

FACULTY OF BUSINESS ADMINISTRATION

Syllabus for

MASTER OF BUSINESS ADMINISTRATION

(Semester: I to IV)

(Under Credit Based Continuous Evaluation Grading System)

**PUNJAB INSTITUTE OF MANAGEMENT (PIM),
MAIN CAMPUS OF I. K. GUJRAL PUNJAB
TECHNICAL UNIVERSITY, KAPURTHALA**

MBA (SEMESTER SYSTEM)
(Under Credit Based Continuous Evaluation Grading System)

Eligibility:

The University shall undertake the instructions for Master's Degree in Business Administration. The duration of the course shall be two academic years. Each year shall be divided into two semesters.

The admission to MBA Semester-I shall be open to any person who has obtained:

A Bachelor's Degree (10+2+3) or equivalent degree or Post Graduate degree or any other degree as equivalent there to with not less than 50% marks (45% in case of SC / ST candidates) in the aggregate.

SCHEME OF COURSES

Semester I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MBA – 101	C	Principles and Practices of Management	4	--	--	4
MBA – 102	C	Business Environment	4	--	--	4
MBA – 103	C	Accounting for Management – I	4	--	--	4
MBA – 104	C	Quantitative Techniques	4	--	--	4
MBA – 105	C	Managerial Economics	4	--	--	4
MBA – 106	C	Business Communications	4	--	--	4
MBA - 107	C	Workshop on Information Technology for Managers	1	--	2	2
BTHU – 101	C	Human Values & Professional Ethics	2	--	--	2
Total Credits			28	--	--	28

Semester II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MBA– 201	C	Macro Economics	4	--	--	4
MBA– 202	C	Production and Operations Management	4	--	--	4
MBA– 203	C	Human Resource Management	4	--	--	4
MBA– 204	C	Marketing Management	4	--	--	4
MBA– 205	C	Financial Management	4	--	--	4
MBA– 206	C	Research Methodology	4	--	--	4
MBA – 207	C	Accounting for Management –II	4	--	--	4
MBA – 208		Comprehensive Viva-Voce	--	--	--	2
Total Credits			28	--	--	30

Semester III:

Course No.	C/E/I**	Course Title	L	T	P	Total Credits
MBA – 301	C	Organizational Behaviour	4	--	--	4
MBA – 302	C	Marketing Research	4	--	--	4
MBA – 303	C	Corporate Legal Environment	4	--	--	4
MBA -304	C	Seminar on Summer Internship Project Report	--	--	--	2
Major – I	E	Elective*	4	--	--	4
Major – II	E	Elective*	4	--	--	4
Minor – I	E	Elective*	4	--	--	4
Minor – II	E	Elective*	4	--	--	4
Total Credits			28		--	30

***Note: Students can select any of the two following groups.**

Group A - Marketing

Course No.	C/E/I	Course Title	L	T	P
MBA – 311	E	Consumer Behaviour	4	--	--
MBA – 312	E	Services Marketing	4	--	--

Group B - Finance

Course No.	C/E/I	Course Title	L	T	P
MBA – 313	E	Security Analysis & Portfolio Management	4	--	--
MBA – 314	E	Management of Financial Services	4	--	--

Group C – Human Resource Management

Course No.	C/E/I	Course Title	L	T	P
MBA – 315	E	Labour Legislations	4	--	--
MBA – 316	E	Organizational Development	4	--	--

Semester IV:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
MBA- 401	C	Strategic Management	4	--	--	4
MBA- 402	C	Entrepreneurship Development & Project Management	4	--	--	4
MBA- 403	C	International Business	4	--	--	4
MBA - 404	C	Research Project Report	--	--	--	2
Major - I	C	Elective*	4	--	--	4
Major - II	C	Elective*	4	--	--	4
Major - III	C	Elective*	4	--	--	4
Total Credits			24	--	--	26

***Note: Students can select any one of the following groups with the condition that he / she has already studied the two courses from the same group in semester III.**

Group A - Marketing

Course No.	C/E/I	Course Title	L	T	P
MBA - 411	E	Advertising and Sales Management	4	--	--
MBA - 412	E	Retailing and Logistics Management	4	--	--
MBA - 413	E	Brand Management	4	--	--

Group B - Finance

Course No.	C/E/I	Course Title	L	T	P
MBA - 414	E	International Finance	4	--	--
MBA - 415	E	Financial Engineering	4	--	--
MBA - 416	E	Mergers & Acquisitions	4	--	--

Group C - Human Resource Management

Course No.	C/E/I	Course Title	L	T	P
MBA - 417	E	Social Security & Labour Welfare	4	--	--
MBA - 418	E	Industrial Psychology	4	--	--
MBA - 419	E	International HRM	4	--	--

C/E/I=. C means Compulsory subjects, E means Elective subjects and I mean Interdisciplinary subjects.

End Semester Examination: Final examination will cover full syllabus. Question paper should be divided into three parts i.e. Section A, Section B and Section C. Section A will consist of 6 short notes of 2 marks each covering two questions from each unit, Section B consist of 4 questions with at least 1 from each unit of 10 marks each. Section C will cover the case study of 8 marks.

Continuous Evaluation: First and second Minor Tests are of 12 marks each from unit I & Unit II respectively, 6 marks will be assigned on the basis of class participation / assignments / case evaluation of the student. Written test based on Multiple Choice questions covering the entire syllabus of 10 marks.

MBA101 Principles and Practices of Management

Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma, Corporate social responsibility: concept, need, tools and strategies. Evolution of management thought and Management thinkers. Scientific Management, General administrative theories, Quantitative approach, Behavioral approach, Systems approach, Contingency approach.</p> <p>Planning: Importance, types of plans, and process of planning, business forecasting. Concept, importance, benefits, limitations and process of Managing by Objectives. Strategic management : Nature, importance, purpose, types, process and major kinds of strategies. Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, decision tree.</p>
Unit II
<p>Organizing: Concept, types, structure and process of organization, Bases of departmentation, Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict. Authority & power :- concept, responsibility and accountability. Delegation: concept, importance, factors affecting delegation, Reasons for failure and ways to make delegation effective, Span of Management. Decentralization vs centralization: concept, reasons types and advantage vs disadvantages of decentralization. Coordination: Concept, importance, difficulties and techniques to ensure effective coordination.</p>
Unit III
<p>Control: Concept, importance, characteristics, planning-control relationship, process of control – setting objectives, establishing standards, measuring performance, correcting deviations, types, process and techniques of control, Comparative study: Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management, Modern management techniques: an overview of various latest techniques: Business process Re engineering, business outsourcing, benchmarking, knowledge management, total quality management process, McKinsey's 7-S Approach, E-Business Management.</p>
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Heinz Wehrich, Cannice & Koontz, *Management (A Global Perspective)*, Tata McGraw Hill
- Griffin, *Management: Principle & Applications*, Cengage Learning
- Stephen Robbins & Coulter Mary, *Management*, Pearsons Education
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Daft, *Principles of Management*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill

- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.

MBA 102 Business Environment

Objectives: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. The objective is to make the student understanding how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction: definition, components and overview of Business Environment, Complexity and Diversity of Business Environment in the 21st century, Concept of Business Cycle, Need to scan the business environment and techniques of scanning the business environment. Political Environment: Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, Rationale and extent of state intervention. Economic Environment: Concept and Salient features of various economic system, New Industrial policy and industrial licensing, New economic policies, Aspects of economic reforms and its effects on business, Emerging Economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan. Monetary and Fiscal Policy.
Unit II
Legal Environment: Company Regulatory Legislations in India, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005. Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India. Social Environment: Corporate Social Responsibility, Consumer Movement, Business Ethics, Cross-Cultural Business Environment, Ecological Environment Protection: Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.
Unit III
Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer. International Environment: Emergence of Globalisation. Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (<i>Export Oriented Units</i>), Dumping and Anti-Dumping measures.
Final Examination: 3 Hours

Note: Student must consult Economic Times, Financial Express and Economic Survey of current years. Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
- S.K. Mishra, and V.K Puri, Economic Environment of Business, Himalaya Publishing
- Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
- Aswathappa, Essential of Business Environment, Himalaya Publishing
- Aggarwal & Diwan, Business Environment, ExcelBooks
- Sengupta, Government & Business Vikas Publishing House
- Economic Survey, Government of India (Latest)

MBA – 103: Accounting for Management - I

Objective: The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to Accounting: Meaning, features, importance, scope and branches of accounting. Distinction between financial accounting, cost accounting and management accounting; Evolution of financial accounting; Accounting Process; Generally Accepted Accounting Principles (GAAPs). Double Entry System: Journal entries of business transactions, ledger posting, preparation of trial balance, Preparation of final accounts of sole proprietor (With adjustment).
Unit II
Company Accounts: Meaning and Features of a company, Types of shares and share capital, Issue of shares and debentures, redemption of preference shares and debentures, Bonus Shares and Right Shares, Introduction to Schedule VI of company accounts. Preparation of Final Accounts of companies
Unit III
Introduction to banking company accounts. Preparation of financial statements of banking companies. Insurance vs. assurance. Terminology used in life and general insurance. Preparation of financial statements of insurance companies. Limitations of Financial Statements and Window Dressing: Critical Review of Financial Statements - Effects of Abnormal Items and Changes in Accounting Policies, Creative Accounting. Contemporary Topics: Human Resource Accounting, Inflation Accounting, Social Responsibility Accounting
Final Examination : 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Dr. Ashok Sehgal and Dr. Deepak Sehgal, *Advanced Accounting- Financial Accounting I*, Taxmann Publications
- Dr. Ashok Sehgal and Dr. Deepak Sehgal, *Advanced Accounting- Corporate Accounting*, Taxmann Publications.
- Gupta, R L / Radhaswamy, *Advanced Accountancy Theory Method & Application For Vol- II*, Sultan Chand & Co.
- Shukla, M.C./ Grwal, T.S. *Advanced Accounts Vol. I & Vol. II*, S.CHAND & CO.
- Bhattacharyya, SK., *Accounting for Management : Text and Cases*, Vikas Publishing, New Delhi

MBA-104 Quantitative Techniques

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making. The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for decision making.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to statistics: meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. Analysis of data: source of data, collection, classification, tabulation, depiction of data. Measures of Central tendency: Arithmetic, weighted, geometric mean, median and mode. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation, Skewness and Kurtosis. Sampling and Sampling Distribution: Concept and definitions, census and sampling, probability samples and non-probability samples, relationship between sample size and errors, simple numerical only.
Unit II
Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test, techniques of association of attributes & testing. Test of significance for small sample. Correlation Analysis: Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson's correlation co-efficient, Rank correlation coefficient, Properties of Correlation. Regression analysis: meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients.
Unit III
Index Number: Definition, and methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction and importance of index number. Time Series Analysis: Meaning, Components and various methods of time series analysis Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Theory of Probability: Definition, basic concepts, events and experiments, random variables, expected value, types of probability, classical approach, relative frequency and subjective approach to probability, theorems of probability, addition, Multiplication and Bays Theorem and its application. Theoretical Distributions: Difference between frequency and probability distributions, Binomial, Poisson and normal distribution.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books:

- Levins, Krehbiel, *Business Statistics*, Pearson Berenson
- Gupta & Gupta, *An Introduction to Statistical Methods*, Vikas Publications
- Levin & Rubin, *Statistics for Management*, Prentice Hall
- S P Gupta, *Statistical Methods*, Sultan Chand
- Beri, *Business Statistics*, Tata Mc Graw Hill
- Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
- C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
- Anderson *Statistics for Business & Economics*, Cengage Learning

MBA – 105: Managerial Economics

Objective: This course is intended to make students understand various social, political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Managerial Economics: Meaning, Nature, Scope, Significance, Relationship with other Disciplines, Role of Managerial Economics in Decision making Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal approaches to Consumer Behavior Managerial Analysis: Law of Equi Marginal Utility, Law of Diminishing Marginal Utility Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance, Factors Determining Demand, Techniques of Demand Forecasting Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors determining Elasticity of Demand, Importance, Cross elasticity of Demand</p>
Unit II
<p>Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance Production Function: Meaning, Types –Short run and long run production function, Economies and Diseconomies of Scale, ISO Quants, Optimal Combination of Inputs Theory of Costs: Types of Cost, Traditional Theory-Long run and Short run Revenue Curves, Pricing Strategies of Firm Managerial theories of Profit Maximisation and Sales Maximisation Application of Production Theory in Managerial Decision Making Application of Cost Theory in Managerial Decision Making Application of Demand analysis in Managerial Decision Making</p>
Unit III
<p>Market Structure: Meaning, Assumptions and Equilibrium of perfect competition, Monopoly and monopolistic completion, Oligopoly –Sweezy Model School of Thoughts: Adam Smith, Marshall (Introduction and Rationale) Strategic Behavior of Firms and Game Theory, Nash Equilibrium, Prisoner’s Dilemma-Price and Non Price Competition Validity of Utility Analysis in Modern Times</p>
Final Examination: 3 Hours

Suggested Readings:

- Hirschey, Mark. Fundamentals of Managerial Economics, Cengage Learning
- Salavatore, D. Managerial Economics in a global Economy, Oxford University Press
- Truett Lila J., Truett, Dale B. Managerial Economics, Analysis, Problems, Cases. John Wiley and Sons.
- Christopher R Thomas & Charles Maurice, Managerial Economics, Mc Graw Hill Company.
- Peterson, H.C., Cric, L W and Jain, S.K., Managerial Economics, Pearson Education
- Koutsoyiannis, A Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.

- Mehta, P L, Managerial Economics, Prentice Hall of India Pvt. Limited, New Delhi.
- Shapiro, Micro Economics, Galgotia Publications.
- H.L Ahuja, Advanced Economic Analysis, S. Chand & Co. Ltd., New Delhi.
- G.S Gupta Managerial Economics, Tata McGraw Hill.
- Goel Dean, Managerial Economics, Prentice Hall of India, Private Limited, New Delhi.
- Atmanand, Managerial Economics, Excel Books.
- Varshney, R L and Maheshwari, K.L., Managerial Economics, Sultan Chand and Sons.

MBA106 Business Communication

Objective: This course is designed to give students a comprehensive view of communication, its scope and importance in business, the role of communication in establishing a favorable image of the organization. The aim is to develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business operations. This course will make student conversant with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Introduction to Communication: Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication, Communication Channels, Choosing the Means of Communication, Audience Analysis, Ethical Considerations for Business Communication, Media of Communication, Barriers of Communication, Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model).</p> <p>Strategies to Improve Individuals Reading and Listening Skills- Developing Reading Skills: Identify The Purpose of Reading, Factors Effecting Reading, learning how to think and read, developing effective reading habits, reading tactics and strategies: training eye and training mind (SQ3R), Recognizing a broad range of thought patterns in reading selections, reading and interpreting visuals, making inferences, recognizing facts and opinions.</p> <p>Developing Listening Skills: importance, purpose of listening, art of listening, factors affecting listening, components of effective listening, process of listening, principles and barriers to listening, activities to improve listening.</p>
Unit II
<p>Types of Communication: Oral Communication: Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Telephonic Conversations and Voice Mails, Group Communication through Committees, Preparing and Holding Meetings, other formal communication with public at large, seminar, symposia and conferences, Overcoming Stage fright, Ambiguity Avoidance. Written Communication: Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments; Departmental Communication: Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release Report Writing: Structure, Types, Formats, Drafting of Various Types of Report. Nonverbal – Features, Understanding of Body Language, Posture, Gestures. Influences on Communication: Social influences, Culture and Communication, Few Guidelines for Better Multicultural Communication, Business Etiquettes and Communication.</p>
Unit III
<p>Developing Effective Public Relations: Drafting Speech, Press Release, Brochures, Handouts, Leaflets, e-newsletters. Group Discussion- Nature, Uses and Importance, Guidelines for GD Presentations: How to make effective Presentations, Four P's of Presentation, Structuring, Rehearsing, and Delivery Methods. Resume Writing: Planning, Organising Contents, Layout, Guidelines for Good Resume. Interviews: Preparation Techniques, Frequently Asked Questions about How to face an interview board, Proper body posture, Projecting a positive image, Steps to succeed in interviews, Practice Mock Interview in classrooms,. The Case Method of learning: Dimensions of a case, Case Discussion, Usefulness of the case method, Training of Managers, Use the Case Method. Report writing: Structure, Types, Formats, Preparations and Presentation.</p>

Note: Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Krizan, Buddy, Merrier, *Effective Business Communication*, Cengage Learning
- Lesikar, Petit & Flatley, *Lesikar's Basic Business Communication*, Tata McGraw Hill
- Raman Meenakshi Prakash Singh, *Business Communication*, Oxford University Press.
- Rizvi Ashraf, *Effective Technical Communication*, Tata McGraw Hill
- Poe & Fruchling, *Basic Communication*, AITBS
- Baugh, Frayer & Thomas, *How to write first class Business Correspondence*, Viva Books
- Taylor, *English Conversion Practice*, Tata McGrawHill
- Devaraj, *Executive Communication*, Tata McGraw Hill
- Ober, *Effective Bossiness Communication*, Cengage Learning

MBA – 107 Workshop on IT for Managers

Objective: The aim of this course is to acquaint students with skills and knowledge about computers and to enable them to understand the role of information technology in the dynamic business environment.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation</p> <p>Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices</p> <p>Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes</p> <p>Hardware and Software: Difference between Hardware and Software, Types of Software (System Software and Application Software)</p>
Unit II
<p>Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager)</p> <p>Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders)</p>
Unit III
<p>MS-Office: Introduction, Components of Office</p> <p>MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections.</p> <p>Indents and Outdents, Creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command</p> <p>MS-Powerpoint: History, Creating, Saving, Opening, Existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation The Slide Sorter View, Slide Show, Inserting pictures and graphics and Printings Slides</p> <p>MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Using Formulas</p>
Practical: Weightage 50%
Final Examination: Three Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Understanding Computers by V. Rajaraman.
2. Introduction to Computers by Peter Norton.
3. A First Course in Computers by Sanjay Saxena
4. Computer Fundamental by B. Ram
5. Introduction to Computers by Alexis Leon, Matheus Leon
6. PC Software Made Easy by Gursharan Singh, Nishchay Behl
7. Operating System by Harjeet Kaur, Aastha Sharma

BTHU – 101 Human Values and Professional Ethics

Objectives and Expected outcome: To help the students to discriminate between valuable and superficial in the life. To help develop the critical ability to distinguish between essence and form, or between what is of value and what is superficial, in life - this ability is to be developed not for a narrow area or field of study, but for everyday situations in life, covering the widest possible canvas. To help students develop sensitivity and awareness; leading to commitment and courage to act on their own belief. It is not sufficient to develop the discrimination ability, it is important to act on such discrimination in a given situation. Knowingly or unknowingly, our education system has focused on the skill aspects (learning and doing) - it concentrates on providing to its students the skills to do things. In other words, it concentrates on providing “How to do” things. The aspects of understanding “What to do” or “Why something should be done” is assumed. No significant cogent material on understanding is included as a part of the curriculum. A result of this is the production of graduates who tend to join into a blind race for wealth, position and jobs. Often it leads to misuse of the skills; and confusion and wealth that breeds chaos in family, problems in society, and imbalance in nature. This course is an effort to fulfill our responsibility to provide our students this significant input about understanding. This course encourages students to discover what they consider valuable. Accordingly, they should be able to discriminate between valuable and the superficial in real situations in their life. It has been experimented at IITTH, IITK and UPTU on a large scale with significant results.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education: Understanding the need, basic guidelines, content and process for Value Education.

Self Exploration–what is it?- its content and process; ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self exploration.

Continuous Happiness and Prosperity- A look at basic Human Aspirations

Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority

Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
Method to fulfill the above human aspirations: understanding and living in **harmony** at various levels

Understanding Harmony in the Human Being - Harmony in Myself: Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’; Understanding the needs of Self (‘I’) and ‘Body’ - *Sukh* and *Suvidha*, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’

Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure *Sanyam* and *Swasthya*

Unit II

Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship: Understanding harmony in the Family- the basic unit of human interaction.

Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*; Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship.

Understanding the meaning of *Vishwas*; Difference between intention and competence

Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship

Understanding the harmony in the society (society being an extension of family): *Samadhan*,

Samridhi, Abhay, Sah-astitva as comprehensive Human Goals
Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*),
Universal Order (*Sarvabhaum Vyawastha*)- from family to world family!

Unit III

Understanding Harmony in the Nature and Existence - Whole existence as Co-existence: Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature, Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence

Implications of the above Holistic Understanding of Harmony on Professional Ethics: Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order,

Competence in professional ethics: Ability to utilize the professional competence for augmenting universal human order, Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, Ability to identify and develop appropriate technologies and management patterns for above production systems.

Case studies of typical holistic technologies, management models and production systems

Strategy for transition from the present state to Universal Human Order: At the level of individual: as socially and ecologically responsible engineers, technologists and managers, At the level of society: as mutually enriching institutions and organizations

Final Examination: 3 Hours

Recommended Books:

1. R R Gaur, R Sangal, G P Bagaria, 2009, *A Foundation Course in Value Education*.

Suggested Readings / Books:

1. Ivan Illich, 1974, *Energy & Equity*, The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered*, Blond & Briggs, Britain.
3. A Nagraj, 1998, *Jeevan Vidya ek Parichay*, Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, *How the Other Half Dies*, Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, *Science and Humanism*, Commonwealth Purblishers.
6. A.N. Tripathy, 2003, *Human Values*, New Age International Publishers
7. Subhas Palekar, 2000, *How to practice Natural Farming*, Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, *Limits to Growth – Club of Rome’s report*, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, *Fundamentals of Ethics for Scientists & Engineers*, Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, *Engineering Ethics (including Human Values)*, Eastern Economy Edition, Prentice Hall of India Ltd
11. B P Banerjee, 2005, *Foundations of Ethics and Management*, Excel Books.
12. B L Bajpai, 2004, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow. Reprinted 2008.

MBA- 201 Macro Economics

Objective: The course is aimed at building a perspective necessary for understanding and application of economic concepts useful in business decisions taken by a firm. The course will also look at recent developments in the context of economic theory.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Macro Economics: Meaning, Nature, Scope, Significance of Macro economics. Role of Macro Economics in decision making.</p> <p>National Income: Conceptual framework, Measures of National Income, Methods of measurement, Limitations of National Income.</p> <p>Multiplier: Concept of static and dynamic multiplier, Balanced budget multiplier, Income generation process through multiplier.</p> <p>Money Supply: Concept of money supply, A mechanistic model of bank deposit determination, RBI approach to money supply, high powered money and money multiplier, budget deficit and money supply, money supply and open economy, Control of Money Supply</p> <p>Demand for Money: Classical Approach to Demand for Money, Quantity theory Approach-Fisher's Equation, Cambridge quantity Theory, Keynes's Liquidity Preference Approach, Aggregate Demand for Money, Derivation of LM Curve</p>
Unit II
<p>Keynesian and Post Keynesian Demand for Money-Keynesian Views on Interest, IS and LM Model, Extension of IS LM Model with Government Sector, Relative Effectiveness of Monetary and Fiscal Policy, Post Keynesian Approach to Demand for Money, Patinkin and Rear Balance Effect, Approaches of Baumol, Tobin Friedman and Modern Quantity Theory. Classical Theory of Income Output and Employment</p> <p>Consumption Function: Meaning, Nature, Determinants and measure to raise propensity to Consume, Keynes Psychological Law of Consumption-Meaning, Properties and Implications</p>
Unit III
<p>Inflation: Meaning, Types, Theories, Effects and Control, Unemployment trade off, WPI, CPI</p> <p>Monetary and Fiscal Policy: Recent trade Policies and Relevance</p> <p>Theory of Trade Cycle, Concepts and Causes of Trade Cycles, Measures to Control Trade</p> <p>Introduction to Forex Market and Forward Exchange</p>
Final Examination: 3 Hours

Suggested readings:

1. Ahuja ,H. L., Advanced Economics Theory, S. Chand Group
2. Shapiro, E., Macro Economics, Prentice Hall.
3. Abel, Macroeconomics, Pearson Education
4. Aggarwal, Macroeconomics Theory and Policy, Pearson Education
5. Hubbard, Macroeconomics, Pearson Education
6. Burton & Brown, Financial System and the Economy, The Principles of Money and Banking, PHI Learning
7. Miskin, Monetary Policy Strategy, PHI Learning
8. Walsh, Monetary Theory and Policy, PHI Learning
9. Vaish, MC, Essentials of Macro Economic Management, Vikas Publishing House Private Limited.

MBA 202 Productions and Operations Management

Objective: It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Operations management: concept, functions. transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of henryford, deming, crossby, taguchi. Facility Location – importance, factors in location analysis, location analysis techniques. Product Design and development – product design and its characteristics, product development process (technical), product development techniques. Process selection- project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness. Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. Production Planning & Control (PPC): –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement.
Unit II
Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions. Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran’s Quality Trilogy, Deming’s 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. Acceptance Sampling – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.
Unit III
JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. Purchasing Management – Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Mahadevan B, Operations Management: Theory And Practice,2nd Edition, Pearson Education
- Krajewski&Ritzman, Operations Management, 5th Pearson Education
- Buffa&Sarin, Modern Production/Operations Management, 8th John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al – Cases in Operations Management, Pitman
- McGregor D – Operations Management, McGraw-Hill
- Nair Production & Operations 1st Tata McGraw Management
- Adam and Eben, Production & Operations, 5th ed Prentice Hall.

MBA-203 Human Resource Management

Objectives: The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Human Resources Management: Meaning, Scope, Objective, Functions, Roles and Importance. interaction with other functional areas. HRM & HRD a comparative analysis. Human Resource Management practices in India. Human Resource Planning: Meaning & Concept, Process and importance, Methods of Human Resources Planning, Importance of HRIS. Job Analysis, Job Description, Job Specification & Job Evaluation – Meaning, Concepts and Methods. Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selections. Induction & Placement Process. Training & Development: Meaning & Concept of Training & Development, Methods of Training & Development, Difference Between Training & Development, Aligning Training to Business Needs, Future of Training & development. Career Planning & Coaching & Mentoring.
Unit II
Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process Of Performance Appraisal, Issues in Performance Appraisal and Potential Appraisal. Compensation Management- Wage & Salary Administration: Meaning & Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits. Internal Mobility: Promotion, Transfer, Demotion, Separation. Quality of work life (QWL): Meaning, Concept, Development and Various Approaches of QWL, Techniques for improving QWL. Health, Safety & Employee Welfare, Social Security, Job Stress, Counselling and Monitoring, Job Satisfaction and Morale. Competency Mapping
Unit III
Industrial Relations: Meaning & Concept of Industrial Relations. Collective Bargaining - Meaning, Scope and Objectives; Collective Bargaining – Issues and Strategies; Negotiations Skills and Strategies; Participative Management; Employee Grievances and their Resolution – Model for Grievance Resolution Procedure. Quality Circles: Concept, Structure. Role of Management, Quality Circle in India, HR Audit, Contemporary Issues in HRM.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books:

- V.S.P.Rao, Human Resource Management, Excel Books
- C.B. Memoria, Personal Management, Himalaya Publications
- Edwin B.Flippo, Personal Management, TataMcGraw Hill
- K. Aswathappa, Human Resource Management, Tata McGrawHill
- Bohlander, Snell & Vohra, Human Resource Management, Cengage Learning
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill
- C.B. Gupta, Human Resource Management, Sultan Chand and Sons
- R.S. Dwivedi, HRD in India Companies, Himalaya publications
- Gary Dessler, Human Resource Management, McMillan
- Gomez-Mejia, Managing Human Resources, Pearson Education .

MBA 204 Marketing Management

Objectives: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Understanding Marketing and Consumers: Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect Of Liberalization and Globalization, Creating Customer Value. Analyzing Marketing Environment- Micro, Macro Corporate Strategic Planning: defining role marketing strategies, Marketing planning process. Marketing Information System: Concept and Components. Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour. Creating and Managing Product: Market Segmentation & Targeting. Differentiation & Positioning, Competitors Analysis. Product Decisions: Product Mix, Packaging And Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies. Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.
Unit II
Delivering and Promoting Product: Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain. Promotion Decisions: Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing. Personal Selling: Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.
Unit III
Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing, E-Commerce: Marketing In The Digital Age.
Final Examination: 3 Hours

Note :Relevant Case Studies should be discussed in class.

Suggested Readings/ Books

- Kotler&Koshy, *Marketing Management*, Pearsons Education
- Ramaswamy&Namakumari, *Marketing Management*,McMillan
- Etzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGrawHill,
- Kurtz & Boone, *Principles of Marketing*, Cengage Learning
- Kotler& Armstrong, *Principles of Marketing*, Prentice Hall
- Biplab S. Bose, *Marketing Management*, Himalaya Publications
- Subhash c. Jain, *Marketing Management*, Cengage Learning
- RajanSaxena,,*Marketing Management*, Tata McGraw Hill.

MBA 205 Financial Management

Objectives: To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations. Problem-solving methodology will be used to illustrate the theories and tools in financial decision making.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Introduction to Financial Management: Objectives - Functions and Scope - Evolution - Interface of Financial Management with Other Functional Areas - Environment of Corporate Finance. Sources of Long-Term Finance: Equity Capital and Preference Capital Debenture Capital - Term Loans and Deferred Credit, Leasing and Hire-Purchase - New Instruments. Raising Long-term Finance: Venture Capital, Initial Public Offering, Public Issue by listed companies, Rights Issue, Preferential allotment, Private placement, Term Loans Valuation of Securities: Concept Of Valuation - Bond Valuation - Equity Valuation: Dividend Capitalization Approach and Ratio Approach -Valuation of Warrants and Convertibles. Introduction to Risk and Return: Risk and Return Concepts - Risk in a Portfolio Context - Relationship Between Risk and Return -CAPM and Dividend Capitalization Model. Time Value of Money: Introduction - Types of Cash flows - Future Value of a Single Cash Flow, Multiple Flows and Annuity - Present Value of A Single Cash Flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity.</p>
Unit II
<p>Basics of Capital Expenditure Decisions: The Process of Capital Budgeting - Basic Principles in Estimating Cost and Benefits of Investments -Appraisal Criteria: Discounted and Non-Discounted Methods (Pay-Back Period -Average rate of return - Net Present Value - Benefit Cost Ratio - Internal Rate of Return) Analysis of Project Cash Flows: Cash Flow Estimation - Identifying the Relevant Cash Flows - Cash Flow Analysis - Replacement, Cash Flow Estimation Bias - Evaluating Projects with Unequal Life - Adjusting Cash Flow for Inflation. Capital Rationing.Leverage: Measuring and analyzing the implications of Leverage - Operating Leverage, Financial Leverage and Total Leverage. Capital Structure Policy: Business & Financial Risk - A Total Risk Perspective - Business & Financial Risk - A Market Risk Perspective -Determinants of Capital Structure Decision -Approach to Estimating the Target Capital Structure - Variations in Capital Structures, EBIT / EPS Analysis and ROI / ROE Analysis. Capital Structure Theories: Net Income Approach - Net Operating Income Approach -Traditional Approach - Modigliani-Miller Model (MM), Miller Model - Criticisms of MM and Miller Models - Financial Distress & Agency Cost - Asymmetric Information Theory.</p>
Unit III
<p>Dividend Policy: Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position - and Rational Expectations Model. Estimation of Working Capital Needs: Objectives of Working Capital (Conservative vs Aggressive Policies), Static vs Dynamic View of Working Capital - Factors Affecting the Composition of Working Capital Independence among Components of Working Capital - Operating Cycle Approach to Working Capital and Cash Management. Inventory Management: Nature of Inventory and its Role in Working Capital - Purpose of Inventories - Types and Costs of Inventory - Inventory Management Techniques - Pricing of Investments Receivables Management: Purpose of Receivables - Cost of Maintaining Receivables - Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, Collection Program), Credit Evaluation - and Monitoring Receivables. Financing Current Assets: Behavior of Current Assets and Pattern of Financing -Accruals - Trade Credit - Provisions - Short-Term Bank Finance - Public Deposits, Commercial Paper – Factoring</p>
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books :

- I.M. Pandey, *Financial Management*, Vikas publishers
- Khan & Jain, *Financial Management*, Tata McGraw Hill
- Prasanna Chandra, *Financial Management (Theory & Practice)*, Tata McGraw Hill
- Brigham, *Financial Management : Text & Cases*, Cengage Learning
- Brealy&Myres, *Principles of Corporate Finance*, Tata McGraw Hill
- John J., *Financial Decision Making: Concept, Problem & Cases*, Prentice Hall
- G.S. Reddy, *Financial Management: Principles and Practice*, Himalaya Publishing .

MBA206 Research Methodology

Objectives: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
An Introduction to Research: Meaning, Definition, Objectives, And Process; Research Problem: Selection Of Problem, Understanding Problem, Necessity Of Defined Problem; Review Of Literature In Research. Research Design: Meaning, Types – Descriptive, Diagnostic, Exploratory, And Experimental. Sources Of Data: Primary And Secondary; Data Collection Methods; Questionnaire Designing: Construction, Types And Developing A Good Questionnaire. Sampling Design and Techniques, Scaling Techniques, Meaning, Types, Data Processing Operations, Editing, Coding, Classification, Tabulation. Research Proposal/Synopsis Writing.
Unit II
Statistical Software - Use of SPSS / Systat and Excel: Windows Process, Basic Structure of Data File, Using Data Editor, Working With Multiple Data Sources, Graphs and Charts, Sorting And Selecting Data, Descriptive Statistics: Central Tendency and Dispersion, Correlation: Linear, Partial and Multiple, Simple and Multiple Regression, Discriminant Analysis, Conjoint Analysis, Time Series and Business Forecasting. Applications Of Index Numbers; Sampling Distribution; Tests Of Significance: Z- Test, T- Test, Chi-Square Test, F -Test, And ANOVA; Use Of SPSS For T-Test, Chi-Square Test And ANOVA.
Unit III
Multi Dimensional Scaling, Factor Analysis, Cluster Analysis, Interpretation of Data, Report Preparation and Presentation. Each Student has to prepare Mini Research Project on Topic / Area of their Choice and Make Presentation. The report should consist of application of tests and techniques mentioned in above units.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books

- D R. Cooper, &P.S,Schindler, Business Research Methods, Tata McGraw Hill
- N. Malhotra, and S.,Dash, Marketing Research : An Applied Orientation, Pearson Education
- C.R,Kothari, Research Methodology: Methods & Techniques, New Age International Publishers
- Hiolton, Brownlow McMurray,Cozens, SPSS Explained, Tata McGraw Hill
- WillianG.Zikmund, Business Research Methods,Thomson South-Western Learning
- Darren George & Paul Mallery, SPSS for Windows Step by Step, Pearson Education
- Churchill & Israel, Marketing Research, Cengage Learning
- RajendraNargundka Marketing Research : Text & Cases, Tata McGraw Hill
- Srivastava and Rego, Business Research Methodology, Tata McGraw Hill
- Zikmund, Essentials of Marketing Research, Cengage Learning.

MBA – 207 Accounting for Management - II

Objective: The course aims to equip students with the knowledge and skills to analyze financial statements and help them to understand the cost control techniques.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Understanding Financial Statement: Nature and objectives of Financial Statements, Uses of Financial Statements, form and content of Financial Statements, users of Financial Statements Financial Reporting and Regulations: Introduction to USGAAP, Introduction to International Accounting Standards, IFRS, Applicability of Various Standards, Comparison and Harmonization Financial Statement Analysis: Financial Statements – Understanding the Features of Variables in Financial Statements - Ratio Analysis –Liquidity, Profitability and Leverage - Times Series Analysis - Common Size Analysis, Du-Pont Analysis – Problems Encountered in Financial Statement Analysis.
Unit II
Cash Flow Statement Analysis: Statement of Cash Flows - Purpose of the Statement of Cash Flow - Content and Format of the Statement of Cash Flow - Preparation of Cash Flow Statement - Usefulness of the Statement of Cash Flow Cost Accounting: Introduction to cost accounting, elements of cost, types of cost, types of costing methods, preparation of cost sheet, tender costing.
Unit III
Marginal Costing: Introduction to Marginal Costing, break even analysis, cost-volume-profit analysis, Application of marginal costing in management decisions: fixing selling price, make or buy decision, accepting a foreign order, deciding production and sales mix. Standard Costing: Introduction to standard costing, variance analysis (including material, labour, overhead, sales and profit variance analysis). Budgetary Control: Meaning, types, scope, importance and limitation of budgetary control. Preparation of various types of budget including master budget. Zero base budgeting, rolling budget
Final Examination: Three Hours

Suggested Readings:

- Penman, Stephen H., Financial Statement Analysis & Security Valuation, McGraw-Hill
- Charles T. Horngren, Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Pearson Education
- Gibson, Charles H., Financial Reporting Analysis (Using Financial Accounting Information), South-Western Publications
- JawaharLal, Cost Accounting, Tata McGraw Hills
- Noses, Christopher / Parber, Robert B., Comparative International Accounting, Prentice Hall
- Shahrokh M, Saudagaran, International Accounting (A User Perspective), Thomson South-Western College Publication

MBA – 301 Organizational Behaviour

Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario at workplace.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit – I
<p>Organisational Behaviour: Meaning, Conceptual Foundations, Contributing disciplines to OB, Challenges and opportunities for OB.</p> <p>Individual Behaviour: Foundations of individual behaviour, Determinants of individual behaviour.</p> <p>Learning and Reinforcement: Theories of learning, Schedules of reinforcement, Behaviour modification.</p> <p>Emotions and Moods: Types and sources of emotions, emotional intelligence, managing emotions at work place.</p> <p>Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.</p>
Unit II
<p>Attitudes, values & prejudices: sources and types of attitude, cognitive dissonance theory, attitudes at work place, Job satisfaction, organizational commitment and prejudice, attitude change.</p> <p>Perception: factors influencing perception, process of perception, attribution theory of perception, perceptual distortions and improving perceptions.</p> <p>Motivation: early and contemporary theories of motivation, application of motivation process.</p> <p>Leadership: nature and significance of leadership, theories of leadership, behavioural styles of leaderships, leadership traits, transactional leadership, concept of charisma leaders.</p> <p>Transactional analysis: Ego states, life positions, Johari window model.</p> <p>Foundations of Group Behaviour: Nature and concept of group, Group formation, stages of group formation, theories of group formation, Types of teams, issues in team management.</p> <p>Group Dynamics: Group norms, group cohesiveness, group roles and decisions making in groups.</p>
Unit III
<p>Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management.</p> <p>Trust: Concept, types and building trust among employees. Organizational citizenship behaviour (OCB): concept, forms and suggestions for promoting OCB. Power and politics in organizations: Nature & concepts, sources and types of power, tactics and techniques of politics. Stress management: sources of stress, approaches for stress management.</p> <p>Organizational culture: meaning, concept, cultural differences. Cooperation: concepts and determinants.</p> <p>Contemporary issues of OB: whistle blowing, glass ceiling, cross cultural management, diverse workforce.</p>
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Robbins, *Organization Behaviour*, Pearson Education
- Luthans, *Organization Behaviour*, Tata McGraw Hill
- Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill
- Kalliath, *Organization Behaviour*, The McGraw –Hill
- Griffin & Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning
- Hersey, *Management of Organizational Behaviour*, Prentice Hall India
- Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill

- Aswathappa, *Organization Behaviour*, Himalaya Publications
- Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
- Saiyadain , M.S. : Organization Behaviour , Tata McGraw Hill
- Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour*, New Delhi, Tata McGraw Hill, 2007.
- Udai Pareek, *Understanding Organizational Behaviour*, New Delhi, Oxford University Press, 2007.

MBA – 302 Marketing Research

Objective: The course aims to provide an understanding of basic concepts, theories and statistical techniques used in research. Students will also be given exposure to use and apply SPSS.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Marketing Research: Definition, Nature and Scope for marketing decision making; Marketing Research Process; Types of Research – Descriptive research, Exploratory Research and Causal Research.</p> <p>Casual Research Designs: Basic designs – After-only design, Before-After design, After-only with control group design, Before-After with control group design, Time Series Design, Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomized Design, Randomized Block Design.</p> <p>Observation Research: Direct Observation, Unobtrusive Observation, Observational Variables</p>
Unit II
<p>Sources of Data: Commercial (Syndicated) and Non-commercial Sources of Secondary Data in Marketing.</p> <p>Questionnaire Design: Principles of Writing Questionnaire.</p> <p>Reliability and Validity: Basic concepts; True Score Model; Measurement Errors in Marketing; Number System – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive, Covergent, Construct, Discriminant and Nomological Validity; Concept of Generalizability.</p>
Unit III
<p>Data Preparation: Creating an SPSS Sheet; Typing in Data in SPSS; Basic computations of Descriptive Statistics.</p> <p>Basic Data Analytic Techniques: Assessing Reliability; Computing Coefficient Alpha; Scale Refinement and Item Analysis; Correlation Analysis.</p> <p>Advanced Data Analytic Techniques: Factor Analysis, Regression Analysis, Cluster Analysis.</p>
Final Examination: 3 Hours
Practicals of all Data Analytic Techniques through SPSS.

Suggested Readings:

1. Malhotra N.K., Marketing Research, Pearson Education, New Delhi, 2012.
2. Thomas C. Kinnear and James R. Taylor, Marketing Research-An Applied Approach, McGraw Hill
3. Paul, E. Green and Donald, S. Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
4. Harper, W. Boyd, (Jr.), Ralph Westfall and Tandoy, F. Stasch, Marketing Research, All India Travelers Bookseller, Delhi, 2002.
5. Ramanuj Majumdar Marketing Research, Wiley Eastern Ltd., New Delhi, 1991.
6. David J. Luck and Ronald S. Rubin, Marketing Research, Prentice Hall of India, 1990.
7. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.

MBA – 303 Corporate Legal Environment

Objective: This paper aims to acquaint the students with the corporate legal framework prevalent in the country and to hone their understanding about the dynamic business environment in India.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. Introduction to the concept of agent and different types of mercantile agents. Sale of Goods Act: Meaning, Formation of contract, Meaning of condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller.
Unit II
Negotiable Instruments: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques. Dishonor of cheques and liability of banker and drawer. Law of Insurance: Fundamental elements and features of Insurance. Legal framework governing Insurance.
Unit III
Company law: Characteristic of Company, distinction between company and partnership. Kinds of company. Formation and incorporation of Company, Memorandum of Association and Articles of Association, Prospectus, Meetings and Resolutions – Types and features. Board of Directors – Rights and duties. Winding up of company. Taxation: Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, Customs, Central, state sales tax and VAT.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books:

- Majumdar A. K. and Kapoor G. K. 'Company Law' Taxmann Publishers
- Bansal C. L. 'Business Laws' Taxmann Publishers
- Kuchhal M. C. and Prakash D. 'Business Legislations for Management' Vikas Publications
- Singhanian V. K. and Singhanian K. 'Direct Tax Laws and Practice' Taxmann Publishers.
- Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.

MBA - 311 Consumer Behaviour

Objective: This course aims at enabling students to understand the various aspects of consumer behavior, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Introduction to Consumer Behaviour: Nature, Scope and Importance.</p> <p>Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives.</p> <p>Personality and Consumer Behaviour: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics.</p> <p>Consumer Perception: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.</p>
Unit II
<p>Consumer Learning: Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning.</p> <p>Consumer Attitude Formation: Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude.</p> <p>Reference Group and Family Influences: Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles; Family Life Cycle. Social Class: Definition; Measurement of Social Class; Social Class Dynamics.</p>
Unit III
<p>Cultural and Sub cultural Influences on Consumer Behaviour: Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories.</p> <p>Diffusion of Innovation; Diffusion Process; Adoption Process. Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership Consumer Decision Making: Consumer Decision Process; Types of Decisions; Information Search Process; Alternative Evaluation and Selection; Decision Rules. Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.</p>
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.
- Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
- Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
- Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
- Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

MBA – 312 Services Marketing

Objective: The course focuses on the unique challenges of marketing and managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service and services are at the heart of the course content.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Evolution and Understanding of Services Marketing: Conceptual Framework, Service Defined, Classification of Services, Emergence of Service Economy Globally, Growth and Importance of Services Marketing in Indian Economy.</p> <p>Service Development & Design: Service Marketing Mix, Marketing Challenges and Opportunities Pertaining to Services Marketing, Characteristics of Services, Challenges of Service Design,</p> <p>Implementing Services Marketing: Differentiating Goods from Services, Goods-Services Marketing Continuum, Services Marketing Triangle.</p> <p>Consumer Behaviour in Services: Consumer Purchase Decision Process, Types of Service Encounters, Customer Involvement in Services Encounters, Service Behavior Based on Technology-Oriented Service Encounters.</p> <p>Understanding Customer Expectations & Perceptions: Model of Consumer's Expectation and Perception.</p>
Unit II
<p>Customer Expectations of Services: Meaning and Types of Services Expectations, Customers' Zone of Tolerance, Factors that Influence Customer Expectations of Services, Sources of Desired Service Expectations and Sources of Adequate Service Expectations.</p> <p>Customer Perceptions of Services: Customer Satisfaction and Service Quality, e-Service Quality Dimensions for Influencing Customer Perceptions.</p> <p>Measuring Service Quality: Gronroos' Perceived Service Quality Model, Measuring Services Quality Dimensions using SERVQUAL Instrument and RATER Model.</p> <p>Managing Service Quality: PZB Gap Model of Services Quality, Determinants of Services Quality Gap, Factors for Addressing SQ problems.</p>
Unit III
<p>Employees' Role in Service Delivery: The Critical Importance of Service Employees, Strategies for Delivering Service Quality Through People, Hire the Right People, Develop People to Deliver Service Quality, Provide Needed Support Systems, Retain the Best People and Employee Relationship Management (ERM).</p> <p>Customers' Role in Service Delivery: Importance of Customers' in Service Delivery, Strategies for Enhancing Customers' Participation, Define Customers' Jobs, Recruit, Educate and Reward Customers, Manage the Customer-Mix. Customer Participation through Self-Service Technologies- Types and Customer Usage of SSTs.</p> <p>Service Recovery And Customer Retention: Understanding of Service Failure and Recovery, How Customers Respond to Service Failures. Why Do/Don't People Complain, Types of Customer Complaint Actions, Types of Complainers, Causes Behind Service Switching, Forms of Service Recovery Strategies, Relative Importance of Customer Retention and Customer Relationship Management in Service Organizations</p>
Final Examination: Three Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- 1) Zeithaml, V.A., Bitner, Mary Jo, Pandit, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
- 2) Lovelock, Christopher, Wirtz Jochen, Chatterjee, “*Services Marketing: People, Technology, Strategy*”, Pearson Education, New Delhi.
- 3) Payne, Adrian, “*The Essence of Services Marketing*”, Prentice Hall of India, New Delhi.
- 4) Nargundhar, Rajendra, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
- 5) Goncalves, Karen P., “*Services Marketing–A Strategic Approach*”, Prentice Hall International, New Jersey.
- 6) Jauhari, Vinnie, Dutta, “*Services–Marketing, Operations Management*”, Oxford University Press, New Delhi.
- 7) Srinivasan, R., “*Services Marketing–The Indian Context*”, Prentice Hall of India, New Delhi.

MBA – 313 Security Analysis and Portfolio Management

Objectives: This course aims at providing students with an understanding of economy-industry-company analysis and various inter linkages that influence the securities market. It enables them to establish the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities and construct portfolios to achieve their and / or client's financial goals.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Introduction: Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation. Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity</p> <p>Secondary Market: Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.</p>
Unit II
<p>Risk and Return: Concept, types and measurement of risk and return.</p> <p>Fundamental Analysis: International Environment, Global Economy Overview, Global Markets, Global Market and Indian Market Inter linkages. Economic Analysis: GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate, Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade. Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements.</p> <p>Technical Analysis: Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of charts, Concept of trend, Trend lines: support and resistance, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving averages, other market indicators</p>
Unit III
<p>Portfolio Management: Meaning, Importance and Approaches of Portfolio Management, Portfolio analysis, Portfolio evaluation and revision techniques.</p> <p>Portfolio Theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory. Market Efficiency and Behavioral Finance</p> <p>Derivatives: Introduction, Meaning of Future contracts, Forward Contracts, Trading of Stock futures. Option Contracts: Introduction, types, Payoffs and option strategies.</p>
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
3. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi

5. V. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications
6. Preeti Singh 'Investment Management' Himalaya Publications

MBA – 314 Management of Financial Services

Objectives: The objective of this course is to acquaint students with the knowledge of various financial services available in the financial markets. This course will also help them to understand the emerging trends in various financial services and their suitability w.r.t. the demand of the clients.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
<p>Financial Services: Meaning, types and their importance. Depository - Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.</p> <p>Mutual Funds and AMCs: Concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. Recent trends in mutual funds in India.</p>
Unit II
<p>Credit rating: the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects.</p> <p>Leasing: concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing.</p> <p>Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.</p> <p>Venture Capital: concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.</p>
Unit III
<p>Debt Securitization: Meaning, Features, Scope and process of securitization.</p> <p>Factoring: Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.</p> <p>Plastic Money: Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.</p>
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. M Y Khan 'Financial Services' Tata McGraw-Hill
2. L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill
3. S Gurusamy 'Financial Services & System' Thomson Publications
4. V. A. Avdhani 'Financial Services in India' Himalaya Publications
5. Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications
6. Vasant Desai 'Financial Markets and Financial Services' Himalaya Publications

MBA – 315 Labour Legislations

Objectives: The aim of this course is to help students to understand basics of labour laws applicable in various business houses.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Industrial Relations -Concept , Theories and Evolution, System approach to IR-Actors, Context, Industrial relations in U, K & USA, Japan & Russia, concept of industrial dispute, The industrial Disputes Act,1947{with amendments}., Factories Act (with amendments). Trade Unionism Web of Rules & Ideology, impact of trade unions on wages, The Trade unions Act ,1926 {with amendments}
Unit II
Collective Bargaining : Approaches, technique & Strategies to collective Bargaining, Impact of CB and workers participation in management on IR Grievance Handling: Tripartite and Bipartite bodies, Anatomy of Industrial disputes, Conciliation, arbitration and adjudication. Sexual Harassment.
Unit III
Laws related to Wages and Bonus: Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act 1965, Equal Remuneration Act 1976.
Final Examination: Three Hours

Note: Relevant case studies related to the topics should be discussed.

Suggested Readings:

1. Arun Monappa & J.T., Dunlop Industrial System, TATA McGraw Hill
- 2 C.N.Patil, Collective Bargaining, University press
3. Pramod verma, Industrial Relations, Tata McGraw Hill
4. S.C.Srivastava, Industrial Relation& Labor Laws, Vikas Publications
5. Singh and Sinha, Labour Laws in Brief, Excel Books

MBA – 316 Organizational Development

Objective: The objective of this course is to make students understand the need for development and process of improving effectiveness of the organizations.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to Organisational Development: Meaning and definitions, characteristics of OD, History of OD, Values, assumptions and beliefs in OD. Foundations of OD: Models and theories of planned change, Systems theory, participation and empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary nature of OD. Action Research and OD: Action research model, OD Process: Diagnosis, six box model and third wave consulting model of diagnosis, OD Interventions-analysis of discrepancies, types of OD interventions, Program management, phases of program management, model of managing change, creating parallel learning structures.
Unit II
OD Interventions: An overview, Diagnostic interventions, Team Interventions and techniques of team building, Intergroup and Third Party Peace Making interventions, organizational partnering and mirroring interventions, Comprehensive Interventions, Structural Interventions, Training Experience: T-groups, Behavioral Modeling and Career Anchors.
Unit III
Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD. Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD-Now and Beyond.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Wendeel L. French, Cecil H. Bell : Organization Development Prentice Hall
- Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
- Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
- Thomas H, Patten Organization Development through Team Building , Thomas Publication
- Edgar F. Huse : Organization Development & Change, Thomas Publication
- Burke W.W.: Organization Development Principles & Practice, Sage Publication
- Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
- S. Ramnarayan, and T.V. Rao: OD – Accelerating Learning & Transformation, Sage, New Delhi.
- Brown R. Donald and Harvey Don, *An Experimental Approach to Organisation Development*, Pearson Education, New Delhi, 7th Ed. 2006.

MBA - 401 Strategic Management

Objective: The objective of this course is to introduce the student to the fundamentals of Business Strategy especially on the strategic planning aspects. This course also intends to familiarize students with the complexity involved in developing business strategies to cope up with the challenges in dynamic business world.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
<p>Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making. Levels of Strategy. The Secret of Success of Successful Companies (Mckinsey's 7 S model)</p> <p>Strategic Intent: Vision, Mission Goals and Objectives. Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.</p> <p>External Environment Analysis: Strategically Relevant Components of External Environment.</p> <p>Industry Analysis: Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. External Factor Evaluation Matrix.</p>
<p>First Minor Test: 1 Hour</p> <p>Internal Environment Analysis: Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix.</p> <p>Environmental Scanning Techniques: ETOP and SWOT Analysis</p> <p>Business Level Strategies: Porter's Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies.</p> <p>Corporate Level Strategies: Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.</p>
<p>Second Minor Test: 1 Hour</p> <p>Portfolio Strategies: BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle Matrix.</p> <p>Strategy Implementation: Strategy- Structure Fit: Developing and Modifying Organizational Structure. Leadership and Organization Culture.</p> <p>Corporate Governance and Social Responsibilities of Business.</p> <p>Strategy Evaluation and Control: Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.</p>
<p>Final Examination: 3 Hours</p>

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, "Concepts in Strategic Management and Business Policy", Pearson Education, India.
2. David, R Fred, "Strategic Management- Concepts and Cases", Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, "An Integarated Approach to Strategic Management" Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. "Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases", TMH, New Delhi.

5. Pitts, Robert A and Lei, David. "Strategic Management Building and Sustaining Competitive Advantage", Thomson, India
6. Kazmi, Azhar. "Business Policy and Strategic Management", TMH, New Delhi.

MBA - 402 Entrepreneurship Development and Project Management

Objective: To make students learn about entrepreneurship, entrepreneurial behavior, functional areas of business and their inter-relation. They would understand the risks and rewards of a new venture and the steps required to start a new venture. After completing the course the student would know what entrepreneurship is all about, whether it fits in his career scheme and mental makeup or not and would be equipped with the basic knowledge and confidence to start a new venture.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Entrepreneurship: Concepts, Traits, Types, Characteristics, Classification and Types, Nature and Functions. Theory of Entrepreneurship. Developing Corporate Entrepreneurship. Understanding Entrepreneurship Perspective. Entrepreneurship Motivation. Developing Creativity and Understanding Innovation. Ethics
First Minor Test: 1 Hour Social Responsibility of an Entrepreneur. Entrepreneurial Skills. Role of Entrepreneurship in Economic Development. Entrepreneurial Decision Process. Environmental Assessment: Macro and Micro View. Project Management Concept. Generation and Screening of Project Ideas: Sources and Methods.
Second Minor Test: 1 Hour Feasibility Study. Managing Risk in Project Network Technique for Project Management; Time and Cost Overrun. Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis Developing an Effective Business Plan Role of venture capital funds in promoting entrepreneurship in India
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India, 2001.
3. Clifton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill.

MBA – 403 International Business

Objectives: To enable students to appreciate the logic of why and how international trade takes place and to make students competent to understand the transactions of a dealing room and help in grooming their negotiating skills in the international markets. Also to make students understand on how international trade policies and facilitation in India, along with import and export financing process.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
<p>Overview of International Business: Meaning, Scope, Importance, Increasing Interdependence in the Global Economy - Trends in International Trade and Cross Border Financial Flows - - Recent Developments in Global Financial Markets - Challenges of International Financial Management</p> <p>International Trade Theories: Theory of Absolute Advantage - Theory of Comparative Advantage - Heckscher-Ohlin Model - Imitation-Gap Theory - International Product Life Cycle Theory. Protectionist measures and artificial promotion of exports by countries.</p> <p>Trading Blocks: Various Forms of economic integration, Formation of Trading Blocks - Conditions for Success</p>
<p>First Minor Test: 1 Hour</p> <p>WTO: Trade Negotiations under GATT, Functions and Structure of WTO, WTO Agreements, Trade facilitation by WTO</p> <p>International Monetary System and Financial Markets: Balance of Payments – International Monetary System – Different Exchange Rate regimes.</p> <p>Forex Exposure and Risk: Defining and Measuring Foreign Exchange Exposure - Classification of Foreign Exchange Exposure and their management - Transactions Exposure - Translation Exposure - Operating Exposure. Hedging practices</p>
<p>Second Minor Test: 1 Hour</p> <p>International Project Appraisal: The Difficulties in Appraising a Foreign Project - Issues in Cost of Capital - The Adjusted Present Value Approach.</p> <p>Foreign Trade Policy of India: Historical Perspective Objectives and Major Highlights of the Current Policy - Export promotion measures.</p> <p>Letters of Credit: Types of L/C's - Mechanics of an L/C - Operational Features of an Import L/C - Documentation Formalities - Bill of Lading - Scrutiny of Documents Required Under an Import L/C - Other Relevant Guidelines - Role of Customs/C&F Agents - Reporting System.</p>
<p>Final Examination: 3 Hours</p>

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books

1. Hill, Charles W. L., International Business, McGraw Hill.
2. Francis Cherunilam, 'International Business', PHI, 5th Edition
3. Cavusgil, S. Knight Gary and Riesenberger, John R (2009), International Business- Strategy Management and the New Realities, Pearson Education, Dorling Kindersley(India) Pvt. Ltd, Delhi.
4. Rao, M.B and Guru Manjula (1998), WTO and International Trade, Vikas Publishing House Pvt. Ltd, New Delhi.

5. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., International Business, 6th Edition, Thomson, South Western, Bangalore, 2005.
6. C. Paul Hallwood and Ronald Macdonald, International Money and Finance, Blackwell, Oxford
7. Oatley, Thomas, International Political Economy, Pearson Education, 2004.
8. Eiteman David K, Stonehill Arthur I and Micheal H. Moffett, Multinational Business Finance, Addison Wesley, Pearson Education Asia
9. Salvatore, D., International Economics, John Wiley & Sons
10. Sodersten, B.O., International Economics, 2nd ed., McMillan

MBA – 411 Advertising and Sales Management

Objective: To make the student aware about the issues related to sales force management focusing on advertising and selling as a tool of Marketing Communication.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
<p>Introduction to Advertising Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives; Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning; Advertising and Product Life Cycle; Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic, Legal and Social Effects of Advertising</p>
<p>First Minor Test : 1 Hour</p>
<p>Managing an Advertising Program Message Structure – Appeals, Copy, Layout; Advertising Media – Media Planning, Media Selection and Scheduling; Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; Advertising Agencies – Types, Role and Functions;</p>
<p>Second Minor Test : 1 Hour</p>
<p>Sales Management Nature and Scope of Sales Management, Personal Selling Objectives; Sales Force Organization – Nature and Types; Sales Force Recruitment – Process and Sources; Sales Force Selection Process; Managing Sales Training Programs – Need and Objectives; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas – Objectives and Types; Developing and Managing Sales Evaluation Program.</p>
<p>Final Examination : 3 Hours</p>

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition.

2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition.
4. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition.
5. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5th Edition.

MBA – 412 Retailing and Logistics Management

Objectives: This course enables students to understand the evolution of retailing and the strategic role of retailing in the distribution of consumer goods and services. The content of the course is useful for students interested in a retail career, working for companies that interface with retailers, or interested in owning or running a retail business.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Introduction to Retailing: Economic Significance, Opportunities in Retailing, Retail Management Decision Process
Retailing in India: Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.
Types of retailers: Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.
Retail Models & Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Concept of Life cycle in Retail, Business Models in Retail
First Minor Test : 1 Hour
Managing the Store: Store Management Responsibilities, Recruiting & Selecting Store Employees, Socializing & Training New Store Employees Motivating, Managing & Evaluating Store Employees.
Store Layout, Design & Visual Merchandising: Objectives of Good Store Design, Store Layout. Space Planning and Merchandise Presentation Techniques. Atmospherics.
Second Minor Test : 1 Hour
Customer Service: Strategic Advantages Through Customer Service, Customer Evaluation of Service Quality, GAPS Model for improving Retail Service Quality.
Application of IT to Retailing: Growing Role of IT in Retailing, IT for Competitive Advantage, Data Mining, Database Marketing, Business Intelligence. International Retailing: International Retail Structures, MotiChain Integration.
Final Examination : 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 5th Edition.
2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.
3. Newman, Andrew J. and Peter Cullen (2007), Retailing: Environment and Operations, Thomson,
4. 1st Edition.
5. Pradhan, Swapna (2007), Retail Management – Text and Cases, Tata McGraw Hill, 2nd Edition.
6. Cox, Roger and Paul Brittain (2004), Retailing – An Introduction, Pearson Education, 5th Edition.
7. Gilbert, David (1999) Retail Marketing Management, Prentice Hall, 1st Edition.
8. Dunne, Patrick M; Robert F. Lusch and David Griffith (2002), Retailing, Thomson

9. (South-Western), 4th Edition.
10. Nair, Suja (2006), Retail Management, Himalaya Publishing House, 1st Edition.
11. Berman, Barry and Joel R. Evans (2006), Retail Management – A Strategic Approach, Pearson Education, 9th Edition.

MBA – 413 Brand Management

Objectives: To familiarize students with the concept of a ‘brand’, the role of branding in marketing strategy; brand equity, its importance and measurement, how to create and retain brand equity; operational aspects of brand management.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
<p>Brands and Brand Management: Meaning, Importance of Brands to the Customers & Firms; Branding Challenges and Opportunities.</p> <p>Concept of Brand Equity; Brand Names, Symbols and Slogans, Criterion for Choosing Brand Elements – Memorability, Meaningfulness, Likeability, Transferability, Adaptability, Protectability.</p> <p>Brand Loyalty: Meaning and Measuring Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.</p> <p>Brand Awareness: Meaning and Role of Brand Awareness in Building Brand Equity.</p> <p>Perceived Quality: Meaning, Role of Perceived Quality in Generating Brand Equity.</p>
<p>First Minor Test: 1 Hour</p> <p>Brand Association: Role of Brand Associations in Creating Brand Equity; Types of Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer, Company, Country of Origin.</p> <p>Brand Personality, Co-branding, Ingredient Branding, Licensing and its Guidelines, Celebrity Endorsement.</p> <p>Building a Strong Brand: Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings and Brand Resonance.</p> <p>Brand Positioning: Identifying and Establishing Brand Positioning; Positioning Guidelines – Choosing Points of Parity and Points of Differentiation; Establishing Points of Parity and Points of Differentiation.</p>
<p>Second Minor Test : 1 Hour</p> <p>Integrating Marketing Communications to Build Brand Equity; Marketing Communication Options; Developing Integrated Marketing Communication Programs.</p> <p>Branding Strategies: Brand Product Matrix; Brand Hierarchy; Designing a Branding Strategy; Brand Extension – Advantages and disadvantages.</p> <p>Brand Valuations: Financial Brand Valuation; Financial Brand Equity; Evaluating Brand Valuation Methods.</p> <p>Measuring Sources of Brand Equity: Qualitative Research Techniques and Quantitative Research Techniques</p>
<p>Final Examination : 3 Hours</p>

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity, Prentice Hall of India, Third Edition, (2008).
2. Aaker, David A., Managing Brand Equity: The Free Press, (1991).
3. Kapferer, Jean-Noel, The New Strategic Brand Management, Kogan Page 3rd Edition,

(2008).

4. Kumar, S Ramesh, Managing Indian Brands, Vikas Publishing House, 2nd Edition, (2002).

5. Sengupta, Subroto, Brand Positioning, Tata McGraw-Hill Publishing, 2nd Edition, (2005).

MBA – 414 International Finance

Objectives: To provide an understanding of global monetary system that facilitates international capital flows and settlement. This course also aims to make students competent to understand the transactions of a dealing room and help in grooming their negotiating skills in the international markets. Students will also learn how to measure and manage exchange risk.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
<p>International Finance: An overview, Importance, nature and scope, recent changes and challenges in IFM. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.</p> <p>International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).</p>
<p>First Minor Test : 1 Hour</p> <p>Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates.</p> <p>Parity Conditions in International Finance and Currency Forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.</p>
<p>Second Minor Test : 1 Hour</p> <p>Foreign Exchange Risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives</p> <p>International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfating, EXIM Bank of India</p>
<p>Final Examination : 3 Hours</p>

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. P. G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi.
2. Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D. Levi, International Finance, Tata McGraw-Hill, New Delhi.
5. S. Eun Choel and Risnick Bruce, International Financial Management, Tata McGraw Hill

MBA – 415 Financial Engineering

Objectives: To enable students to understand the concepts of Hedging, Speculation and Arbitrage. They will also learn how to develop strategies by using financial derivatives so that portfolio risk can be hedged and how to maximize portfolio returns.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
<p>Financial Engineering: Meaning, scope, tools used in financial engineering, difference between financial engineering and financial analysis. Growth and Contributory factors to Growth of Financial Engineering. Skills and Knowledge Required: Statistical, Modeling, Technology, Legal, Accounting and Taxation.</p> <p>Derivatives: Meaning, Types, Importance, Principles and regulatory framework in India</p> <p>Forward and Futures Contracts: Meaning, Difference between forward and futures contracts, pricing of futures contracts, determinants of value of futures contracts, Mark-to-Market, Payoffs of futures contracts. Speculation, Hedging and Arbitrage by using futures contracts.</p>
<p>First Minor Test: 1 Hour</p> <p>Options Contracts: Meaning, type, importance, Black-Scholes Model for pricing options contracts, factors determining option prices, Payoffs of Call Option and Put Option contracts, Put-Call Parity</p> <p>Option Trading Strategies: Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, Spreads including butterfly spreads, calendar spreads etc., Value at Risk (VaR) Model.</p> <p>Option Greeks: Delta hedging, Theta, Gamma, Vega and Rho</p>
<p>Second Minor Test: 1 Hour</p> <p>Swaps and Swaptions: Meaning, types, importance and pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions.</p> <p>Credit Derivatives: Meaning, Importance, pricing models and strategies to hedge by using credit derivatives.</p> <p>Commodity Derivatives: Meaning, nature and importance of commodity derivatives. Brief overview of Forward Market Commission, MCX and NCDEX. Impact of commodity derivatives on spot market volatility. Regulatory framework of commodity derivatives in India.</p>
<p>Final Examination: 3 Hours</p>

Note: Relevant Case Studies should be discussed in class.

Recommended Books:

1. Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall of India
2. Walmsley, Julian: New Financial Instruments, Prentice Hall of India
3. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
4. Grinblatt, Mark and Titman, Sheridan: Financial Markets and Corporate Strategy, Tata McGraw Hill
5. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
6. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India

MBA - 416 Mergers and Acquisitions

Objectives: The objective of this course is to help student in familiarizing with various aspects of mergers and acquisitions, including their valuation.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
<p>Mergers and Acquisitions - Overview: Introduction, Forms of Corporate Restructuring – Expansion, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell-Offs, Spin offs, Split offs, Split ups, Divestitures, Equity Carve-outs, Corporate Control, Premium Buy-backs, Standstill Agreements, Anti-Takeover Amendments, Proxy Contests, Changes in Ownership Structures, Share Repurchases, Exchange Offers, Leveraged Buy-out, Going Private; Economic Rationale for Major Types of Mergers</p> <p>Theories of Mergers: Efficiency Theories, Operating Synergy, Pure Diversification, Strategic Realignment to Changing Environments, Information and Signaling theory, Agency theory, Hubris Hypothesis</p> <p>Tax Considerations: Carry-Over of Net Operating Losses and Tax Credits - Stepped-Up Asset Basis - Substitution of Capital Gains for Ordinary Income - Other Tax Considerations - Value Increases by Redistribution.</p>
<p>First Minor Test: 1 Hour</p> <p>Valuation of Mergers and Acquisitions: Definition and Measurement of Cash Flows, Basis for Firm Valuation, Application of valuation models to Four Period Case; Free Cash Flow Basis for Valuation, The No-Growth Case, Constant Growth, Supernormal Growth followed by No Growth, Supernormal Growth followed by Constant Growth, Dividend Growth Valuation Model, Comparisons of Valuation Models.</p> <p>Methods of Payment: Effects of Method of Payment Information Effects - Signaling - The Role of Junk Bonds - Post Merger Financial Leverage.</p> <p>International Mergers and Acquisitions: The Theory of the MNE - Reasons for International Trade - Growth - Technology - External Advantages in Differential Products - Government Policy - Exchange Rates - Political and Economic Stability - Differential Labor Costs, Productivity of Labor - To Follow Clients - Diversification - Resources Poor Domestic Economy.</p>
<p>Second Minor Test: 1 Hour</p> <p>Share Repurchase and Exchanges: The Nature of Cash Share Repurchases - Cash Tender Offers to Repurchase The Theories Behind Share Repurchase Tax Aspects of Exchange Offers - Empirical Evidence on Exchange Offers.</p> <p>Corporate Control Mechanisms: Internal and External Control Mechanisms - Inside versus Outside Directors and CEO Turnover The Role of Majority Shareholders Dual Class Recapitalization - Proxy Contests</p> <p>Management Guides for Mergers and Acquisitions: Diversification and Mergers in Strategic Long Range Planning Framework - Merger Analysis in a Value Creation Process.</p> <p>Regulatory framework: Company law, cross border, income tax and monopolies competition commission.</p>
<p>Final Examination: 3 Hours</p>

Note: Relevant Case Studies should be discussed in class.

Recommended Books:

1. Donald M. Depamphills, “Mergers, Acquisitions and Other Restructuring Activities”, Elsevier
2. Weston, F. “Mergers and Acquisitions”, McGraw Hills
3. Gaughan, P. A. “Mergers – What can go wrong and how to prevent it” Wiley Finance
4. Gaughan P. A. “Mergers & Acquisitions and Corporate Restructuring” Wiley
5. Damodran Aswath, ‘Corporate Finance: Theory and Practice’. John Wiley & Sons.
6. Damodran, Aswath ‘Strategic Risk Management’ John Wiley & Sons.

MBA – 417 Social Security and Labour Welfare

Objective: To acquaint the students with basic Acts pertaining to social security and labour welfare as applicable in India.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
The concept of scope of social security. Social assistance and social insurance Evolution of Social Security. Various Provisions for Medical Care, Occupational Health, Social security Reforms in India after liberalization Scope, importance, features and implications of the following Acts as applicable in India: Payment of wages Act,1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Workman’s Compensation Act,1923; Maternity Benefit Act,1961
First Minor Test: 1 Hour
Scope, importance, features and implications of the following Acts as applicable in India: Employment State Insurance Act,1948 Provident Fund & Miscellaneous Provision Act,1951; Gratuity Act,1972 Employment Security and Management of Redundancies: Introduction, Legal Framework, Voluntary/Early Retirement Schemes (VRS). Labour welfare: Definition, Principles of Modern Labour Legislation and Types of Labour Legislation, Scope and Objectives of welfare work and social work
Second Minor Test: 1 Hour
Evolution of labour welfare, classification of welfare work, agencies for welfare work. Welfare activities of govt. of India; welfare work by trade unions Labour welfare work by voluntary social organizations. I.L.O and social Security. Child Labour (Prohibition and Regulation) Act, 1986. Labour administration; agencies for administering labour welfare laws in India.
Final Examination: 3 Hours

Note : Relevant Case Studies should be discussed in class.

Suggested Reading:

1. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, “*Industrial Relations, Trade Unions, and Labour Legislation*”, Pearson Education, New Delhi, 2004.
2. Sen Ratna, “*Industrial Relations in India*”, MacMillan, New Delhi, 2003.
3. A. M. Sharma ‘Social, Security Labour Welfare’ Himalayas Publishing House
4. I.L.O Social Security, International labour Office

MBA – 418 INDUSTRIAL PSYCHOLOGY

Objective: The objective of the course is to acquaint the students about the psychology of the executives in the organization and then to use it to enhance the productivity.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Introduction: Nature, Scope, and Problems; Brief history of industrial and organizational psychology. Individual differences and their evaluation, Role of heredity and environment, Types of individual differences.
First Minor Test: 1 Hour
Psychological testing: Utility, Reliability, and Validity. Attitudes: Meaning, Characteristics, Methods of measuring attitudes, Implication for organization. Hawthorne Studies: The studies and their implications Industrial Morale: Meaning, Characteristics, Factors that influence morale, Measures of improving morale.
Second Minor Test: 1 Hour
Motivation: Meaning, Types, Applications; Job redesign, Work on incentives. Characteristics of the workplace: Physical working conditions: Noise, Illumination, Colour, Music, Miscellaneous Factors; Work Schedules: Working Hours, Permanent Part-Time Employment, Flexible Work Schedules, Rest Pauses, and Shift Work; Psychological and Social Issues: Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.
Final Examination: 3 Hours

Note : Relevant Case Studies should be discussed in class.

Suggested Readings:

1. M.L. Blum & J. C. Naylor Industrial Psychology (Its Theoretical & Social Foundations) CBS
2. Ghosh, P. K. & Ghorpade, M.B. 'Industrial Psychology' Himalaya Publications
3. Miner, J.B. 'Industrial-Organisation Psychology' - Tata McGraw Hill
4. Riggio 'Industrial/Organisational Psychology' 4th Prentice Hall India
5. Dubrin 'Applying Psychology: Industrial & Organisation Effectiveness' 5th Prentice Hall India

MBA - 419 International Human Resource Management

Objective: This course is aimed to familiarize students with the latest global trends and HRM practices in MNC's with differing cultures, HR Systems & policies. Management across borders requires global managerial staffing & cross cultural decision making. This course initiates the student to HRM practiced on a larger canvas beyond borders.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM. International HRM: Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function. Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management. Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.
First Minor Test: 1 Hour
Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Effective of Pre-Departure Training, Developing Staff through International Assignments. Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation. Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees.
Second Minor Test: 1 Hour
Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders. Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.
Final Examination: 3 Hours

Note : Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Peter J. Dowling and Denice E. Welch (2007), *International Human Resource Management*, Thomson Publishers, New Delhi.
2. Monir H. Tayeb (2004), *International Human Resource Management – A Multinational Company Perspective*, Oxford University Press, New Delhi
3. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), *International Human Resource Management*, SAGE Publications, New Delhi.
4. Ian Beardwell and Len Holdon (2001), *HRM: A Contemporary Perspective*, McMillan, New Delhi.