progressive learning in the industrial relations and worker's participation in management.
- CO 5:** To bring about the thorough understanding of quality of work life and employee welfare services.

### **Note for Paper Setting:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type or objective type questions, two questions from each unit which elicit answers in not more than 20 words. Each question will carry 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks

### **Suggested Readings**

1. Gary Dessler (2011), *Human Resource Management*, Pearson Education, New Delhi.
2. Monoppa & Saiyadain (2001), *Personnel Management*, 2<sup>nd</sup> edition, Tata McGraw Hill, New Delhi.
3. Mirza Saiyadain (2005), *Human Resource Management*, Tata McGraw Hill, New Delhi.


**Course Title:** Research Methodology and its Applications  
**Maximum Marks:** 100  
**Credits:** 4  
**Examination Duration:** 03 hours

**Course Code:** MBA 225  
**University Examination:** 60  
**Sessional Assessment:** 40

**Objective:** To make students aware about the prominence of research particularly while dealing with business problems and its appropriate use while implementing optimal decision out of many alternative decisions

**Unit I. Business Research:** Introduction to research, Types of Research:-Exploratory and conclusive research, Research process, Research application in business decision making, Features of good research study, Deductive and inductive thought in research, Defining the research problem, Problem identification process, Formulation of research hypothesis.

**Unit II: Research Design:** Exploratory and Descriptive:- Nature of research Design, formulation of research design: process, Classification of research design:- Exploratory research design, secondary research design, two tiered research design and descriptive research design, Define experiment and concepts used in it, Causality, Conditions for making causal inferences, Validity in experimentation, Factors affecting internal and external validity of an experiment, methods to control extraneous variables, Classification of experimental designs:- brief overview.

**Unit III: Data Collection and Measurement:** Classification of data, research applications, advantages and demerits of secondary data, evaluation of secondary data for authentication, classification of secondary, Qualitative method of data collection:-premise for using qualitative research methods, points of difference between qualitative and quantitative research, methods of qualitative research, types of measurement scales, classification of scales, measurement error:- criteria for good measurement, Questionnaire designing:- criteria, types, procedure, physical characteristics of questionnaire, pilot testing.

**Unit IV: Sampling:** Sampling concepts, sample vs census, sampling vs non sampling error, sampling design, probability Sampling design:-probability sampling design, non-probability sampling design, Determination of sample size, Data processing:- field book validation, data editing, coding:- closed and open ended structured questions, classification and tabulation of data, exploratory data analysis

**Unit V: Data Analysis and Interpretation:** Introductory account of descriptive analysis of univariate, bivariate and multivariate data, testing of hypothesis:- concept and steps in testing

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hypothesis, Introductory account of ANOVA, non-parametric tests like chi square, sign test (their application in research). Brief concept of correlation, regression, factor analysis, discriminate analysis, cluster analysis and multi-dimensional scaling in research. (Strictly Application Based)

**Course Outcome:**

- An overview of research methodology including basic concepts employed in quantitative and qualitative research methods.
- To identify the overall process of designing a research study from its inception to its report.
- To be familiar with ethical issues in educational research, including those issues that arise in using quantitative and qualitative research.
- To know why educational research is undertaken, and how it can contribute to the problems occurring in our society.
- To develop a knowledge and understanding of research techniques relevant to the language teaching and learning context.

**Note for paper setter:**

The question paper shall be divided into two sections. Section A will be compulsory and shall contain 10 very short answer type questions, two questions from each unit which elicit answers in not more than 20 words and/or multiple choice questions and/or fill in the blanks, each carrying 1 mark.. Section B will contain 10 long answer type questions, two from each unit. The candidate will be required answer 5 questions one from each unit. Each question carries 10 marks.

**Recommended Book:**

- D. Chawla and N. Sondhi: Research Methodology: Concepts and Cases, Vikas Publishing House, Latest edition

**Suggested Readings:**

- C.R. Kothari and G. Garg, Research Methodology: Methods and Techniques, New age international Publications, Latest edition
- R. Paneerselvam: Research Methodology: A Guide for Research in Management and Social Sciences, PHI learning Private Limited, Latest edition
- B. Taylor, G. Sinha and J. Ghosal : Research Methodology PHI, Latest edition

Course Title: <sup>open elective</sup> Business Communication & Soft Skills

Total Marks:100

Course Code: Mgt.215

University Examination:60

Duration of Examination:03 hours

Credit:04

Sessional Assessment: 40

Objective: The course is designed to acquaint the students with the principles and practices of business communication.

**Unit I:** Introduction to Communication: Need for Effective Communication. The Process of Communication, Levels of communication, Flow of communication, Communication networks, Significance of technical communication, Barriers to Communication, Principles of effective communication, Listening Skills: Listening as an active skill, Types of Listeners, Developing effective listening skills, Barriers to effective listening skills. Non-verbal Communication: Concept, Importance and Forms of non-verbal communication, Guidelines for developing non-verbal communication skills.

**Unit II:** Technical Writing: Concept and importance, Differences between technical and literary writing style, Elements of style, Common Errors in writing, Skills for effective writing, Job Application: Cover letter, Differences between bio-data, CV and Resume. Interview Skills: Types of Interviews, ensuring success in job interviews, appropriate use of non-verbal communication skills in interview.

**Unit III:** Group Discussion: Guidelines for conducting Group Discussions, Process of Group Discussion, Ensuring success in Group discussion, Differences between group discussion and debate, Ensuring success in group discussions, Presentation Skills: Oral presentation and public speaking skills, Designing formal business presentations, Content of presentation, Principles for effective business presentations.

**Unit IV:** Intrapersonal and Interpersonal Skills: Understanding the importance of various skills involved in developing and enriching interpersonal relationships, Self awareness; importance and components, Need to understand and handle emotions of self and others. Team work; Understand the necessity and importance of working together as a team.

**Unit V:** Social Skills and Conflict Management Skills: Component of Social Skills, effective ways of dealing with people, Types of conflicts (intrapersonal, intra group and inter group conflicts), Conflict handling strategies, Emotional intelligence and leadership; Awareness of one's own leadership style and performance. Nurturing leadership qualities, Time management; Concept, tips and strategies for effective time management, benefits of time management.



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**Learning Outcomes:** On successful completion of the course, the student will be able to:

CO1: Explain the importance of communication for an individual and for the organization.

CO2: Analyze the functions of non verbal communication and appropriate use of non verbal communication

CO3: Outline the role of presentation skills and public speaking skills for proper functioning of business

CO4: Explain how to handle emotions of self and others for better performance

CO5: Understand the necessity and importance of working together as a team.

**Note for Paper Setting:** The question paper will be divided into two sections. Section A will be compulsory and will contain 10 very short answer type or objective type questions, two questions from each unit which elicit answers in not more than 20 words. Each question will carry 1 mark. Section B will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Suggested readings:**

1. Hurlock, E.B .Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.
2. Robbins, S.B. Organizational Behavior, New Delhi: Prentice Hall of India.
3. Varinder Kumar, Bodh Raj, Manocha. Business Communication Skills, Kalyani Publishers. Delhi, latest edition.
4. Rajender Pal, Essentials of Business Communication : - Sultan Chand & Sons, New Delhi.
5. Charurvedi, P.D and Chaturvedi, Mukesh, , business communications skills, concept and applications, Pearson new Delhi.

**Course Title: Project Management**  
**Course Code: MBA 331**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Objective:** The Course is designed to develop in students an understanding of the structure and role of project management in business.

#### **Unit I**

**Framework of Project Management:** project concept, classification, project ideas: screening of ideas in regard to various steps such as corporate appraisal, monitoring the environment, importance of project management, forms of project organization, project management today—an integrative approach, project life cycle, project formulation checklist (SWOT list), project management and the future outline.

#### **Unit II**

**Feasibility Studies:** phases from project planning to project control: pre--investment, investment and operational phase, cost of capital, time value system (TVS) and time value of money, project feasibility studies, opportunity studies, general and specific studies, pre--feasibility studies, functional or support studies, feasibility study: components of project feasibility study.

#### **Unit III**

**Financial Analysis & Appraisal:** Cost of Project, Means of Financing, Cost of Production, Working Capital Requirement & its Financing, Estimates of Net Cash Accruals over a period.

**Project Risk Analysis:** NPV, Benefit-Cost Ratio, IRR, Payback Period, ARR, Investment Appraisal - Indian & International Practices.

#### **Unit IV**

**Social Cost Benefit Analysis:** Rationale, UNIDO & L.M. approach, Project Organization, Project Scheduling, Network Techniques for Project Management, Network Models, PERT & CPM.

#### **Unit V**

**Project Team Management:** Building high-performance project teams, Managing virtual project teams, Project control process, Performance measurement and evaluation, Project quality, Planning, Quality assurance, Quality audit, Project closure and Post completion audit. (Case Study)

#### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

#### **Course outcomes:**

CO1: Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.

CO2: Align the project to the organization's strategic plans and business justification throughout its lifecycle.

CO3: identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.



- CO 4 Implement project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.  
CO5: Adapt projects in response to issues that arise internally and externally.

### Suggested Readings

1. Slack, Nigel, Chambers, Stuart, Harland and Johnston, A.J. (2007), Operations Management, 2<sup>nd</sup> edition, USA, PITMAN
2. Stucken, L.C. (2005), The Implementation of Project Management: The Professional's Handbook, USA, Addison-Wesley.
3. Burke, R. (2004), Project Management-Planning & Control Techniques, 7<sup>th</sup> edition, New Delhi, Wiley.
4. Meredith J.R. and Mantel S.J. (2005), Project Management-A Managerial Approach, 6<sup>th</sup> edition, New Delhi, Wiley.
5. Chandra, Prasanna. (2009), Project Management-Planning, Analysis, Selection, Implementation and Review, 7<sup>th</sup> edition, New Delhi, Tata McGraw Hill.

Course Title: Entrepreneurship Development

Total Marks:100

Course Code: MBA 332

University Examination:60

Examination Duration: 03 Hours

Sessional Assessment:40

**Objective:** The aim of this course is to enrich students with entrepreneurial skills and challenges in the present business scenario.

#### Unit I

**Introduction:** New concept of entrepreneur, Characteristics of successful entrepreneurs, Entrepreneurial skills, Expectation, Functions of entrepreneurs, Classification of entrepreneurs: according to the types of business, Technology, Motivation and Stages of development, Imitating, Fabian entrepreneurs, Constraints for the growth of entrepreneurial culture.

#### Unit II

**Entrepreneurship Development:** Entrepreneurial competencies, Developing entrepreneurial competencies, Role of an entrepreneur, Entrepreneurial key success factors, entrepreneurship environment, Institutional assistance to small scale industries, Institutional frame work for the flow of financial assistance to the SSI sectorh, Role of SSI sector in the economy.

#### Unit III

**Entrepreneurship Training:** Significance of entrepreneurship training, Designing entrepreneurship training programme, Methods of training, Institutions in aid of entrepreneurship development, Management Development Institute (MDI), National Institute for Entrepreneurship and Small Business Development (NIESBUD), and Entrepreneurship Development Institute of India (EDII).

#### Unit IV

**Project Report and Ownership Structures:** Identification of business opportunity, Preparation of feasibility report, Financial evaluation, Technical evaluation, Project formulation, Specimen project report. Ownership Structures: Proprietorship, Partnership, Company, and Cooperatives.

#### Unit V

**Sources of Financeto Entrepreneur and Women Entrepreneur:** Types of finance, Small Industries Development Bank of India (SIDBI), Industrial Development Bank of India (IDBI), State Financial Corporation (SFCs), State Industrial Development Corporation (SIDC), Women Entrepreneurship: Traits of a successful woman entrepreneur, how to develop women entrepreneurs, Problems faced by woman entrepreneurs, and successful women entrepreneurs in India.

## Course Outcomes

**CO 1:** To bring about the through understanding of entrepreneurship and constraints for the growth of entrepreneurial culture.

**CO 2:** To demonstrate knowledge in entrepreneurship development and the role of SSI sector in the economy.

**CO 3:** To understand the concept of entrepreneurship training and various entrepreneurship training institutes in India.

**CO 4:** To be able to demonstrate progressive learning in the project report and ownership structures.

**CO 5:** To bring about the thorough understanding of source of finance to entrepreneurs and successful women entrepreneurs in India.

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. Clifford, M. Baumbach & Joseph, R. Mancuso (2001), Entrepreneurship and Venture Management, Prentice Hall.
2. Dan, Steinhoff and John Burgess (1993), Small Business Management Fundamentals, McGraw Hill.
3. Donald, L. Sexton and Raymond W. Smilor (1990), The Art and Science of Entrepreneurship, Ballinger, Publishing House.
4. Peter, F. Drucker (2012), Innovation and Entrepreneurship, 2<sup>nd</sup> edition, Heinemann.
5. Ram. K. Vepa (2007), How to Succeed in Small Scale Industry, Vikas Publication House, New Delhi.
6. Saini Singh Jasmer (2009), Entrepreneurship Development, 1<sup>st</sup> edition, Deep and Deep Publication Private Limited, New Delhi.



**Course Title: Security Analysis**

**Total Marks:100**

**Course Code: MBA F1**

**University Examination:60**

**Examination Duration: 03 Hours**

**Sessional Assessment:40**

**Course objective:** The aim of the course is to train students in conducting qualitative and quantitative analysis of a company, valuing financial securities, and analyzing investment attractiveness of various types of securities

### **Unit I**

**Investment Fundamentals:** Risk/Return Analysis-required rate of return, determinants of required rate of return, factors that affect required rate of return. Measures of Risk-standard deviation, covariance, correlation. Relationship between Risk and Return-security market line (SML), capital assets pricing model (CAPM) and required rate of return.

Market Indicators-price-weighted, market-value weighted, unweighted and style indexes

### **Unit II**

**Security Valuation (Approaches to Valuation):** Efficient Market Hypotheses-need of efficient markets, alternative market hypotheses, weak, semi-strong, and strong forms of markets, implications of efficient markets.efficient market and fundamental analysis, efficient market and technical analysis,efficient market and portfolio management.Top-down model: overview of three--step valuation process. Economic analysis-economic cycles, leading and trailing economic indicators, economic variables and stock prices. (Case Study)

### **Unit III**

**Security Valuation (Company Analysis):** Competitive strategies, focusing a strategy, growth company and growth stocks, cyclical, counter-cyclical, and defensive stocks, speculative stocks, value vs. growth investing. Industry analysis-industry life cycle, competition analysis, impact of structural economic changes on industry, trading mechanism. Trading-types of orders-market order, limit orders, short-selling, margin trading (Case Study)

### **Unit IV**

**Securities Valuation:** Equity Securities-Dividend Discount Model (DDM)-appropriateness of DDM, calculation of intrinsic value using single period, multiple period, constant growth, and multi-growth stage models. Valuation of non-dividend paying companies-Overview of Free Cash



Flow to Firm (FCFF) & Free Cash Flow to Equity (FCFE) Models. Fixed-Income Securities: Fundamentals of bonds, types of bonds, Bond valuation: PV models, Yield models, computing bond yields.

### Unit V

**Securities Valuation:** Residual Income (Economic Value Added) Model: Calculation of EVA, comparison with MVA, appropriateness of EVA model, Technical Analysis-assumptions, advantages of technical analysis, tools of technical analysis contrary opinion approach, confidence index, follow the smart money managers.

### Course Outcome

1. Students will understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in stock market.
2. Students will understand the characteristics of efficient market and gain knowledge of the various strategies followed by investment practitioners.
3. The course also provides in-depth knowledge to the students to study the behavior of various investors in capital market and trade accordingly during different market trends.
4. To stimulate the thought process among the students about various investment avenues and how to select appropriate for investment purpose and hence encourage them to read any financial newspaper daily and present/seek views on the subject/article of their interest.
5. The course also ensures that students learn how to measure risk and return for various investment alternatives.

### Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit, each question carrying 10 marks

### Suggested Readings

1. Reilly, Frank K. and Brown, Keith C (2006), Investment Analysis & Portfolio Management, 8<sup>th</sup> edition, OH, USA: Thomson South Western.
2. Stowe, John D., Robinson, Thomas R., Pinto, Jerald E., and McLeavey, Dennis W. (2002), Analysis of Equity Investments: Valuation, Virginia, USA: CFA Institute.
3. Bodie, Z., Kane A., Marcus, A., and Mohanty, P. (2006), Investments, 6<sup>th</sup> edition, New Delhi, Tata McGraw Hill.
4. Financial Markets: A Beginners' Module Work Book, National Stock Exchange of India.
5. Securities Market (Basic) Module Work Book, National Stock Exchange of India 2007.

**Course Title: International Finance**  
**Course Code: MBAF2**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Objective:** The objective of this course is to provide students a conceptual framework within which the key financial decisions of multinational firms can be analyzed.

### Unit I

**Importance of International Finance:** Nature and scope of International financial management, International financial markets, changing structure of international financial market, International financial market instruments.the determination of exchange rates,

### Unit II

**The Foreign Exchange Market:** Major participants in foreign exchange market, the foreign exchange market in India, purchasing power parity, interest rate parity, Currency forecasting Relevance and irrelevance approach of forecasting, Techniques of forecasting (Technical, Fundamental, Market based and Mixed forecasting).

### Unit III

**Forwards and Futures Contracts:** Difference between forwards and future contracts, Currency futures, currency options, types of currency options, Buyers gain in Call and Put options, Interest rate swap and variants of interest rate swap, currency swap: Basic features and forms of currency swap.

### Unit IV

**Foreign Exchange Risk and Exposure Measurement:** Nature, relevance and types of exposure, methods of managing exposures, Hedging and management techniques for transaction, real operating and translation exposure.Evaluation and management of political risk, risk management following nationalization

### Unit V

**International Portfolio Investment:** Concept of optimal portfolio, measurement of risk and return, benefits and problems of doing international portfolio investment, financing of international trade. Concept of International project appraisal.

**Course Outcome:** After Completion of the course the student will be able:

**CO1:** To understand the basic concept International Financial Markets & Exchange rates.

**CO2:** To understand & Utilize the Concept of purchasing power parity, Interest rate parity and foreign exchange forecasting



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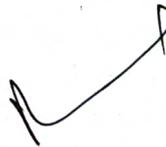
- CO3:** To understand the basic concepts and application derivative contracts in International Financial markets
- CO4:** To apply the various measures for management of transaction, translation & economic Exposure in case of international financial transactions
- CO5:** To explain the concept of optimal portfolio & International Project appraisals

### Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### Suggested Readings

1. Sharan V (2000), International Financial Management, Tata McGraw Hill
2. Abdullah, Faud A (1987), Financial Management for Multinational Firms, Prentice Hall.
3. Shapiro, Alan, C (1995), Multinational Financial Management, 4<sup>th</sup> edition, Prentice Hall, New Delhi.
4. Levi, Maurice, D (1990), International Finance, 2<sup>nd</sup> edition, McGraw Hill.



Course Title: Corporate Tax Planning and Management  
Course Code: MBA F3  
Duration of Examination: 03 Hours  
Credit:04

Total Marks:100  
University Examination:60  
Sessional Assessment:40

**Learnings objectives:** The basic objective of this paper is to familiarize students about the various aspects of Corporate Tax Planning and Tax Management. Students will be able to analyse the impact of managerial decision on tax liability of the firm, the course is totally job oriented as students will be capable of work as tax consultant and be able to suggest the rational approach to minimize the tax liability.

**UNIT I: Basic Concepts** Corporate Tax, Tax Evasion, Tax Avoidance, Tax Planning, Tax Management, Dividend Tax. Computation of Total Income of Company, Determination of Tax Liability.

**UNIT-II: Tax Planning for New Business:** Location, Nature and size of business, Forms of business organization. Tax Planning and Financial Management Decisions- Tax planning relating to Capital Structure Decisions, Dividend policy, Inter Corporate Dividend & Bonus shares

### UNIT III:

#### Tax Planning & Managerial Decisions:

- Tax planning in respect of Own or Lease an asset,
- Sale of Assets used for Scientific Research,
- Make or Buy Decisions,
- Repair, Replace, Renewal or Renovation of an asset,
- Shutdown or Continue,

### UNIT IV:

#### Tax Planning for other sources of Income

- Tax Planning in respect of Managerial Remuneration
- Tax Planning in respect of Foreign Income,
- Selling in Domestic/ Foreign market
- Avoidance of Double Taxation Agreement
- Foreign collaboration & Joint Ventures

### UNIT V

#### Miscellaneous aspects of Tax Planning.

1. Receipts of Insurance Compensation
2. Distribution of Assets in Liquidation
3. Lump Sale
4. Conversion of Sole Proprietorship/Partnership into Company
5. Advance payment of Tax, Tax deducted at source, Tax collected at source.

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### Course outcomes

- CO 1:** To make students familiar with basic concepts of corporate tax planning.
- CO 2:** To develop among the students the ability to analyse tax implications relating to nature, size and location of a business.
- CO 3:** To be able to rationalize tax liability related to various managerial decisions.
- CO 4:** To be able to advise & plan for tax implications on various types of incomes & receipts.
- CO 5:** To be able to handle some special aspects of Tax planning such as liquidation & lump sale etc.

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. Mehrota, HC; Goyal, SP; "Corporate Tax Planning Management", M/S Sahitya Bhawan Publication, Agra (Latest Edition.)
2. Ahuja, Grish & Ravi Gupta: "Simplified Approach to Corporate Tax Planning & Management" M/s Pragati Publication Ansari Road, Darya Gang New -Delhi-110002.
3. Singhania, V.K; Singhania, Monica: "Corporate Tax Planning & Business Tax Procedure", M/s Taxmann's Publication - New Delhi (Latest Edition)

**Course Name: Indian Financial System**

**Course Code: MBA F4**

**Examination Duration: 03 Hours**

**Course Outcomes:**

The students will be able to:

CO1: Understand various aspects of evolution and development of Financial System in India.

CO2: Develop communications skills through class presentation on a given topic.

CO3: Evaluate the working of Central and Commercial Banks in India.

CO4: Explain the working of Development Banking in India.

CO5: Evaluate the working of Cooperative and Regional Rural Banks in India.

### **Unit I: Financial System**

Introduction, Nature and Role of Financial System, Financial Markets, Financial System and Economic Development, Evolution and Development of Banking in India, Present Structure of Indian Financial System and Financial Sector Reforms since 1991.

### **Unit II: Central Banking in India and SEBI**

Management, Structure, Functions and role of RBI. Monetary Policy: Aims and Objectives, Quantitative and Qualitative Instruments of Monetary control in India and recent monetary policy of the country. SEBI function and role of SEBI, Mutual Funds SEBI guidelines for Mutual Funds

### **Unit III: Commercial Banks**

Meaning, Structure and Functions, Operational and Promotional activities, Principal of Bank Management: Liquidity, Profitability and Solvency. Narsimhan Committee Reports, Concept of Credit Creation, Changing Role of Commercial Banks in Modern Era.

### **Unit IV Development Banking**

Concept, Objectives and Functions of Development Banks, Operational and Promotional activities of development banks, IFCI, ICICI, IDBI, IRBI, SIDBI, State Development Banks, State Financial Corporations and Changing role of Development Banks in India.

### **Unit V: Cooperative Banking**



Present Structure of Rural Banking, Organization Structure, Management and Functions of Cooperative Banking, Its Weaknesses and Suggestions for Reforms, Cooperative Banking Reforms since 1991, Organization Structure, Management And Functions of RRBs.

**SELECTED READINGS:**

1. Musgrave, L.A. (1959), Theory of Public Finance, McGraw Hill-Kogakhusa.
2. Tokyo. Shoup, C.S. (1970), Public Finance, Aldine, Chicago.
3. Buchanan, J.M. (1970), The Public Finance, Richard D, Irwin, Hovewood.
4. Jha, R (1998), Modem Public Economic, Rutledge, London.
5. Atkinson, A.B. and J.E. Siglitz (1980) Lecture on public Econornc.
6. Musgrave, R.A. and C.S. Shoup(Ecls.) 1970, Readings in the Economics of taxation, George Allen and Unwin, London.
7. Barman, K. (1986) Public Debt Management in India, Uppal Publishing House, New Delhi.
8. Chelliah, Raj J, et.al (1981), Trends and Issues in India's Federal finance, National Institute of Public Finance and Policy, New Delhi.
9. Bhargave, P. K (1982), Centre state Resource Transfer in India, The Academic Press, Furgao.
10. Bhargave, R. N (1967), The Theory and Working of Union Finance in India, Chaitanya Publishing House, Allahabad.
11. Borker, V. V. (1971), Income Tax Reforms in India, Popular Prakashan, Bombay
12. Datt, R. (Ed.) 2001, Second Generation Economic Reforms in India, Deep and Deep Publications, New Delhi.
13. Bagchi, A. (ed) (2005)', Readings in Public Finance, Oxford Press, New Delhi.
14. Myles, Gareth (2007), Intermediate Public Economics, MIT Press, Cambridge, USA.

Course Title: Strategic Human Resource Management

Total Marks:100

Course Code: MBA H1

University Examination:60

Examination Duration: 03 Hours

SessionalAssessment:40

**Objective:** The course deals with the interaction between strategy and human resources, as approached from a general managerial perspective.

#### Unit I

**An Investment perspective of Human Resources:**HR investment considerations, investment in training and development, investment practices for improved retention, investment in job secure work force and non traditional investment approaches. The human Resources Environment-- technology and organizational structure, workers values and attitudinal trends, management trends, trends in utilization of human resources and international developments.

#### Unit II

**The Human Resource legal Environment:** equal employment opportunity (EEO), compensation, employee relation, labour relation and collective bargaining, emerging issues and strategic impact of legal environment. Strategy Formulation-- importance of HR to strategy, theoretical foundation, international strategy, HR contribution to strategy, strategy driven role behavior and practices, strategic HR activity typology, classifying HR types, network organization and strategy, organizational learning, integration of strategy and HR planning and the HR managers and strategic planning.

#### Unit III

**Human Resource Planning:**overview of HR planning, the strategic role of HR planning, managerial issues in planning, selecting forecasting techniques, forecasting the supply of human resources and forecasting the demand for human resources.--Strategy Implementation, workforce utilization and employment practices,efficient utilization of human resources, dealing with employee shortages, selection of employees, dealing with employee's surpluses and special implementation challenges.

#### Unit IV

**Strategy Implementation:** Reward and Development Systems-- strategically oriented performance measurement systems, strategically oriented compensation systems and employee development and performance, impact of human resource practices: individual high--performance practices, limitation of individual practices, evolution of practices, systems of high--performance practices, individual best practices Vs system of practices and universal practices Vs contingency perspectives.

#### Unit V

**Human Resources Evaluation:**overview of evaluation, approaches to evaluation, evaluating strategic contribution of traditional areas and evaluating strategic contribution in emerging areas.



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### Course outcome

1. To understand HR investment considerations for investment in training and development.
2. To understand the Legal framework of HR Environment in Global prospective.
3. To get an insight of HR planning and the Strategic Impact of HRP in Human Resource Management.
4. To discuss strategically oriented performance measurement systems and their outcomes for enhance productivity.
5. To evaluate strategic contribution of HRM in traditional areas and in emerging areas.

### Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### Suggested Readings

1. William P. Anthony, Pamela L. Perreve & K. Michael, Kacimar (2001), Strategic Human Resource Management, The Dryden Press.
2. Charles and Greer (2001), Strategic Human Resource Management, Pearson Education.
3. Srinivas R. Kandula (2005), Strategic Human Resource Development, Prentice Hall of India Pvt. Ltd..
4. K. Aswathapa (2008), International Human Resource Management, Tata McGraw Hill Publishing Co..
5. Peter J. Dowling Denice E Wetch, Randall S. Schuler (2007), International Human Resource Management, Thomson South-Western Publishers.

Course Title: Organizational Change and Development

Total Marks:100

Course Code MBA H2

University Examination:60

Examination Duration: 03 Hours

Sessional Assessment:40

**Objective:** The objective of this course is to familiarize students with issues relating to the processes of organizational change and development and would make them aware of various interventions and applied behavioral tools and techniques of OD.

### Unit I

**Organizational Change:** Concept, Nature, Need, Forces for change, Change process, Levels of change, Types of change, Steps in change management, Organization change roles, Issues in change management, Approaches to change management, Resistance to change, Managing resistance to change, Organization culture, dimensions of cultures, organization climate.

### Unit II

**Managing Change through OD:** Concept ,features and principles of OD, Growth and relevance of OD, Values assumptions and beliefs in OD, its Implications, Foundations of OD, OD consultant, roles of an OD consultant, Issues in consultant–client relationship, OD program, Managing the OD process, Action research as a process and an approach for OD.

### Unit III

**Team Interventions:** Classification of OD interventions, Factors effecting choice of OD intervention, Team Interventions: Process consultation, Gestalt approach, Role analysis technique, Role negotiation technique, Responsibility charting, Force field analysis, Inter group and third party peace-making, Organization mirroring.

### Unit IV

**Comprehensive and Structural Interventions:** Confrontation meeting, Real time strategic change, Stream analysis, Survey feedback, Grid OD, Structural Interventions: Work redesign, MBO, Quality circles, Parallel learning structures, Total quality management, T-groups ,Behavioral modeling ,Role efficacy lab(REL),

Unit V  
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**Power and Politics:** Power; Bases and sources of power, Theories of power, power dynamics in organization, Organizational politics, Factors contributing to political behavior, Employee responses to organizational politics, Role of power and politics in the practice of OD, Challenges for managing organizational change and development, Future directions in OD.

**Learning Outcomes:** On successful completion of the course, the student will be able to:

CO1: Gain a general understanding of organization change and development concepts.

CO2: Understand the role of OD consultant and analyze different approaches for managing change process.

CO3: Critically evaluate, in an organizational development framework, the theoretical and practical links between development models, interventions which can be used in organizations in change and transition.

CO4: Explain various structural and comprehensive interventions.

CO5: Discuss relevance of power and politics with organization development and future trends impacting upon organizational change initiatives.

**Note for Paper Setting:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type or objective type questions, two questions from each unit which elicit answers in not more than 20 words. Each question will carry 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Suggested Readings**

1. Cummings and Worley (2016), *Organizational Development and Change*, Thomson publications.
2. French, W.L. & Bell, Jr.C.H. (2017), *Organizational Development*, 5<sup>th</sup> edition, Prentice Hall of India, New Delhi.
3. Ramnarayanan S. Rao T.V and Kuldeep Singh (2016), *Organizations Development*, Response Books.
4. V.G. Kondalkar(2016), *Organization Effectiveness and Change Management*, PHI Learning Pvt. Ltd.
5. D K Bhattacharyya(2011), *organizational Change and development*, oxford university press,



Course Title: Industrial Relation and Labour Laws

Total Marks:100

Course Code MBA H3

University Examination:60

Examination Duration: 03 Hours

SessionalAssessment:40

**Objective:** The objective of this course is to provide students an opportunity to explore theoretical approach to industrial relations and to understand the labor and industry based problems. This course also enables them to have knowledge about labor laws and dispute solving machineries.

#### Unit I

**Industrial Relations:** Concept, Features, Scope, Constraints, Dimensions, Objectives, Principles of an Effective Industrial Relation, Components of industrial relation, Factors effecting industrial relations, need for an effective industrial relation, Dunlop system Model of Industrial Relations, Approaches of Industrial Relations, Importance of Good Industrial Relations, Industrial Policy Resolution.

#### Unit II

**Industrial Disputes:** Introduction, Essentials of Industrial Disputes, Causes of Industrial Disputes, Classification, Measures of Industrial disputes, Strikes, Types of strikes, prevention of strike, Lockouts, Preventive and settlement machinery for handling industrial disputes, Industrial Dispute Act, Grievance Administration, Industrial discipline, Types, Features and Principles.

#### Unit III

**Collective Bargaining:** Concept, Significance and Pre--requisites, Features of Collective Bargaining, Types of Collective Bargaining, Process of Collective Bargaining, Models of Collective Bargaining, Principles of Collective Bargaining, Status of Collective Bargaining in India, Factors responsible for slow progress of Collective Bargaining in India and Recent trends in Collective Bargaining.

#### Unit IV

**Worker's Participation in Management and Trade Unions:** Introduction, Forms, Levels and Stages of Participation, participative Schemes in some Industrially Advanced Countries-an overview, Various Schemes of Participation, working and Effectiveness of the participative schemes in India, Trade Unions: Importance , Structure, Functions and Problems of TU, Functions of TU in USA and UK.

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## Unit V

**Labour Legislations:** Trade Union Act 1926, The Industrial Employment Employees (Standing Orders) Act, 1946, Payment of Wages Act 1948, Payment of Bonus Act 1965, Employees State Insurance Act 1948, Workmen's Compensation Act 1923, ESMA 1981, Provisions relating to Health, Safety Working Conditions and Welfare amenities under Factories Act 1948.

### Course Outcomes:

On successful completion of course, students will be able to:

CO1: Demonstrate descriptive knowledge of the field of industrial relations.

CO2: Apply the essential concepts of industrial relations for handling the industrial disputes at different levels.

CO3: Understand the concept and importance of collective bargaining to resolve the differences through negotiation process.

CO4: Explain the concept and provisions of formal procedures like worker's participation, trade union as a platform for recognition and problem solving.

CO5: Acquire knowledge about various provisions related with labour welfare, working conditions, Payment of wages and bonuses, health, safety and compensations.

### Note for Paper Setting:

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type or objective type questions, two questions from each unit which elicit answers in not more than 20 words. Each question will carry 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

### **Suggested Readings:**

1. Chabra T. N and R. K. Suri (2017), *Industrial Relations-Concepts and Issues*, Pentagon Press.
2. Dunlop John T (2017), *Industrial System*, Pearson Publication
3. Monnappa Arun (2016), *Industrial Relations and Labour Laws*, McGraw Hill Education.
4. Memoria C.B Memoria and Gankar (2011), *Dynamics of Industrial Relations*, Himalaya Publishing House.
5. Sahni, NK Punam and Aggarwal (2011), *Industrial Relations and Labour Laws*, Kalyani Publishers.
6. Srivastava SC (2011), *Industrial Relations and Labour Laws*.
- 7.



Course Title: Human Resource Development  
Course Code MBA H4  
Examination Duration: 03 Hours

Total Marks:100  
University Examination:60  
Sessional Assessment:40

**Objective:** it is an attempt to create a conceptual background required to take activities in order to facilitate and manage Human resource development functions in an organization effectively.

### Unit I

HRD Overview: Meaning and characteristics of HRD, Need for HRD, Human Resource Development Methods, HRD philosophy, HRD Processes and HRD Outcomes, Life Cycle Stage, Culture/Strategy and Implications for HRD Activities, HRD Organization and Forms of HRD Organization, HRD Manager and Attributes of HRD Manager, Suggestions for making HRD effective in Indian Organizations

### UnitII

Employee Behavior: Introduction and characteristics of employee behavior, types of defensive behaviors, Group Cohesiveness and types of group cohesiveness, measurement of group cohesiveness, techniques for studying group behavior (questionnaires, socio metric questioning, Robert Bales Interaction Process Analysis, Morale: Determinants of Morale, measurement of morale, Employee Behavior Model, Motivation through role enrichment in HRD

### UnitIII

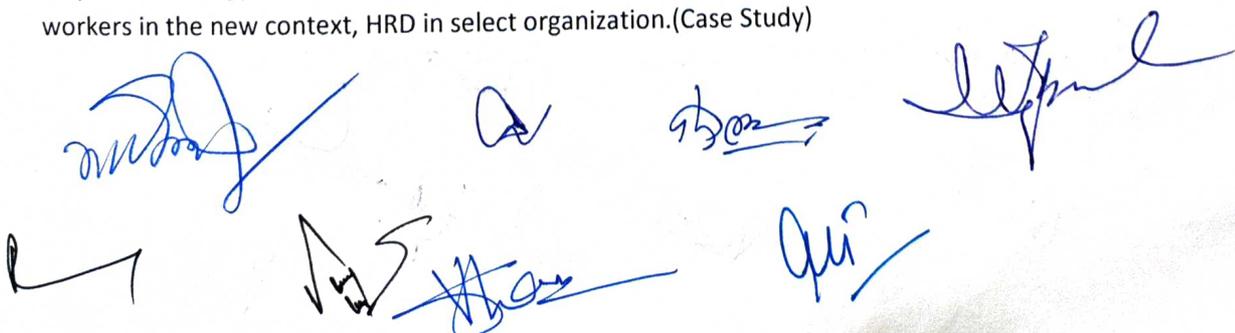
HRD Mechanisms: Performance appraisal and techniques of Appraisal, potential appraisal and steps in setting good potential appraisal system, feedback and performance coaching, career planning, training, organizational Development/system development, rewards and QWL, Human resource information. The contributions of HRD mechanism towards HRD goals, HRD as an integrated system, Principles in HRD system designing, HRD matrix.

### Unit IV

Strategies and instruments for HRD implementation HRD mechanisms, process,(Case Study) outcomes and organizational effectiveness, mapping HRD practice-profile, HRD climate survey, HRD competencies checklist, training effectiveness test, performance, planning and development test, leadership style test, integrated HRD systems intervention strategies.

### Unit V

HRD in the New Economic Environment: Role of HRD in the liberalized economy, new environment, corporate strategy and HRD agenda, HRD and TQM, technological change and HRD, HRD for blue collar workers in the new context, HRD in select organization.(Case Study)



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### **COURSE OUTCOMES:**

- CO1:** To get students familiar with concepts related to Human Resource development.
- CO2:** To make students get acquainted with applications of Human Resource development framework.
- CO3:** To make students recognize how HRD functions take place.
- CO4:** To divulge students regarding types of employee behaviors and their morale.
- CO5:** To make students get acknowledged with HRD Mechanisms and instruments.

### **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### **Suggested Readings**

1. Anil K, Abraham, S. J. ,Verma KK.(1990), Alternative Approaches and Strategies of HRD, National HRD network, Rawat Publications.
2. Maheshwari B. L., Dharni, P. Sinha(1991), Management of Change through HRD, National HRD Network, Tata McGraw Hill.
3. Pareek U Rao T. V (1981), Designing and Managing Human Resource System, Oxford and IBH Publication.
4. Pareek U., Lynton R. P(1990), Training for development, Vistar Publication, New Delhi.
5. Rao, T. V (1990), HRD Missionary, Tata McGraw Hill.
6. Snell, S, Bohlander, G. (2007), Human Resource Management, Cengage Learning New Delhi
7. P.C. Tripathi (2012), Human Resource Development, Sultan Chand and Sons, New Delhi, India.



Course Title: Advertising and Sales Promotion

Total Marks:100

Course Code MBA M1

University Examination:60

Examination Duration: 03 Hours

Sessional Assessment:40

**Learning Objective:** The objective of the course is to develop basic understanding in the advertising and sales promotion process and its role in stimulating sales.

#### Unit I

**Advertising Management and Planning:** Major institutions involved in the field of advertising management, Importance of advertising, Classification and types of advertising, The promotional mix, Elements of the promotional mix, Developing an advertising campaign, and Stages in advertising campaign.

#### Unit II

**Advertising Budgeting:** Defining Advertising Goals for Measured Advertising Results (DAGMAR), Budgeting Approaches: Top-Down Budgeting, Bottom-Up Budgeting approaches to budget setting, and Factors influencing sales.

#### Unit III

**Creative Strategy:** Planning and Implementation: Advertising creativity, Importance of creativity in advertising, Modern advertising appeals: informational/rational appeals, Advertising execution, Modern ways of advertising execution, and Creative tactics for television.

#### Unit IV

**Media Planning and Strategy:** An overview of media planning, Market analysis for developing media plan, Developing and implementing media strategies, Major advertising media, and Advertising on Internet.

#### Unit V

**Sales Promotion and Promotion Effectiveness:** The scope and role of sales promotion, Consumer oriented sales promotion, Techniques to conquer sales promotion, Trade oriented sales promotion: Objective of trade oriented sales promotion, and Techniques of trade oriented sales promotion, Measuring the effectiveness of the promotion program.

## Course Outcomes

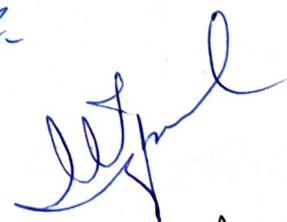
- CO 1: To understand the concept of advertising management and Classification of advertising.
- CO 2: To demonstrate knowledge in making advertising budgeting.
- CO 3: To be able to progressive learning of creative strategy and Modern ways of advertising execution.
- CO 4: To demonstrate knowledge in making media planning and advertising on Internet.
- CO 5: To understand the relationship between sales promotion and promotion effectiveness.

## **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

## **Suggested Readings**

1. David A. Aaker & John Myers (2008), Advertising Management, 5<sup>th</sup> edition, Prentice Hall of India, New Delhi.
2. George. E. Belch and Michael A. Belch, (2008), Advertising and Promotion: An Integrated Marketing Communications Perspective, 8<sup>th</sup> edition, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Guinn, Allen, Semenik (2009), Advertising and Integrated Brand Promotion, 6<sup>th</sup> edition, Thomson, South-Western.
4. Ogilvy, David ( 2012) Confession of an Advertising Man, Atheneum, New York.
5. Tom Ducan (2004), Advertising and IMC, 2<sup>nd</sup> edition, Tata McGraw Hill.
6. Guinn, Allen, Semenik (2009), Advertising and Integrated Brand Promotion, 6<sup>th</sup> edition, Thomson, South-Western.
7. Ogilvy, David ( 2012), Confession of an Advertising Man, Atheneum, New York.
8. Tom Ducan (2004), Advertising and IMC, 2<sup>nd</sup> edition, Tata McGraw Hill.



Total Marks:100

Course Title: Consumer Behavior and Marketing Strategy

Course Code MBA - M2

Examination Duration: 03 Hours

University Examination:60

SessionalAssessment:40

**Objective:**

The objective of this course is to familiarize students with the wide range of consumer behaviors and implementation of successful marketing actions related marketing Management.

**Unit I**

**A perspective on Consumer behavior:**

Introduction to consumer behavior and marketing strategy, Approaches to consumer behavior, uses of consumer behavior research, consumer behavior role in marketing strategy. A framework for consumer analysis- elements for consumer analysis, levels of consumer analysis, wheel of consumer analysis.

**Unit II**

**Affect And Cognition and Marketing Strategy:** Introduction to affect and cognition. Consumer's products knowledge and involvement, Means-end chains of knowledge, the ZMET Approach to consumer. Attention and comprehension, factors influencing Attention and comprehension. Attitudes and intentions, attitude models, consumer decision making.

**Unit III**

**Behavior and marketing strategy:** Introduction to behavior, model of overt consumer behavior, conditioning and learning process, Classical conditioning and operant conditioning, vicarious learning, factors influencing modeling, analyzing consumer behaviour.

**Unit IV**

**The environment and marketing strategy:** Introduction to the environment, Cultural and cross-cultural influences, marketing implications, subculture and social class, reference groups, family and family life cycle. (Case Study)

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## Unit V

**Consumer Analysis and Marketing Strategy:** Market segmentation and product positioning- segmentation and product positioning bases, consumer behaviour and product strategy, consumer behaviour and promotion strategy, consumer behaviour and pricing strategy, consumer behavior Electronic commerce and channel strategy. (Case Study)

### Suggested Readings

1. J.P. Peter and Olsen, Consumer behavior and marketing Strategy, McGraw Hill.
2. B. L. Loudon, A.J. Della Bitta (1989), Consumer Behaviour, Concepts and Applications (4 edition), McGraw Hill.
3. John F Sherry, Jr. (1995), Contemporary Marketing and Consumer Behaviour: An Anthropological Source Book, Sage Publications Inc., Thousand Oaks.
4. L.G. Schiffman, L.L. Kanuk (1998), Consumer Behaviour (6 edition), PHI EEE.
5. Patrica A Adler, Peter Adler (2001), Sociological Odyssey: Contemporary Readings in sociology, Wadsworth Belmont.

### Course outcomes:

Upon successful completion, students will have the knowledge and skills to:

**Co1:** Introduction to Consumer behavior includes approaches, uses, and framework of consumer Analysis.

**Co2:** Understand the affectand cognition portion of wheels of consumer analysis.

**Co3:** Explore Behavior part of Consumer behaviorand marketing strategy.

**Co4:** Understanding the environmental aspect of consumer behavior and marketing strategy

**Co5:** Consumer Analysis and Marketing Strategy.

**Course Title: Service Marketing Management**  
**Course Code MBA M3**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**Sessional Assessment:40**

**Objective:** The course acquaints students with concepts, tools and techniques of service marketing in context with value creation.

#### **Unit I**

**Service Marketing:** Concept of service marketing, meaning and nature of services growing importance of services sector; classification of services and marketing implications; characteristics of services; classification of services; high contact and low contact services, nature of service act; services marketing management process.

#### **Unit II**

**Consumer Behaviour:** Consumer decision making in services, customer expectations and perceptions; defining and measuring service quality and customer satisfaction, SERQUAL model, house of quality, gaps model- core strategies to address service quality gaps; service recovery; customer behavior in service encounters- types of service encounters; moment of truth, purchase process for services, meaning and components of service expectations, zone of tolerance; new service development (Case Study).

#### **Unit III**

**Segmentation and Marketing Mix:** Service positioning- service market positioning strategy, positioning maps. services design and development; service blueprinting; service process; services distribution management; managing the integrated services communication mix; physical evidence and services cape; managing service personnel; employee and customer role in service delivery. , bases and criteria for market segmentation.

#### **Unit IV**

**Pricing and Demand Management:** Pricing for services, cost based pricing, competition based and value based pricing, ethics and pricing policies, revenue management in services, service demand management: service productivity and fluctuations in demand, understanding pattern and determinants of demand waiting lines, waiting line management.

#### **Unit V**

**Service Feedback and Recovery:** Introductory account of customer feedback and service recovery, customer complaining behavior, customer response and service failures, customer response and service recovery, service recovery and customer loyalty,(Case Study) service recovery paradox, components of service recovery system.

#### **Course Outcome:**

1. To foster understanding of service marketing concepts among students.
2. To make students understand various models of consumer behavior
3. To understand concepts of market segmentation and its types.
4. To understand pricing strategies with respect to demand
5. To understand the importance of customer feedback in service marketing

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### Note for Paper Setting

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### Suggested Readings

1. Zeithaml V. A. ,Bitner M. J. and Pandit, A. (2008), Services Marketing, 5th Edition, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
2. Lovelock C. H., Wirtz, J. and Chatterjee, J. (2010), Service Marketing: People, Technology, Strategy, 6<sup>th</sup> Edition, Pearson Education.
3. NeRao K Rama Mohana (2007), Service Marketing, Pearson education
4. Gosney, John W. and Thomas P. Boehm (2009), Customer Relationship Essentials, Prentice Hall, New Delhi.
5. Payne Adrian(2004),The Essence of Services Marketing, Prentice Hall, New Delhi.





**SCHOOL OF MANAGEMENT STUDIES**  
**BABA GHULAM SHAH BADSHAH UNIVERSITY, RAJOURI (J&K)**  
**COURSE STRUCTURE MBA**

**Course Title: Customer Relationship Management**  
**Course Code: MBA M4**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**SessionalAssessment:40**

**Objective:**

To understand the concepts and principles of CRM and To appreciate the role and changing face of CRM as an IT enabled function.

**Unit - I**

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

**Unit - II**

CRM in Marketing - One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing, - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

**Unit - III**

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

**Unit - IV**

Analytical CRM - Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

**Unit - V**

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

**Course outcomes:**

- C01: To understand the concepts and principles of CRM
- C02: To appreciate the role and changing face of CRM as an IT enabled function.
- C03: To enable managing Customer Relationship.
- C04: To understand Analytical CRM.
- C05: To understand CRM Implementation.



**SCHOOL OF MANAGEMENT STUDIES**  
**BABA GHULAM SHAH BADSHAH UNIVERSITY, RAJOURI (J&K)**  
**COURSE STRUCTURE MBA**

The Question paper shall have three sections. Section A will be compulsory and will contain 15 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 short answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 05 marks. Section C will contain 05 long answer type questions, one from each unit. Out of five Questions, one question will be on case studies; the student will be required to attempt any three questions, each question carrying 10 marks

**Suggested readings:**

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi, 2011
2. S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
4. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT
5. V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008

Course Title: Strategic Management  
Course Code: MBA 421  
Duration of Examination: 03 Hours  
Credits: 04

Total Marks: 100  
University Examination: 60  
Sessional Assessment: 40

**Course Objective:** The objective of this course is to make students learn about how strategies are framed and implemented in eminent Corporate Houses. The course also focuses on the framework of development and implementation of Strategies. The course further extends greater career opportunities in the field of Strategic Management due to high emphasis towards achieving Strategic Advantage.

#### UNIT I

**Introduction to Strategic Management:** Nature, purpose, Objectives and importance of Strategic Management, Evolution of strategic management as a discipline, defining strategy and Levels at which a strategy operates, strategic decision making and issues in strategic decision making, Schools of thought in strategy formulation (Prescriptive, Descriptive and Integrative), Model of strategic management process, role of strategists in strategic management, Hofer's four paradigm shifts.

#### UNIT II

**Understanding Strategic Intent:** Vision, process of envisioning, Mission, Characteristics of Mission Statement, Business definition and dimensions of business definition, Goals and Objectives, characteristics and issues in objective setting, **Environmental appraisal:** Environment and different types of environmental sectors, environment scanning techniques, **Organizational appraisal:** framework for development of strategic advantage, organizational capabilities, methods and techniques used in organizational appraisal.

#### UNIT III

**Corporate and Business Level Strategies:** Introduction and types of corporate level strategies (Stability, Expansion, Retrenchment and Combination), types of business level strategies (Cost leadership, Differentiation and Focus), Strategic analysis and choice, techniques for corporate level strategic analysis (BCG Matrix, GE Nine Cell Matrix, Product Market Evolution Matrix, Directional Policy Matrix) and business level strategic analysis (Life cycle and industry analysis, competitor analysis, Strategic group analysis) Subjective factors in strategic analysis and choice.

#### UNIT IV

**Strategic Implementation:** Interrelationship among formulation and implementation of strategies, Strategy implementation pyramid, Aspects of strategy implementation (Project implementation, Structural Implementation, mechanism for structural implementation, Procedural Implementation & Behavioural Implementation), Resource Allocation: Approaches and means of resource allocation, factors affecting resource allocation, organizational systems and types of organizational systems, social responsibility and strategic management.

#### UNIT V

**Functional and Operational Implementation:** Functional plans and policies, Financial plans and policies, Marketing plans and policies, Operational plans and policies, Personnel plans and

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policies, Information plans and policies, Integration of functional plans and policies, Operational implementation, **Strategic evaluation:** Process and participants in strategic evaluation, barriers in strategic evaluation, requirements for effective evaluation, strategic control, techniques of strategic evaluation and control.

**Course Outcomes:**

**CO1:** To get students familiar with concepts related to Strategic Management.

**CO2:** To make students get acquainted with Strategic Intent and allied Notions.

**CO3:** To make students recognize how Corporate and Business Level strategies are nominated.

**CO4:** To divulge students regarding processes of implementation of Strategies.

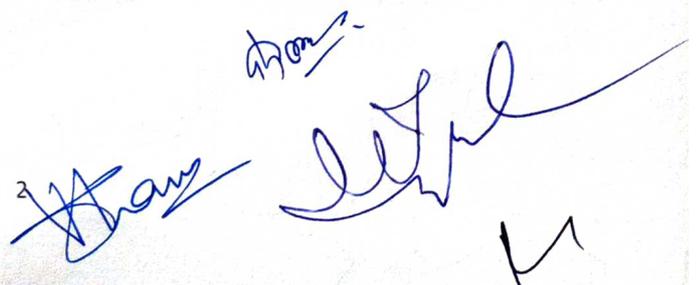
**CO5:** To get students acknowledged with issues of strategic evaluation and control.

**Note for Paper Setter:**

The question paper shall have **02** Sections. **Section A** will be compulsory and shall contain **10** multiple Choice/fill in the blanks type questions. The candidate is required to attempt all questions in this Section each carrying **01** mark. **Section B** contains a total of **10** questions. The candidate is required to answer **05** questions selecting **01** from each Unit. Each question in this section carries **10** marks.

**Suggested Readings:**

1. Kazmi A. (2007), **Business Policy and Strategic Management**, Tata McGraw Hill Publishing Company Ltd. New Delhi, India.
2. Sharplin A. (1985), **Strategic Management**, Tata McGraw Hill, New York.
3. Bhattacharaya S.K. & N. Venkatraman (1983), **Managing Business Enterprise Strategies, Structures and System**, Vikas Publishing House, New Delhi.
4. Khandwalla P. N. (1992), **Innovative Corporate Turnarounds**, Sage Publications, New Delhi.
5. Aaker D.A. (1988), **Strategic Market Management**, John Wiley & Sons, New York.
6. Sharma S. (1988), **Management Control Systems: Text and Cases**, Tata McGraw Hill, New Delhi, India.
7. Nag A. (2015), **Strategic Management- Analysis, Implementation & Control**, Vikas Publishing House, New Delhi.



**Course Title: Portfolio Management**

**Total Marks:100**

**Course Code: MBA F5**

**University Examination:60**

**Examination Duration: 03 Hours**

**SessionalAssessment:40**

**Course objective:** To provide students strong conceptual foundation in portfolio management and train them for constructing customized portfolios suited for individual and institutional investors.

#### **Unit I**

**Introduction to Portfolio Management:** Portfolio theory, risk and risk aversion, Markowitz portfolio theory. Measures of Portfolio Risk-expected return of a portfolio variance and standard deviation of a two-asset portfolio, correlation and risk-return tradeoff of a two-asset portfolio, Efficient Frontier-efficient frontier and investor utility, combining risk-free and risky assets, market portfolio as the optimal risky portfolio.

#### **Unit II**

**Portfolio Management Process:** Individual Investor Life Cycle-life cycle net worth and investment strategies, life cycle and investment goals. Portfolio Management Process-policy statement, investment strategy, portfolio construction, and monitoring, importance of asset allocation in portfolio management, role of portfolio managers in efficient markets. (Case Study)

#### **Unit III**

**Investment Policy Statement:** Role of investment policy statement in portfolio management, elements of policy statement, investment objectives (risk tolerance and return objectives, ability to take risk vs. willingness to take risk), investment constraints (liquidity needs, time horizon, tax concerns, and unique needs and preferences).

#### **Unit IV**

**Equity Portfolio Management Strategies:** Passive vs Active Management-passive management constructing index portfolios, tracking error, methods of index portfolio investing. Active Management-fundamental and technical strategies, value vs. growth investing. Asset Allocation Strategies: integrated, strategic, tactical, and insured allocation strategies. Use of Derivatives in Portfolio Management: modifying systematic and unsystematic portfolio risks with derivatives, restructuring portfolio with forwards, protecting portfolio value with put options and equity collars. (Case Study)

#### **Unit V**

**Evaluation of Portfolio Performance:** Composite Portfolio Performance Measures-peer-group comparison, Treynor measure, Sharpe measure, Jensen measure, information ratio measure, application of portfolio performance measures, factors that affect performance measures, measuring timing skills. Reporting Investment Performance-time-weighted and rupee-weighted returns, comparing the composite performance measure.

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## Course Outcome

1. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities and creation/construction of Portfolio.
2. The course also provides application of various models in portfolio management and then comparing performance of managed Portfolio with market portfolio.
3. Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.
4. Students will know how to apply different valuation models/strategies and derivative securities in order to hedge the unsystematic risk in the portfolio.
5. To evaluate fixed income and variable securities and how to create the best combination of both types of securities in order to derive efficient portfolio for risk adjusted returns.

## Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 10 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 long answer type questions, two from each Unit, the candidates will be required to answer one question from each Unit, each question carrying 10 marks

## Suggested Readings

1. Bodie, Z., Kane A., Marcus, A., and Mohanty, P. (2006), Investments, 6<sup>th</sup> edition, Tata McGraw Hill, New Delhi.
2. Reilly, Frank K. and Brown, Keith C. (2006), Investment Analysis & Portfolio Management, 8<sup>th</sup> edition, OH, USA, Thomson South Western.
3. Maggin, John L., Tuttle, Donald L., McLeavy, Dennis W., and Pinto, Gerald E. Managing Investment Portfolios: A Dynamic Process, 3<sup>rd</sup> Edition, Virginia, USA: CFA Institute.



Course Title: Financial Derivatives

Total Marks:100

Course Code: MBA F6

University Examination:60

Examination Duration: 03 Hours

SessionalAssessment:40

**Objective:** Through this course students are expected to gain comprehensive understanding of and ability to value derivatives and use them in financial/investment management.

### Unit I

**Introduction to Derivatives:** Concept, types of financial derivatives, Participants involved in a derivative Market, functions of derivative markets, price discovery, risk management, arbitrage and derivative pricing, structure and evolution of derivative markets in India.

### Unit II

**Forward & Future Contracts:** Nature and structure of forward contracts. Pay offs from forwards contract, Forward prices & spot prices. Risks of Forwards- default risk, and credit risk.

**Future Contract:** Types of future stock, Index, interest rate, and currency futures, Future Payoffs: Payoffs for buyer & seller of futures, Concept of daily settlement, margins, price limits, delivery and cash settlement

Pricing and valuation of futures before and after marking to the market, Forward vs future contracts.

### Unit III

**Characteristics of Options:** Types: call & put options. Index & stock options.option positions; Short & long for Call & Put options, Option Pricing; pay off values for various Positions for Call & Put Options.

**Pricing Models-** Discrete option pricing-binomial model (one period only), Continuous option pricing-Black-Scholes-Merton model.

### Unit IV

**Trading strategies involving options:** Trading strategies involving Single option and a stock, Spreads; Bull spread, bear spread, straddle, Strangles Strips & straps.

#### Unit V

**Swap Contracts:** Concept & Types of Swap contracts; Currency Swap, Interest rate swap, and Equity swap: Procedure & Evaluation of gain to the parties involved in each of the Swap Contract

**Course Outcomes:** After completion of the course the student will be able to:

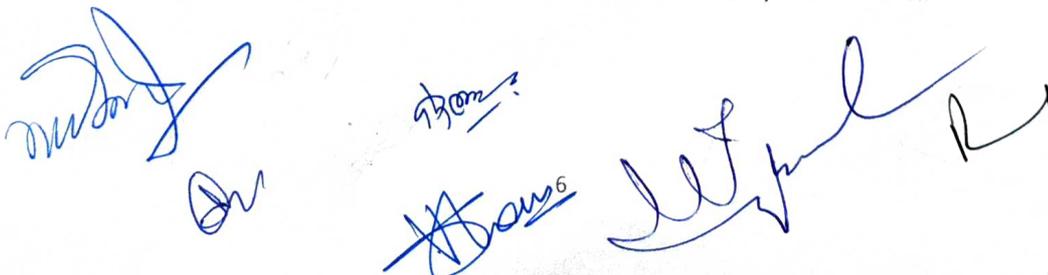
- CO1: Have good understanding of basics of financial derivatives, their functions & Evolution.
- CO2: Acquire knowledge about the fundamentals of forwards and futures, their trading mechanisms and difference between the two.
- CO3: Explain the basics of option contracts, their types, uses & evaluation.
- CO4: Explain & use the various trading strategies involving options & Stock
- CO5: Describe and explain the various financial swaps, conditions for their use and evaluation of profit & loss associated with each party to the contract

#### Note for Paper Setters

The Question paper shall have two sections. **Section A** will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. **Section B** will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

#### Suggested Readings

1. Gupta, L. S. (2010), Financial Derivatives: Theory, Concepts & Problems 9<sup>th</sup> edition, PHI.
2. Hull, J. (2011), Options, Futures and other Derivatives 8<sup>th</sup> edition Prentice Hall, New Delhi.
3. Parmeeswaran, K. Sunil (2013) Futures & options; Concepts & Applications, 3<sup>rd</sup> edition, McGraw Hill Education (India) Pvt. Ltd.
4. Chance, D. (2011), Analysis of Derivatives for the CFA Program, 6<sup>th</sup> edition, Virginia (USA): CFA Institute (Formerly AIMR).
5. Harish Bansal & Bansal (2011), Derivatives & Financial Innovations, Tata McGraw Hill.
6. Vohra, N.D., Bagri, B. R. (2007), Future and Options, 9<sup>th</sup> reprint edition, Tata McGraw Hill, New Delhi.
7. Jagdish R. Raiyani (2011), Financial Derivatives in India, New century Publications.



Course Title: Behavioral Finance

Total Marks:100

Course Code: MBA F7

University Examination:60

Examination Duration: 03 Hours

SessionalAssessment:40

*Objective: The course aims at exposing the learner to the Concept and practice Behavioral Finance*

UNIT – 1

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

UNIT – 2

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

UNIT – 3

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

UNIT – 4

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision-making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

UNIT – 5

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

**Course outcomes:**

C01: Introduction to Behavioral finance

C02: To get an understanding of Decision making under risk and uncertainty

C03: To get an understanding of Behavioral Factors and Financial Markets

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C04: To get an understanding of Behavioral Corporate Finance  
C05: to gain an insight into emotions and decision making

**Note for Paper Setting:**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

Suggested Readings :

1. Understanding Behavioral Finance by Ackert Nofsinger, Pearson Prentice Hall, (4th Edition)
2. What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
3. Handbook of Behavioral Finance – Brian R. Bruce
4. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch
5. Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient Markets, Oxford University Press.
6. Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.



Course Title: Mergers and Acquisitions  
Course Code: MBA F18  
Examination Duration: 03 Hours

Total Marks:100  
University Examination:60  
Sessional Assessment:40

**Objective:** To equip students with tools for analyzing, assessing accounting and financial motives, and evaluating value enhancing potential of mergers and acquisitions.

#### Unit I

Introduction to Corporate Restructuring: Overview of Concepts -- mergers, acquisitions, amalgamations, takeovers, divestitures. Types of Mergers -- horizontal, vertical, conglomerate.  
Motives for Mergers -- economies of scale, economies of vertical merger, complementary resources, surplus funds, eliminating inefficiencies. Irrational Reasons for Mergers-- diversification, increase in EPS, lower financing costs. Recent Trends in Mergers--mergers in India, cross--border mergers.

#### Unit II

Merger Procedure: Estimation of merger gains (NPV method). Valuation of Target--Free Cash Flow models, EVA model. Scheme of Merger: determination of share exchange ratio, significance of appointed date and effective date, interim period between appointed & effective date.

#### Unit III

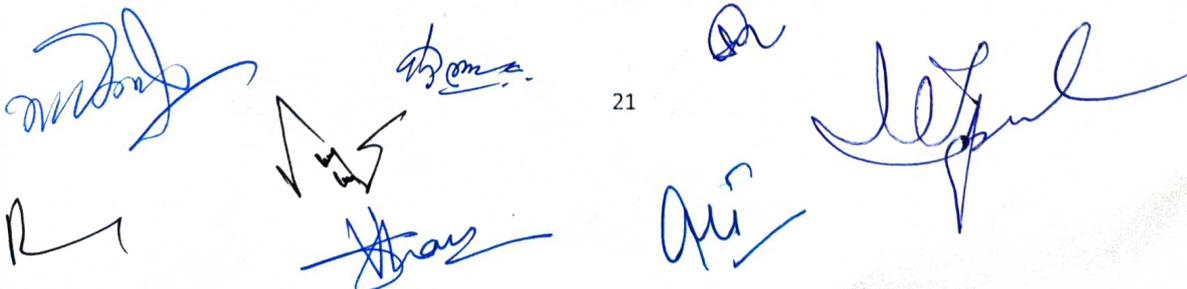
Financing Merger: Financing merger using stock and cash. Leveraged Buyout (LBO) -- features, junk bonds, financial architecture. Implications of various financing methods on stock prices of acquirer, target, and merged company. Tax implications of mergers

#### Unit IV

Divestiture Procedures: Spin--offs, carve--outs, asset sales, privatization. Takeover Defenses: Pre--Offer Defenses-- Shark repellents—staggered board, supermajority, fair price, restricted voting rights, waiting period, poison pills, poison put. Post--offer Defenses-- Litigation, asset restructuring, liability restructuring. Anti-takeover laws--antitrust law.

#### Unit V

Accounting for Mergers & Acquisitions: Accounting for Mergers-- purchase Vs pooling methods. Accounting for other Inter--Corporate Investments-- cost and market method, equity method, proportionate consolidation, and consolidation methods. Impact of different methods on financial statements

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## COURSE OUTCOMES

- CO1:** To get students familiar with concepts related to Corporate Restructuring, mergers and acquisitions.
- CO2:** To make students get acquainted with Merger Procedure and Estimation of merger gains. **CO3:** To make students recognize several methods for financing a Merger.
- CO4:** To divulge students regarding Divestiture Procedures and mechanism.
- CO5:** To make students get acknowledged with Accounting methods for Mergers & Acquisitions.

### Note for Paper Setting:

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### Suggested Reading(latest Editions)

- Chandra, P., M & A: Corporate Valuation and Restructuring, Tata McgrawHill, New Delhi
- Hooke, J.C., M & A: Practical Guide to doing the Deal, McGrawHill, International Edition.
- White, Gerald I., SondhiAshwinpaul C., and Fried Dov, The Analysis and Use of Financial Statements, 3<sup>rd</sup> Edition, New Jersey, USA: John Wiley & Sons 2003
- Kaur, Gurminder, Corporate Mergers & Acquisitions, Deep & Deep Publication, New Delhi
- Kuchal., M.C., Mergers & Demergers, Concepts and Cases, ICFAI Publications.
- Stanley Foster Reed., The Art of M & A: A Merger & Acquisition Buyout Guide, McGraw Hill (International edition)
- Patrick., A. Goughan, Mergers, Acquisitions and Corporate Restructuring, Wiley Publication, International Edition

Course Title: Training and Development

Total Marks:100

Course Code: MBA H5

University Examination:60

Examination Duration: 03 Hours

Sessional Assessment:40

**Objective:** The course aims at exposing the learner to the Concept and practice of training and development in the modern organisational setting through the pedagogy of case discussions and recent experiences.

**Unit I.Contents:**

**Unit I-Introduction:** Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department; training and development policies; linking training and development to company's strategy; Requisites of Effective Training ; Role of External agencies in Training and Development.

**Unit II- Training Needs Assessment (TNA):** Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.

**Unit III- Training and Development Methodologies :** Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system; Criteria for Method Selection; Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.

Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counseling, Position Rotation, Team Building, and Sensitivity Training .

**Unit IV-Designing Training and Development Programs:** Organization of Training and Development programs, Training design, kinds of training and development programs-competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules; Self development; Training process outsourcing.

**Unit V-Evaluation of Training and Development:** Reasons for evaluating Training and

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development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks, Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Methods of evaluating effectiveness of Training Efforts ; Kirkpatrick  
Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.

## Unit II. **Suggested Readings:**

1. Prior, John, *Handbook of Training and Development*, Jaico Publishing House, Bombay.
2. Trvelove, Steve, *Handbook of Training and Development*, Blackwell Business.
3. Warren, M.W. *Training for Results*, Massachusetts, Addison-Wesley.
4. Craig, Robert L., *Training and Development Handbook*, McGraw Hill.
5. Garner, James, *Training Interventions in Job Skill Development*, Addison-Wesley.
6. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, *Manpower Training and Development*, London Institute of Personnel Management.
7. Noe, Raymond A., and Amitabh Deo Kodwani, *Employee Training and Development*, Tata McGraw Hill.
8. Blanchard, P. Nick, James W. Thacker and V. Anand Ram, *Effective Training: Systems, Strategies, and Practices*, Dorling Kindersley (India) Pvt. Ltd.
9. Rolf, P., and Udai Pareek, *Training for Development*, Sage Publications Pvt. Ltd.
10. Michalak, Donald, and Edwin G. Yager, *Making the Training Process Work*, Writers Club Press.
11. Jack J. Phillips, *Hand book of Training Evaluation and Measurement Methods*, Routledge.
12. Dayal, Ishwar, *Management Training in Organisations*, Prentice Hall.

Unit III. **Note: Latest edition of the readings may be used.**

Course Title: Performance Management

Total Marks:100

Course Code MBA H6

University Examination:60

Examination Duration: 03 Hours

Sessional Assessment:40

**Objective:** The main aim of this course is to encourage students to acquire knowledge and skill of performance management and a sound foundation for professional development and career in business.

#### Unit I

**Introduction:** Definition of performance management, the performance management contribution, dangers of poorly implemented performance management systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning.

#### Unit II

**Performance Appraisal System Implementation:** Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance, measuring results and behaviours, gathering performance information, implementing a performance management system.

#### Unit III

**Performance Management & Employee Development:** Personal development plans: objectives of a developmental plan, developmental activities, supervisor's role, 360 - Degree Feedback Systems: advantages, risks of implementing 360-Degree Feedback Systems, characteristics of a good 360-Degree Feedback System, Reward Management: objectives, components of reward system, linkage of performance management to reward and compensation systems

#### Unit IV

**Performance Management Skills:** coaching: principles that provide a good framework for understanding successful coaching, coaching process, major functions of coaching, how coaching helps turn feedback into results, observation and documentation of developmental behavior and outcomes: constraints of an employee's performance regarding developmental activities, importance of documenting, purpose of feedback for performance improvement, suggestions to enhance feedback.

#### Unit V

**Performance Counselling:** Concept, definition of performance counselling, principles of performance counselling, performance counselling skills, and challenges in performance management in Indian environment.

## Course Outcomes

CO 1: To be able to understand the concept of performance management and dangers of poorly implemented performance management system.

CO 2: To understand the concept of performance appraisal system implementation.

CO 3: To bring about thorough understanding of performance management and feedback system.

CO 4: To be able to understand the performance management skills and how coaching helps turn feedback into results.

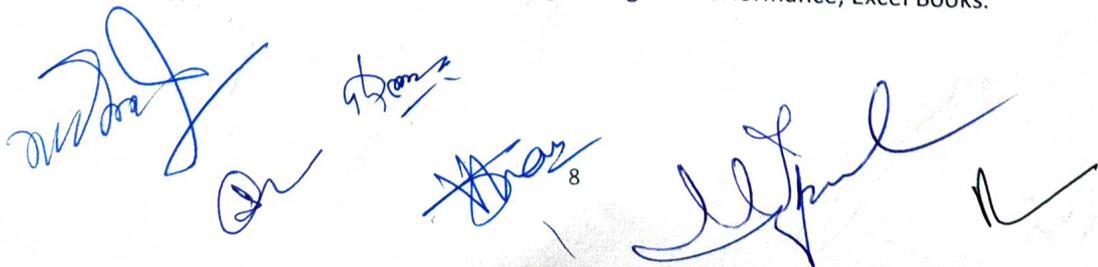
CO 5: To be able to demonstrate progressive learning in the performance counselling and challenges in performance management in Indian environment.

## **Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

## **Suggested Readings**

1. A. Berger & Dorothy, R. Berger (2007), The Talent Management Handbook, Lance, Tata McGraw Hill.
2. Dixit Varsha (2009), Performance Management, 1<sup>st</sup> edition Vrinda Publication Ltd.
3. Herman Aguinis (2007), Performance Management, Pearson Education.
4. T. V Rao (2007), 360 Degree Feedback and Assessment and Development Centres, Vol, I, II and III, Excel Books.
5. T. V Rao (2009), Appraising and Developing Managerial Performance, Excel Books.



Total Marks:100

Course Title: Interpersonal and Group Processes  
Course Code MBA H7  
Examination Duration: 03 Hours

University Examination:60  
Sessional Assessment:40

**Objective:** The Course is designed to develop among students an understanding regarding interpersonal and group processes and to develop process facilitation skills for managing interpersonal relations in an organization.

#### Unit I

**Leadership:** Function of leaders, Effective leaders, Leadership; Leadership styles and managerial effectiveness, Theories and perspectives of effective leadership; Trait theories, Behavioral theories, Contingency theories, LMX Theory, Charismatic and transformational leadership, Authentic leadership, Mentoring, Career and psychological functions of the mentoring relationship, Challenges to the leadership construct.

#### Unit II

**Interpersonal Behavior:** Nature of Interpersonal behavior, skills for cooperative interpersonal behavior, Interpersonal style, Transactional analysis, Levels of self awareness: Johari window, Ego states, Life positions, Transactions: complementary, crossed and ulterior, Psychological games, Reasons for psychological games, Benefits of transactional analysis, Impact of interpersonal behavior on organizational effectiveness.

#### Unit III

**Group Dynamics :** Concept of group, Types of groups, Formal and informal groups, Reasons for formation of groups, Stages of group development, Group properties, Theories of group formation, Group behavior, Factors affecting group performance, Group cohesiveness, Group processes: social facilitation, social loafing, synergy in group, Group decision making, Methods of group decision making.

#### Unit IV

**Conflict and Negotiation:** Concept of conflict, Types and loci of conflict, Individual level, Group level and Organization level conflict, Stages of conflict episode, Conflict process, Conflict resolution, Conflict management techniques, Negotiation: Concept, Importance, Bargaining strategies, Negotiation process, Influence of individual differences on negotiation effectiveness, Building social harmony.

#### Unit V

**Intervention Techniques:** Counseling techniques, Behavioral modeling, Role analysis technique, Emotional Intelligence, Applying emotional intelligence in organizations, Phases for developing Emotional Intelligence, Managing emotions, Organizational Change, Organizational Development, Sensitivity training, Process consulting, Skill development techniques.

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Below these, there are several initials and marks, including "AS", "Hoy", "Qui", and a large "K" or "R" mark.

**Learning Outcomes:** On successful completion of the course, the student will be able to:

1. Analyze the functions of leaders, leadership styles, theories and perspectives of effective leadership.
2. Explain levels of self awareness and improvement of interpersonal behavior through transactional analysis.
3. Identify the factors that influence group performance and increase group cohesiveness.
4. Understand the nature of conflict that emerges in an organization and various measures to manage these conflicts effectively.
5. Understand the applications of different interventions in respond to organizational changes.

**Note for Paper Setting:**

The question paper will be divided into two sections. **Section A** will be compulsory and will contain 10 very short answer type or objective type questions, two questions from each unit which elicit answers in not more than 20 words. Each question will carry 1 mark. **Section B** will contain 10 long answer type questions, two from each Unit. The candidate will be required to answer 5 questions one from each Unit. Each question carries 10 marks.

**Suggested Readings**

1. Ashwathappa (2017), *Organizational Behavior*, Himalaya Publishing House.
2. Baron, Greenberg (2016), *Behavior in Organizations*, 9<sup>th</sup> edition, Pearson Education.
3. McShane, Von Glinow & Sharma (2012), *Organizational Behavior*, 4<sup>th</sup> edition, McGraw.
4. Newstrom, John W. (2011), *Organizational Behavior, Human Behavior at Work*, 12<sup>th</sup> edition, Tata McGraw Hill.
5. Pareek, U. Rao, T.V. and Pertonjee DM (2011), *Behavioral Processes in Organizations*, Oxford and IBH, New Delhi
6. Robbins, Judge & Sanghi (2014), *Organizational Behavior*, 13<sup>th</sup> edition, Pearson Education.
7. V.G. Kondalkar (2012), *Organization Effectiveness and Change Management*, PHI.



Course Title: Cross Cultural Management

Course Code: MBA H8

Examination Duration: 03 Hours

Total Marks:100

University Examination:60

SessionalAssessment:40

**Objective:** The objective of the course is to enable the students to develop the concept of diversity, crosscultural and diversity issues and challenges and the benefits of diversity in the workplace.

**UNIT I Cross-Cultural Management:**

Meaning and Concepts; Cross-Cultural Puzzle of Global Human Resource Management; Global Strategy and Culture; Frameworks in Cross-Cultural Management: Kluckhohn and Strodtbeck framework, Hofstede's Cultural Dimensions, Trompenaar's Dimensions, Schwartz Value Survey, the GLOBE Study; Use of Frameworks; International and Cross-Cultural Research: Types and Critiques.

**UNIT II Work Behaviour and Management Values across Cultures:**

National Culture Vs Organization Culture; Coping with cultural differences; Understanding socialization; International Ethics and Culture; Explaining the Differences in Comparative HRM, Culture and Institutions, Evidence of Convergence, the Power of Nation States; Cultural Dynamics & Impact of Cultural Distance within Mergers and Acquisitions.

**UNIT III Cultural Diversity:**

Meaning and Nature; Diversity and exclusion: A critical workforce problem; The importance of valuing diversity; Cultural Synergy; The challenge of work force-diversity: Stereotypes and Prejudice, Dehumanization and oppression, Employment-related discrimination; Types of diversity in teams.

**Unit-IV Diversity Management:**

Performance Imperative and Equal Opportunities Perspective, Transcending False Dichotomies- Equal opportunities Vs Diversity Management; Managing work-force diversity as a competitive advantage; the impact of diversity on groups/teams; Managing diversity in organizations: Strategies and Guidelines; Towards a globally inclusive workforce: The inclusive workforce model.

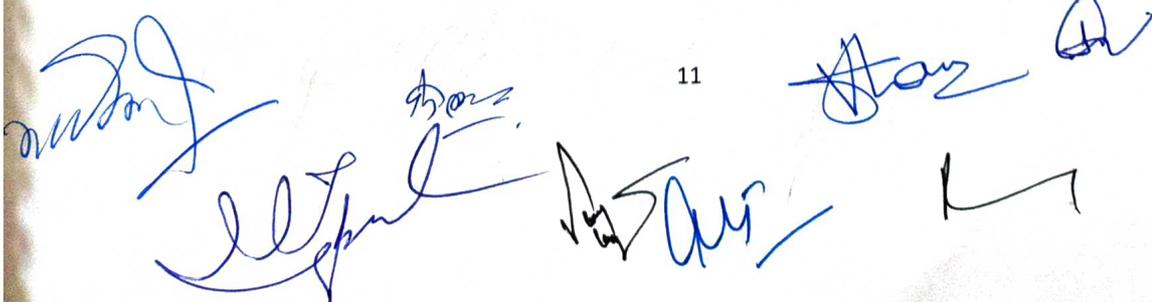
**UNIT V Multinational Decision Making:**

Diversity Management Programmes; Diversity Management in International Organizations: Women in International Management, Role of Organizational Processes, Dual-Career Couples, The Implications of International Working on Work-Life Balance, Alternative forms of International Working, Measuring the Value of International Assignments..

**CO 1:** Acquire knowledge about global human resource management.

**CO 2:** Explain how cultural values and behavioural preferences when working in a team environment has impact on ability to function and manage effectively in a cross-cultural business environment.

**CO 3:** Understands international ethics for taking international projects.



**CO4:** Demonstrate the ability to take advantage of work force diversity

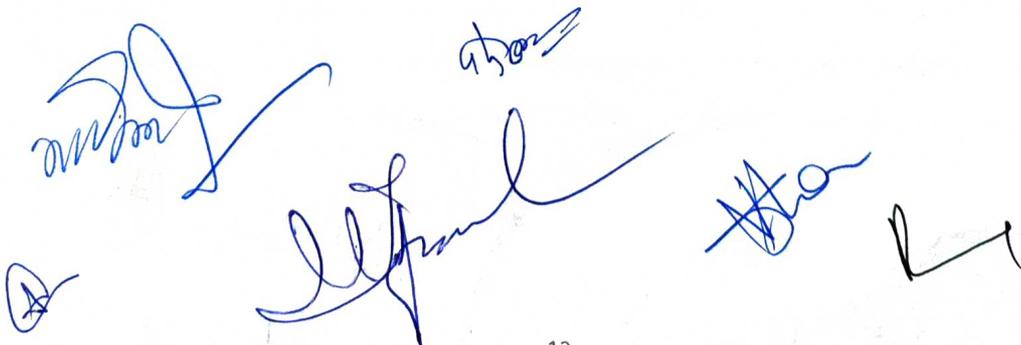
**CO5:** Gain knowledge to maintain work life balance for better performance and ways to measure value of international assignments.

**Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

**References:**

1. Adler, N.J. (2007): International Organizational Behavior, Cengage Learning, New Delhi.
2. Luthans, F. (2008): Organization Behaviour (11th Ed.), Tata McGraw Hill, New Delhi.
3. Michalle E. & Barak, M. (2014): Managing Diversity: Towards a Globally Inclusive Workplace, Sage, New Delhi.
4. Newstorm & Davis, K. (2002): Organization Behavior-Human Behavior at Work (10th Ed.), Tata McGraw Hill, New Delhi.
5. Prasad, L.M. (2004): Organizational Behaviour (3rd Ed.), Sultan Chand, New Delhi.
6. Rohmetra, N. and Gupta, A. (2014): Cross-Cultural Management: Practice and Research, Primus Books, New Delhi.
7. Rohmetra, N. (2005): Cultural Paradigm in Managing People and Organisations, Excel Books, New Delhi.
8. Rohmetra, N., Gupta, V. and Sharma, D. (2004
9. ): Transformative Organizations Across Globe, Response Books, Sage India, New Delhi.
10. Smith, P.B., Peterson, M.F. & Thomas, D.C. (2008): The Handbook of Cross Cultural Management Research, Sage, New Delhi.
11. Thomas, D.C. (2008): Cross-Cultural Management: Essential Concepts, Sage, New Delhi.
12. Valsinger, J. (2007): Culture in Minds and Societies: Foundations of Cross Cultural Psychology, Sage, New Delhi.



Course Title: Strategic Brand Management  
Course Code: MBA M6  
Examination Duration: 03 Hours

Total Marks:100  
University Examination:60  
SessionalAssessment:40

**Objective:** The aim of this course is to create awareness regarding brands and various processes for building, measuring and managing brand equity.

#### Unit I

**Introduction to Brands and Brand Equity:** Concept of brands, brands vs. products, Things that can be branded, Characteristics of Strong brands, Branding: Challenges and opportunities, Strategic brand management process Brand equity: concept, sources of brand equity, brand judgments and brand building implications

#### Unit II

**Brand Positioning and Values:** Identifying and establishing brand positioning, Positioning guidelines, Establishing brand values, internal branding and brand audit guidelines; **Brand Elements:** Criteria for choosing brand elements, options and tactics for brand elements, integration of various branding elements (Case Study)

#### Unit III

**Marketing Programs for Brands:** New perspectives of marketing, product and pricing strategy, channel strategy and private label strategies; **Marketing Communication for Brands:** Communication options, Event marketing and sponsorship, integration of communication programs for brands, Evaluation of communication programs

#### Unit IV

**Brand Equity Measurement and Management System:** Brand value chain, Designing brand tracking studies, Process of brand equity management system, Research techniques: concept and overview, qualitative and quantitative research techniques for brands, Brand resonance dimensions, market performance for brand (Case Study)

#### Unit V

**Branding Strategy:** Overview, brand product matrix, breadth and depth of branding strategy, brand hierarchy, building equity at different hierarchical levels, designing branding strategy; **Brand extensions:** concept, advantages and disadvantages of brand extensions, consumer evaluation for brand extensions

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## Suggested Readings

1. K.L.Keller ,Strategic Brand Management, Tata McGraw hill
2. Don Cowley (1991), Understanding Brands, Kogan Page London.
3. Jean Noel Kapferer (1998), Strategic Brand Management, 2<sup>nd</sup> edition, KoganPage.
4. Lynn BUshaw (1995), Building Brand Identity: A strategy for success in a hostile market place, John Wiley & Sons USA.

## Course outcomes:

Upon successful completion of this course, students will have the knowledge and skills to:

**Co1:**Introduction to Brands and Brand Equity Analysis.

**Co2:**Brand Positioning and Values.

**Co3:** Marketing Programs for Brands and Marketing Communication for Brands.

**Co4:** Understanding the Brand Equity Measurement and Management System and marketing strategy.

**Co5:** Branding Strategy and Brand extensions.



**Course Title: Retail Marketing**  
**Course Code MBA M7**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**SessionalAssessment:40**

**Objectives:** The objective of this paper is to familiarize students with basic concepts in retail marketing.

**Unit I**

**Nature and Importance of Retailing:** Retailing and retailers, place of retailing in marketing mix, retailing economical and social importance, value added by retailing economic justification, size of retail market, operating expenses and profits.

**Unit II**

**Store Retailing:** Specialty merchandisers, general merchandiser, mass merchandiser, single line store, general store, variety store, departmental store,(Case Study) supermarket, superstore, combination store, hypermarket, discount store, warehouse showroom, catalogue storing.

**Unit III**

**Non Store Retailing:** In home retailing, telephone retailing, catalogue retailing direct response retailing, automatic vending, door to door route sales, party plan selling, etc. franchising-wholesalers-sponsored, voluntary chain, retailers-sponsored cooperative chain, manufacturers sponsored franchising system, franchises, franchisers, franchise agreement.

**Unit IV**

**Retail Decisions:** Target market selection, merchandise, merchandise management, location, size, store image, design, layout and shop design, in store promotion, credit and collections front office management: personnel-selection, recruitment and motivation, communication and customer relation.

**Unit V**

**Trends In Retailing:** Growth of down town shopping malls, factory outlet, discount and discount malls, power retailer, high--touch and high--tech retailer, increasing power of retailer brand vs manufacturer brand, professional management of retailing(Case Study), green retailing, e-retailing, cooperative retailing across the world, U.S., U.K., Japan & India through case studies of major retailers.

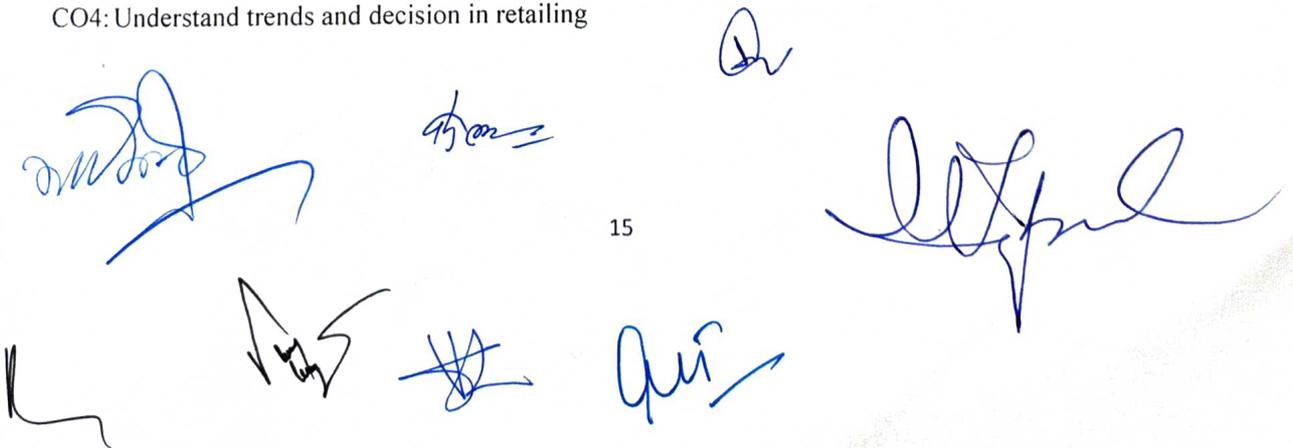
**Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

**Course outcomes:**

After studying this course, students will be able to:

- CO1: Explain & understand the nature retailing & its related concepts
- CO2: Understand the various types of Retail stores and features associated with them
- CO3: Understand the ways that retailers use marketing tools and techniques to interact with their customers in non store retailing
- CO4: Understand trends and decision in retailing



### Suggested Readings

1. David Gilbert (2008), Retail Marketing Management, Pearson, New Delhi.
2. ICFAI Modules on Retail Management 2010.
3. Micheal Levy & Barton A. Weitez (2005), Retailing Management, Tata McGraw Hill.
4. Robert F. Lusch, Patrick Dunne, Myron Gable (2009), Retail Management, South Western Publishing Company, Ohio.



**Course Title: International Marketing**

**Course Code: MBA M8**

**Examination Duration: 03 Hours**

**Total Marks:100**

**University Examination:60**

**SessionalAssessment:40**

**Objective:** To familiarize the students with the concept and issues of international marketing and enable them to analyze the foreign market environment and develop international marketing strategies for a business firm.

**Course Outcome:***After completing this course students will be able to:*

1. Get familiar with nature, objectives and process of international marketing.
2. Know about International Product Planning and Pricing decisions.
3. Get admittance about International Distribution Decisions and international logistics.
4. Become familiar with how to develop International Promotion Strategies and campaign?
5. Identify Emerging trends in International Marketing.

### **Unit I**

#### **Introduction:**

Introduction to International Business- an overview; International marketing management process, International marketing information system. International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing decisions; International marketing information system. International Market Segmentation, Selection and Positioning; International market entry strategies –Exporting, licensing, contract manufacturing, joint venture, setting -up of wholly owned subsidiaries aboard.

### **Unit II**

#### **International Product Planning and Pricing decisions:**

Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development. Pricing decisions for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing; Counter trade as a pricing tool- types and problems of counter trading.

### **Unit II**

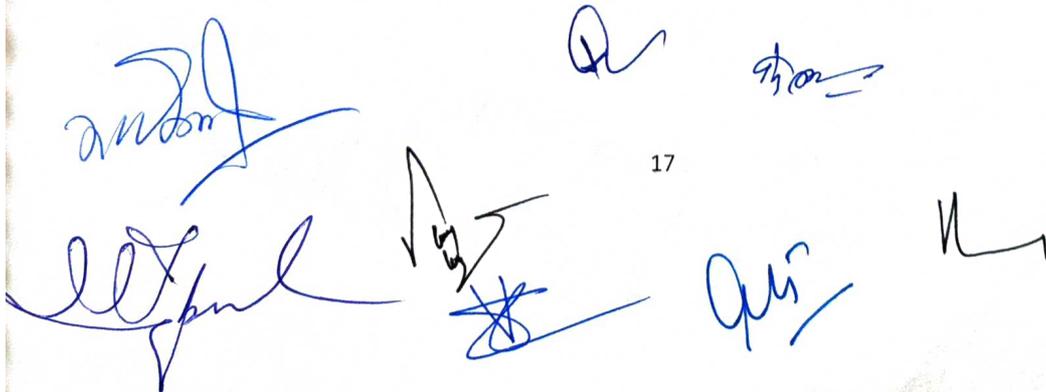
#### **International Distribution Decisions:**

Distribution channel- from traditional to modern channel structures, Intermediaries for international markets-their roles and functions; Alternative middlemen choices, Factors affecting choice of channels; Locating, selecting and motivating channel members; International distribution logistics- Issues and Planning.

### **Unit IV**

#### **International Promotion Strategies:**

Communications across countries-complexities and issues; Country-of-origin effect; Sales promotions in international markets, trade fairs and exhibitions, International public relations, International Advertising decisions, Personal selling and sales management; Developing international promotion campaign.



## Unit V

### Emerging trends in International Marketing:

International Marketing through Internet; Ecological concerns and international marketing ethics. Issues and challenges for Indian MNCs going global.

### Note for Paper Setters

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

### Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and PrashantSalwan, International Marketing, Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainon, International Marketing, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, International Marketing, Naper Press.
5. Jain, Subash C., International Marketing, South-Western.
6. Kotabe, Masaaki and KristiaanHelsen, Global Marketing Management, John Wiley and Sons.
7. Onkvist, Sak and John J.Shaw, International Marketing; Analysis and Strategy, Psychology Press.
8. Rajagopal, International Marketing, Vikas Publishing House

**Course Title: Digital Marketing**  
**Course Code: MBA M9**  
**Examination Duration: 03 Hours**

**Total Marks:100**  
**University Examination:60**  
**SessionalAssessment:40**

**Objective:**To familiarize the students with the concept and issues of digital marketing and enable them to analyze the digital market environment and develop marketing strategies for business.

**Unit I**

Principles and Drivers of New Marketing Environment - Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix - Mobile Marketing - Digital Signage.

**Unit II**

Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior -Website Designing - Website Content - Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising – Trends

**Unit III**

Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

**Unit IV**

Internet Enabled Retailing - Turning Experience Goods into Search Goods -Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing.

**Unit V**

Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer – Led Marketing Campaigns- Legal and Ethical aspects related to Digital Marketing.

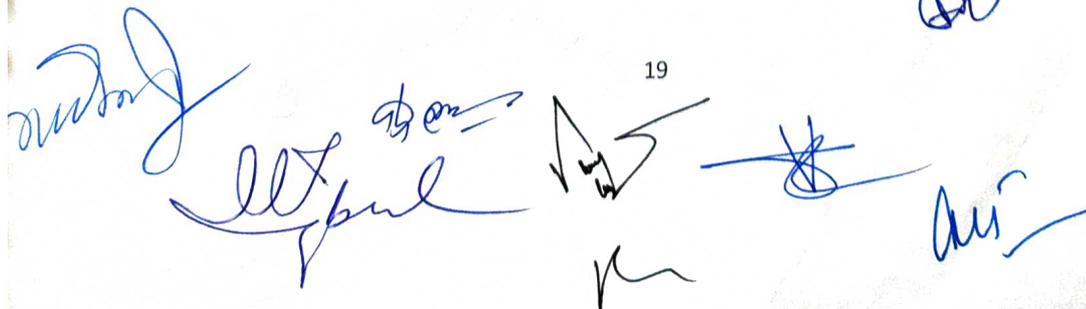
**Note for Paper Setters**

The Question paper shall have two sections. Section A will be compulsory and will contain 1 questions eliciting answers in not more than 20 words (Multiple Choice/fill in the blanks), each carrying 1 mark. Section B will contain 10 questions, two from each Unit, the candidates will be required to answer one question from each Unit; each question carrying 10 marks.

**Course outcomes:**

**After completion of this course student will be able to learn**

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- CO1: Marketing Environment
- CO2: Behavior of Consumers in Digital Marketing
- CO3: Product Attributes and Web Marketing Implications
- CO4: Internet Enabled Retailing
- CO5: Email Marketing - Viral Marketing - Affiliate Marketing

**Suggested readings:**

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
2. Richard, G., Charlesworth, A, and Rita Sen. Online-Marketing
3. Chaffey, D., Ellis-Chadwick, F., Johnston, K., & Mayer, R., (2009), Internet Marketing, Strategy, Implementation and Practice, (4th ed.), Prentice Hall,
4. Judy, S., Ansary, A.E., and Raymond Frost (2010), Online Marketing – Pearson Education
5. Bob, S and Ron, J(2008), —Successful Direct Marketing Methods 8th edition, McGraw Hill, 2008

