

**Study Scheme and Syllabus of**  
**Master of Business Administration**  
**(MBA)**  
**Batch 2021 onwards**



**Department of Management, University Main Campus**

**Department of Academics**

**IK Gujral Punjab Technical University**

## Courses & Examination Scheme:

### First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 101-18	Core Theory	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Theory	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Theory	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Theory	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Theory	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Theory	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Theory	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
	<b>TOTAL</b>		<b>28</b>	<b>0</b>	<b>0</b>	<b>280</b>	<b>420</b>	<b>700</b>	<b>28</b>

### Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 201-18	Core Theory	Business Analytics for Decision Making	4	0	0	40	60	100	4
MBA 202-18	Core Theory	Legal Environment for Business	4	0	0	40	60	100	4
MBA 203-21	Core Theory	Marketing Management	4	0	0	40	60	100	4
MBA 204-18	Core Theory	Human Resource Management	4	0	0	40	60	100	4
MBA 205-18	Core Theory	Production and Operations Management	4	0	0	40	60	100	4
MBA 206-21	Core Theory	Corporate Finance and Policy	4	0	0	40	60	100	4
MBA 207-18	Core Theory	Entrepreneurship and Project Management	4	0	0	40	60	100	4
MBAGE 201-18	General Elective	Computer Applications for Business	2	0	0	40	60	100	2
	<b>TOTAL</b>		<b>30</b>	<b>0</b>	<b>0</b>	<b>320</b>	<b>480</b>	<b>825</b>	<b>30</b>

**Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.**

### Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 301-18	Core Theory	Organizational Behaviour & Design	4	0	0	40	60	100	4

MBA 302-18	Core Theory	Marketing Research	4	0	0	40	60	100	4
	Elective	Major-I	4	0	0	40	60	100	4
	Elective	Major-II	4	0	0	40	60	100	4
	Elective	Minor-I	4	0	0	40	60	100	4
	Elective	Minor-II	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--	25	1
MBA 303-18	Core Theory	Seminar on Summer Training Report	2			50	-	50	2
<b>TOTAL</b>			<b>27</b>	<b>0</b>	<b>2</b>	<b>355</b>	<b>420</b>	<b>775</b>	<b>30</b>

**Note: Students will opt any two of the following groups (1 as Major and 1 as Minor).**

**List of Electives:**

**Group A: Marketing**

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 921-18	Elective	Consumer Behaviour	4	0	0	40	60	100	4
MBA 922-18	Elective	Services Marketing	4	0	0	40	60	100	4

**Group B: Finance**

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 911-18	Elective	Investment Analysis and Portfolio Management	4	0	0	40	60	100	4
MBA 912-18	Elective	Management of Financial Services	4	0	0	40	60	100	4

### Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 931-18	Elective	Organizational Change and Development	4	0	0	40	60	100	4
MBA 932-18	Elective	Employee Relations	4	0	0	40	60	100	4

### Group D: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MB 941-18	Elective	Data Mining for Business Decisions	4	0	0	40	60	100	4
MB 942-18	Elective	E-Commerce and Digital Markets	4	0	0	40	60	100	4

### Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 401-18	Core Theory	Corporate Strategy	4	0	0	40	60	100	4
	Elective	Major-III	4	0	0	40	60	100	4
	Elective	Major-IV	4	0	0	40	60	100	4
	Elective	Major-V	4	0	0	40	60	100	4
	Elective	Major-VI	4	0	0	40	60	100	4
MBA 402-18	Project / Dissertation		4			--	100	100	4
MBA 403-18	Core Theory	Workshop on Indian Ethos	2	0	0	40	60	100	2
<b>TOTAL</b>			<b>22</b>	<b>0</b>	<b>4</b>	<b>240</b>	<b>360</b>	<b>600</b>	<b>26</b>

**Note: Four papers of any one group chosen in the 3<sup>rd</sup> Semester will be studied as electives of Major in the 4<sup>th</sup> semester.**

## List of Electives:

### Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 923-18	Elective	Integrated Marketing Communication and Sales Management	4	0	0	40	60	100	4
MBA 924-18	Elective	Retail Management	4	0	0	40	60	100	4
MBA 925-18	Elective	International and Social Media Marketing	4	0	0	40	60	100	4
MBA 926-18	Elective	Product and Brand Management	4	0	0	40	60	100	4

### Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 913-18	Elective	Behavioural Finance	4	0	0	40	60	100	4
MBA 914-18	Elective	Mergers, Acquisition and Corporate Restructuring	4	0	0	40	60	100	4
MBA 915-18	Elective	International Finance and Financial Derivatives	4	0	0	40	60	100	4
MBA 916-18	Elective	Taxation and Personal Financial Planning	4	0	0	40	60	100	4

### Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 933-18	Elective	International Human Resource Management	4	0	0	40	60	100	4
MBA 934-18	Elective	Strategic HRM	4	0	0	40	60	100	4
MBA 935-18	Elective	Leadership and Team Dynamics	4	0	0	40	60	100	4
MBA 936-18	Elective	Performance and Compensation Management	4	0	0	40	60	100	4

## Group D: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MB 943-18	Elective	Managing Software Projects	4	0	0	40	60	100	4
MB 944-18	Elective	Managing Digital Information and Transformation	4	0	0	40	60	100	4
MB 945-18	Elective	IT Consulting	4	0	0	40	60	100	4
MB 946-18	Elective	Strategic Management of IT	4	0	0	40	60	100	4

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**MBA Batch 2021 onwards**

**Program Educational Objectives (PEOs)**

**PEO1:** To inculcate knowledge in students with experiential learning and prepare the for advance study and life long learning.

**PEO2:** To develop strategic understanding of fundamental principles of business and competencies in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.

**PEO3:** To train the students for dynamic business environment and apply their perspectives through innovation and creativity.

**PEO4:** To develop competencies in qualitative and quantitative techniques to analyse the business data as well as developing an understanding of economic, legal and social environment of Indian business.

**PEO5:** To inculcate leadership skills, professionalism, effective communication skills, interpersonal skills and team work in students so as to enable them to manage and collaborate in diverse work environments.

**PEO6:** To develop responsiveness to social issues and ability to identify business solutions to address the same. Students will also be able to understand the issues of business ethics.

**Program Outcomes (POs)**

The program outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six outcomes of MBA program are as below:

1. **Business Environment and Domain Knowledge:** Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

**2. Critical thinking, Business Analysis, Problem Solving and Innovative Solutions:**

Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

**3. Global Exposure and Cross-Cultural Understanding:** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

**4. Social Responsiveness and Ethics:** Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems,



**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

5. **Effective Communication:** Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

6. **Leadership and Teamwork:** Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

(Source: Model Curriculum for Management programs (MBA) January, 2018, AICTE, New Delhi. [www.aicte.india.org](http://www.aicte.india.org))

**MBA 101-18**

**FOUNDATIONS 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.

**Course Outcomes (COs):** After completion of the course, the students shall be able to:

**CO1:** Describe fundamental concepts and principles and conventions of accounting.

**CO2:** Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

**CO3:** Develop analytical abilities to face the business situations.

**CO4:** Apply various tools that would facilitate the decision making process in the business.

**CO5:** Develop peer based learning and working in groups and teams.

**CO6:** To comprehend the application of various controlling techniques in management.

**Unit I**

**Introduction:** Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

**Evolution of management thought and Management thinkers:** Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

**Unit II**

**Planning:** Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

**Strategic management:** Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

**Decision-Making:** Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

**Unit III**

**Organizing:** Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. **Line & Staff:** concept, line-staff conflict.

**Authority & Power:** concept, responsibility and accountability. **Delegation:** concept, importance, factors affecting delegation, effective delegation, Span of Management,

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

Decentralization and centralization, **Staffing**, importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

**Unit IV**

**Control:** Concept, importance, characteristics, process of control, types and techniques of control.

**Comparative study:** 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, knowledge management, E-Business Management.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

- ✓ Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- ✓ Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- ✓ Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt*, New Delhi, Pearson, 2011.
- ✓ V S P Rao & V H Krishna, *Management*, Excel Books
- ✓ P.Subba Rao, *Principles of Management*, Himalaya Publishing
- ✓ Dubrin, *Management: Concepts & Cases*, Cengage Learning
- ✓ Ferrell, *Business: A Changing World*, Tata McGraw Hill
- ✓ Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.
- ✓ Bateman, T. S., and Snell, S. A. (2008). *Management* TMH

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**MBA 102-18**  
**Managerial Economics**

**Objective:** The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

**Course Outcomes:** After completing this course,, students shall be able to:

**CO1:** Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision making.

**CO2:** Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

**CO3:** Analyze the demand and supply conditions and assess the position of a company and explain the concepts of factors of production, collective bargaining and the underlying theories of factors of production.

**CO4:** Recognize the relationship between short-run and long-run costs and will also be able to establish the linkage between production function and cost function

**CO5:** Compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly and can determine price and output under different market types.

**CO6:** Understand basic concepts of macroeconomics and shall be able to measure national income using different approaches.

**Unit-I**

**Introduction to Managerial Economics: Managerial Economics:** Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

**Demand:** Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting**, Demand forecasting of new product.

**Indifference Curve Analysis:** Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

**Unit-II**

**Production Function :** Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue,

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

**Unit-III**

**Market Structure:** Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory—Interest rate and return on capital, Measurement of profit.

**Unit-IV**

**Product market:** Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

**Note:** Relevant Case Studies will be discussed in class.

**Suggested Readings/ Books:**

- ✓ D. M. Mithani, *Managerial Economics Theory and Applications*, Himalaya Publication
- ✓ Peterson and Lewis, *Managerial Economic*, Prentice Hall of India
- ✓ Gupta, *Managerial Economics*, Tata McGraw Hills
- ✓ Geetika, *Managerial Economics*, Tata McGraw Hills
- ✓ Froeb, *Managerial Economics*, Cengage Learning
- ✓ Koutsoyiannis, A, *Modern Micro Economics*, Palgrave Macmillan Publishers, New Delhi. 2.
- ✓ Thomas Christopher R., and Maurice S. Charles, *Managerial Economics – Concepts and Applications*, 8th Edition,
- ✓ Peterson and Lewis, *Managerial Economics*, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- ✓ Shapiro, *Macro Economics*, Galgotia Publications.
- ✓ H. L Ahuja *Advanced Economic Analysis*, S. Chand & Co. Ltd, New Delhi. 7.
- ✓ G.S Gupta, *Managerial Economics*, Tata McGraw Hill.
- ✓ Goel Dean, *Managerial Economics*, Prentice Hall of India, Pvt. Ltd., New Delhi
- ✓ K.K. Dewett, *Modern Economic Theory*, S. Chand Publication

**MBA 103-18**  
**QUANTITATIVE TECHNIQUES**

**Course Objective:** The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

**CO1:** To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions.

**CO2:** To apply the concepts of central tendency and variation in managerial decision making.

**CO3:** To enhance knowledge in probability theory and normality and its distribution concepts.

**CO4:** To understand the concept of correlation regression analysis and their applications.

**CO5:** To apply the learnt techniques to build the best fit route of transportation for carrying schedule of activities.

**CO6:** To apply the operations techniques in reality to market scenario.

### **Unit I**

**Introduction to Statistics:** Meaning, Definition in singular and plural sense, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.

**Measures of Central Tendency:** Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

**Measures of Variation:** Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

### **Unit II**

**Simple Correlation Analysis:** Meaning of Correlation: Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, Pearson's correlation coefficient, calculation and properties of coefficient, Rank Correlation.

**Simple Regression Analysis:** Meaning of Regression, Principle of least square and regression analysis, Calculation of regression coefficient, properties of regression coefficient, Relationship between correlation and regression coefficient.

**Theory of Probability:** Meaning of Probability, Approaches to the calculation of probability, calculation of event probabilities, Addition and Multiplication Laws of Probability (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

### **Unit III**

**Probability Distribution:** Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Linear Programming;** Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

**Game Theory:** Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

**Unit IV**

**Transportation:** Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

**Assignment Problems:** Assignment problem: Solution using Hungarian Assignment Method.

**Project Scheduling:** PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

**Suggested Readings:**

- ✓ Levin, Richard and David S. Rubin. "*Statistics for Management*". 7th Edition, Prentice Hall of India, New Delhi.
- ✓ Render, B. and Stair, R. M. Jr., "*Quantitative Analysis for Management*", 7th Edition, Prentice-Hall of India, New Delhi.
- ✓ Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- ✓ Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., "Business Statistics: A First Course", 4th Edition (2008), Pearson Education.
- ✓ Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, *An Introduction to Management Science*, South-Western.
- ✓ Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
- ✓ Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
- ✓ Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
- ✓ Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
- ✓ Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science*, Duxbury – Thompson learning, Australia.
- ✓ Gupta C B, Gupta V, "*An Introduction to Statistical Methods*", 23rd Edition (1995), Vikas Publications.

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

**MBA 104-18**  
**ACCOUNTING FOR MANAGEMENT AND REPORTING**

**Objective:** This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

**Course Outcomes:**

**CO1** – To familiarize the students about the basic concepts, principles and process of accounting and to make them aware about the formats of financial statements of public limited, banking and insurance companies.

**CO2** – To explain the students about the concepts of cost and various intricacies for preparing the cost sheet.

**CO3** – To acquaint students about the decision making techniques using the concepts of marginal costing, standard costing and budgetary control.

**CO4** – To enable the students to analyse financial statements using various tools for financial analyse and interpret the financial position of a business organization.

**CO5** – To familiarize the students about the contemporary developments in the accounting.

**CO6** – To make students aware about the recent developments in financial reporting and regulations so that they may understand and appreciate the concept and process of harmonization of financial reporting practices.

**Unit I**

**Introduction to Accounting:** Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

**Unit II**

**Cost Accounting:** Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis**; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

**Standard Costing:** Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

**Unit III**

**Financial Statement Analysis:** Concepts and objectives, **Tools of Financial Analysis:** trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

**Unit IV**



**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Recent Developments in Accounting:** Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

**Financial Reporting and Regulations:** Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

**Suggested Readings:**

- ✓ Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- ✓ Khan and Jain, 'Management Accounting', Tata McGraw.
- ✓ J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- ✓ 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
- ✓ Ramchandran, 'Financial Accounting for Management', Tata McGraw
- ✓ Jawahar Lal, 'Accounting for Management', Himalaya Publishing
- ✓ Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- ✓ Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I*', Taxmann Publications
- ✓ Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II*, S. Chand and Co.
- ✓ Horngren, C. T., Sundem, G. L. and Stratton, W. O., '*Introduction to Management Accounting*', Pearson Education
- ✓ Elliott, B. and Elliott, J., '*Financial Accounting and Reporting*', Pearson
- ✓ Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)*', South-Western Publications
- ✓ Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall
- ✓ Bhattacharya, S.K. and John Dearden, "Accounting for Management – Text and Cases", Vikas Publishing House.
- ✓ Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**  
**MBA 105-18**  
**BUSINESS ENVIRONMENT AND INDIAN ECONOMY**

**Course Objective:** This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

**Course Outcomes:** At the end of the course, student should be able to

**CO 1:** Outline how an entity operates in a complex business environment.

**CO 2:** To systematically learn impact of legal & regulatory, macroeconomic, cultural, political, technological, global and natural environment on Business enterprise.

**CO 3:** To examine the critical opportunities and threats that arise from an analysis of external business conditions by applying scenario planning to synthesize trends prevailing in the external environment.

**CO 4:** To describe how various types of economic systems play a significant role in the success of a business.

**CO 5:** To understand the nature of Indian Economy and various issues relating to Indian Economy having a direct or indirect impact on business environment.

**CO6:** To discuss various development strategies in India.

#### **UNIT I**

**Business Environment:** Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

**Economic Environment:** Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and 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, EXIM policy, Competition Law, 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, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Consumerism:** Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.

**Ecological Environment:** Concepts of 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 (*Export Oriented Units*), Dumping and Anti-Dumping measures.

**Introduction to Indian Economy:** Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

**Unit IV**

**Unemployment-**Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector

**Development Strategies in India:** Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

**Suggested Readings:**

- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.
- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Govt. of India, Five Years Plan Documents.

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**  
**MBA 106-18**  
**BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY**

**Objective:** This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

**Course Outcomes:** At the end of the course, the student will be able to:

**CO1:** To integrate and apply contemporary Ethics & Governance issues in a business context

**CO2:** To analyse and apply ethics to contemporary business practices.

**CO3:** To analyse key perspectives on corporate social responsibility and their application.

**CO4:** To evaluate different corporate ownership structures and their key governance features.

**CO5:** To understand the ethical decision making, ethical reasoning, the dilemma resolution process.

**CO6:** To analyse and apply corporate governance perspectives to contemporary business practices.

### **Unit I**

**Business Ethics:** Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.

**Business Ethics and Social Responsibilities of the firm** - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

### **Unit II**

**Ethical Dilemma;** Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.

Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.

**Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.**

### **Unit III**

**Corporate Social Responsibility:** Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.

**Corporate Social Responsibility and Corporate Sustainability:** Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Corporate Sustainability Reporting Frameworks-** Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

**Unit IV**

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Corporate Governance: Introduction, Need, Models.

**References:**

- ✓ Fernando, A. C. (2010). *Business Ethics and corporate governance*. Pearson Education.
- ✓ Velasquez, M. G. (2011). *Business Ethics: Concepts and Cases..* PHI Learning.
- ✓ Gosh, B. N. (2009). *Business Ethics and Corporate Governance*. Tata McGraw Hill. T
- ✓ Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- ✓ Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- ✓ Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- ✓ Keith Davis *Business and Society* Mc Graw Hill.

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**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**MBA 107-18**

**BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS**

**Objective:** This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

**Course Outcome:**

**Course Outcomes:** At the end of the course, the student will be able to:

CO1 - To understand the basics of communication and its process, and the various barriers in the communication.

CO2 – To learn the listening skills and comprehend the value of business etiquettes

CO3– To comprehend Non – Verbal communication skills and its application for effective Communication.

CO4 – To learn the skills of writing effective business messages, letters and reports

CO5– To develop the presentation skills and learning to organize and structure a Presentation using visual aids

CO6 – To prepare the students for interview , employment messages and resume writing skills

**UNIT - 1**

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;

Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

**UNIT - II**

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

**UNIT – III**

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

**UNIT - IV**

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

**Suggested Readings:**

- ✓ Penrose/Rasberry/Myers *Business Communication for Managers (5<sup>th</sup> edition)* Cengage Learning.
- ✓ Courtland/John/Roshan *Business Communication Today (13<sup>th</sup> edition)* Pearson
- ✓ Rizvi *Effective Technical Communication* Tata Mcgraw Hills
- ✓ Raymond/Marie/Kathryn/Neerja *Business Communication* Tata Mcgraw Hills

**Business Analytics for Decision Making**

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

**Course Outcomes:** At the end of the course, the student will be able to:

**CO1:** To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions

**CO2:** To enhance knowledge in probability theory and normality and its distribution concepts

**CO3:** To conduct research surveys through multiple regression and multiple correlation

**CO4:** To design a good quantitative purpose statement and good quantitative research questions and hypotheses

**CO5:** To know the various types of quantitative sampling techniques and conditions to use.

**CO6:** To utilize the time series method to predict the future of sales in a concern.

**Unit I**

**Introduction to Statistics:** Meaning, Importance, Applications of inferential statistics in managerial decision making. **Collection of Data:** concept of primary data and secondary data, sources of primary data and secondary data, **Classification and Tabulation of Data:** Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of table, rules of tabulation, review of table, types of table.

**Sampling:** Concept, definitions, census and sampling, probability and non probability methods of sampling, relationship between sample size and errors.

**Unit II**

**Sampling Distributions:** Concept and standard error.

**Hypothesis Testing:** Formulation of hypothesis, procedure of hypothesis testing, errors in testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA.

Techniques of association of attributes.

**Unit III**

**Business Forecasting:** Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting.



**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Correlation:** Partial and Multiple correlation.

**Regression Analysis:** Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation.

**Unit IV**

**Index Number:** Definition, importance of index number in managerial decision making, methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction.

**Time Series Analysis:** Meaning, component and, methods of time series analysis. Trend analysis: Least square method, linear and non linear equations, applications of time series in business decision making.

**Suggested Readings:**

- ✓ Levins, Krehbiel, *Business Statistics*, Pearson Berenson
- ✓ 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
- ✓ Levin, Richard and David S. Rubin. “*Statistics for Management*”. 7th Edition, Prentice Hall of India, New Delhi.
- ✓ Render, B. and Stair, R. M. Jr., “*Quantitative Analysis for Management*”, 7th Edition, Prentice–Hall of India, New Delhi.
- ✓ Siegel, Andrew F, *Practical Business Statistics*. International Edition, 5th Edition (2001), McGraw Hill Irwin.
- ✓ Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., “*Business Statistics: A First Course*”, 4th Edition (2008), Pearson Education.

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**MBA 202-18**  
**Legal Environment for Business**

**Course Objective:** The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.

**Course Outcomes:** Following are the expected outcomes of the course:

1. Students shall be able to understand the legal and regulatory framework of business environment.
2. Students shall be able to identify the fundamental legal principles behind contractual agreements.
3. Students shall be able to understand the legal provisions of sales of goods.
4. Students shall be able to understand the concept of negotiable instruments as well as rules pertaining to crossing, transferring and dishonouring of negotiable instruments.
5. Students shall have understanding of legal rules governing admission, retirement and death of partner and dissolution of partnership firm.
6. Students shall be able to understand the legal framework relating to the process of incorporation of Joint Stock Company

#### **UNIT-I**

**Introduction to Business Laws:-** Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract:** Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

#### **UNIT-II**

**Sales of Goods Act-** Principles of Sales of Goods- Transfer of Ownership& Property– Performance of contract.

#### **Unit III**

**Partnership Act:** Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.

**Negotiable Instrument:** Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

#### **UNIT-IV**

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Company law:** Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution.

**SUGGESTED READINGS:**

1. Bansal, C. L. 'Business Laws' Taxmann Publishers (Edition-2011)
2. Kuchhal, M. C. and Kuchhal, Vivek-'Business Legislations for Management' Vikas Publications (4<sup>th</sup> Edition 2014).
3. Maheshwari, S.N. and Maheshwari, S.K.-A Manual of Business Laws- Himalya Publishing House Pvt. Ltd. (7th Edition-2018)
4. Singhanian, V. and K., Singhanian, K. and Singhanian, M. 'Direct Taxes – Law & Practice', Taxmann's Publication, Pvt. Ltd. (60<sup>th</sup> Edition 2018-19)
5. **Swain, Dr. Anil Kumar and Agrawal, Mr. Gopal Prasad**, GST Concepts and Applications, Himalya Publishing House Pvt. Ltd. (1<sup>st</sup> Edition-2018)
6. Tulsian, P.C. and Tulsian, Bharat, Business Laws, McGraw Hills Education, (3<sup>rd</sup> Edition-2014)

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**  
**MBA 203-21**  
**Marketing Management**

**Course Objective:** 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.

**Course Outcomes:** At the end of the course, the student will be able to:

CO1 - To learn the basics of marketing, selling, marketing mix and its core concepts.

CO2 – To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.

CO3– To equip the students with necessary skills for effective market segmentation, targeting and positioning

CO4 – To prepare the students for understanding the various components of product mix, product life cycle and comprehend the new product development process.

CO5– To develop an understanding of promotion mix and strategies for successful promotion

CO6 – To gain knowledge about the emerging trends in marketing and pyramid marketing.

**Unit –I**

**Understanding Marketing and Consumers:** Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

**Unit –II**

**Market Segmentation & Targeting:** Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development,** Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework.

**Unit –III**

**Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

**Promoting Product :** Concept of Personal Selling Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Unit -IV**

**Supply Chain Decisions** Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling

**Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E- Commerce, Understanding Digital Marketing, Understanding **Bottom of Pyramid Marketing**

**Suggested Readings:**

- Kotler & Koshy, *Marketing Management*, Pearsons Education
- Ramaswamy & Namakumari, *Marketing Management*, McMillian.
- McMETzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGraw Hill
- 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
- Rajan Saxena,, *Marketing Management*, Tata McGraw Hill.

**MBA 204-18**

**Human Resource Management**

**Course Objective:** The objective of the paper is to make student aware of the various functions and importance of 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.

**Course Outcomes:** At the end of the course, the student will be able to:

**CO1-** To explain the basics of Human Resource Management and analyse the evolution of HRM.

**CO2-** To comprehend the environment of HRM.

**CO3:** To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.

**CO4:** To understand the role of training, development, career planning and performance appraisal functions in human resource development.

**CO5:** To examine the provisions of employee health, safety and welfare.

**CO6:** To analyse the concerns of government, employees and employers in establishing Industrial relations.

**CO7:** To illustrate mechanisms adopted by the organizations for settlement of disputes and grievances

**Unit I**

**Human Resource Management (HRM):** Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line and staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM:** Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning:** Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis:** Process, methods of Job Description & Job Specification.

**Unit 2**

**Recruitment & Selection:** Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development:** Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development:** concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility:** Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

**Unit 3**

**Performance Appraisal:** Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management-** Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL):** Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

Welfare, Social Security. **Quality Circles:** Concept, Structure, Role of Management, QCs in India.

**Unit 4**

**Industrial Relations:** Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.

**Suggested Readings:**

- Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia. 2017 15<sup>th</sup> Edition
- Aswathappa, K.. Human Resource Management, Text and Cases (7<sup>th</sup> ed.). Mc Graw Hill.
- Flippo, E. Human Resource Management (5<sup>th</sup> ed.). McGraw Hill.
- Ivancevich, J. Human Resource Management (12<sup>th</sup> ed.). Tata Mc Graw Hill.
- Gomez Mejia, L. Managing Human Resources (8<sup>th</sup> ed.). Pearson Education.
- Bratton, J. and Gold, J. Human Resource Management: Theory and Practice (6<sup>th</sup> ed.). Palgrave.
- Mirza S. Saiyadain. Human Resources Management (4<sup>th</sup> ed.). Tata McGraw Hill.
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill

**MBA 205-18**

**Production & Operations Management**

**Course 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

**Course Outcomes (COs):** After completion of the course, the students shall be able to:

**CO1:** Understand ever growing importance of Production and Operations management in uncertain business environment.

**CO2:** Gain an in-depth understanding of resource utilization of an organization.

**CO3:** Appreciate the unique challenges faced by firms in services and manufacturing.

**CO4:** Understand the subject as a crucial part of functional management.

**CO5:** Develop skills to operate competitively in the current business scenario.

**CO6:** Understand the concepts of inventory and purchasing management.

**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

**Unit- II**

**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. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

**Unit- III**

**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- IV**



**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**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.

**Value Analysis:** Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

Note : Relevant Case Studies should be discussed in class.

**Suggested Readings / Books:**

- Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
- Krajewski & Ritzman, Operations Management (5<sup>th</sup> Ed.) Pearson Education
- Buffa & Sarin, Modern Production/Operations Management, (8<sup>th</sup> Ed.) 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 Management. Tata McGraw

**MBA 206-21**

**Corporate Finance and Policy**

**Course Objective:** To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

**Course Outcomes:** After completing the course, the students shall be able to:

**CO1-** To explain the evolution, objectives and functions of corporate finance and interface of corporate finance with other functional areas.

**CO2-** To illustrate the concept of time values of money and valuation of securities.

**CO3:** To comprehend the significance of capital structure theories in capital structure decisions.

**CO4:** To facilitate sound investment decisions based on capital budgeting techniques.

**CO5:** To understand the applications of approaches of working capital management.

### **Unit I**

**Introduction to Financial Management and Corporate Finance:** Meaning, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, Role of financial manager.

**Time Value of Money-**Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

**Sources of Finance**–Different sources of finance; long term and Short term.

### **Unit II**

**Cost of capital:** concept, significance of cost of capital, specific costs and weighted average cost of capital,

**Capital Structure Decision-Capital Structure Theories:** Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. Determinants of Capital Structure Decision - Approach to Estimating the Target Capital Structure, EBIT / EPS Analysis and ROI / ROE Analysis

### **Unit III**

**Leverage**–Business Risk and Financial Risk– Operating and financial leverage, Trading on Equity

**Capital Budgeting Decision:** Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

### **UNIT IV**

**Dividend Decision-:** Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.

**Management of Working Capital:** Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

### **Suggested Readings:**

1. Pandey, I. M. (2015). Financial Management, 11<sup>th</sup> Edition. Vikas Publishing

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

House.

2. Khan, MY. and Jain, PK. (2014). Financial Management, 7<sup>th</sup> Edition. Tata McGraw Hill, New Delhi.
3. Chandra, Prasanna. (2015). Financial Management: Theory and Practice, 9<sup>th</sup> Edition. Tata McGraw Hill, Delhi.
4. Van Horne. J.C. and J.M. Wachowicz. (2015). Fundamentals of Financial Management, 13<sup>th</sup> Edition. Prentice Hall, Delhi.
5. Brealey, Richard A; Stewart, C. Myers and Allen, F. (2017). Principles of Corporate Finance, 11<sup>th</sup> Edition. McGraw Hill, New York.
6. Bhole, L. M. (2017). Financial Institutions and Markets, 6<sup>th</sup> Edition. McGraw Hill.
7. Srivastava, R. M and Divya, N. (2014). Management of Indian Financial Institutions, 9<sup>th</sup> Edition. Himalaya Publishing House.
8. Varshney, P. N. and Mittal, DK. (2010). Indian Financial System, 11<sup>th</sup> Edition. Sultan Chand & Sons.

**MBA 207-18**

**Entrepreneurship Development and Project Management**

**Course Objective:** To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

**Course Outcomes:** After completing the course, the students shall be able to:

**CO1-** To explain the characteristics, functions and traits of an entrepreneur.

**CO2-** To illustrate the concept of corporate entrepreneurship and development of the same in the organizations.

**CO3:** To comprehend the significance of women entrepreneurs, rural entrepreneurship and social entrepreneurship.

**CO4:** To examine entrepreneurial strategies to explore new entry opportunities, methods of enhancing creativity and generation of ideas.

**CO5:** To be able to develop an effective business plan.

**CO6:** To explain the basic concepts of project management and analyse different phases of project management viz. generation and screening of project ideas, project analysis, selection, financing, implantation and review.

**Unit I**

**Introduction to Entrepreneur:** Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneurs, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship.  
**Entrepreneurship and Intrapreneurship:** Similarities and variance, Developing Corporate Entrepreneurship.

**Women entrepreneurs:-** Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development.

**Unit II**

**Entrepreneurial Motivation:** Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities,** Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation

**Creativity and Business Idea Generation:** Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process.

**Unit III**

**Protecting Ideas and Legal issues for the entrepreneur.** Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy , succession of Business, Selling off, bankruptcy

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Reasons of failure of business plan,** Reasons for the failure of entrepreneurial ventures.

**Unit IV**

**Project Management:** Concept, facets and Key Issues of project management.  
**Generation and screening of project ideas, Project Analysis:** Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis.

**Project Financing:** Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation:** Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review:** Post Audit and Administrative Aspects.

**Relevant case studies related to the topics should be discussed.**

**Suggested readings:**

- Chandra, P. (2017). *Projects:Preparation, Appraisal, Budgeting and Implementation*. New Delhi: 8<sup>th</sup> Edition,Tata Mcgraw .
- Desai, V. (2017). *Project Management and Entrepreneurship*. New Delhi: 2<sup>nd</sup> Edition, Himalaya Publishing House.
- Fyffe, D. S. (2001). *Project Feasibility Analysis*. New York: John Wiley and Sns.
- Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). *Entrepreneurship*. New Delhi:10<sup>th</sup> Edition,Tata mc grow.
- Mohanty, Sangram Keshari (2017). *Fundamentals of Entrepreneurship*, Revised Edition, PHI Learning Pvt Ltd.
- Natrajan, K. and Gordon, E. (2017). *Entrepreneursip Development*. New Delhi: 6<sup>th</sup> Edition , Himalaya Publishing House.

**MBAGE 201-18**

**Computer Applications for Business**

**Course Objective:** The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

**Course Outcomes:** After completing the course, the students shall be able to:

- CO1: Develop understanding of computer fundamentals, functions and their classifications
- CO2: Develop a clear understanding and knowledge about the functioning of a Computer software and window operating system
- CO3: Demonstrate proficiency in Microsoft word & Excel.
- CO4: Apply formatting and editing features to enhance worksheets.
- CO5: Use styles, themes, and conditional formats to customize worksheets.
- CO6: apply the concepts of data base and Access for editing Data; managing reports and labels, Managing Multiple Tables.

**Unit I**

**Introduction to Computer:** Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation.

**Components of Computer:** Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes

**Unit II**

**Operating System:** Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager)

**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). **MS-Office:** Introduction, Components of Office.

**Unit III**

**MS-Word:** History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections.

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.

**MS-PowerPoint:** History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank

**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.

**Unit IV**

**MS-Excel:** Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charts, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.

**MS Access:** Introduction to Data Base and Access: Viewing and Editing Data; Sorting and Indexing Printing Reports and Labels, Managing Multiple Tables. Forms, Queries, Reports.

**Suggested Readings:**

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization*. New Delhi: Age Publications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPB Publications.
- Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing.
- Rajaraman, V.(2014).*Fundamentals of Computers*. Delhi: Prentice-Hall.
- Roger,J. (2010).*MicrosoftAccess2010*.Delhi:PearsonEducation.
- Forouzan,(2009).*Basics of Computer Science*. India: Cengage Learning
- Levi, D.S., Kaminsky, P. (2007) *Designing and Managing the Supply Chain*. McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems and Intelligent Systems* (7th Edition). Pearson Publishers.

**MBA 301-18**  
**Organizational Behaviour & Design**

**Course 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.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1-** To explain the basics of Organizational behaviour and various challenges for OB in national and global environment.

**CO2-** To illustrate the foundations of Individual Behaviour and analyse the influence of individual level factors viz. learning, personality, perception, attitude and motivation on behaviour in organizations.

**CO3:** To assess the significance of leadership and role of leadership styles in effectiveness of the team. **CO4:** To examine the dynamics of group development, group properties and formation of organizational culture.

**CO5:** To demonstrate dimensions of organisational design and types of organisational structure and to analyse the influence of environment on organisational design.

**CO6:** To interpret the effect of political climate (conflict, power and politics) on human behaviour.

**Unit 1**

**Organisational Behaviour:** Meaning, foundations, contributing disciplines to OB, Challenges and opportunities for OB.

**Individual Behaviour:** Foundations of individual behaviour, Determinants of individual behaviour.

**Learning and Reinforcement:** Theories of learning, Schedules of reinforcement, Behaviour modification.

**Emotions and Moods:** Types and sources of emotions, emotional intelligence, managing emotions at work place.

**Unit 2**

**Personality:** Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.

**Attitudes & Values:** sources and types of attitude, cognitive dissonance theory, Types of attitudes at work place, attitude change.

**Perception:** factors influencing perception, process of perception, attribution theory of perception, perceptual distortions and improving perceptions.

**Motivation:** early and contemporary theories of motivation, application of motivation process.

**Leadership:** nature and significance of leadership, theories of leadership, behavioural styles of leaderships, leadership traits, transactional leadership, concept of charisma leaders.

**Unit 3**

**Transactional analysis:** Ego states, life positions, Johari window model.

**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.

**Group Properties:** Roles, norms, status, size, cohesiveness and decisions making in groups.

**Stress management:** sources of stress, approaches for stress management.

**Organizational culture:** meaning, concept and dimensions of organizational culture, developing organizational culture, cultural differences.



**I.K.G. Punjab Technical University**  
**MBA Batch 2021 onwards**

**Unit 4**

**Understanding Organisations:** Meaning and importance of organisations, Organisational theory, Organizational life cycle. **Organization and environment:** General vs specific environment, actual vs perceived environment, environmental uncertainty. **Organisational Design:** Meaning, factors influencing organisational design: organizational strategy, size, technology, environment. Dimensions of Organizational design: Complexity, formalization, centralization. Common organizational designs: Traditional designs and contemporary designs. Organisational structure: Meaning and Types of organisational structures.

**Conflict Management:** Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. **Learning Organizations:** Meaning of learning organisations, creating learning organisations.

**Power and politics in organizations:** Nature & concepts, sources and types of power, tactics and techniques of politics.

**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.
- P.G Aquinas, *Organization Structure and Design- Applications and Challenges*, New Delhi, Excel Books, 2010.
- Stephen, P. Robbins and Mary Mathew, *Organizational Theory- Structure, Design and Applications*, New Delhi, Pearson Education, 2009.

**MBA 302- 18**  
**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.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1:** Understand the process of marketing research and its application in managerial decision making

**CO2:** Identify various sources of data for marketing research.

**CO3:** Examine different research methods and be able to apply them.

**CO4:** Identify different research designs and develop a research proposal.

**CO5:** Design an effective questionnaire and test reliability and validity of the scales.

**CO6:** Apply different methods of data preparation and data analysis.

**Unit I**

**Marketing Research:** Definition, Nature and Scope for marketing decision making. Marketing Research Process. Types of Research – Descriptive research, Exploratory Research and Causal Research.

**Sources of Data:** Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

**Unit II**

**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.

**Observation Research:** Direct Observation, Indirect Observation, Observational Variables.

**Developing Research Proposal:** purpose, nature and evaluation, content and format.

**Unit III**

**Questionnaire Design:** Principles of Writing Questionnaire.

**Reliability and Validity:** Basic concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – 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 Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalizability.

**Unit IV**

**Data Preparation:** Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic computations of Descriptive Statistics.

**Basic Data Analytic Techniques:** Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis.

**Advanced Data Analytic Techniques:** Correlation Analysis, Factor Analysis, Regression Analysis.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Suggested Readings:**

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

**HVPE 101-18**  
**HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES**

**Course Objective:** This introductory course input is intended

- a. To help the students appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
- c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with Nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

**Course Methodology**

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

**Content for Lectures:**

**Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]**

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration—what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Module 2: Understanding Harmony in the Human Being - Harmony in Myself! [6]**

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*  
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

**Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship**

[6]

13. Understanding harmony in the Family- the basic unit of human interaction
14. 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
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan*, *Samridhi*, *Abhay*, *Sah-astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha* )- from family to world family!  
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

**Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence**

[4]

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence  
- Practice Exercises and Case Studies will be taken up in Practice Sessions.

**Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics** [6]

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics:

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

- a) Ability to utilize the professional competence for augmenting universal human order,
  - b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,
  - c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to Universal Human Order:
- a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers
  - b) At the level of society: as mutually enriching institutions and organizations

**Text Book**

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

**Reference 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.

**Relevant CDs, Movies, Documentaries & Other Literature:**

1. Value Education website, <http://uhv.ac.in>
2. Story of Stuff, <http://www.storyofstuff.com>
3. Al Gore, *An Inconvenient Truth*, Paramount Classics, USA
4. Charlie Chaplin, *Modern Times*, United Artists, USA
5. IIT Delhi, *Modern Technology – the Untold Story*

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**HVPE 102-18**

**Human Values, De-addiction and Traffic Rules (Lab/Seminar)**

One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar atleast once during the semester. It will be binding for all the students to attend the seminar.

**MBA 921-18**

**Consumer Behaviour**

**Course Objective:** The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1:** Provide an understanding of how consumers make decisions.

**CO2:** Analyze personal and environmental factors that influence consumer decisions.

**CO3:** Understand the processes used when individuals, group or organizations make buying decisions.

**CO4:** Understand how and why marketers craft particular messages to appeal to consumers.

**CO5:** Understand the interrelationship with other functional areas of business as a part of the management process.

**CO6:** Assess the process of opinion leadership and its relationship with firm's promotional strategy.

**UNIT – I**

**Introduction to Consumer Behaviour**

**Consumer Behaviour:** Scope, importance and interdisciplinary nature. **Consumer Research Process:** Qualitative and Quantitative research. **Market Segmentation:** Uses and bases of segmentation. **Emerging trends in consumer behavior:** Consumer behavior in online space. Use of Information technology and AI in consumer profiling and engagement, concept of materialistic vs spiritualistic consumption.

**UNIT – II**

**Individual Determinants of Consumer Behaviour**

**Motivation:** Nature and Types of Motives, Process of motivation, types of Needs.

**Personality:** Theories, Product Personality, Self Concepts. **Consumer Perception:** Concept and Elements of Perception, Consumer Imagery, Perceived Risk. **Consumer Learning:** Behavioural and Cognitive Learning Theories. **Consumer Attitude:**

Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies.

**UNIT – III**

**External Influences on Consumer Behaviour**

**Group Dynamics and Reference Groups:** Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle (Modern and Traditional) **Culture:** Values and Norms, Characteristics and influence on Consumer Behaviour, sub culture, Cross cultural consumer behavior. **Social Class:** Categories, Measurement and Applications of Social Class.



**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**UNIT – IV**

**Consumer Decision Making**

**Process and models** (Howard Sheth, Nicosia Model, Engel Blackwell and Kollat).

**Personal Influence and Opinion Leadership:** Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy. **Diffusion of innovations:** Diffusion Process, Adoption Process, and Profile of Consumer Innovators

**Suggested Readings:**

1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Prentice Hall of India
2. Loudon, D. and Bitta, D., Consumer Behaviour, Tata Mc Graw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F. , Consumer Behaviour, Thomson Learning

**MBA 922-18**

**Services Marketing**

**Course Objective:** The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1:** Understand the fundamental concepts of service marketing and its functions. **CO2:** Identify the role and significance of various elements of service marketing mix. **CO3:** Analyze customer requirement, measure service quality and design and deliver better service.

**CO4:** Analyze integrated services marketing communications and services marketing triangle.

**CO5:** Examine various pricing strategies and pricing approaches in service sectors.

**CO6:** Understand service marketing applications in different service sectors.

**UNIT – I**

**Introduction to Services:** Growth and development of service sector economy, contribution to the Indian economy, Service Characteristics, Service Classification, Service Marketing Mix. **Consumer Behavior in Services:** Customer Expectation of Service, Customer Perceptions of Service. **Service Quality:** Integrated gaps model of service quality. Prescriptions for closing quality gaps

**UNIT – II**

**Managing relationships in Services:** Building customer loyalty, Complaint handling and Service recovery strategies. **Service development and design:** Challenges of service design, types of new services, core and supplementary elements, new service development process. **Service blueprinting:** Nature, need and process of blueprinting. **Physical evidence and the Servicescapes:** Nature, Importance and Types, role and its effect on Consumer behaviour.

**UNIT – III**

**Delivering and performing service through employees and customers:** service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self service technologies and Customer Participation. **Delivering services through intermediaries:** Nature and types of intermediaries, role of electronic channels in service delivery. **Managing demand and capacity:** Waiting line strategies integrated. **Integrated Services Marketing Communications and Services marketing triangle**

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**UNIT – IV**

Pricing of services: Pricing approaches, Pricing Strategies. **Service Marketing Applications:** Marketing of services in Financial, Healthcare and Hospitality sectors.

**Suggested Readings:**

1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher H. Services Marketing, Pearson Education, New Delhi
3. P.K.Sinha and S.C.Sahoo, Services Marketing, Himalaya Publishing House, New Delhi

**MBA 911-18**

**Investment Analysis and Portfolio Management**

**Course Objective:** This course aims to acquaint students with the market microstructure of financial markets and understanding of economic, industrial and company analysis. It shall also enable them to understand the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities and construct portfolios to achieve investor's investment goals.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1** – To familiarize the students about the basic concepts, various investment avenues, process of investment and market microstructure of financial markets.

**CO2** - To enable students to understand the operation of primary as well as secondary markets in India and to understand the concepts of risk and its measurement.

**CO3** – To familiarize the students with the concepts and process of fundamental analysis so that they may understand the impact of various environmental factors on investment valuation..

**CO4** – To explain the concepts and process of technical analysis and enable the students to understand the role of daily price movements in portfolio management.

**CO5** – To explain the concepts, process and techniques for portfolio construction, evaluation and revision.

**CO6** – To familiarize the students about the financial derivatives and computation of their expected payoffs.

### **Unit I**

**Introduction:** Concepts of investment, objectives of investment, various alternatives of investments, investment process, financial investments vs. real investments, differentiate investment, speculation and gambling. **Risk and Return:** Concept, types and measurement of risk and return.

**Financial Markets** - Primary and secondary markets. Introduction to primary market, design of primary market, its role and functions, types of offers in the primary market, SEBI guidelines on primary market

**Secondary Market:** Introduction, participants, trading and settlement Mechanism, types of orders, stop Loss, margin trading, short selling, price freeze, hair-cut, market wide circuit breakers, insider trading, bulk deals, block deals and arbitrage opportunity in the market.

### **Unit II**

**Fundamental Analysis:** Meaning, scope and introduction to concept of intrinsic value. Process of conducting economic analysis; industry analysis and company analysis by using E-I-C and C-I-E approaches. Valuation of securities using fundamental analysis.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Unit III**

**Technical Analysis:** introduction, terminology of technical analysis, Dow theory, characteristic phases of Bull and Bear trends, critical appraisal of Dow theory, various types of charts, concept of trend, trend lines: support and resistance, Importance of trading volume, reversal patterns, continuation pattern, moving averages, other market indicators

Portfolio Management: Meaning, importance and approaches of portfolio management, portfolio analysis, portfolio evaluation and revision techniques.

**Unit IV**

**Portfolio Theory:** Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing Theory. Market Efficiency and Behavioral Finance

**Derivatives:** Introduction, features, derivative instruments, difference between forward and futures contracts, types of option contracts, computing payoffs of forward, futures and option contracts.

**Suggested Readings**

1. Reilly 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 912-18**

**Management of Financial Services**

**Course Objective:** The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real services industry in the real world situation.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1:** To understand the concept of financial services and their importance.

**CO2:** To know the structure and schemes of mutual funds.

**CO3:** To understand the importance and process of Dematerialisation and rematerialisation.

**CO4:** To know the structure and system of credit rating ,leasing ,merchant banking and venture capital.

**CO5:** To know the process and importance of factoring and securitisation.

**CO6:** To understand the process of asset liability management and risk management in banks.

**Unit I**

**Financial Services:** Meaning, types and their importance. Financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services

Mutual Funds and Pensions Funds, Insurance Services, Bank assurances, Reinsurances, Venture Capital –Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization –Indian Banking and Financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards, Micro/Macro finance, Financial Inclusion, Behavioural Finance.

Depository – Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository system in India, Dematerialization and Re materialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

**Unit II**

**Credit rating:** The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Are Indian Credit Rating Credible? International credit rating agencies –crisis of confidence?

**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.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**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.

**Venture Capital:** Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

### **Unit III**

**Debt Securitization:** Meaning, Features, Scope and process of securitization.

**Factoring:** Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

**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.

### **Unit IV**

**Asset Liability Management:** Significances, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk value of equity and market value of equity perspective.

**Risk Management in Banks:** Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1 and 2, IPR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Software's.

**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 Instructions & 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 & Financial Services' Himalaya Publications
7. Harrington, S. E. (2004). Risk management and insurance: Instructor manual (2<sup>nd</sup> ed.). New York: McGraw- Hill Publishing Company.
8. Madura, J. (2009). Financial markets and institutions (9<sup>th</sup> ed.). USA: South Western College.
9. McDonald, S. S., & Koch, T.W. (2009). Management of banking (7<sup>th</sup> ed.). USA: Cengage Learning.
10. Mishkin, F.S., & Eakins, F.S. (2009) financial markets and institutions. (6<sup>th</sup> ed.). New Delhi: Pearson Education.
11. Rose, P.S. (2008). Bank management and financial services (8<sup>th</sup> ed.) USA: McGraw-Hill Education.
12. Saunders, A., & Cornett, M.M. (2007). Financial institutions management: A risk management approach (6<sup>th</sup> ed.). New Delhi: McGraw-Hill.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**MBA 931-18**  
**Organizational Change and Development**

**Course Objective:** This course aims to introduce students to theories and concepts of organizational change and development and also it enhances the knowledge and understanding of organizational interventions terminology and provides students with the opportunity to apply the key concepts to practical organizational situations.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1:** Develop understanding of organization change and Define, explain and illustrate theories of planned change, their relevant foundations, strengths and weaknesses.

**CO2:** Recognize and comment on issues and problems arising out of organizational change initiatives.

**CO3:** To Understand concepts related to system theory, Action Research and Models,

**CO4:** Understand the role of various intervention strategies in organizational development.

**CO5:** Facilitate organizational change; and apply diagnostic models and concepts to change issues at the organizational, group and individual levels.

**CO6:** Examine various issues in the relationship between client and consultant relationship.

**Unit –I**

**Introduction to Organizational Change and Development;** Definitions & its distinguishing characteristics, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change.  
**Foundations of OD:** Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

**Unit –II**

**Action Research and OD,** Action Research: A Process and an Approach. **Managing OD Process:** Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.

**OD Interventions:** An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors.

**Unit –III**

Team Interventions, Intergroup and Third-Party Peace-Making Interventions. Comprehensive Interventions, Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.



**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Unit –IV**

**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.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Wendell L. French, Cecil H. Bell : Organization Development Prentice Hall
2. Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
3. Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
4. Thomas H, Patten Organization Development through Team Building , Thomas Publication
5. Edgar F. Huse : Organization Development & Change, Thomas Publication
6. Burke W.W.: Organization Development Principles & Practice, Sage Publication
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
8. S. Ramnarayan, and T.V. Rao : OD – Accelerating Learning & Transformation, Sage, New Delhi

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**MBA 932-18**  
**Employee Relations**

**Course Objective:** The aim of this course is to help students to understand basics of labour laws and industrial relations applicable in various business houses.

**Course Outcomes:** Upon completion of this course, students will be able to:

**CO1:** Understand establishing & maintaining a sound relationship between the worker & the employer.

**CO2:** Understand the significance & functioning of Trade Unions.

**CO3:** Identify the simmering issues which might take the form of a dispute in the workplace.

**CO4:** Examine various provisions laid down by laws to settle disputes in the organizations.

**CO5:** Assess the importance of various Acts in Industrial Relations.

**CO6:** Comprehend the concept and classification of labour welfare.

**Unit –I**

Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade Unionism, impact of trade unions on wages, The Trade unions Act ,1926 (with amendments), Factories Act, 1947 (with amendments).

**Unit –II**

Anatomy of industrial disputes. Dispute Settlement Machinery: Conciliation- Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. Sexual Harassment.

Industrial Disputes Act 1947, Provisions in Industrial Disputes- Lay Off, Termination Retrenchment, Closures, VRS, Anatomy of Industrial disputes, Managing foreign nationals in Indian organizations.

**Unit –III**

Social Security: Concept, Social Assistance, Social Insurance.

Payment of wages Act,1936, Payment of Bonus Act, 1965, Workman's Compensation Act,1923, Payment of Gratuity Act 1982.

**Unit –IV**

Maternity Benefit Act,1961, ESI Act 1948, Provident Fund and Miscellaneous Provisions Act, 1951.

I.L.O and social Security. The concept of Labour welfare: definition, Scope and Objectives, classification of welfare work, agencies for welfare work. Agencies for administering labour welfare laws in India.

**Note:** Relevant Case Studies should be discussed in class.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Suggested Readings:**

1. Venkata Ratnam, C.S. "Industrial Relations", Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, "Industrial Relations, Trade Unions, and Labour Legislation", Pearson Education, New Delhi, 2004.
4. Sen Ratna, "Industrial Relations in India", MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, "Industrial Relations", Tata McGraw Hill Edition, New Delhi, 2007.
7. Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999.
8. Sivarethnamohan, R, Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd, New Delhi, 2010.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**  
**MB 941–18 : Data Mining for Business Decisions**

**Objective:** The objective of this paper is to acquaint the students with an introduction to data analytics, data mining, and data-driven decision making. Data mining enables one to extract useful insights, which then can be utilized for data-driven decision-making and competitive advantage. Data mining and data analytics involve a collection of techniques for extracting patterns and trends in large databases to present results to stakeholders in terms of the business objectives set, and how the information learned can be used to add value to the business. For this course, two software packages that are commonly used throughout industry are: WEKA, a well-established, highly popular data mining application, and R, a powerful open-source statistical language.

**Course Outcomes:** Upon completion of this course, students will be able to:

CO1: To understand the opportunities, techniques and critical challenges in using data mining and predictive modelling in a business setting.

CO2: Use research-based knowledge and methods including company analysis, primary and secondary data collection, analysis and interpretation of data to find solution to business problems

CO3: To understand and translate business challenges into data mining problems.

CO4: To become familiar with the processes needed to develop, report and analyze business data.

CO5: To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

**Unit I**

Need for strategic information, difference between operational and informational data stores Data warehouse : definition, characteristics, role and structure, Introduction to Business Intelligence. Introduction to OLAP and its Operations, Data mart, Building a data warehouse, Introduction to Dimensional Modelling and ETL Process.

**Unit II**

Introduction to Data mining Process, Data Mining functionalities, various kinds of Data mining (Text mining, Web mining, Pattern Mining, Sequence Mining, Context Based Mining), Introduction to Data Visualization, Predictive Data Mining and descriptive data mining. Need of Data analytics for business intelligence

**Unit III**

Regression and correlation; Classification : Decision trees; Clustering – Neural networks; Market basket analysis – Association rules – Genetic algorithms and link

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

analysis, Support Vector Machine Bayesian Classification: Bayes theorem, Bayesian belief networks Naive Bayesian classification, Other classification methods: k-Nearest Neighbour, case based reasoning, Genetic algorithms, Fuzzy set approach

**Unit IV**

Introduction to prediction: linear and multiple regression, Clustering: types of Data in cluster analysis: interval scaled variables, Binary variables, Nominal, ordinal, and Ratio-scaled variables; Major Clustering Methods: Partitioning Methods: K-Mean and K-Medoids, Hierarchical methods: Agglomerative, Density based methods: DBSCAN

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- Data Mining: Concepts and Techniques By J.Han and M.Kamber Publisher Morgan Kaufmann Publishers
- Modern Data Warehousing, Mining and Visualization By George M Marakas, Publisher Pearson

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**MB 942 – 18 : E-Commerce and Digital Markets**

**Objective:** The objective of this paper is to acquaint the students with the effectiveness of ecommerce and digital marketing. Students will learn about the implications of an increasingly technological Society and to provide insights on how to implement marketing in a digital world.

**Course Outcomes:** Upon completion of this course, students will be able to:

CO1: To understand of various applications and scope of ecommerce.

CO2: To know the working of various payment modes used in ecommerce today.

CO3: Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy, Developing effective digital and social media strategies

CO4: Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media

CO5: Students will be able to explore the latest digital ad technologies

**Unit I**

Need and Origin of E-Commerce, Factors affecting E -Commerce, Business dimension and technological dimension of E-Commerce, E-Commerce framework

Electronic Commerce Models, Value Chains in Electronic Commerce. Internet and E-Business Introduction to Internet and its application, Intranet and Extranets. World Wide Web, Internet Architectures, Internet Applications, Business Applications on Internet, E - Shopping, Electronic Data Interchange, Components of Electronic Data Interchange, Creating Web Pages using HTML.

**Unit II**

Technology for Online Business: Internet, IT Infrastructure, Middleware Contents, Text and Integrating E-Business Applications, Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card, Laws Relating to Online Transactions. Applications in E-commerce: E-commerce Applications in Manufacturing, Wholesale, Retail and Service Sector

**Unit III**

Understanding Digital Marketing Process, Digital marketing vs. Traditional marketing, Website Planning Process: Understanding Domain names & Domain extensions, Search Engine Optimization: Understanding SEO, SEO Keyword Planning, On Page SEO, Off Page SEO, Local SEO, Social media marketing, Understanding the existing Social Media paradigms & psychology, How social media marketing is different than others Forms of Internet marketing, Google analytics: Introduction to Google Analytics, how Google Analytics works, Google AdWords & Online Display advertising

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Unit IV**

Email marketing : Need, working and challenges faced in sending bulk emails, Types of email marketing- Opt-in & bulk emailing, Lead Generation for Business: Understanding lead generation for business and its importance. Landing page vs website, Content marketing, Affiliate marketing: Sources to Make Money Online, Selecting Affiliate Program, Blogging & freelancing to make money, AdSense, approval process and AdSense Administration. E Business Entrepreneurship.

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- ✓ Whitley, David, “E-Commerce Strategy, Technologies and Applications”, Tata McGraw Hill.
- ✓ Gary P. and Perry, James T., “Electronic Commerce, Schneider”, Thomson Learning.
- ✓ Bajaj, Kamlesh K & Nag, Debjani, “E-Commerce: The Cutting Edge of Business”, McGraw Hill
- ✓ Laudon and Traver, “E-Commerce: Business, Technology & Society”, Pearson Education
- ✓ Damian Ryan, Calvin Jone. Kogan Page; “Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation”.
- ✓ Kent Wertime, Ian Fenwick; “DigiMarketing: The Essential Guide to New Media and Digital Marketing”
- ✓ Seema Gupta, Digital Marketing, McGraw Hill

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**MBA 401-18 Corporate Strategy**

**Course Objective:** This course aims to familiarize the students with organization perspective from strategic viewpoint integrating different functional areas of management. The aim is to develop an understanding of how organizational strategies are formulated and implemented in a changing global environment.

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand the concepts of strategic management process and strategic decision making process.

**CO2:** Discuss various techniques of external as well as internal environmental analysis of business.

**CO3:** Explain various business level and corporate level strategies for the growth of the business along with their implications.

**CO4:** Illustrate the issues involved in strategy implementation and the role of leadership, communication and organizational structure in implementation of strategy.

**CO5:** Develop various functional plans for successful implementation of strategy.

**CO6:** Understand organisational systems and techniques of strategic evaluation and control.

### **Unit I**

**Understanding Strategy and Strategic Management:** Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7 S model.

**Defining Strategic Intent:** Vision, Mission, Goals and Objectives.

**External Environment Analysis:** Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.

### **Unit II**

**Industry analysis-** Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix.

**Internal Environment Analysis** – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix.

**Business Level Strategies** – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence.

### **Unit III**

**Corporate Level Strategies** – Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies.



**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Strategic Analysis and choice** (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine cell, Product life cycle Matrix).

**Unit IV**

**Strategy Implementation**– Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans.

**Strategy Evaluation and Control** – Nature of Strategy Evaluation; Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation, Strategy Evaluation Framework; The Balanced Score Card.

**Suggested Readings:**

- 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”, Tata McGraw, New Delhi.
- Kazmi, Azhar, Strategic Management, Tata Mc .Graw
- Wheelen Thomas L. & Hunger J. David; Concepts in Strategic Management and Business Policy; Pearson Education
- Pearce III, John A, Robinson, Jr., Richard B and Mittal, A “Strategic Management:Formulation, Implementation and Control. Tata McGraw Hill.
- David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
- Hill, Charles W L and Jones Gareth R, “An Integarated Approach to Strategic Management” Cengage Learning
- Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

**MBA 923-18 Integrated Marketing Communication and Sales Management**

**Course Objective:** This course will help the students to understand the principles and practices of marketing communication, tools used by marketers to inform consumers and

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

to provide a managerial framework for integrated marketing communications planning as well as sales management.

**Course Outcomes:** After successfully completing this course, students will be able to:

**CO1:** Apply the key terms, definitions, and concepts used in integrated marketing communications.

**CO2:** Conduct and evaluate marketing research and apply these findings to develop competitive IMC Programme.

**CO3:** Examine the role of various promotional strategies such as advertising, direct marketing, sales promotion and PR in effectiveness of marketing communication.

**CO4:** Understand and apply the concepts of sales management and organization.

**CO5:** Develop sales related marketing policies such as product policies, distribution policies & pricing policies.

**CO6:** Explain various sales operations such as sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibition.

## **UNIT I**

**Role of IMC in marketing process:** IMC planning model, IMC components. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications, Purpose, Functions, Types of IMC. **Advertising management:** Advertising appeals, advertising designs, Advertising agencies, Advertising Budgeting, Media planning and evaluation, Media strategy: Creativity, Elements of creative strategies and its implementation.

## **UNIT II**

**Direct Marketing:** Features, Advantages/Disadvantages, strategies in Direct Marketing **Promotion:** Meaning, Importance, tools used, push pull strategies, **Publicity/ Public relations:** Meaning, Objectives, strategies and tools of public relations. **Corporate Advertising** Role, Types, Limitations, **Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. **International Advertising:** Global environment in advertising, **Internet advertising:** Meaning, Components, Advantages and Limitations, Types of Internet advertising.

## **Unit- III**

**Sales Management and Organization:** Objectives of sales management, sales executive as a coordinator, sales management and control, sales organization - it's purpose , setting up a sales organization , types of sales organization. **Objectives and theories of personal selling,** analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies.

## **Unit- IV**

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Sales Operations:** Sales budget , sales territories, sales Quota's, control of sales , sales meeting and sales contest, organizing display , showroom and exhibition. **Sales manager-** Qualities and functions , types of salesman , psychology of customers .

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings**

1. Kenneth . E. Clow and Donald Baack, “Integrated Advertising, Promotion and Marketing Communication”, Prentice Hall of India
2. Philip j. Kitchen and Patrick D. Pelsmacker, “Integrated Marketing Communication- A Primer”, Routledge London.
3. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition.
4. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision Strategy and Cases”, Pearson Education; 5th Edition.
5. Mark W. Johnston & Greg W. Marshall, ‘Sales Force Management’, Tata McGraw-Hill
6. Rosenbloom, Bert, ‘Marketing Channels: A Management View’, Cengage Learning,
7. Havaladar, K. K. and Cavale, VM. ‘Sales and Distribution Management’, Tata McGraw Hill,
8. Chunawalla, S.A. Sales and Distribution Management, Himalaya Publishing House

**MBA 924-18 Retail Management**

**Course 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.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand opportunities and challenges in retail management and retail management decision process.

**CO2:** Examine various types of retail formats and comprehend the application of theories of retail development on business models in retail.

**CO3:** Discuss and apply various function of store management.

**CO4:** Recognize the importance of store design and apply the concepts of store design to determine store layout and merchandising.

**CO5:** Understand the importance of customer service in improving retail service qualities.

**CO6:** Describe the applications of IT in retailing.

**Unit - I**

**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.

**Unit-II**

**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

**Unit-III**

**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.

**Unit-IV**

**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.

**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

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

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

**MBA 925-18 International and Social Media Marketing**

**Course Objectives:** The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations. The course also helps students to understand the basics in Social Media Marketing and Blogging.

**Course Outcomes:** After successfully completing this course, students will be able to:

**CO1:** Assess the challenges in international marketing and understand various international market entry strategies.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**CO2:** Evaluate international marketing environment and identify various international trade barriers and regional blocks.

**CO3:** Develop international product, pricing and communication policy and examine international distribution system.

**CO4:** Discuss the evolution of social media marketing and identify various benefits and applications of social media.

**CO5:** Explain how to develop effective social media marketing strategies for various types of industries and businesses.

**CO6:** Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.

### **Unit-I**

Definition and challenges of international marketing, Reasons for going international, International Market Segmentation and Positioning; **International Market Entry Strategies:** Screening and Selection of Markets; Methods to enter International markets. **International Marketing environment:** political, legal, environmental, socio Cultural and Technological environment, Country Risk Analysis, **International Economic environment:** IMF, WTO, International Monetary System, **International Trade Barriers:** Tariff and Non-Tariff. **Regional Blocks:** European Union, NAFTA, SAARC, ASEAN, International Marketing Research.

### **Unit-II**

EXIM policy of India, export promotion organizations, incentives, Export documents. organisation and structure of export and import houses. **International product and pricing policies:** Product standardization & adaptation, international pricing strategies. **International distribution system:** International distribution channels, types, role of internet in international distribution **International communication policy:** communication strategies in international marketing, international promotion mix.

### **Unit III**

**Introduction to Social Media Marketing:** Evolution, from traditional to Modern marketing, Rise of internet and E concepts. Emergence of social media marketing as a tool. **Social media Channels:** Types and models, Social media benefits and applications. Social media marketing framework. **Consumer behavior on the Internet:** Basics, evolution of the digital consumer, managing consumer demand. IMC. **Social media marketing strategies:** Introduction, defining social media marketing mix, social media marketing planning, social media marketing marketing channels.

### **Unit IV**

**Social media marketing campaign:** Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics and ROI, **Managing social media marketing revenue:** social media marketing revenue sources, managing service delivery and payments, **Emerging trends in social media marketing:** Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars.  
**Note:** Relevant Case Studies should be discussed in class.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Suggested readings**

1. Czinkota M, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing, Cengage Learning.
2. Cherunilam F, International Trade & Export Management, Himalaya Publishing.
3. Cateora & Graham, International Marketing, McGraw Hill.
4. Dan Zarella, Social media marketing , O reilly.
5. R Solomon and Tracy , Social Media Marketing: Pearson New International Edition

**MBA 926-18 Product and Brand Management**

**Course Objective:** To create understanding among students for concepts, process, techniques of product and management. The course also aims 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.

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand what a product is, the various levels which make it up, and different types of products.

**CO2:** Examine various challenges and issues involved in product planning and development.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**CO3:** Discuss and apply the concepts of test marketing and market entry of a product.

**CO4:** Recognize the features and importance of a brand and conduct branding research.

**CO5:** Understand the concept of brand loyalty and measuring brand performance.

**CO6:** Describe the role of various branding strategies in brand equity management.

### **Unit I**

Product management: meaning, importance of the product manager's job, planning and control systems for product management, product portfolio planning and analysis, Mapping, understanding company product/brands and competitive brand market position, Impact of global forces on products.

### **Unit II**

Product planning and development: Meaning, objectives, Strategic reasons, processes challenges and issues, Forecasting demand, Estimating market opportunity, test marketing, types, design issues, Evaluation of test marketing results, Market entry decisions - Launching new product programs, National launching of new products, Tracking the launch, absorbing the new product in the mix.

### **Unit III**

Basic understanding of brands: concepts and process, significance of a brand, brand mark and trade mark, **Different types of brand:** family brand, individual brand, private brand, Co-branding, selecting a brand name. **Functions of a brand:** branding decisions, influencing factors. Understanding customer-based brand equity. Monitoring brand performance. **Branding research:** Designing and implementing branding research, Brand design and structures.

### **Unit IV**

**Brand loyalty:** loyalty programs, Building strong brands. Measuring brand performance, Brand extensions. **Brand Equity Management:** Brand Equity Measurement, Brand Leverage, Global Branding strategies, Brand Audit, Role of Brand Manager, Branding challenges & opportunities. **Brand rejuvenation and re-launch,** brand development through acquisition takes over and merger, relaunching the brand, need, methods and success rate

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



**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

5. Venugopal 'Product and Brand Management' Himalaya Publications

**MBA 913-18 Behavioural Finance**

**Course Objective:** The primary objective of the course is to make the students understand how behavioural bias affects the classical financial theory.

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand and differentiate between different theories of behavioural finance.

**CO2:** Examine the concepts of bounded rationality.

**CO3:** Discuss various anomalies in the market giving rise to behavioural bias.

**CO4:** Describe the basis of behavioural bias of professional investors trading in market.

**CO5:** Understand the concept of market efficiency and will be able to relate it with the concept of behavioural finance.

**CO6:** Describe the challenges to the efficient market hypothesis.

**Unit I**

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Introduction:** Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge

**Theories of Behavioural Finance:** Agency theory, Prospect theory, Reasoned emotions; Overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis

**Unit II**

**BEHAVIOURAL ASPECTS OF INVESTING:** Heuristics and Biases, Self-deception, Emotional Factors and Social Forces and Neuro-scientific and Biological Perspective, Small / Medium / Large firm effect, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting, Over confidence, Emotion and reasoning, Excessive risk taking, Behavioural explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy

**Unit III**

**Investor behaviour:** Types of investors – on the basis of risk appetite and investment exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

**Unit IV**

Model of Investor Sentiment

Market Efficiency and Biases in Brokerage Recommendations

Evidence on the Characteristics of Cross-sectional Variation in Stock Returns

Behavioural Corporate Finance and Wisdom from Other Sources

**Suggested Readings:**

1. Chandra, P. (2017) 'Behavioural Finance', McGraw Hill.
2. Parikh, P (2017), 'Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities', Tata McGraw Hill.
3. Davies, G. B. and Servigny, A. D. (2010), 'Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory', McGraw Hill.
4. Forbes, W. (2011), 'Behavioural Finance', John Wiley and Sons Ltd.
5. Sulphrey, M. M. (2014), 'Behavioural Finance', PHI Learning.
6. Ackert, L. F. and Deaves, R. (2012), 'Understanding Behavioural Finance', Cengage Learning.
7. Graham, B. (2013), 'The Intelligent Investor' Harper and Brothers.

**MBA 914-18 Mergers, Acquisitions and Corporate Restructuring**

**COURSE OBJECTIVE:** The main objective of this course is to enable the students to understand, evaluate, and interpret the significance of Mergers, Acquisitions and Corporate Restructuring in the current global business environment, and enable them to appreciate how these strategic decisions are affected by various issues like valuation, regulatory environment and methods of payment.

**Course Outcomes:**

- 1) To explain the popularity of merger and acquisition strategies in firms competing in the global economy.
- 2) To describe the reasons why firms use an acquisition strategy to achieve strategic competitiveness.
- 3) To describe the issues that are significant in valuation decisions, and the factors which work against achieving success when using an acquisition strategy.
- 4) To define the restructuring strategy and distinguish among its common forms.
- 5) To explain the regulatory aspects of mergers, acquisitions and corporate restructuring.

**UNIT-I**

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

Introduction to Mergers, Acquisitions and Corporate Restructuring: Evolution, Need and Reasons/Motives for Mergers and Acquisitions. Forms of Corporate Restructuring. Mergers and Acquisitions as Strategic Choice. Evaluation of Strategic Alternatives. Value Creation in Mergers and Acquisitions. Takeover Defence Strategies. Reasons for Failures of Mergers and Acquisitions.

**UNIT-II**

Demerger, Reverse Merger and Buyback of Shares. Strategic Alliances: Types, Structure and Problems in Strategic Alliances. LBO(Leveraged Buy Out):Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles.

**UNIT-III**

Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS(Earning Per Share).Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on Shareholder Wealth.

**UNIT-IV**

Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. Regulatory Aspects of Mergers and Acquisitions

**Suggested Readings:**

1. Aurora, Rajinder S, Shetty, Kavita and Kale, Sharad, "Mergers and Acquisitions(2011)"Oxford Higher Education.
2. Kar,Rabi Narayan(2017), "Mergers, Acquisitions and Corporate Restructuring-Strategies and Practices",3<sup>rd</sup> Edition, International Book House Pvt. Ltd., New Delhi.
3. Krishnamurti,Chandrashekar and Vishwanath,S R(2018), "Mergers, Acquisitions and Corporate Restructuring: Text and Cases", SAGE Publications.
4. Kapil, Sheeba & Kapil,Kanwal N.( 2018) , "Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing" Wiley Publications.
5. Prasad G. Godbole (2013),"Mergers, Acquisitions and Corporate Restructuring",Vikas Publishing House.
6. Sharma, Dr. Manu(2015), "Mergers, Acquisitions and Corporate Valuation", Dreamtech Press.
7. Sudarsanam, S(2016), "Creating Value from Mergers and Acquisitions", Pearson Education.

## **MBA 915-18 International Finance and Financial Derivatives**

**Course Objective:** The primary objective of the course is to familiarize the students with the different aspects of finance in respect of international trading and investing and to equip them with the trading framework of different types of derivative contracts.

**Course Outcomes:** After studying this course, the students should be able to:

**CO1:** Understand the framework of international exchange rate system including factors influencing exchange rates.

**CO2:** Discuss the basics of different types of derivative contracts like futures, options and swaps.

**CO3:** Understand various types of risks / exposures in forex trading and their management.

**CO4:** Describe various theories underlying the concepts of international finance.

**CO5:** Understand trading strategies using options contracts.

**CO6:** Describe the regulatory framework of derivatives contracts in India.

### **Unit I**

**International Finance:** An overview, importance, nature and scope, recent changes and challenges in IFM. International flow of funds: Balance of Payments (BoP),

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, Agencies that facilitate International flows. **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).

**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.

**Unit II**

**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.

**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

**Unit III**

**Derivatives:** Meaning, Types, Importance, Principles and regulatory framework in India

**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.

**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. **Option Trading Strategies:** Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, Spreads including butterfly spreads, calendar spreads etc.

**Unit IV**

**Swaps and Swaptions:** Meaning, types, importance and pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions.

**Credit Derivatives:** Meaning, Importance, pricing models and strategies to hedge by using credit derivatives.

**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.

**Suggested Readings:**

1. P. G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

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
6. Hill, Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall of India
7. Walmsley, Julian: New Financial Instruments, Prentice Hall of India
8. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
9. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
10. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India

**MBA 916-18 Taxation and Personal Financial Planning**

**Course Objective** - To enable the students to understand the importance of tax management and various methods available for tax planning. This course also aims to acquaint students with the importance and methods for personal financial planning.

**Course Outcomes:**

**CO1** – The students will be familiarised with the concepts of tax management, tax avoidance and tax evasion and the methods of ways of tax planning.

**CO2** – To acquaint students with the provision of the current finance act with regard to various head of income.

**CO3** – To enable students to compute the tax liability of individuals after considering their residential status, various exempted incomes, permissible deduction, clubbing of income and setting off of losses.

**CO4** – To familiarise students with the concept, objectives and importance of personal financial planning and enable the students to understand the implications of environmental factors and time value of money on the personal financial statements.

**CO5** – To enable students to identify various types of risks any individual is exposed to and how they can hedge diversifiable risk.

**CO6** – To familiarise students with various instruments available for investment by an individual for achieving their personal financial goals

**UNIT I:**

**Tax Management:** Introduction to tax management, features and scope of tax management. Differentiate between tax planning, tax avoidance and tax evasion.

**Tax Planning:** Meaning, need, scope, objectives and methods of tax planning.

**UNIT II:**

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Tax planning for Five Heads of Income:** Income from salary, house property, profits and gains from business or profession, capital gains and income from other sources.

Tax Planning with reference to Residential status, exempted incomes, permissible deductions, clubbing of income and setting off & carry forward of losses.

**UNIT III:**

**Personal Financial Planning:** Introduction, features, objectives and scope of personal financial planning.

**Environmental Analysis:** Screening and analysis of environmental factors affecting personal financial planning.

**Time Value of Money and Personal Financial Statements:** Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

**UNIT IV:**

**Personal Risk Management:** Meaning of risk, measurement of risk and its identification (Risk taker, moderate risk taker, risk averter), introduction to life insurance and general insurance, differentiate between life insurance and investment. Insurance planning for the individual as well as family.

**Investment Planning:** Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety

**Investment Instruments for Personal Financial Management:** Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes (open ended and closed ended; growth and dividend schemes), Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.), Capital market instruments (Equity shares, Preference shares, Debentures, Long-term Government as well as corporate securities, Derivatives etc.), Money market instruments (T-bills, Commercial papers, certificate of deposits etc.) and Real Assets (like Real estate, precious metals, antiques etc.).

**Suggested Readings:**

1. Mehrotra, H. C. and Goyal, S. P., 'Income Tax: Tax Planning and Management' Sahitya Bhawan Publications.
  2. Singhanian V.K., 'Direct Taxes: Law and Practice', Taxmann Publications
  3. Ahuja, G. and Gupta, R., 'Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST', Wolters Kulwer
- Gaur, V. P. and Narang, D. B., 'Income Tax Law and Practice'



## **MBA 933-18 International Human Resource Management**

**Course Objective:** This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts.

**Course Outcomes:**

**CO1:** Understand issues, opportunities and challenges pertaining to international HRM.

**CO2:** Develop competency in dealing with cross cultural situations.

**CO3:** Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;

**CO4:** Identify the role of cross cultural leadership in managing multicultural teams.

**CO5:** Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.

**CO6:** Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically and discussing specific cases relating to international HRM.

### **Unit –I**

**International Human Resource Management:** Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and 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.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**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.

**Unit –II**

**Re-entry and Career Issues:** Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.

**Training and Development:** Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Predeparture Training Programs, Effectiveness of Pre-Departure Training, Developing Staff through International Assignments. Staffing and Training for Global Operations, Global Staffing Choices, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

**Unit –III**

**Performance Management:** Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees.

**Compensation:** Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

**Unit –IV**

**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.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings: -**

1. Peter, J. Dowling and Denise, E. Welch (2007), International Human Resource Management, Thomson Publishers, New Delhi.
2. K .Aswathappa (2012) International Human Resource Management, McGraw Hill, New Delhi.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

3. Monir H. Tayeb (2004), International Human Resource Management – A Multinational Company Perspective, Oxford University Press, New Delhi
4. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, SAGE Publications, New Delhi.
5. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.

## **MBA 934-18 Strategic Human Resource Management**

**Course Objective:** The aim of this course is to help students to understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment.

### **Course Outcomes:**

Upon completion of this course, students will be able to:

- CO1: Understand an integrated approach to the development of HR strategies that enable the organization to achieve its goals.
- CO2: Describe the process of strategic HRM.
- CO3: Discuss the strategic role of HR systems such as strategic staffing, strategic appraisal, strategic reward system etc.
- CO4: Explain various human aspects of strategy implementation.
- CO5: Identify the role of leadership in implementing strategic change.
- CO6: Understand Global HRM and role of global HRM in successful implementation of MNC strategy

### **Unit –I**

**Strategic HRM:** Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms-Human Resource System-HR as a Strategic Partner. Strategic HRM: Scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management.

### **Unit –II**

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Strategic role of HR systems** - Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies. Human Resource Environment- Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour; Recruitment & Retention strategies, training & development strategies.

**Unit –III**

**Human aspects of strategy implementation:** behavioural issues in strategic implementation - matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies

**Unit –IV**

**Global HRM:** Role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings:**

1. Dreher, Dougherty, G.F. & Thomas, W. (2005) Human Resource Strategy, Tata McGraw Hill.
2. Agarwal, Tanuja, (2007), “Strategic Human Resource Management”, Oxford University Press, New Delhi.
3. Armstrong, M. & Baron, A. (2002) Handbook of Strategic HRM - The Key to Improved Business Performance, Jaico Publishing House.
4. Becker, B.E.(2001) The HR Scorecard: Linking People, Strategy & Performance, Harvard Business School Press.
5. Greer, C.R.(2001) Strategic Human Resource Management: A General Managerial Approach, Pearson Education Asia.
6. Holbeche, L.(2009) Aligning Human Resource and Business Strategy, Butterworth Heinemann.
7. Salaman, G.(2005) Strategic Human Resource Management - Theory and Practice, Sage Publications Ltd.

**MBA 935-18 Leadership and Team Dynamics**

**Course Objective:** This course is designed to be an interactive exploration of team dynamics and leadership. Through the introduction of current theories and models, students will learn to work effectively in groups, increase their understanding of leadership, make effective decisions, and stimulate the development of new skills through demonstration and practice.

**Course Outcomes:**

- CO1: Understand the history of leadership and current leadership theories.
- CO2: Explain how leadership models are put into practice personally, locally, and globally.
- CO3: Discuss the knowledge of developing leadership abilities.
- CO3: Describe the concept of Strategic Leadership and ethical leadership.
- CO4: Explain composition, formation, and development of teams.
- CO6: Illustrate the dynamics of team Performance and motivation and the role of leadership in dynamics of team management and decision making.

**Unit –I**

**Leadership:** Meaning, definitions, Skills and Roles of a leader, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership. Understanding the inspiration, dilemmas and issues in becoming a leader.

**Unit –II**

Leadership theories and styles, charismatic and transformational leadership, team leadership, organizational Leadership, strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, leadership communication.

**Unit –III**

Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people.

**Unit –IV**

**Team composition, formation, and development**-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making , Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building, , team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings: -**

1. Richard L.Hughes (2018), Leadership, McGraw-Hill. ed. 8
2. Bass, B.M. (1973) Leadership, Psychology and Organizational Behaviour, Greenwood Pub Group.
3. Northouse, P.G.(2018) Leadership - Theory and Practice, Sage Publications.
4. Purohit, S. & Nayak, S. (2003) Enhancing Personal Effectiveness: Training Instruments for Students, Teachers and Parents, Tata McGraw-Hill.
5. Tannenbaum, R., Weschler, I.R. and Hansen, J. (2015) Leadership and Organization: A Behavioral Science Approach, McGraw-Hill.

## **MBA 936-18 PERFORMANCE AND COMPENSATION MANAGEMENT**

**Course Objective:** The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India

**Course Outcomes:** After completing the course, the student shall be able to:

**CO1:** Increase the awareness of the process and principles of performance Management / appraisal.

**CO2:** Identify the negative aspects of appraisal systems and consider how these might be overcome.

**CO3:** Discuss performance with regard to pay awards, and whether these should, or should not be automatically related to each other.

**CO4:** Demonstrate a familiarity with the appeal process relating specifically to the performance review.

**CO5:** Illustrate different ways to strengthen the pay-for-performance link and also learn the concepts of Payment and employee benefits issues for contingent workers.

**CO6:** Develop appropriate reward and compensation policies.

### **Unit –I**

**Performance Management** - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal. Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

### **Unit –II**

**Reviewing & Managing Performance**–Performance Management and strategic planning, Alternative models for Assessing Performance-Balance score card; EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures. Building a High-Performance Culture-Performance Management & Employee Development, Performance Management and Rewards-Ethics in Performance Management.

### **Unit –III**

**Compensation and Benefits Management:** Job evaluation approach to compensation management- Bonuses- concept & methods of calculation-Pay for performance,

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

competency-based pay, equity based rewards, team rewards-Reward strategy & psychological contract–Law relating to compensation-Executive compensation, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

**Unit –IV**

**Executive compensation** - Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

**Note:** Relevant Case Studies should be discussed in class.

**Suggested Readings: -**

1. George T. Milkovich (2009), Compensation, McGraw-Hill Ryerson.
2. Goel, D. (2012) Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd.
3. Henderson, R.I. (2006) Compensation Management in a Knowledge Based World, Prentice Hall.
4. Henderson, R.I.(1985) Compensation Management: Rewarding Performance in the Modern Organisation, Reston Publishing Co.
5. Kandula, S.R.(2006) Performance Management: Strategies, Interventions, Drivers, Prentice Hall of India.
6. Marshall, D.R.(1978) Successful Techniques for Solving Employee Compensation Problems, John Wiley & Sons.
7. Patten, T. H.(1977) Pay-Employee Compensation and Incentive plans, McGraw-Hill.
8. Rock, M. L. and Berger, L.A. (2015) Compensation Handbook: A State-of-the Art Guide Compensation Strategy and Design, McGraw-Hill.



**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**MB 943 – 18 : Managing Software Projects**

**Objective:** The objective of this paper is to acquaint the students with **major issues and techniques of Managing Software** Projects. Understanding approaches for managing and optimizing the software development process and choosing an appropriate project development methodology (e.g. waterfall, spiral, agile etc.). Applying efficient techniques for managing each phase of the systems development lifecycle

**Course Outcomes:** Upon completion of this course, students will be able to:

CO1: Understanding approaches for managing and optimizing the software development process

CO2: Examine **contemporary software life cycle processes, activities and work products**

CO3: Apply different methods to **identify, analyze, and manage software project risks**

CO4: **Estimate software project effort, cost, and schedule for an intermediate size project**

CO5: To make aware about the various software project teams in terms of roles and responsibilities and managers can plan their projects and minutely work out the cost and time overrun of projects.

**Unit I**

Software Development Process : Introduction to Software and Software Engineering; The Evolving Role of Software, Software: A Crisis on the Horizon and Software Myths, Software Engineering: A Layered Technology, Software Process Models, Water Fall Life Cycle Model, The Prototyping Model, The RAD Model, Evolutionary Process Models, Agile Process Model & Development, Component-Based Development, Product and Process. Choosing an appropriate Project Development Methodology.

**Unit II**

Managing Software Projects : Software Metrics (Process, Product and Project Metrics), Software Project Estimations, Software Project Planning, Project Scheduling & Tracking, Risk Analysis & Management (Risk Identification, Risk Projection, Risk Refinement and Risk Mitigation). Software Process Improvement and Project Management: Project planning infrastructure, process planning feasibility analysis cost and efforts estimation, models and technique.

**Unit III**

Software Quality Assurance and Management : Quality Concepts and Software Quality Assurance, Software Reviews (Formal Technical Reviews), Software Reliability, The

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

Quality Standards: ISO 9000, CMM, Six Sigma for SE, SQA Plan, SCM activities and Project Management Plan.

**Unit IV**

Project management for special classes of software project : Component-Based Software Engineering, Client/Server Software Engineering, Web Engineering, Reengineering, Computer-Aided Software Engineering (CASE), Software Process Improvement, Outsourcing and Software Project Management Standards

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- Pankaj Jalote , “Software Project Management in Practice” Pearson publication
- Andrew Stellman and Jennifer Greene, "Applied Software Project Management", O'Reilly Media (2005).
- Hughes and cotterell, software project management, Tata McGraw-Hill Publication
- Pankaj Jalote, “CMM in practice”, Pearson Publication
- Pankaj Jalote, “An Integrated Approach to Software Engineering”, Narosa Publishing House
- R. Pressmen, “Software Engineering”, McGraw Hill Publication
- Ian Somerville, Software Engineering, Pearson Publication

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**MB 944 – 18 : Managing Digital Innovation and Transformation**

**Objective:** The objective of this paper is to acquaint the students with introduction to digital transformations and innovation and build Digital Capabilities.

**Course Outcomes:** Upon completion of this course, students will be able to:

CO1 : Identify how Digital Transformation impacts corporate strategies

CO2 : Understand Security Issues in Digital Transformations

CO3 : Understand the risk associated with evolving international clients and environment

CO4 : To learn Security Issues, Methods & Laws

CO5 : Understanding cloud computing

**Unit I**

Digital transformation & Capabilities : Digital transformation myths and realities. Various Types of digital transformations: Legacy transformation, strategic transformation, cloud first transformation, digital enterprise natives, and disruption embracers. Digitization and essential elements. Digital Disruption, Important causes of digital disruption and transformation. Digital Capabilities and Challenges going to digital transformation, Social media transformation and its benefits & threats. Types of social media and its impact on the business. Role of Digital media in the enhancement of business development skills.

**Unit II**

Security Issues in Digital Transformations : Security Overview, Digital Threats, Fundamentals of Encryption & Cryptography, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security

**Unit III**

Security Issues, Methods & Laws : Digital Signature: Digital signature Certificate; Certifying Authorities and liabilities in the event of Digital Signature Compromise; E-Governance in India. Introduction To Information Technology Act, 2000 : Object; Scope; Scheme of the Act; Relevancy With Other Laws.

**Unit IV**

Digital Transformation Framework : Understanding cloud architecture, cloud computing vs peer- to peer architecture, cloud computing vs grid computing, cloud computing vs client server architecture, broad approaches to migrating into the cloud, seven step model

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

of migration into a cloud, components of cloud computing, cloud types- private, public and hybrid; Models of Cloud Computing. Mobile cloud & Understanding cloud security

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- Neil Perkin, “Building the Agile Business through Digital Transformation”
- Oberoi, Sundeep, “e-Security and You”, Tata McGraw-Hill,
- Kannamal, Fundamentals of Cloud Computing, Cengage Learning
- Cady, G H and Part McGreger, “The Internet”, BPB Pub.
- Carpenter Phil, “e Brands”, HBS Press, Boston, 2000
- Jayaswal, Cloud Computing Black Book. Wiley

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**MB 945 – 18 : IT Consulting**

**Objective:** The objective of this paper is to acquaint the students with role of IT Consulting in Business Processes. It shall enable them to understand Consulting Life Cycle, Consulting Projects, Service Level Agreements (SLA) and Ethics in Consulting.

**Course Outcomes:** Upon completion of this course, students will be able to understand:

**CO1:** To analyze the IT requirements of the organization and the underlying environment.

**CO2:** To advise IT solutions and services based on requirements.

**CO3:** To understand RFP Analysis.

**CO4:** To provide an understanding about SLA.

**CO5:** To familiar with ethics in consulting.

**Unit I : Principles of Consultancy**

Overview and principles of consultancy, role & competencies of the consultants; Consultancy models; Technology Management; Technology Life Cycles.

**Unit II : Life Cycle of Consultancy Assignment**

The Life Cycle of a consultancy Assignment : Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Diagnosis and solution definition, Solution appraisal and evaluation, Implementation and taking action. Life Cycle Assessment (LCA): Evolution, Stages in product LCA. Code of good conduct for LCA.

**Unit III : Request For Proposal**

Request For Proposal (RFP) : Introduction, Scope of Work, Proposal Requirements, Process for Proposal Preparation and Submission, Proposal Review/Evaluation/Selection, Rules, Optional/Possible Appendices.

Service Level Agreements (SLA) : Introduction, Importance, Preparation, Components of SLA. SLA Monitoring and Verification. SLA metrics, Periodic review,

**Unit IV**

*Principles for Ethical Consulting, Different approaches to Ethic, Codes of Ethics, Consultant's Unethical and Avoiding Behaviors. Business Ethics, International business ethics, Ethics and Self-Interest, Responsibility and Accountability*

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- Narayanan, V K. Managing Technology and Innovation for Competitive Advantage. 3rd Edition, Pearson Education.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

- Peter F. Drucker, 'Social Needs and Business Opportunities', in The Frontiers of Management, 1986
- Title: The Trusted Advisor Author: David Maister, Charles Green, Robert Gallford Publisher: Free Press (Simon and Schuster) Publication Date: 2002 ISBN: 978-0743207768

**MB 946 – 18 : Strategic Management of IT**

**Objective:** The objective of this paper is to acquaint the students with the value of IT in strategic management and its processes. This course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership through the use of IT.

**Course Outcomes:** Upon completion of this course, students will be able to:

CO1: To develop an understanding of strategic management concepts and techniques and acquire the ability to apply the same in business situations

CO2: Learning how to use IT as a tool to implement business strategies and gain competitive advantage, not merely to support business operations.

CO3: In addition to familiarizing students with new technological changes in management, students are expected to integrate and apply their prior learning to strategic decision making in organisations

CO4: Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.

CO5: Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.

**Unit I**

Strategic Management : Role of IT and IS in Business. Introduction to Executive Support System (ESS) Importance of Decision-Making Systems in the Business Organization Structure. Planning for IT support. Types of Strategic Management Planning: The Ad Doc Approach, The Data Collection Approach, **The Organization Chart Approach, The Top-down Approach and The Bottom-up Approach; Comparison of Top-Down and Bottom-up approach. Process for Strategic Management Approaches and Planning for Strategic IT Applications. Selecting the best approach and the factors playing pivotal roles in it.**

**Unit II**

Strategic Management as Competitive Advantage : Introduction to Value Chain and Porter's Value Chain (Value Chain Model); Understanding the concept of Value chain Analysis and the Competitive Advantage of it to the business/organization. Value Chain

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

Analysis and its advantages. Understanding Linkages and Interrelationships : Approach to IS/IT Strategy Formulation.

**Unit III**

Turning technology into business transformation. IT as a strategic source. IT as competitive : strategy, advantage and resource. Risks of Using IT Strategically; Inter-organizational systems (IOS) : Advantages and opportunities in strategic IT Applications. IOS and Competitive Advantage; Strategic Grid : Organizational movements around the Strategic Grid.

**Unit IV**

Fundamental characteristics of industrial dynamics of strategic management and IT. Visioning of the strategic role of IT in the organization. Diversification of strategies : Digital transformation, success factors and implications. Factors for organizations shifting to digital and AI transformations.

**Note: Relevant Case Studies should be discussed in class.**

**Suggested Readings:**

- S.A. Kelkar, “Strategic IT Management: A Concise Study”, PHI, Eastern Economy Edition
- Sanjiva Shankar Dubey, “IT Strategy and Management”, Third Edition, PHI (EEE)
- J. David Hunger, Thomas L. Wheelen, “Essentials of Strategic Management”, 5th Edition, Prentice Hall
- L. M. Prasad, “Strategic Management”, 5th Edition, Sultan Chand & Sons
- Osterhage Wolfgang W., “IT Quality Management”, Springer, 2016
- Rogers David L., “The Digital Transformation Playbook”, Columbia Business School Publishing, 2016



**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**  
**MBA 403-18 Workshop on Indian Ethos**

**Course Objective:** The course is an attempt for the students to learn about how to apply the concepts and theories of ancient Indian management in business.

**Courses Outcomes:**

**CO1:** Comprehend and practice Indian Ethos and values system.

**CO2:** Applying value based management and ethical practices in business.

**CO3:** To gain the knowledge of management principles from Vedas and other holy books and explain the application of Indian heritage in business.

**CO4:** To comprehend various stress management techniques and their applications in organizations.

**CO5:** To describe salient features and advantages of ancient Indian system of learning.

**CO6:** To describe various laws of Karma and explain the concept of corporate karma.

**Unit 1**

**Indian Ethos:** History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices.

Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management.

**Unit 2**

**Work Ethos:** Meaning, levels, dimensions and steps.

**Values:** Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

**Unit 3**

**Stress Management:** Meaning, types of stress at work, causes of stress, consequences of stress.

**Techniques for Managing Stress:** Meditation: Meaning, advantages for mental health and its importance in management. Brain storming, brain stilling, Yoga: Meaning, Significance.

Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta.

**Unit 4**

Indian Systems of Learning- Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers, Nishkama Karma. Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection.

Corporate Karma: Meaning, methodologies, guidelines for good corporate karma.

**I.K.G. Punjab Technical University**  
**MBA Batch 2018 onwards**

**Suggested Readings: -**

1. N M Khandelwal- Indian Ethos & Values for Management- Himalya Publishing.
2. Tushar Agrawal and Nidhi Chandorkar- Indian Ethos in Management- Himalya Publishing.
3. Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
4. Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.
5. Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
6. Habib Irfan, The Cambridge Economic History of India, Volume 1 Cambridge University Press, 1982.
7. Jitatananda Swami, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
8. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.