

Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur



Master of Business Administration (M.B.A.)

Two Year Programme

(In Four Semesters)

Course Structure

Under Choice Based Credit System

(To be effective from 2024-25 Session)

**Department of Business Administration
Deen Dayal Upadhyaya Gorakhpur University,
Gorakhpur**

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MBA Program

The MBA program is designed to impart management education to the students with a view to inculcate professional competence in them to meet the requirement of various industrial sectors locally and globally. The program not only facilitates learning of theoretical knowledge of various functional areas of management, but also equips the students with practical experience and professional skills of the domain.

The National Education Policy 2020 has emphasized the need of development of the creative potential, critical thinking and problem-solving capacity of each student. Therefore, the curriculum is designed in such a way that learners can shift their focus from the traditional methods towards a broad-based learning and developing their skills not only to meet the needs and demands of wide sections of the society, but also to meet the needs and demands of a broad spectrum of industries.

Some of the highlights of the curriculum are –

The program enables learners to get theoretical and practical exposure of core disciplines including Accounts, Management, Economics, Marketing, Finance, HRM, etc.

- The curriculum imbibes the need for improvement in the communication skills, inter-personal skills, awareness of business environment, technological efficiency and mental ability in the graduates.
- The program focuses on developing ability to apply management theories, principles and concepts through group activities, project work, experiential learning, etc.
- The content and structure of the program revolves around the Knowledge, Skills and Attitude (KSA) dimensions, which are today's necessary job requirements.
- The program develops entrepreneurial acumen among students to boost a confidence level necessary to start their own ventures and create self-employment opportunities.
- The curriculum enables students to perform different managerial functions and to handle the managerial responsibilities in the corporate world.

Program Specific Outcomes:

Highlights of the MBA program proposes following specific outcomes:

- Develop strategic and innovative thinking and skills to enable effective opportunity identification, problem solving, and decision-making.
- Develop effective oral and written communication and presentation skills in the students.
- Inculcate competent management professionals with strong ethical values, capable of playing a vital role in various sectors of the Indian economy and society.
- Imbibe the students with requisite domain knowledge, analysis skills & right attitude necessary to provide effective leadership.
- Harness entrepreneurial skills and creativity in the students aligning them to socio-economic and national priorities.
- Inculcate analytical competence helping the students to make further move towards researches in various fields of Management.
- Develop proactive thinking to ensure effective performance in a dynamic socio-economic and business ecosystem.

The two-year full-time Degree in Master of Business Administration (MBA) shall be governed by the Department of Business Administration, DDU Gorakhpur University, Gorakhpur-273009

The Programme Structure

The Master of Business Administration (MBA) is divided into two parts as under. Each part will consist of two semesters.

Part	Year	Semester-Odd	Semester-Even
I	First	Semester-I	Semester-II
II	Second	Semester-III	Semester-IV

Part-I: First Year

The schedule of Part I: First year examination shall comprise of two semesters- *Semester I* and *Semester-II*. At the end of second semester, students will be required to undergo *summer training*, based on which the student has to submit a report. The schedule of papers during first year of the programme shall be as follows:

Semester I

Course Code	Course Title	Core/ Elective/ Elective Core	Credit	Marks		Total Marks
				Written	Internal Assessment	
MBA 401	Principles and Practices of Management	Core Discipline	4	75	25	100
MBA 402	Managerial Economics	Core Discipline	4	75	25	100
MBA 403	Accounting for Managers	Core Discipline	4	75	25	100
MBA 404	Business Statistics & Research Methods	Core Discipline	4	75	25	100
MBA 405	Computer Applications & Management Information System	Core Discipline	4	75	25	100
MBA 406	*Interdisciplinary Elective – Managerial Skill Development	Core Discipline	4	75	25	100
Total of Semester I			24			600

Semester II

Course Code	Course Title	Core/ Elective/ Elective Core	Credit	Marks		Total Marks
				Written	Internal Assessment	
MBA 407	Organisational Behaviour	Core Discipline	4	75	25	100
MBA 408	Human Resource Management	Core Discipline	4	75	25	100
MBA 409	Marketing Management	Core Discipline	4	75	25	100
MBA 410	Financial Management	Core Discipline	4	75	25	100
MBA 411	Operations Management	Core Discipline	4	75	25	100
MBA 412	**Interdisciplinary Elective – International Business Environment	Core Discipline	4	75	25	100
Total of Semester II			24			600

Summer Training

At the completion of the first two semesters of the first year and before the commencement of the third semester, the student will require to submit a report based on the summer training within four weeks from the commencement of the third semester.

Part II: Second Year

The schedule of second year (Part II): Second year Examination shall comprise of two semesters- *Semester III* and *Semester IV*.

Elective Groups

- Two groups (one Major and one Minor) from the available electives are to be selected at the commencement of M.B.A. Part II- Semester III.
- The elective groups in the Semester IV will remain the same as ones selected in Semester III.
- Once a group has been selected, no change in selected groups will be allowed later.
- The first two papers of selected major group and first paper of selected minor group will be taught in Semester III and in Semester IV.

The schedule of papers during Second year of the program shall be as follows:

Semester III

Course Code	Course Title	Core/ Elective/ Elective Core	Credit	Marks		Total Marks
				Written	Internal Assessment	
MBA 413	Business Ethics and Corporate Governance	Core Discipline	4	75	25	100
MBA 414	Legal Framework of Business	Core Discipline	4	75	25	100
MBA 415	Tax Management in India	Core Discipline	4	75	25	100
MBA 416	Viva-voce (based on Summer Training Report: 50 marks for Report Evaluation and rest 50 marks for Viva-Voce)	Core Discipline	4			100
Elective Groups:						
Marketing						
MBA 417	Consumer Behaviour and Marketing Research	Elective Course	4	75	25	100
MBA 418	Retail and Supply Chain Management	Elective Course	4	75	25	100
Finance						
MBA 419	Capital Investment and Financial Decisions	Elective Course	4	75	25	100
MBA 420	Security Analysis and Port-folio Management	Elective Course	4	75	25	100
Human Resource Management (HRM)						
MBA 421	Human Resource Development	Elective Course	4	75	25	100
MBA 422	Labour Laws in India	Elective Course	4	75	25	100
Total of Semester III			28			700

Semester IV

Course Code	Course Title	Core/Elective/ Elective Core	Credit	Marks		Total Marks
				Written	Internal Assessment	
MBA 423	Strategic Management	Core Discipline	4	75	25	100
MBA 424	Entrepreneurship Development	Core Discipline	4	75	25	100
MBA 425	Total Quality Management and Kaizen Strategies	Core Discipline	4	75	25	100
MBA 426	Comprehensive Viva-voce	Core Discipline	4			100
Elective Groups:						
Marketing						
MBA 427	Integrated Marketing Communication	Elective Course	4	75	25	100
MBA 428	Services and Industrial Marketing	Elective Course	4	75	25	100
Finance						
MBA 429	Financial Markets and Services	Elective Course	4	75	25	100
MBA 430	International Accounting and Financial Reporting	Elective Course	4	75	25	100
Human Resource Management (HRM)						
MBA 431	Industrial Relations	Elective Course	4	75	25	100
MBA 432	Organisational Health	Elective Course	4	75	25	100
Total of Semester IV			28			700

Note:

- Each Paper will be covered in 60 Lectures.
- Tutorials will be devoted per requirements.
- Each batch of tutorial will be divided into an optimum size of at least 10.
- Inter-Disciplinary Elective Course shall be limited to 14% of the intake for other discipline on the basis of merit of the applicants.
- Each paper will be of 4 credits. Thus, the total credit in 1st two semesters will be of 24 credits and next 2 semesters will be 28 of credits with total of 104 credits.
- Each paper will be of 100 marks out of which 75 marks shall be allocated for Semester written examination and 25 marks for internal assessment.
- Internal Assessment of each paper consists of
 - Assignment/ Workshop/ Seminar/ Power Point Presentation/ Special Activity-10 Marks,
 - Sessional Test-10 Marks
 - Attendance and Overall Performance-05 Marks.
- The admission and examination process of the Master of Business Administration (M.B.A) course shall be governed by the existing ordinances of Department of Business Administration and DDU Gorakhpur university.
- The provisions of inter-disciplinary electives shall be as per University guidelines.

M.B.A. - I Semester

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M.B.A. - I Semester

Course Code	Course Title	Credits
MBA 401	Principles and Practices of Management	4

Course Objective:

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

Unit-1 The Foundation of Management: (12 L)

Nature and Significance of Management, The Evolution of Management thoughts. Approaches to Management. Functions of Manager, Social Responsibility of Management. Professionalization of Management in India, Managerial Skills.

Unit – 2 Planning: (12 L)

Nature, Significance and Scope of Planning. Business Objective, Management by Objectives, Planning Premises, Steps in Planning. Structure of Plans, the Process and Techniques of Decision Making. Decision Models.

Unit – 3 Organising:

Nature, Significance of Organising, Span of Management, Departmentation, Line and Staff Relationship. Delegation and Decentralisation, Formal and Informal Organisation, Determinants of Effective Organization, Different Patterns of Organisation Structure Virtual Organization.

Unit – 4 Staffing and Directing: (12 L)

Staffing – Recruitment, Selection and Training, Directing – Concept, Nature, Scope, Principles and Techniques of Direction, Communication-Definition, the Process and Barriers. Building Effective Communication System.

Unit-5 Controlling: (12 L)

Nature and Scope of Control Process, Control Techniques, Major hiii Control Systems, Control by Exception. Nature, Scope, Principles and Techniques of Co-ordination.

Course Outcomes:

After completion of the course students will be able to understand the management concepts, principles and managerial functions. They will also be aware with evolution of management thoughts and approaches to management, which will enable them to address the managerial problems effectively.

References:

1. Koontz H, Essentials of Management
2. Tripathi PC and Reddy, Principles of Management
3. PN Prasad L.M., Principles and Practice of Management
4. Singh RN, Management Thought and Thinkers (Sultan Chand)
5. Sumer Warren, The Process of Management Concept Behaviour and Practice.

Course Code	Course Title	Credits
MBA 402	Managerial Economics	4

Course Objective:

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

Unit 1 Introduction: (12 L)

Nature and Scope of Managerial Economics; Objective of the Firm- Profit and Wealth Maximisation. Fundamental Concepts-Opportunity cost, Discounting principle, and time Perspective.

Unit 2 : Consumer Behaviour: (12 L)

Determination of demand; Demand function; Indifference curve analysis: Characteristics of Indifference Curve and Consumer's Equilibrium; Types of Demand Elasticity.

Unit 3 : Production and Cost: (12 L)

Production function, Concept of production, isoquants ridge lines, isocost lines, Expansion path and multi-product firm.

Cost function: Classification of Costs, incremental cost, its relevance in decision making, short run and long run cost functions. Law of Variable Proportion.

Unit 4 : Price and Output Relationship Under Different Market Structures: (12 L)

Perfect Competition, Monopoly, Discriminating monopoly. Monopolistic competition, Oligopoly.

Unit 5: Risk and Decision Making: (12 L)

The concept of Risk and Uncertainty; Decision making under uncertainty, Risk- Return Trade-Off; Profit Management: The Concept of Economic Profit and Accounting Profit, Profit planning and Forecasting, Theories of Profit-F.B. Hawley: Theory of Risk Bearing, F.H. Knight: Uncertainty Bearing Theory, Business Cycles: Concept and Nature, Phases and Causes of Business Cycles.

Course Outcomes:

After completion of the course students will be able to understand about the managerial economic concepts and principles. The course will enable them to use economic principles, tools and techniques to address business problems in a globalized economic environment.

References:

1. Koutsoyiannis, A. Modern Microeconomics, Macmillan Press Ltd.(1998Reprint)
2. Varian, Micro-Economic Analysis (ed.3) Norton,1992
3. Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third edition, Prentice Hall of India, New Delhi,1996
4. Madala G.S. and Ell en miller, Micro Economics, theory and Application, McGraw Hill, Book Company, New York.
5. Gould, John P., Edward P. Lazear, Micro-Economics, Theory, Richard D. Irwin, Inc.,
6. Home Woodillionis. Sen Anindya, Micro- Economics: Theory and Applications oxford University Press, New Delhi,1999
7. Mehta P.L, Managerial Economics, Sultan Chand & Sons.
8. Vaishampayan, J.V. Micro Economic Theory, New Royal Book Co.

Course Code	Course Title	Credits
MBA 403	Accounting for Managers	4

Course Objective:

The objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they can appreciate the nature of item presented in the annual accounts of a firm and to impart skills for recording various kinds of business transactions.

Unit-1 Introduction: (12 L)

Accounting-need, Uses and Users of Accounting Information, Accounting Principles, Concepts, Conventions, Accounting standards, Gaps in GAAP.

Unit-2 Accounting Mechanism: (12 L)

Identifying types of Accounts, Journal entries, Posting in Ledgers, Preparation of Trial Balance, General Purpose Financial Settlements, Depreciation on Assets.

Unit-3 Computer Applications in Accounting: (12 L)

Role of Computers in Accounting, Accounting Information System. Transaction Processing System. Software Packages for Accounting. Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet.

Unit-4 Analysis and Interpretation of Financial Statements: (12 L)

Financial Statement- Forms, Analysis and Interpretation, Techniques of Analysis – Ratio analysis, Horizontal analysis, Vertical analysis, Preparation of Funds flow and cash flow Statements.

Unit-5 Accounting Mechanism for Control: (12 L)

Budgets and Budgetary control, Zero Base Budgeting, BEP Analysis and differential cost analysis for decision making. Unit costing–Preparation of cost sheet.

Course Outcomes:

After completion of the course students will be able to know about the financial accounting concepts, tools and techniques and their managerial applications, as well as, different types of budgets, budgetary control and costing.

References:

1. Talsian P.C.: Financial Accounting
2. Khan and Jain: Management Accounting
3. Bhattacharya and Dearden: Accounting for Management
4. S.N. Maheshwari: Elements of Management Accounting.
5. Jawahar Lal: Financial Accounting
6. I.M. Pandey: Management Accounting
7. Porwal L.S.: Accounting Theory
8. Kennedy and McMillen: Financial Statements: Forms Analysis & Interpretation.

Course Code	Course Title	Credits
MBA 404	Business Statistics & Research Methods	04

Course Objective:

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

Unit-1 Introduction of Business Statistics: (12 L)

Statistics: Meaning, Nature and Scope of Statistics, Managerial Applications of Statistical tools, types of data, Data Collection, Classification, Tabulation, Graphical Presentation.

Unit-2 Measurement of Central Tendency & Correlation (12 L)

Computation and application of Mean, Median, Mode, Standard Deviation, Co-efficient of Variation, Co-efficient of variation, Correlation and regression, Analysis of Time Series, Index Numbers.

Unit-3: Probability and Sampling: (12 L)

Probability – addition AND multiplication Theorems, Bayes (Simple Problems), Binomial, Poisson and Normal Distribution. Theory of Sampling, Tests of Significance for Large and Small Samples, T-Test, F test and Chi-square test.

Unit-4: Introduction to Research: (12 L)

Nature and Scope of Research Methodology, Research Process, Research Design – Exploratory, Explanatory & Descriptive Research Design, Hypothesis formulation.

Unit –5 Quantitative and Qualitative Analysis: (12 L)

Uni-variate and Bi-variate Analysis: Parametric and Non-parametric Tests, Multivariate data Analysis, Multiple Regression, Introduction to Qualitative Analysis: Process, Data Collection, Data Analysis, and Interpretation.

Course Outcomes:

After completion of the course students will be able to understand numerical summaries (mean, median, variance, standard deviation, correlation), basics of probability theory, distributions and sampling etc and the various aspects of research methods, able to collect the data from primary and secondary source, learn the application of various tools for conducting research.

References:

- 1.Suranjan Saha, Practical Business Mathematics and Statistics
- 2.Elhance D.N., Fundamentals of Statistics
- 3.Elhance D.N. Practical Problem in Statistics Decisions.
- 4.Davis & Pecar, Business Statistics using Excel, Oxford University Press
- 5.Sharma J.K.: Business Statistics, Pearson, New Delhi
- 6.Beri: Statistics for Management, TMH, New Delhi
- 7.Gupta S.P. & Gupta M.P.: Business Statistics, S Chand & Sons, New Delhi.

Course Code	Course Title	Credits
MBA 405	Computer Applications & Management Information System	4

Course Objective:

The objective of the course is to introduce students to Management Information System, design decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations

Unit 1: Introduction to Information technology: (12 L)

Its usage for managers, Introduction to Hardware and Software: Introduction to computer system, Systems Software, Application Software and Packages, Open source software and its advantages. Internet Technology, Networking and its applications, Understanding Websites, Understanding Domain Names & Domain Extensions, Web Server.

Unit 2: Document Preparation & Presentation Skills: (12 L)

business presentations: Introduction to Software Packages & practical knowledge of Microsoft Word, Microsoft Excel – Formulas, Graphs, Basis statistical formulae. Microsoft Power Point – Creating effective presentations. Emerging technology of office Automation systems, Email and Email etiquettes.

Unit 3: Introduction of Management Information System: (12 L)

Meaning, functions, role and limitations of Management Information System, Classification of Information Systems—Procedural and Functional, Organisation for Management Information System, Top Management Support for Management Information System.

Unit 4: Planning of Management Information System: (12 L)

Meaning, Need and Stages of MIS Plan, Steps in Planning MIS, Resource Allocation and MIS Project Planning. MIS Development Approaches. Approaches to Design of MIS System. Use of Context Diagram, Documentation and Formats in MIS.

Unit 5: Computers in Management Information System: (12 L)

Comparison of manual and computerized Information System, Selection of Computer System; Enterprise Systems, Opportunities and Problems in ERP Selection and Implementation. Security, ethical, social and privacy issues in MIS.

Course Outcomes:

After completion of this course students will be able to understand the basic concepts and technologies used in the field of management information systems; they will be able to develop and implement appropriate information system; outline the role of the ethical, social, and security issues of information systems.

References:

1. Ron Mansfield Working in Microsoft Office.
2. Brien James, O, Management Information System, McGraHill
3. D.P. Goyal, Management Information System, Macmillan
4. Laudon and Laudon, Management Information System, PHI
5. C.S.V. Murthy, Management Information System, HPH
6. Gagan Varshney, Pankaj, Management Information System, Global Vision PH
7. Madam & Awadhes Gupta, Management Information System

M.B.A- II Semester

M.B.A- II Semester

Course Code	Course Title	Credits
MBA 407	Organisational Behaviour	4

Course Objective:

The purpose of this course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behavior.

Unit 1 Introduction: (12 L)

Concept, Nature and Scope of Organisational Behaviour, Organizational Goals, Models of Organizational Behaviour, Influence of Socio-cultural factors on organization.

Unit 2 Individual Behavior: (12 L)

Determinants of Individual Behaviour: Personality, Perception, Learning, Motivation: Theories of motivation-- Needs hierarchy theory, Two factor theory, Achievement Motivation theory, Theory X, Y and Theory Z, Maturity and Immaturity theory, Vroom's Expectancy theory, Equity Comparison Theory.

Unit 3 Behavioural Dynamics: (12 L)

Interpersonal behaviour: Life Positions, Johari Window, Ego States, Transactional Analysis. Leadership: Leadership styles, Leadership Theories: Trait, Behavioral and Situational theories. Transactional vs Transformational.

Unit 4 Group Dynamics: (12 L)

Concept, Reasons and Approaches of Group Formation, Types of Groups, Stages of Group Development; Group Processes: Norms, Status, Size, Role relationships; Cohesion; Management of conflict: Concept, Stages, Levels and Sources of conflict, Conflict Resolution Strategies. Power and Politics in Organisation.

Unit 5 Organizational Change and Development: (12 L)

Management of Change; Organizational Development: concept and intervention techniques, Organisational Effectiveness, Organisational Culture: Concepts and determinants, Quality of Work Life. Management of stress.

Course Outcomes:

After completion of the course students will be able to understand Organisational Behavior and its influencers. The students will be able to attain the blend of theory and practices regarding individual and group behavior to ensure organizational effectiveness.

References:

1. Robbins S.P. Organizational Behavior, Prentice Hall of India, New Delhi.
2. Luthans, Fred, Organisation Behavior, McGraw Hill International, New York.
3. Prasad L.M. Organisational Behaviour, Sultan Chand & Sons, New Delhi.
4. Ashwathappa, K, Orgnaizational Behavior, HimalyaPublishing House, New Delhi.
5. Mishra M.N., Organisational Behaviour and Corporate Development, Himalya Publishing.
6. Sharma R.A., Organizational Theory andBehaviour
7. Sekaram Uma., Organizational Behaviour
8. Newstrom & Keith Davis, Organizational Behaviour
9. LuarieJ Mullins, Management &Organizational Behaviour

Course Code	Course Title	Credits
MBA 408	Human Resource Management	4

Course Objective:

The present course focuses on familiarizing the participants with various aspects of HRM. It aims at providing a rich source of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest techniques and ever-changing procedures & practices in the field of HRM in a comprehensive way.

Unit – 1 Introduction: (12 L)

Concept, Nature Scope and significance of personnel Function in Modern Organisations. Evolution and Philosophy of Management of Human Resource, Dimensions of Human Resource Management Policies, Present Status of Human Resource Management in India.

Unit – 2 Planning and Staffing Policy: (12 L)

Manpower Policy and Planning, Job Analysis, Recruitment, Selection, Placement, Induction, Transfer, Promotion, Demotion and Discharge.

Unit-3 Development of Human Resource: (12 L)

Nature, Objectives, Scope of Training and Development, Assessment of Training Needs for Managerial and Non-managerial, Personnel. Methods and Techniques of Training and their Evaluation. Performance Appraisal, Nature, Objectives and Methods.

Unit-4 Compensation: (12 L)

Need – for Rational Wage Policy, Job Evaluation, Wage Structure, Fringe, Benefits, Financial and Non- Financial Benefits, Personnel Control-Research and Audit.

Unit-5 Industrial Relations: (12 L)

Trade Union, Collective Bargaining, Industrial Disputes Causes and Settlement, Disciplinary action and grievance handling.

Course Outcomes:

After completion of the course students will be able to understand the concepts and other aspects Human Resource Management. It will provide knowledge about potential appraisal of subject matter by instilling them basic ideas about Human Resource Management.

References:

1. E. Flippo, Principles of Personnel Management
2. Monnappav & Saiyad, Personnel Management
3. L.M. Prasad, Human Resource Management
4. Monnappa, Industrial Law
5. Ashwathapa, Human Resource Management and Personnel Management

Course Code	Course Title	Credits
MBA 409	Marketing Management	4

Course Objective:

The objective of the course intends to provide an experienced-based approach to marketing theory and its practical application. The course intends to enable the students to learn the basic trends and different decisions taken under marketing management from an application-oriented perspective.

Unit 1 Introduction: (12 L)

Evolution of marketing concept, Marketing management process- a strategic perspective, Significance of Scanning Marketing Environment, Trends in marketing- Social media, Online, Digital and Direct Marketing, Social marketing, Sustainable Marketing, Ambush marketing, Buzz marketing

Unit 2 Product Decisions: (12 L)

Product Decisions: Product concept and classification, Major product decisions, New Product Development, Consumer adoption and innovation diffusion. Product life cycle: Concept and appropriate strategies to be adopted at different stages.

Unit 3 Pricing Decisions: (12 L)

Objectives of Pricing, Factors affecting price of a Product; Procedure for setting price, Pricing policies and strategies.

Unit 4 Distribution Decisions: (12 L)

Channels of Distribution- Concept and importance, different types of Distributions, Channel management, Selection, Motivation and performance appraisal of distribution middlemen, Retailing and wholesaling in Indian perspective. Role of Distribution in the Digital Era, E-tailing and its Advantages ,

Unit 5 Promotion Decisions: (12 L)

Meaning and importance of promotion, Communication process; Promotion tools, Developing and Implementing a Promotional Campaign, Digital Promotion Channels, Search Engine Optimization (SEO), Promotion through Social Media- Facebook, Instagram, YouTube, E-mail etc.

Course Outcomes:

After completion of the course students will be able to understand the theories, concepts, practices and models prevalent under marketing management. The students will be able to attain detailed knowledge about different decisional areas necessary for guiding the development and execution of marketing strategies.

References:

1. Kotler Philip and Kevin Keller, Marketing Management 13th ed. Pearson prentice,2010.
2. Kotler, Philip, and Gray Armstrong, Principles of Marketing, 12 ed. Pearson prentice Hall,2010.
3. Etzel, Michael J. Bruce I. walker and William J. Stanton, Fundamentals of Marketing, 11th ed. McGraw Hill,2008
4. McCarthy, E Jerome, Joseph P Canon and William d Perrault, Jr, Basic Marketing, A Managerial Approach,9th ed McGrawHill,2008
5. Kotler, Phillip, Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, A South Asia Perspective, 13th ed, Pearso, India,2008.

Course Code	Course Title	Credits
MBA 410	Financial Management	4

Course Objective:

The present course aims at familiarizing the participants to acquire conceptual knowledge of basic principles, tools and techniques of financial management and help them to impart skills for recording various types of business transactions.

Unit 1-Financial Management: (12 L)

Nature, Objectives and Scope; Financial Decision-Making, Time value of money Concept, Concept of risk and return. Role of a finance manager of firm, Financial instruments.

Unit 2-Investment Decisions: (12 L)

Concept, Capital Budgeting decision, Investment evaluation criteria, Cost of capital (weighted average cost concept), Risk analysis in Capital budgeting.

Unit 3-Financing Decisions: (12 L)

Concept of capital structure, Theories of capital structure, EBIT-EPS analysis, Concept of leverage, Types of leverage.

Unit 4-Dividend Decisions: (12 L)

Concept of dividend policy, Objectives of dividend policy, Practical consideration in dividend policy, Issues in dividend policy, Theories in dividend policy- relevance and irrelevance theory.

Unit 5-Working Capital Management Decisions: (12 L)

Concept of working capital management, Determinant's of working capital and Issues in working capital management, Receivable management, Inventory management, Cash management, Working capital finance

Course Outcomes:

After completion of the course students will be able to understand the core concepts, scope, instruments and techniques in financial management; able to take investment decisions, financing decisions, dividend decisions and working capital management decisions of any company effectively.

References:

1. Van Home, James C., Management and policy, 12th ed. Prentice Hall of India, 2008.
2. Srivastava R.M., Financial Management
3. Kulkarni, P: V., Financial Management
4. Bhalla V.K., Financial Management.
5. Gupta, S.P., Financial Management (Hindi and English Edition)
6. Pandey I M, Financial Management
7. MY Khan, Financial Management

Course Code	Course Title	Credits
MBA 411	Operations Management	4

Course Objective:

This course intends to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives, designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability with the help of operations management.

UNIT 1 Introduction to Operations Management: (12 L)

Historical Evolution; Strategic role of Operations; Systems view of Operations Management; Functions of Operations manager; Recent Trends. Planning (Designing) the Conversion System– Designing Products; Services and Processes; FMS; Facility Location Planning; Layout Planning.

UNIT 2 Organizing the Conversion System: (12 L)

Job Design; Work Study; Work Measurement; Method Study; Financial Analysis of Operating Plans; Ergonomics. Scheduling Production Systems – Master Scheduling; Aggregate Planning; Rough Cut Capacity Planning; Gantt Charts and Sequencing.

UNIT 3 Controlling the Conversion System: (12 L)

Fundamentals of Inventory Management; Inventory Control Techniques; Material Requirement Planning (MRP); Manufacturing Resource Planning (MRP II); Enterprise Resource Planning; Project Management – PERT/CPM.

UNIT 4 Quality Control and Management: (12 L)

Introduction, TQM, Contributions of Quality Gurus - Deming, Juran, Philip Crosby, Ishikawa; Techniques of Quality Control, ISO 9000 & ISO 14000; Statistical Process Control

UNIT 5 Environments, Ethics, Technology and Contingency Planning-Adapting to External Forces, Greening the Environment: (12 L)

Maintenance, Greening the Environment: , Ethics and P/OM, Preparing P/OM for future conditions. Environmental Quality: ISO14000/14001, Vision of a Fully Integrated Global Company.

Course Outcomes:

After completion of the course students will be able to understand the importance of efficiency and optimization of business practices; able to understand modern approaches to product/ service design and quality improvement; able to understand the roles of planning & organizing operations using the information and operations models.

References:

1. Adam Jr Everetl E. & Ebert R J – Production and Operations Management (Prentice-Hall, 2003, 4thEd)
2. Dilworth James B – Operations Management (McGraw Hill)
3. Heizer and Render – Operations Management (Prentice Hall, 10th edition)
4. Ashwathappa K & Bhatt K. Shridhara- Production & Operation Management (Himalaya Publication)
5. Jack R. Meredith (Author), Scott M. Shafer, Operations Management

Course Code	Course Title	Credits
MBA 412	International Business Environment	4

Course Objective:

Objective of this course is to develop capacity of the students to understand the contemporary changes in the global business environment. To achieve this objective, students will be familiarized with different factors of global business environment.

Unit 1 Indian Business Environment: (12 L)

Concept, Nature and Significance of Business Environment, Concept of Mixed Economy, Indian Business Environment- Industrial Environment, Economic Environment, Socio-Cultural Environment, Technological Environment.

Unit 2 International Business Trends: (12 L)

International Business Theories: Liberalisation: Tariff and Non-tariff barriers; World Trade Organization; Recent Trends and main Drivers of International Trade.

Unit 3 Regional Agreements: (12 L)

Regional Blocks, India's Regional Integration Agreements and Foreign Investment. Designing Global Organizational Structure and Control; Globalisation and Human Resource Developments; Multicultural Management, International Marketing; Export Management.

Unit 4 Foreign Investments: (12 L)

India's Foreign Trade; Policy and Trends; Licensing; Joint Ventures; Foreign Direct Investment- Global FDI Patterns; FDI Distribution by Regions; Cross border Mergers and Acquisitions; International Banking and Eurocurrency Market;

Unit 5 Corporate Responsibility: (12 L)

Balance of Payments; International Monetary Systems; Forex Markets; Corporate Governance; Business Ethics; Corporate Social Responsibility; Environmental Issues.

Course outcomes:

After completion of the course students will be able to understand the contemporary changes in the global business environment. The students will be able to understand the extent of embeddedness of global business in the international institutional setting.

References:

1. Bhalla, V.K. & Ramu, S.S. (2009). International Business Environment, New Delhi: (Anmol Publishers)
2. Bhalla, V.K. (2009). International Financial Management, New Delhi: (Anmol Publishers)
3. Dasgupta, A. & Sengupta A Business Environment & Society
4. Ghosh P. & Kapoor, G.K. Business & Society -A Study of Business Environment
5. Hill, C.W.L., & Jain, A.K. (2007). International Business Competing in Global Market Place. New Delhi: McGraw Hill.
6. I.C. Dhirga The Indian Economy Environment and Policy
7. Mead, R. (2004). International Management: Cross Cultural Dimensions (3rded.) New York; Wiley.
8. Salvator, D. (2009). International Economics (10thed.). Singapore; John Wiley.

M.B.A.- III Semester

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M.B.A.-III SEMESTER

Course Code	Course Title	Credits
MBA 413	Business Ethics and Corporate Governance	4

Course Objective:

The objective of this course is to endow the student with a broad perspective on themes and issues of Business Ethics and Corporate Governance along with the irrelevance and application in the Indian setting.

Unit 1 Introduction to Business Ethics: (12 L)

Business Ethics – Concept, Characteristics, Importance and Need for business ethics.
Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing Ethics Management Programme, Ethics Committee. Various approaches to Business Ethics - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Gandhian Approach in Management and Trusteeship, Gandhi's Doctrine of Satya and Ahimsa,

Unit 2 Indian Ethical Practices and Corporate Governance: (12 L)

Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology.
Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance, Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors.

Unit 3 Introduction to Corporate Social Responsibility: (12 L)

Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society. Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR.

Unit 4 Areas of CSR and CSR Policy: (12 L)

CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers. The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation and developments in India.

Unit 5 Global Recognitions of CSR: (12 L)

CSR and Sustainable Development, CSR through Triple Bottom Line in Business

Course Outcomes:

After completion of the course students will be able to learn to value both shareholder and other stakeholders' rights and responsibilities; develop ability to implement best practices on corporate governance.

References:

1. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.
4. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd New Delhi.

Course Code	Course Title	Credits
MBA 414	Legal Framework of Business	4

Course Objective:

To familiarize with the legal environment in which the business entities operate and provide basic appreciation of relevant legal provisions and their impact on business decisions and operations.

Unit 1 Economic Policies: (12 L)

New Industrial Policy- Salient Features and Its impact on Economy; Fiscal Policy-Objectives and Components; Monetary Policy- Objectives and Components

Unit 2 Intellectual Property: (12 L)

Concept and kinds of Intellectual Property, Copyright Act 1947-Procedure for Registration, Rights of Copyrights owner; Patent Act 1970- Procedure for Registration, Rights of Patentee and Revocation of Patent; Design Act 2000- Procedure for Registration. Arbitration, Conciliation.

Unit 3 Environment Protection: (12 L)

Environment Protection Act 1986- Power of Central Government, Environment Clearance; The Water (Prevention and Control of Pollution) Act 1974- Basic Provisions and Powers of Boards; Air (Prevention and Control of Pollution) Act 1981- Measures Power of Control Boards.

Unit 4 Competition and Consumer Protection: (12 L)

Concept of Competition, Anti-Competitive agreements, Abuse of Dominant Position, Regulation of Combination, Competition Commission of India; Consumer Protection Act-1986- Concepts, Rights of Consumer, Consumer Dispute Redressal Mechanism.

Unit 5 Goods and Services Taxes: (12 L)

Concepts, Composition Scheme, Registration, Tax Invoice, Credit and Debit Notes, Returns, Tax Payment.

Course Outcomes:

After completion of the course students will be able to understand the impact of new industrial policy, important business legislation, basic rules and regulations for execution of business and acquainted with the provisions of different relevant case laws.

References:

1. Economic Laws: Taxman Publications, New Delhi
2. Ahluwalia. I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
4. Aswathappa, K.. Legal Environment of Business, Himalaya Publication, New Delhi.
5. Ghosh, Biswanath: Economic Environment of Business, Vikas Publication New Delhi
6. Govt. of India: Economic Survey.
7. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillan, New Delhi.
8. Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.
9. Bare Act: Concerned Acts

Course Code	Course Title	Credits
MBA415	Tax Management in India	5

Course Objective:

The basic objective of this course is to make the students aware of the basic concepts, management and administration of taxation, specially to familiarize the student with various aspects of tax framework in India.

Unit 1 Income Tax: (12 L)

Basic Concepts, Income, Person, Assessee, Assessment Year, Previous Year, Gross Total Income, Total income. Residence and Tax Liability, Tax Planning, Tax avoidance and Tax-evasion.

Unit 2 Tax Management: (12 L)

Meaning and Scope, Collection of Tax at source Deduction of Tax at source, Advance payment of tax. Preparation and Filing of Return, Assessment Procedure; penalties and prosecution.

Unit 3 Tax Administration: (12 L)

Income Tax Authorities, Recovery and Refund of tax, Appeals and Revision, Settlement of cases and Advanced Ruling, Search, Seizure and Assessment.

Unit 4 Goods and Services Tax: (12 L)

Overview of GST Framework. Important terms and definitions under the Act, Registration, Composition Scheme, GST Returns. Input Tax Credit and Output Tax. GST Administration.

Unit 5 Customs: (12 L)

Role of customs in international trade, Important terms and definitions under the customs act 1962: Kinds of duties basic, auxiliary, additional or countervailing: Basics of levy: ad valorem, specific duties.

Course Outcomes:

Upon completion of this course, students will be able to understand the nature and scope of tax management, tax deducted on source, preparation and filing of return; understand the concept and computation of Income from business/ profession; as well as administration of recently adopted GST.

References:

1. H.C. Mehrotra & S.P. Goyal: Direct Tax Including Planning & Management, SBP, Agra.
2. V.K. Singhania: Direct Taxes: Law and Practice, Taxman's Publication, Delhi.
3. K.M. Bansal: GST & Customs Law, Taxman's Publication, Delhi.
4. Central Goods and Services Tax Act, 2017, Integrated Goods and Services Tax Act, 2017, Uttar Pradesh Goods and Services Tax Act, 2017.
5. Circulars Issued by C.B.D.T, Income Tax Act 1961, Income Tax Rules, 1962.
6. Customs Act.

Course Code	Course Title	Credits
MBA 416	Viva-voce (based on Summer Training Report: 50 marks for Report Evaluation and rest 50 marks for Viva-Voce)	04

Summer Training

At the completion of the first two semesters of the first year and before the commencement of the third semester, the students will be required to undergo summer training, based on which the students have to submit a report within four weeks from the commencement of the third semester.

Course Code	Course Title	Credits
MBA 417	Consumer Behaviour and Marketing Research	4

Course Objective:

The basic objective of this course is to make the students aware of the basic concepts of consumer behavior. It also helps the students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. It intends to provide elementary knowledge of marketing research as well.

Unit 1 Introduction: (12 L)

Nature, Importance, and Scope of Consumer Behaviour; Application of Consumer Behaviour in Marketing. Determinants of Consumer Behaviour, changing profile of Indian Consumers.

Unit 2 Individual Determinants of Consumer Behaviour: (12 L)

Needs and Motivation, Perception, Learning and learning theories, Attitude and attitude change, Personality and Life Style.

Unit 3 External Determinants of Consumer Behaviour: (12 L)

Group Dynamics, Reference Groups and their Influence, Family- Role and Functions. Social class, Culture and sub- Culture, Cross Cultural understanding of Consumer Behaviour.

Unit 4 Consumer Decision Making Process: (12 L)

Consumer Decision Making Process, Models of Consumer Behaviour: Nicosia; Howard- Sheth; Engle; Kollat and Blackwell Models, Business buying behavior.

Unit 5 Introduction to Marketing Research: (12 L)

Meaning of Marketing Research, Types of Marketing Research, Importance; customer insight, Ethics, Structure of marketing Research, Marketing Research Process.

Course Outcomes:

After completion of this course, students will be able to, identify and explain the factors which influence consumer behavior; relate internal dynamics such as personality, perception, learning, motivation and attitude towards the choices consumers make; use appropriate research approaches including sampling, data collection and questionnaire design etc for specific marketing situations.

References:

1. Schiffman, L.G. and Kanuk, L.L.: Consumer Behavior.
2. Nair, Suja R: Consumer Behaviour in Indian Perspective.
3. Loudon, David, L and Bitta, A.J. Dalla: Consumer Behaviour.
4. Bennet and Kasara Jan: Consumer Behaviour.
5. Peter J. Paul and Jerry C. Olson: Consumer Behaviour and Marketing Strategy.
6. Nigel Bradley: Marketing Research – Tools and Techniques, Oxford University Press.

Course Code	Course Title	Credits
MBA418	Retail and Supply Chain Management	4

Course Objective:

The basic objective of this course is to make the students aware of the role of retail industry and strategy formulation under retailing. It also intends to make understanding about the importance, process, decisional phases and supply chain drivers of supply chain management. This course will also help them understand logistics management as part of SCM.

Unit 1 Introduction: (12 L)

Definition and Scope - Retailer - Evolution of Retailing Industry - Factors behind the change of Indian Retailing Industry - Economic Growth - Retailers Role in Distribution Channels - Benefits of Retailing - Retailing Environment, Classification of retailers

Unit 2 Buying Behaviour: (12 L)

Buying behaviour process, Types of Buying behaviour, Buying Situations

Unit 3 Retailing Strategies: (12 L)

Definition of retail Market Strategy, Pricing, Promotion, Store Location and Site Evaluation: Importance of Location Decision - Retailing strategy and Location - Characteristics Used in Location - Analysis - Defining the Trade Area, Store Layout - Design, Visual Merchandising

Unit 4 Supply Chain Management: (12 L)

Importance of Supply Chain Management (SCM), Decision phases and process view of SCM, Supply chain drivers, Various Flows (cash, value and information) in SCM

Unit 5 Logistics Management: (12 L)

Logistics Management as part of SCM, Logistics costs, inbound and outbound logistics, Bullwhip effects in Logistics, Purchasing and warehousing Management, Functions of Purchase Department, Vendor Rating.

Course Outcomes:

This course enables the students to understand the retailing process, the environment within which it operates and the various retail institutions along with their functions. This course will also help them to understand the supply chain system and logistics management.

References:

1. Newman A.J. and Cullen P- Retailing: Environment and Operations (Vikas, 1sted.)
2. Vedmani G. Gibson- Retail Management- Functional Principles & Practice (Jaico Publications 1sted)
3. Raghunath G. (IIMA)- Logistics and Supply Chain Management (McMillan, 1sted)
4. Krishnan Dr. Gopal- Material Management, (Pearson, New Delhi, 4thed.)
5. Agarwal D.K.: A Text Book of Logistics and Supply Chain Management (McMillan, 1sted.)
6. Sahay B.S.- Supply Chain Management McMillan, 1sted.

Course Code	Course Title	Credits
MBA 419	Capital Investment and Financial Decisions	4

Course Objective:

This course enables the students to understand the nature and opportunities of various types of capital investment and financial decisions as well as their application in managerial activities. The objective of this course is also to expose them with the instruments for financing of capital investments and financing through financial institutions.

Unit-1 An Overview: (12 L)

Nature of the Investment of Capital Expenditure Decisions, Identification of Potential Investment Opportunities, Criteria for preliminary screening, Aspects of Project Appraisal

Unit-2 Financial Appraisal of a Project: (12 L)

Defining Costs and Benefits, Preparing Cash Flow Projection, Appraisal Criterion Pay Back Period, ARR, NPV, IRR, BCR,

Unit-3 Risks in Investment Decisions: (12 L)

Futurity-Uncertainty-Risks, Types and Sources of Risks, Types and Sources of Risks, Measurement of risk, Decision Trees, Sensitivity Analysis.

Unit-4 Financing of Capital Investments: (12 L)

Lease Financing, Venture Capital, Financing of Expansion-Internal and External, Acquisition and related problems.

Unit-5 Financing Through Financial Institutions: (12 L)

IFCI, IDBI, ICICI, State Financial Corporations.

Course Outcomes:

On the successful completion of the course the student would be able to - understand various investment alternatives, and risk and return associated with them, have an idea of valuation of various securities, apply the concepts, tools and techniques related to security analysis and portfolio management.

References:

1. V.K. Bhalla Investment Management
2. P. Hampton Financial Decision Making-Concepts Problems and Cases.
3. R.M. Srivastava Financial Decision Making-Concepts, Problems and Cases.
4. J. Satyanarayana K. Rama Krishna Lease Financing.
5. Ramesh Gupta Venture Capital and Indian Financial Sector.

Course Code	Course Title	Credits
MBA 420	Security Analysis and Port-folio Management	4

Course Objective: (12 L)

This course provides a broad overview of security and focusing the issues faced by portfolio managers and investors in general and to provide conceptual foundation for the purpose of undertaking investment analysis for securities as well as portfolios.

Unit 1 Introduction: (12 L)

Nature, Process, and Scope of financial assets investment decisions; Structure of Indian Securities Market-An overview; Sources of Financial Information.

Unit 2 Securities Analysis: (12 L)

Two-parameters frame work; Understanding of return and risk of a security; Types of return and risk; Sources of risk.

Unit 3 Analysis of fixed-income Securities: (12 L)

Bond fundamentals; Valuation of bonds; Analysis of risk in bonds; Certificate of Deposits. Analysis of variable-Income securities (Equity): Approaches to security (Equity) analysis, Fundamental Analysis, Technical analysis, Efficient market hypothesis.

Unit 4 Portfolio Theories and Management: (12 L)

Traditional and Modern Portfolio Theories; Markowitz Model; Sharpe's Single Index Model; Capital Assets Pricing model (CAPM) and Arbitrage Pricing Model (APT); Performance Evaluation of Portfolios, Problems Associated with Revision of Portfolio.

Unit 5 Financial Derivatives: (12 L)

Future, Options, Portfolios of future and option synthetics.

Course Outcomes:

After completion of the course students will be able to, understand the workings of the capital and money market; apply the acquired knowledge of capital market for valuation of both equity and fixed income securities; develop a deep understanding on the tradeoff between risk and return and get expertise on asset allocation in portfolio.

References:

1. Fischer Donald E, & Jordan Ronald J: Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy: Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Van Horne: Financial Management & Policy, Prentice-Hall
4. Weston J.F. & Brigham E.F.: Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E.W.: Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk: Fundamentals of Investing, Pearson Addison Wesley

Course Code	Course Title	Credits
MBA421	Human Resource Development	4

Course Objective:

The objective of this course is, to acquaint the students about the purpose, process and applications of Human Resource Development; to help the students to focus on the issues and strategies required to select and develop manpower resources; to develop the skills necessary for application in HR related issues

Unit 1 Introduction: (12 L)

HRD Concepts, Strategic HRD, e-HRM, Goals and Mechanisms of HRD; HRD as a total system, Principles of designing HRD system, HRD commitment and culture in the Globalisation Era, HRD in Indian Industries.

Unit 2 HRD Process, Instruments, Sub-systems and Outcomes: (12 L)

Steps in HRD Process; HRD Instruments; Subsystems of HRD; HRD Outcomes, Linkage between HRD Processes, Instruments, Outcomes and Organisational Effectiveness.

Unit 3 Career Planning and Development and Empowerment: (12 L)

Concept and Rationale of Career Planning and Career Development; Career Stages; Process of Career Planning and Development; Effective Career Planning; Counseling for Career Planning; Concept and Process of Empowerment.

Unit 4 Training and Development: (12 L)

Identifying Training needs, Planning for Training, Training Evaluation, Systems Approach to training, Executive Development Programmes, New Roles of Training; Managerial Grid Training.

Unit 5 Performance Management and HRD Audit: (12 L)

Concept, Methods and Process of Performance Management; Competency Mapping; Balanced Scorecard; Concept and Significance of Potential Appraisal and Development; HRD Audit Concept and Key Audit Areas; T.Q.M; Quality Circles.

Course Outcomes:

After completion of the course students will be able to understand the basic ideas about human resource and its relevance in organizations. They will attain the knowledge of HRD concepts including other related aspects. The students will also get knowledge about career planning, training and development, potential appraisal and make themselves aware with HRD audit.

References:

1. Shyam Chandra: Studies in Corporate HRD
2. Rao, T.V Verma KK Alternative approaches and strategies of Human Resource Development.
3. Mathur B.L : Human Resource Development- Strategies Approaches and Experiences
4. Rao T.V: HRD Audit
5. Rao T.V & Peniara D.F: Recent Experiences in HRD
6. Pareek V and Rao T.V: Designing and Managing Human Resource Systems
7. Werner, Jon M. and Randy L. Desimone, Human Resource Development, South-Western Educational Publishing, 6th Edition, 2009
8. Nadler, L, Corporate Human Resources Development, Van Nostrand Reinhold.

Course Code	Course Title	Credits
MBA422	Labour Laws in India	4

Course Objective:

The present course aims at familiarizing the participants with the concept, objectives and scope of labour welfare in India. Also to make them aware about various laws related with labour welfare and social security in India.

Unit 1 Labour Welfare: (12 L)

Concept, Objectives and Scope of Labour Welfare, Types of Labour Welfare- Statutory and Non-Statutory; Agencies of Labour Welfare Work.

Unit 2 Labour Welfare in India: (12 L)

Labour Welfare under Constitution of India, Main Provisions of the Factories Act, 1948 and the Mines Act, 1942 Regarding Labour Welfare. Workers Education in India

Unit 3 Wage Legislation: (12 L)

Main provisions of:

1. The Payment of Wages Act 1936
2. Minimum Wages Act 1948
3. The Payment of Bonus Act 1964 including main recommendations of the Bonus Commission.

Unit 4 Social Security: (12 L)

Concept, Need and Significance of Social Security, Types of Social Security, Social Assistance and Social Insurance, Social Security in India

Unit 5 Social Security Legislation in India: (12 L)

Main Features and Provisions of the Employees State Insurance Act, 1948; the Employees Provident Funds and Misc. Provisions Act, 1942; Workmen's Compensation Act, 1923; and the Maternity Benefit Act, 1961.

Course Outcomes:

After completion of the course students will be able to understand the provisions of labour laws, wage legislation and general laws. Knowledge about these laws will help them further in managing HR and enable them to implement the labour laws in their organization appropriately.

References:

1. Dynamics of Industrial Relations, Trade Unionism and Labour Welfare in India, By Shrikant Mishra
2. Economics of Labour and Industrial Relations by T.N Bhagoliwal
3. Labour Problem and Welfare by M. Mustafa
4. Industrial Relations, Participating Management by B.P Rath
5. Management of Industrial Relations and Labour Laws by S.C Srivastava
6. Personnel Management and Industrial Relations in India by R.S. Davar
7. Industrial Relations in India by V. Agnihotri
8. Labour and Industrial Law, Malik P. L, Eastern Book Company, Lucknow.
9. Simplified Approach to Labour Laws 3rd ed, Sharma J. P, Bharat Law House Pvt. Ltd, NewDelhi.
10. Introduction to Labour & Industrial Law, Singh Avtar, Wadhwa and Company, Nagpur.

M.B.A- IV Semester

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M.B.A.-IV SEMESTER

Course Code	Course Title	Credits
MBA423	Strategic Management	4

Course Objective:

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

Unit 1 Introduction to Strategic Management: (12 L)

- Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Approaches to Strategic Decision Making, Importance.
- Levels of Strategies: Corporate, Business and Operational Level Strategy, Strategic Business Unit
- Functional Strategies: Financial Strategy, Marketing Strategy, Human Resource Development Strategy, Operational Strategy, Global strategy
- SWOT (TOWS) Matrices, ETOP (Environmental Threat and Opportunity Profiling)

Unit 2 Strategy Formulation, Implementation and Evaluation: (12 L)

- Strategic Formulation: Stages and Importance, Formulation Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.
- Corporate Portfolio Analysis- BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix

Unit 3 Strategy Implementation and Evaluation: (12 L)

- Strategic Implementation: Steps, Importance and Problems, Resource Allocation-Importance & Challenges
- Strategic Evaluation and Control: Importance, Limitations and Techniques
- Corporate Restructuring Strategies: Concept, Need and Forms., Corporate Renewal Strategies.
- Strategic Alliance: Concept, Types, Importance.

Unit 4 Emerging Strategic Trends: (12 L)

- Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India.
- Re-engineering Business Processes- Business Re-engineering, Process, Challenges.
- Start-up Business Strategies and Make in India Model: Process of business startups and its Challenges.

Unit 5: Social and Ethical considerations in Generic and Global Strategic Management: (12 L)

- Public Private Partnership: Importance, Problems and Governing Strategies of PPP Model.
- Information Technology Driven Strategies.

Course Outcomes:

After the completion of the course student will be able to understand about strategic management; develop learning and analytical skills among the students to solve business problems and provide strategic solutions; to acquaint with the nature, scope and dimensions of Business Policy and Strategic Management Process.

References:

1. Porter, Michael E., Competition in Global industries, Harvard University Press, New York, 1986.
2. Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990.
3. Frynas, J.G. and K. Mellahi, Global Strategic Management, Oxford University Press.
4. Henry, Anthony E., Understanding Strategic Management, Oxford University Press, New York.
5. Wheelen, et. al., Strategic Management and Business Policy.
6. Ghosh, P.K., Strategic Management- Text & Cases, Sultan Chand & Sons.
7. Nag, A., Strategic Management- Analysis, Implementation, Control, Vikas Publishing.
8. Business Policy and Strategic Management-Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
9. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Tata McGraw Hill

Course Code	Course Title	Credits
MBA 424	Entrepreneurship Development	4

Course Objective:

To make the students know about entrepreneurship, entrepreneurial behavior, functional areas of business and their inter-relation. To make them understand the risks and rewards of a new venture and the steps required to start a new venture.

Unit 1: Entrepreneurship Development Perspective (12 L)

Concept and Definitions, Entrepreneur, Intrapreneur and Investor; Theories of Entrepreneurship-Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Entrepreneurship process; Factors impacting emergence of entrepreneurship; Entrepreneurial attributes; Entrepreneurial Culture; Classification and Types of Entrepreneurs.

Unit 2: Entrepreneurial Development Programmes and Institutional Support: (12 L)

Incentives – Need, Promotion and development of Entrepreneurship, Types of Assistance and Incentives- Fiscal, Financial, Promotional, Marketing, and Organisational, Central Government: National Policy for Skill Development and Entrepreneurship, Make in India, Start-up India.

Unit 3: Creating Entrepreneurial Venture: (12 L)

Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation, Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship

Unit 4: Business Planning Process: (12 L)

Search of Business Idea; Drawing business project: Format and steps; Reasons of project rejections; Entrepreneurial Challenges; Legal issues; forming business entity: considerations and Criteria, requirements for formation of a Private and Public Limited Company, Intellectual Property Protection- Patents Trademarks and Copyrights importance for startups.

Unit 5: Financial Analysis and Sustenance of Entrepreneurial Venture: (12 L)

Tools of Financial Analysis, Working capital, sources of development finance, Essential considerations for sustenance and future growth of an entrepreneurial venture

Course Outcomes:

After completion of the course students will be able to understand the concept of entrepreneur and entrepreneurship, instilling them basics of entrepreneurship development, EDPs and support system. Also it will give them an overview about project planning, project report preparation and financial analysis.

References:

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
2. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
3. Taneja, Entrepreneurship, Galgotia Publishers.
4. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
5. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi

Course Code	Course Title	Credits
MBA 425	Total Quality Management and Kaizen Strategies	4

Course Objective:

This course intends to introduce the concept of Total Quality Management, which hinges on continuous improvements as the core mission of management. It intends to explain concept and strategies for implementing and managing quality for product and services, to discuss various aspects and interfaces within and outside the system.

Unit 1 Overview: (12 L)

Introduction to Quality, Managing quality, Quality Management Philosophies, Focusing on customers, Process Management, Tools for process management.

Unit 2 Managerial Process for TQM: (12 L)

Leadership and Strategic planning for TQM. Human Resource Development and Management for TQM. Organising for TQM.

Unit 3 Tools & Techniques: (12 L)

Just-in-time system, Bench marking, Six Sigma—Concept, Technique and Culture, Zero Defect approach, Supply chain management, Total quality management in services.

Unit 4 TQM Implementation: (12 L)

World Class Manufacturing, Reliability and Maintenance. Building and Sustaining Total Quality organization- Role of Quality certification and Quality awards.

Unit 5 Kaizen Strategies: (12 L)

Introduction, Kaizen environment, implementing Kaizen. Business Process Reengineering, Kaizen vs BPR. Quality management in times of trouble and Quality management for transformation.

Course Outcomes:

After completing this course students will be able to understand the basic concepts of quality from an organizational point of view; recognise the concept of total quality management and tools & techniques for used for quality management; learn the implementation of world class manufacturing, reliability and maintenance adopting the strategies like Kaizen and BPR etc.

References:

- 1.K. Shridhara Bhat: Total Quality Management
- 2.Besterfield: Total Quality Management
- 3.Bank, J.: The Essence of Total Quality Management, Prentice Hall.
- 4.D D Sharma: Total Quality Management

Course Code	Course Title	Credits
MBA 426	Comprehensive Viva-voce	4

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Course Code	Course Title	Credits
MBA427	Integrated Marketing Communication	4

Course Objective:

To enable students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process.

Unit 1 Introduction: (12 L)

Introduction to Integrated Marketing Communication: Evolution and Importance of Integrated Marketing Communication, The Promotional –Mix, Role of Communications in Marketing, Economic and Creative justification of marketing communications.

Unit 2 Communication Process: (12 L)

The Communication Process, Behavioral Aspects of Marketing Communication, Consumer response to persuasive communications- Different Communication models, Influence of source message and channel factors on communication

Unit 3 Advertising & Media Planning: (12 L)

Advertising, advertising objectives, functions, message and strategies, Advertising budget, Advertising agency, test of effectiveness of advertising, Media planning and strategy.

Unit 4 Personal Selling: (12 L)

Personal selling, meaning importance, objectives, process, role of personal selling in promotion mix

Unit 5 Other Elements of Promotion-Mix: (12 L)

Sales promotion, sales promotion objectives, B2C, B2B, B2T, T2C, sales promotion, types, public relation and publicity, PR and publicity objectives, Direct marketing, Direct marketing objectives, Direct marketing strategies.

Course Outcomes:

After completion of this course students will be able to enhance their knowledge, understanding and skills in marketing communication. Develop their basic ideas about IMC and its role in overall promotion strategies of any firm. Apply an IMC approach in the development of an overall advertising and promotional plan. Enhance creativity, critical thinking and analytical ability by developing integrated marketing communication skill.

References:

1. S.A. Chunawalla: Advertising, Sales and Promotion Management, Himalaya Publishing House.
2. S.A. Chunawalla: Sales & Distribution Management, Himalaya Publishing House
3. Cohan, Dorothy, John: Advertising, John Wiley & Sons, New York
4. G.D. Downing: Sales Management, John Wiley & Sons, New York
5. CH Sandage CH Fryburger, Verman: Advertising: Theory and Practice, Richard D Irwing, New York
6. MN Misra: Sales Promotion & Advertising Management, Himalaya Publishing House
7. K. Kumar, K. Sethia & S. Chunawalla: Advertising Theory and Practice, Himalaya Publishing House.
8. P.K. Ghosh: Sales Management, Himalaya Publishing House
9. Namita Rajput & Neeru Vasishth: Advertising & Personal Selling, Himalaya Publishing House

Course Code	Course Title	Credits
MBA428	Services and Industrial Marketing	4

Course Objective:

To familiarize students with the role, strategies and application specific to decision-making in the highly competitive and rapidly growing services sector. Enable them to prepare, communicate and justify marketing mixes and delivery systems for service-based organizations.

Unit 1 Introduction to Services Marketing: (12 L)

Concept of Services Marketing, Emergence of Services Marketing, Reasons for Growth in Services, Classification of Services. Features of Services,

Unit 2 Challenges in of Services Marketing: (12 L)

Marketing Challenges in Services, Marketing Mix in Services (7P's). Business, Goods versus Service, Elements of Consumer behaviour in Services, Segmentation, Positioning & Differentiation,

Unit 3 Strategies for Services Marketing: (12 L)

Service Triangle, Relationship Marketing, Service Quality Measurement, SERVQUAL Model, Gaps model of Service quality.

Unit 4 Overview of Industrial Marketing: (12 L)

Basics of Industrial Marketing, Special Features of Industrial Marketing, Classification of Industrial Products, Industrial Buying Behaviour, Industrial Marketing Mix Components.

Unit 5 Industrial Marketing Management: (12 L)

Segmentation and Positioning of Industrial Buyer, Pricing Methods and Policies in Industrial Marketing, Factors Influencing Channel Decision for Industrial Products, Industrial Sales Force Management.

Course Outcomes:

On successful completion of the course students will be able to differentiate service-based and physical product based marketing activities; demonstrate knowledge of the extended marketing mix for services; apply relevant services marketing theory, research and analysis skills in service-based organizations.

References:

1. Services Marketing, Zeithaml Valerie / Bitner Mary Jo. Tata McGraw-Hill
2. Services Marketing, Lovelock, Christopher, Prentice-Hall, International Edition
3. Marketing Services: Competing through Quality, Berry, Leonard L / Parasuraman, A., Simon and Schuster
4. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill
5. Managing Services Promises, Berry et al.
6. Services Marketing, NC Jain & Saakshi.
7. Services Marketing, S. Shahlahan

Course Code	Course Title	Credits
MBA429	Financial Markets and Services	4

Course Objective:

To acquaint students about the money and capital market of India. To develop knowledge about stock exchanges and derivative market as well as to provide overview of financial services.

Unit-1 Money Market in India: (12 L)

Call Money Market, Treasury Bills, Commercial Paper and Certificate of Deposits, Money Market Mutual Funds, Government Securities Market-Primary, Secondary and Instrument.

Unit-2 Capital Market in India: (12 L)

Marketing and Pricing of Public Issues, SEBI, Credit Rating, Underwriting, Right Issue and Private Placement,

Unit-3 Stock Exchanges: (12 L)

Organisation and Functioning, Modernization of Stock Exchanges-Automation in Trading System, Screen Based Trading etc.

Unit-4 Derivative Market: (12 L)

Markets for derivatives, Future, Forwards, and Options, Introduction to Swaps, Introduction to Securitisation,

Unit-5 An Overview of Financial Services: (12 L)

Venture capital, Lease Financing, Hire Purchase, Merchant Banking and Factoring.

Course Outcomes:

After successful completion of the course students will be able to understand the structure and working of different types of financial markets and services. They will know the functions, practices and regulation of money and capital markets. They will also be able to recognise the role and importance of banking and financial services.

References:

10. Bhole, Capital Markets in a Planned Economy
11. Financial, Markets and Institutions,
12. Basu, Central Banking in Underdeveloped Economics. An Indian Experiment.
13. Kock, Central Banking.
14. Khan, Indian Financial System in India.
15. Srivastava, Management of Financial Institutions.
16. Desai, The Indian Financial System.

Course Code	Course Title	Credits
MBA430	International Accounting and Financial Reporting	4

Course objective:

To familiarize students with the conceptual framework of international accounting and to introduce relevant financial reporting standards regarding the key elements of financial reports. To enable them to identify and enforce disclosure requirements for companies relating to the presentation of financial reports and notes.

Unit 1 Introduction (12 L)

Causes of international differences – some major differences in financial reporting.

Unit 2 Financial Reporting: (12 L)

International accounting, International Accounting Standards. Financial reporting in USA, UK and Third world countries with special emphasis on legal issues, accounting standards and consolidation of accounts.

Unit 3 Issues in International Accounting: (12 L)

Consolidation – foreign currency translation – segmental reporting – foreign exchange risk management.

Unit 4 Harmonization in Financial Reporting: (12 L)

Standardization and Harmonization role of international accounting bodies (IASB) in harmonization.

Unit 5 Ethical Issues in International Accounting: (12 L)

Ethical Issues, Incidence and implications of window dressing (cases).

Course Outcomes:

After successful completion of the course students will be able to understand the accounting practices adopted in different countries and the issues confronted by the companies involved in international business. Students will be able to use the rules, regulations and standards issued by international organizations and the role International Accounting Standard Committee.

References :

1. T. Douplik & H. Perera : International Accounting, McGraw Hill International
2. C. Nobes & R H Parker: Comparative International Accounting, Pearson/PHI
3. Frederick D S Choi: International Finance & Accounting Hand book – John Wiley
4. James A Schweikart : International Accounting: A Case Approach – McGrawHill
5. Kwabena Anyane- Ntow: International Handbook of Accounting Education & Certification, Pergamon Pub.
6. Paul E Holt : International Accounting, Dame Publications

Course Code	Course Title	Credits
MBA431	Industrial Relations	4

Course Objective:

To give exposure about the industrial relations scenario and the issues involved in maintaining good employee relations.
To know about the emerging shift from industrial relations to employee relations and its impact on unionized activities with its historical perspective.

Unit-1 Introduction: (12 L)

Concepts of Labour and management and their roles in modern Economic System, Concept of Industrial Relations and its Scope, Major Indicators of Industrial Relations Absenteeism, Labour Turnover, State of Discipline, Grievance, Strikes and Lockouts.

Unit-2 Industrial Relations Scene in India: (12 L)

Industrial Relations in India – A Historical Resume; A critical Evaluation of the Industrial Relations Scheme in India. Evaluation of the Labour Policy and Give year plans. Collective Bargaining, Pre-requisites for effective Collective Bargaining in India- its dominant features.

Unit-3 Workers Participation in Management: (12 L)

Its concepts, objective forms and significance; Schemes of workers (Participation in Management-contents, functions and their evolution Workers, democracy in the world context.

Unit – 4 Trade Unionism in India: (12 L)

A critical evaluation of the functions and role of Trade Unions in India.

Unit-5 Technology and Industrial Relations: (12 L)

Introduction, concepts of technological changes, impact of technological change, appropriate technology, its relevance to the India context.

Course Outcomes:

The successful completion of this course shall enable the student to understand facets of interactions between the employer and the employees. It will develop a comprehensive understanding about the legal frame work apprising them how to interact, negotiate and transact with trade unions to balance and improve the relations between the employer and the employees.

References:

1. Bhogoliwal, T.N. Industrial Relations in India
2. Owen, W.V. and Finston, H.V. Industrial Relations
3. H.P.M. Personnel Management
4. Heckmann, IL & Hunuyager S.C. Management of Personnel Function
5. Mehrotra, S.N. Labour Problems in India.
6. Relevant Labour Acts.

Course Code	Course Title	Credits
MBA432	Organisational Health	4

Course Objective:

To introduce the nature, importance, elements and measurement of organizational health, as well as the structure and impact of change on it.

Unit – 1 Introduction: (12 L)

Nature and importance of Organisational Health. Organisational Effectiveness– Meaning and Approaches. Adaptive Coping Cycle, Effectiveness vs. Efficiency.

Unit-2 Elements of Organisational Health: (12 L)

Elements, Job satisfaction, Labour Turnover, Absenteeism, Morale their concepts and measurement, Motivational Pattern of managers and workers in India.

Unit – 3 Measurement of Organisational Health: (12 L)

Human Resource Accounting- Methodology and Models, Responsibility Accounting – Methodology and Models Personnel Audit and Research. QWL- Concept and Measurement.

Unit – 4 Job Design and Work Culture: (12 L)

Job Design and Work Culture, Organisational Structure and its impact on Organizational Health. Job Enrichment and Job Enlargement. Work Culture and Organisational Climate in India. Stress and Burnout- concepts, Causes and Strategies Human Reengineering work processes.

Unit-5 Organisational Growth: (12 L)

Organisational Growth, Organisational Change, Process and Management, Management of Conflicts.

Course Outcomes:

The course will help the students in understanding the need of organisational health and its effectiveness. Knowing the Impact of morale, motivational and job satisfaction on labour turnover. Acquainting Human Resource Accounting, Responsibility Accounting, and the impact of organizational structure on Organizational Health and its growth.

References:

1. Dwivedi R.S. Human Relations and Organisational Behaviour- A Global Prospective.
2. Rao VSP Human Resource Management – Text and Cases.
3. Mee-Yan Cheung-Judge & Linda Holbeche, Organization Development: A Practitioner's Guide for OD and HR
4. Wendell L. French, Organization Development
5. S. Ramnarayan & T.V. Rao, Organization Development: Accelerating Learning and Transformation