

KADI SARVA VISHWAVIDYALAYA GANDHINAGAR

Course Details for MASTER IN BUSINESS ADMINISTRATION (Integrated) PROGRAMME

CURRICULUM:

The course curriculum and syllabus for MBA (I) of Kadi Sarva Vishwavidyalaya is devised considering the norms of AICTE. This syllabus has endeavored to strike a balance between theory and practice and classic and contemporary concepts. The MBA (I) programme will be conducted on a semester basis with ten semesters spread over five academic years. The duration of each semester will be around 16 weeks.

The courses in the first year of MBA (I) are as follows:

SEMESTER – I

Course Code	Subject name
MBA(I) 101	English Language
MBA(I) 102	Effective Communication skills
MBA(I) 103	Business Mathematics
MBA(I) 104	Human Skills
MBA(I) 105	Computer Application
MBA(I) 106	Indian Constitution

SEMESTER – II

Course Code	Subject name
MBA(I) 201	Business Communication
MBA(I) 202	Foreign Language
MBA(I) 203	Business Statistics
MBA(I) 204	Financial Accounting
MBA(I) 205	Environment Management
MBA(I) 206	Quantitative Aptitude and Logical Reasoning

SEMESTER – III

Course Code	Subject name
MBA (I) 301	Managerial Economics
MBA (I) 302	Management Principles
MBA (I) 303	Business Environment
MBA (I) 304	Elements of Direct and Indirect Taxes
MBA (I) 305	Public Relations
MBA (I) 306	E-Commerce

SEMESTER – IV

Course Code	Subject name
MBA (I) 401	Entrepreneurship
MBA (I) 402	Strategic Management
MBA (I) 403	Micro Economics
MBA (I) 404	Legal Aspects of Business
MBA (I) 405	Management of Cooperatives
MBA (I) 406	Human Resource Management

SEMESTER – V

Course Code	Subject name
MBA (I) 501	Feasibility Study
MBA (I) 502	Organizational Behavior
MBA (I) 503	Creativity and Innovation
MBA (I) 504	Information Systems
MBA (I) 505	Business Ethics
MBA (I) 506	Export-Import Procedures

SEMESTER – VI

Course Code	Subject name
MBA (I) 601	Marketing Management
MBA (I) 602	Financial Management
MBA (I) 603	Company law
MBA (I) 604	Project Management
MBA (I) 605	Business Research Methods
MBA (I) 606	Project

SEMESTER – VII

Course Code	Subject name
MBA (I) 701	Economics for Managers
MBA (I) 702	Accounting for Managers
MBA (I) 703	Managerial Communication
MBA (I) 704	Organizational Behaviour
MBA (I) 705	Principles of Management
MBA (I) 706	Quantitative Techniques for Managers
MBA (I) 707	Information System For Managers
MBA (I) 708	Winter Project

SEMESTER – VIII

Course Code	Subject name
MBA (I) 801	Cost & Management Accounting
MBA (I) 802	Environment for Business
MBA (I) 803	Financial Management
MBA (I) 804	Human Resource Management
MBA (I) 805	Marketing Management
MBA (I) 806	Production and Operations Management
MBA (I) 807	Business Research Methods
MBA (I) 808	Summer Project

SEMESTER IX

Course Code	Subject Name
Common Subjects	
MBA (I) 901	Entrepreneurship Development
MBA (I) 902	Management Control System
MBA (I) 903	Strategic Management
MBA (I) 904	Comprehensive Project – I
Specialization: Marketing	
MBA (I) M911	Integrated Marketing Communication
MBA (I) M912	Sales and Distribution Management
MBA (I) M913	Consumer Behaviour
Specialization: Finance	
MBA (I) F921	International Financial Management
MBA (I) F922	Security Analysis and Portfolio Management
MBA (I) F923	Management of Financial Services
Specialization: Human Resource	
MBA (I) H931	Compensation Management
MBA (I) H932	Management of Industrial Relations & Labour Legislation
MBA (I) H933	Change Management and Organizational Development
Specialization: Information System	
MBA (I) I941	Information Technology & Business
MBA (I) I942	System Analysis and Design
MBA (I) I943	Data Base Management System

SEMESTER X

Course Code	Subject Name
Common Subjects	
MBA (I) 1001	International Business
MBA (I) 1002	Project Management
MBA (I) 1003	Comprehensive Project – II
Specialization: Marketing	
MBA (I) M1011	Services and Relationship Marketing
MBA (I) M1012	International Marketing
MBA (I) M1013	Product and Brand Management
Specialization: Finance	
MBA (I) F1021	Derivatives and Risk Management
MBA (I) F1022	Corporate Finance Restructuring
MBA (I) F1023	Banking and Insurance
Specialization: Human Resource	
MBA (I) H1031	International Human Resource Management
MBA (I) H1032	Strategic Human Resource Management
MBA (I) H1033	Human Resource Development
Specialization: Information System	
MBA (I) H1041	E-Business
MBA (I) H1042	Enterprise Resource Planning
MBA (I) H1043	Software Project Management

The courses of MBA(I) are as follows:

SEMESTER – I

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA(I) 101	English Language	4	30%	30%	40%
MBA(I) 102	Effective Communication skills	4	30%	30%	40%
MBA(I) 103	Business Mathematics	4	30%	30%	40%
MBA(I) 104	Human Skills	4	30%	30%	40%
MBA(I) 105	Computer Application	4	30%	30%	40%
MBA(I) 106	Indian Constitution	4	30%	30%	40%

SEMESTER – II

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA(I) 201	Business Communication	4	30%	30%	40%
MBA(I) 202	Foreign Language	4	30%	30%	40%
MBA(I) 203	Business Statistics	4	30%	30%	40%
MBA(I) 204	Financial Accounting	4	30%	30%	40%
MBA(I) 205	Environment Management	4	30%	30%	40%
MBA(I) 206	Quantitative Aptitude and Logical Reasoning	4	30%	30%	40%

SEMESTER – III

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA (I) 301	Managerial Economics	4	30%	30%	40%
MBA (I) 302	Management Principles	4	30%	30%	40%
MBA (I) 303	Business Environment	4	30%	30%	40%
MBA (I) 304	Elements of Direct and Indirect Taxes	4	30%	30%	40%
MBA (I) 305	Public Relations	4	30%	30%	40%
MBA (I) 306	E-Commerce	4	30%	30%	40%

SEMESTER – IV

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA (I) 401	Entrepreneurship	4	30%	30%	40%
MBA (I) 402	Strategic Management	4	30%	30%	40%
MBA (I) 403	Micro Economics	4	30%	30%	40%
MBA (I) 404	Legal Aspects of Business	4	30%	30%	40%
MBA (I) 405	Management of Cooperatives	4	30%	30%	40%
MBA (I) 406	Human Resource Management	4	30%	30%	40%

SEMESTER – V

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid-term exam	End term exam
MBA (I) 501	Feasibility Study	4	50% Internal Evaluation		50% External Evaluation
MBA (I) 502	Organizational Behavior	4	30%	30%	40%
MBA (I) 503	Creativity and Innovation	4	30%	30%	40%
MBA (I) 504	Information Systems	4	30%	30%	40%
MBA (I) 505	Business Ethics	4	30%	30%	40%
MBA (I) 506	Export-Import Procedures	4	30%	30%	40%

SEMESTER –VI

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid-term exam	End term exam
MBA (I) 601	Marketing Management	4	30%	30%	40%
MBA (I) 602	Financial Management	4	30%	30%	40%
MBA (I) 603	Company law	4	30%	30%	40%
MBA (I) 604	Project Management	4	30%	30%	40%
MBA (I) 605	Business Research Methods	4	30%	30%	40%
MBA (I) 606	Project	4	50% Internal Evaluation		50% External Evaluation

SEMESTER – VII

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid term exam	End term exam
MBA(I) 701	Economics For Managers	4	30%	30%	40%
MBA(I) 702	Accounting for Managers	4	30%	30%	40%
MBA(I) 703	Managerial Communication	4	30%	30%	40%
MBA(I) 704	Organizational Behavior	4	30%	30%	40%
MBA(I) 705	Principles Of Management	4	30%	30%	40%
MBA(I) 706	Quantitative Techniques for Managers	4	30%	30%	40%
MBA(I) 707	Information System For Managers	4	30%	30%	40%
MBA(I) 708	Winter Project	2	50% Internal Evaluation		50% External Evaluation

SEMESTER – VIII

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Mid term exam	End term exam
MBA(I) 801	Cost & Management Accounting	4	30%	30%	40%
MBA(I) 802	Environment for Business	4	30%	30%	40%
MBA(I) 803	Financial Management	4	30%	30%	40%
MBA(I) 804	Human Resource Management	4	30%	30%	40%
MBA(I) 805	Marketing Management	4	30%	30%	40%
MBA(I) 806	Production and Operations Management	4	30%	30%	40%
MBA(I) 807	Business Research Methods	4	30%	30%	40%
MBA(I) 808	Summer Project	4	50% Internal Evaluation		50% External Evaluation

SEMESTER . IX
COMPULSORY COURSES

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA (I) 901	Entrepreneurship Development	4	30%	30%	40%
MBA (I) 902	Management Control Systems	4	30%	30%	40%
MBA (I) 903	Strategic Management	4	30%	30%	40%
MBA (I) 904	Comprehensive Project - I	4	50% Internal Evaluation	50% External Evaluation	

SPECIALIZATION COURSE

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA (I) M911	Integrated Marketing Communication	4	30%	30%	40%
MBA (I) M912	Sales And Distribution Management	4	30%	30%	40%
MBA (I) M913	Consumer Behavior	4	30%	30%	40%
MBA (I) F921	International Financial Management	4	30%	30%	40%
MBA (I) F922	Security Analysis And Portfolio Management	4	30%	30%	40%
MBA (I) F923	Management Of Financial Services	4	30%	30%	40%
MBA (I) H931	Compensation Management	4	30%	30%	40%
MBA (I) H932	Management of Industrial Relations & Labor Legislations	4	30%	30%	40%
MBA (I) H933	Change Management And Organizational Development	4	30%	30%	40%

MBA (I) I941	Information Technology & Business	4	30%	30%	40%
MBA (I) I942	System Analysis And Design	4	30%	30%	40%
MBA (I) I943	Data Base Management System	4	30%	30%	40%

**SEMESTER . X
COMPULSORY COURSES**

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA (I) 1001	International Business	4	30%	30%	40%
MBA (I) 1002	Project Management	4	30%	30%	40%
MBA (I) 1003	Comprehensive Project - II	4	50% Internal Evaluation		50% External Evaluation

SPECIALIZATION COURSES

Course Code	Subject name	Credits	Evaluation components		
			Continuous Evaluation	Midterm exam	End term exam
MBA (I) M1011	Services and Relationship Marketing	4	30%	30%	40%
MBA (I) M1012	International Marketing	4	30%	30%	40%
MBA (I) M1013	Product and Brand Management	4	30%	30%	40%
MBA (I) F1021	Derivatives & Risk Management	4	30%	30%	40%
MBA (I) F1022	Corporate Finance & Restructuring	4	30%	30%	40%
MBA (I) F1023	Banking and Insurance	4	30%	30%	40%
MBA (I) H1031	International Human Resource Management	4	30%	30%	40%

MBA (I) H1032	Strategic Human Resource Management	4	30%	30%	40%
MBA (I) H1033	Human Resource Development	4	30%	30%	40%
MBA (I) H1041	E-Business	4	30%	30%	40%
MBA (I) H1042	Enterprise Resource Planning	4	30%	30%	40%
MBA (I) H1043	Software Project Management	4	30%	30%	40%

EVALUATION:

- (a) The objective of evaluation in the MBA(I) Programme is not only to measure the performance of students but also to motivate them for better performance. Students are to be evaluated on the basis of class tests, quizzes, class participation, home assignments, project reports and Mid-semester and End-semester examinations. The method of evaluation as well as weightage to be assigned to different types of tests will be determined by the faculty teaching the course within the frame work of the department's policy. The evaluation scheme of each course is to be announced to the candidates by the faculty for each course in the beginning of the semester.
- (b) At the end of each semester, the performance of students will be evaluated in terms of letter grades and reports which have the following equivalent grade points and connotations:

(i) **Letter Grades** **Grade Points**

Passed	A+	4.001 to 4.300
Passed	A	3.701 to 4.000
Passed	A-	3.301 to 3.700
Passed	B+	3.001 to 3.300
Passed	B	2.701 to 3.000
Passed	B-	2.301 to 2.700
Passed	C+	2.001 to 2.300
Passed	C	1.701 to 2.000
Failed	C-	1.301 to 1.700
Failed	D+	1.001 to 1.300
Failed	D	0.701 to 1.000
Failed	D-	0.001 to 0.700
Failed	F	0.00

(ii) **Reports** **Connotations**

I	Incomplete
S	Satisfactory
U	Unsatisfactory

- (c) The student is required to fulfill the following conditions:

To maintain minimum grade of C or more in each component i.e. Mid Sem Exam (Out of 30 Per Cent), Continuous Evaluation Component (Out of 30 Per Cent) and End Sem Exam (Out of 40 Per Cent) of each Semester. The range of grade “C” is equivalent grade Point of “1.701-2.000”.

PROVISION FOR PROMOTION IN NEXT SEMESTER:

1. The student will be promoted from first semester to second semester provided his/her term is granted for first semester and he/she has cleared CEC Component with requisite grade.
2. The student will be promoted from second semester to third semester provided his/her term is granted for second semester and he/she has cleared CEC Component with requisite grade.
3. The student will be promoted from third semester to fourth semester provided : (1) his/her term is granted for third semester and he/she has cleared CEC Component with requisite grade, and (2) the student need to clear all the components of first semester with requisite passing grades.
4. The student will be promoted from fourth semester to fifth semester provided : (1) his/her term is granted for fourth semester and he/she has cleared CEC Component with requisite grade, and (2) the student need to clear all the components till second semester with requisite passing grades.
5. The above mentioned rules (no 3 & 4) are applicable (in same manner) for promotion in semester sixth to ten.

AWARD OF DEGREE:

The course shall provide an undergraduate degree in 3 or 4 years, (BM / BAM) followed by a Master's degree in five years (MBA(I)).

(1) Award of a Bachelor's degree (BBA) at the end of three years, if one wishes to discontinue the studies

(2) Award of Master's degree (MBA (I)) at the end of five years

- (a) If the student clears all the components for all subjects in all six semesters with requisite grade, he/she will be awarded BBA Degree.
- (b) If the student clear all the components for all subject in all ten semesters with requisite grade, he/she will be awarded MBA(I) Degree otherwise his/her result of Semester – X will be withheld until he/she clears earlier components in all subject/s with requisite grade.

(d) If a student has not been able to complete any course, he/she will be given ["I"] report implying **incomplete**. This grade will have to be removed within a specific time period as allotted by the College / Department, failing which he/she will be given "F" grade.

(e) After the successful completion of the three and five years of programme as per the requirements laid down as above, the University will issue a consolidated transcript of all the semesters.

Since the MBA(I) Programme is a professional course wherein the students will be subject to a continuous evaluation throughout the duration of the programme, no class/division will be awarded. The students shall be recommended for the award of MBA(I) Degree, only after satisfactory completion of all the requirements of the programme as laid down by the each Department. Hence, there shall be no provision in the programme with regard to gracing and/or condonation in any form.

No candidate will be allowed to reappear at any semester examination which he/she has already passed.

ATTENDANCE:

Candidates shall be required to attend at least 75% of the total class room sessions separately under each of the courses offered to them during the semester. In case a candidate fails to meet the minimum requirement, he/she will have to repeat the respective semester.

CONVERSION OF GRADES INTO PERCENTAGES:

The University has a policy of awarding letter grades and the overall performance of a student is indicated in terms of Cumulative Grade Point Average (CGPA). No class is awarded for the degree of MBA (I)

The minimum passing standard is "C" Grade or equivalent to **1.701** Grade Point. The maximum C.G.P.A. is 4.30 which is equivalent of 91.00 percent while the lowest C.G.P.A. is 0.01 which is equal to 5.00 percent. Considering this normal distribution between 5.00 percent (CGPA=0.01) and 91.00 percent (CGPA=4.30), the conversion factor for each additional 0.01 C.G.P.A. is equal to 0.20 percent.

Accordingly, the CGPA and its equivalent percentage shall be as under:

EXAMPLE: If a student gets 2.98 C.G.P.A. for the complete program, its equivalent percentage will be worked out by two different styles as under:

Example Style No. 1			Example Style No. 2 (Easier Way)		
2.95 (Refer Table) = 64.00 + 0.03 = (3 x .20) = 00.60 ---- ===== 2.98 TOTAL= 64.60 Per cent			= (Obtained Grade X 20) + 5 = (2.98 X 20) + 5 = 64.60 Per cent		
C.G.P.A.	Percentage	C.G.P.A.	Percentage	C.G.P.A.	Percentage
0.01	5.00	2.40	53.00	3.40	73.00
0.25	10.00	2.45	54.00	3.45	74.00
0.50	15.00	2.50	55.00	3.50	75.00
0.75	20.00	2.55	56.00	3.55	76.00
1.00	25.00	2.60	57.00	3.60	77.00
1.25	30.00	2.65	58.00	3.65	78.00
1.50	35.00	<u>2.70 B-</u>	<u>59.00</u>	<u>3.70 A-</u>	<u>79.00</u>
1.75	40.00	2.75	60.00	3.75	80.00
1.80	41.00	2.80	61.00	3.80	81.00
1.85	42.00	2.85	62.00	3.85	82.00
1.90	43.00	2.90	63.00	3.90	83.00
1.95	44.00	2.95	64.00	3.95	84.00
<u>2.00 C</u>	<u>45.00</u>	<u>3.00 B</u>	<u>65.00</u>	<u>4.00 A</u>	<u>85.00</u>
2.05	46.00	3.05	66.00	4.05	86.00
2.10	47.00	3.10	67.00	4.10	87.00
2.15	48.00	3.15	68.00	4.15	88.00
2.20	49.00	3.20	69.00	4.20	89.00
2.25	50.00	3.25	70.00	4.25	90.00
<u>2.30 C+</u>	<u>51.00</u>	<u>3.30 B+</u>	<u>71.00</u>	<u>4.30 A+</u>	<u>91.00</u>
2.35	52.00	3.35	72.00		

Explanation of Grade, Grade Points, Equivalent Percentage and Percentage Bracket

Table No. 1.1						
Explanation of Grade, Grade Points, Equivalent Percentage and Percentage Bracket						
Grade	Grade Points			Equivalent Percentage	Percentage Bracket	Marks out of 30
	From		To			
A+	4.001	to	4.3	91	85-91	27.914
A	3.701	to	4	85	79-85	25.821

A-	3.301	to	3.7	79	71-79	23.030
B+	3.001	to	3.3	71	65-71	20.937
B	2.701	to	3	65	59-65	18.844
B-	2.301	to	2.7	59	51-59	16.053
C+	2.001	to	2.3	51	45-51	13.960
C	1.701	to	2	45	39-45	11.867
C-	1.301	to	1.7	39	31-39	9.077
D+	1.001	to	1.3	31	25-31	6.984
D	0.701	to	1	25	19-25	4.891
D-	0.001	to	0.7	19	5-19	0.007
F	0		0	5	0-5	0.000

EVALUATION SYSTEM

(a) There is a continuous evaluation system under which each student's performance is evaluated over the entire semester for all the courses.

(b) For each course various components of evaluation with their respective weight shall be as follows:

Continuous evaluation components: 30 %

Mid-term Examination: 30 %

End semester examination: 40 %

The continuous evaluation shall cover test elements like case discussions, seminar presentations, quizzes, assignments, projects etc. The teacher concerned shall announce the weightage for each of the above components according to the need of the course within the overall limit of 30 %. The detailed course outline covering the above elements with weightage including session plan shall be prepared by him and shall be distributed to all the students in the beginning of the semester.

(c) The instructor will evolve the criteria for grading individual component/question and the grades will be awarded from F to A+. For the purpose of determining result of the course, all the grades of individual

element/question will be assigned grade-points from the grade conversion table provided in **Table – A**. The illustration showing calculation to determine the grade for the entire course is provided in **Table - B**.

(d) In order to arrive at the final grade for a semester /year, the grade as well as grade point determined as above for each course will be taken as a base and the cumulative grade point average will be determined based on simple average method.

TABLE: A

Grade	Range	100%	1%	2%	3%	4%	5%	6%	7%	8%	10%	15%	20%	25%	30%	40%	60 %
A+	4.001 – 4.300	4.3	0.043	0.086	0.129	0.172	0.215	0.258	0.301	0.344	0.43	0.645	0.86	1.075	1.29	1.72	2.58
A	3.701 – 4.000	4.0	0.040	0.080	0.120	0.160	0.200	0.240	0.280	0.320	0.40	0.600	0.80	1.000	1.20	1.60	2.40
A-	3.301 – 3.700	3.7	0.037	0.074	0.111	0.148	0.185	0.222	0.259	0.296	0.37	0.555	0.74	0.925	1.11	1.48	2.22
B+	3.001 – 3.300	3.3	0.033	0.066	0.099	0.132	0.165	0.198	0.231	0.264	0.33	0.495	0.66	0.825	0.99	1.32	1.98
B	2.701 – 3.000	3.0	0.030	0.060	0.090	0.120	0.150	0.180	0.210	0.240	0.30	0.450	0.60	0.750	0.90	1.20	1.80
B-	2.301 – 2.700	2.7	0.027	0.054	0.081	0.108	0.135	0.162	0.189	0.216	0.27	0.405	0.54	0.675	0.81	1.08	1.62
C+	2.001 – 2.300	2.3	0.023	0.046	0.069	0.092	0.115	0.138	0.161	0.184	0.23	0.345	0.46	0.575	0.69	0.92	1.38
C	1.701 – 2.000	2.0	0.020	0.040	0.060	0.080	0.100	0.120	0.140	0.160	0.20	0.300	0.40	0.500	0.60	0.80	1.20
C-	1.301 – 1.700	1.7	0.017	0.034	0.051	0.068	0.085	0.102	0.119	0.136	0.17	0.255	0.34	0.425	0.51	0.68	1.02
D+	1.001 – 1.300	1.3	0.013	0.026	0.039	0.052	0.065	0.078	0.091	0.104	0.13	0.195	0.26	0.325	0.39	0.52	0.78
D	0.701 – 1.000	1.0	0.010	0.020	0.030	0.040	0.055	0.060	0.070	0.080	0.10	0.150	0.20	0.250	0.30	0.40	0.60
D-	0.001 – 0.700	0.7	0.007	0.014	0.021	0.028	0.035	0.042	0.049	0.056	0.07	0.105	0.14	0.175	0.21	0.28	0.42
F	0.000-0.000	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TABLE: B

Suppose a student is getting the following grades for each of the three major components in a subject, his grade for that subject will be determined as follows:

Continuous Evaluation 30 %			Internal Test 30%			Uni. Examination 40%		
ELEMENT	GRADE	GP	ELEMENT	GRADE	GP	ELEMENT	GRADE	GP
QUIZ-1 5%	A	0.200	QUE:1 5%	A	0.200	QUE :1 8%	A+	0.344
QUIZ-2 5%	B	0.150	QUE:2 10%	C+	0.230	QUE : 2 8%	A	0.320
PRESENT 5%	B+	0.165	QUE:3 10%	B+	0.330	QUE : 3 8%	B+	0.264
SEMINAR 5%	C	0.100	QUE:4 5%	D+	0.065	QUE : 4 8%	C	0.160
ASSIGN 5%	B-	0.135				QUE : 5 8%	B-	0.216
PROJECT 5%	A-	0.185						
TOTAL 30%	B+	0.935	TOTAL 30%	B	0.825	TOTAL 40%	B+	1.304

Overall grade for the course will be calculated as follows:

COMPONENT	GRADE	GRADE – POINT
A: CONTINUOUS EVALUATION	B+	0.935
B: INTERNAL TEST	B	0.825
C: UNIVERSITY EXAMINATION	B+	1.304
OVERALL GRADE – POINT		3.064
OVERALL GRADE		B+

TABLE: C - SEMESTER: I

Sr. No.	Subject	Grade	Grade point
1	CC 101	B+	3.270
2	CC 102	A-	3.425
3	CC 103	B	2.850
4	CC 104	B-	2.555
5	CC 105	C+	2.215
		TOTAL	14.315
		C.G.P.A	2.863
		GRADE	B
		EQ. PERCENT	62.26

CALCULATION OF CUMULATIVE GRADE – POINT AVERAGE FOR THE YEAR:

C.G.P.A. SEMESTER : 1	2.763	SEMESTER : 3	2.890
C.G.P.A. SEMESTER : 2	2.677	SEMESTER : 4	2.780
	-----		-----
TOTAL	5.449	TOTAL	5.670
	=====		=====
C.G.P.A. FOR YEAR-1	2.720	C.G.P.A. FOR YEAR-2	2.835
	=====		=====
GRADE FOR THE YEAR	B	GRADE FOR THE YEAR	B

C.G.P.A. FOR THE BBA. DEGREE = [Three year CGPA Total]/3

C.G.P.A. FOR THE MBA (I). DEGREE = [Five year CGPA Total]/5

Semester - I

MBA (I) 101 - English Language

Course Objectives: - This is the course of the English language as it is strongly believed that sound knowledge of language and continuous practice of various skills help in developing competence of the students. And the main objective of this subject is to provide knowledge and the application of that knowledge to achieve proficiency.

Focus: The course would focus in providing a practical approach which will guide the learner through the method of **Knowing- Learning – Practicing**. **Teaching Methods:** The course will use the following pedagogical tools: (a) Discussions on issues. (b) Projects/ Assignments/ Quizzes/ Class participation etc

Course Duration: The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme: 60% (Internal +CEC) + 40%University Exam = 100%

Course Contents:

Module No.	Module Content	No. of Sessions
I	Grammar and Usage - Introduction : Need for Teaching Grammar: Notions of Correctness and Usage : Types of Grammar (Descriptive, Prescriptive, Functional) :Elements and Functions :Parts of Speech Form/Function Adjectives, Adverbs: Function, Place and Order in a Sentence, Sentence Structure :Noun Phrase Verb Phrase	10
II	Grammar and Usage – : Classification of Sentences: Framing Negative Sentences :Framing Questions, Tag Questions, WH Questions : Simple, Compound, Complex Sentences : Clauses – Coordinate, Subordinate, Noun Clauses, Adjective Clauses, Adverbial Clauses, Conditional Clauses, Transformations, Simple/Compound/Complex, Affirmative/Negative, Change of Narration, Change of Voice, Degrees of Comparison	10
III	Word Formation...1: Use of Affixes in the Formation of Words in Different Parts of Speech, Number & Degrees of Comparison : Conversion: Reduplication :Clipping	10
IV	Word Formation...1: Compound Formation: Acronyms: Inventions: Borrowings: Substitute.	10
V	Book Review & Movie Review: Structure of Book Review and Movie Review: Elements Book Review and Movie Review: English Literary Books - English Movies – Classics.	10

Text Book:-

Murphy, R. Intermediate English Grammar. New Delhi: Cambridge University, Indian Reprint, 2005

Reference Book:-

1. Bolton, David. English Grammar in Steps. New Delhi: Orient Longman, 2008
2. Cowan, Ron. Teachers Grammar of English. New York: CUP, 2008

Session Plan:-

Session nos.	Topic to be covered
1-2	Need for Teaching Grammar: Notions of Correctness and Usage :
3-5	Types of Grammar (Descriptive, Prescriptive, Functional)
6-8	Elements and Functions :Parts of Speech Form/Function Adjectives, Adverbs: Function, Place and Order in a Sentence
9-10	Sentence Structure: Noun Phrase Verb Phrase.
11-14	Classification of Sentences: Framing Negative Sentences: Framing Questions, Tag Questions, WH Questions: Simple, Compound, Complex Sentences
15-17	Clauses – Coordinate, Subordinate, Noun Clauses, Adjective Clauses, Adverbial Clauses, Conditional Clauses
18-20	Transformations , Simple/Compound/Complex, Affirmative/Negative, Change of Narration, Change of Voice, Degrees of Comparison.
21-23	Use of Affixes in the Formation of Words in Different Parts of Speech,:
24-26	Number & Degrees of Comparison
27-30	Conversion: Reduplication: Clipping.
31-34	Compound Formation ::
35-37	Acronyms
38-39	Inventions: Borrowings
40	Substitute
41-43	Structure of Book Review and Movie Review :
44-47	Elements Book Review :
47-50	Movie Review: English Movies – Classics

Content:

No.	Topics	Topics to be covered
1	Grammar and Usage - 1	1.Introduction <ul style="list-style-type: none">• Need for Teaching Grammar• Notions of Correctness and Usage• Types of Grammar (Descriptive, Prescriptive, Functional) 2. Elements and Functions <ul style="list-style-type: none">• Parts of Speech• Form/Function• Adjectives, Adverbs: Function, Place and Order in a Sentence 3. Sentence Structure <ul style="list-style-type: none">• Noun Phrase• Verb Phrase
2	Grammar and Usage - 2	1. Classification of Sentences <ul style="list-style-type: none">• Framing Negative Sentences• Framing Questions, Tag Questions, WH Questions• Simple, Compound, Complex Sentences• Clauses – Coordinate, Subordinate, Noun Clauses, Adjective Clauses, Adverbial Clauses, Conditional Clauses,• Transformations – Simple/Compound/Complex, Affirmative/Negative, Change of Narration, Change of Voice, Degrees of Comparison 2. Phrasal Verbs
3	Word Formation...1	<ul style="list-style-type: none">• Use of Affixes in the Formation of Words in Different Parts of Speech, Number & Degrees of Comparison• Conversion• Reduplication• Clipping
4	Word Formation...2	Compound Formation <ul style="list-style-type: none">• Acronyms• Inventions• Borrowings• Substitute
5	Book Review & Movie Review	<ul style="list-style-type: none">• Structure of Book Review and Movie Review• Elements Book Review and Movie Review• English Literary Books• English Movies – Classics

MBA (I) 102 - Effective Communication Skills

Course Objectives: - Communication is a very essential skill for the managers to be successful in their professional career. The objective is to acquaint the students with the basic concepts and techniques of communication that is useful in developing skills of communicating effectively.

Focus: The course has unique feature and offers training in essential soft skills, integrating them with all the four language skills- Listening, Speaking, reading and writing- and all the four language components- pronunciations, vocabulary, grammar and spelling.

Course Duration: The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme: 60% (Internal +CEC) + 40% University Exam = 100%

Course Contents:

Module No.	Module Content	No. of Sessions
I	Communication Skills: Definition/Types: Process/Cycle : low/Network/Levels : Verbal and Non Verbal Communication : Noise :Barriers	10
II	Listening Skills : Hearing and Listening, Phonetic features of listening, Purpose and barrier to listening, Sound Discrimination: Understanding Lexical Items : Stress and Intonation Patterns : Structural Items (Use and Meaning) : Retrieving General Information	10
III	Speaking Skills : Social Conversation Skills : Starting a Conversation: Greetings :Introducing Oneself and Others : Apologizing and Excusing : Asking for and Giving Information : Agreeing and Disagreeing : Inviting – Accepting and Declining Invitations: Expressing Likes and Dislikes Complimenting	10
IV	Reading Skills :Reading as an Interactive Skill : Purposes of Reading : Different Kinds of Texts: Strategies needed to Interpret Texts : Interpreting Cohesive Devices, Discourse Markers, and Grammatical Structures	10
V	Writing Skills : Differences between Spoken and Written English : Strategies of Developing a Paragraph : Process of Writing : Brainstorming : Discovering and Developing a Plan for Writing : Drafts: Exploratory, Working and Final : Levels of Effective Writing :Sentence Structure : Vocabulary : Point of View : Punctuations.	10

Teaching Methods:

The course will use the following pedagogical tools:

- Lectures
- Role plays
- Case discussion
- Projects/ Assignments/ Quizzes/ Class participation etc.

Text Book:-

- Technical Communication: Principles and Practice – Meenakshi Raman, Sangeeta Sharma (OUP)
- Personality Development, Harold Wallace and Ann Masters, Cengage Publishers.
- Basic Communication Skills for Technology Andrea J. Rutherford (Pearson Education)
- Ur, Penny. Teaching Listening Comprehension. Cambridge: CUP, 1984.
- Srinivas, Revathi. Communicating Effectively in English Book I. Ed. ShardaKaushik.
- Chandigarh: Abhishek Publishers, 2008
- Tillitt, B & Brudea Mary Newton. Speaking Naturally Communication Skills in American English, New York: CUP, 2004

Reference Book:-

- Communication Skills for Technical Students. T.M. Farhathullah (Orient Longman)
- English for Technical Communication, - K.R. Lakshminarayanan, (Scitech Publications, Chennai.)
- Basics of Management and Communication Skills.- Dr. P.C. Shejwalkar (Everest Publishing House)
- Business Communication Strategies-Matthukutty M. Monippally (Tata – McGraw –Hill)
- Field, John. Listening in the Language Classroom. New York: CUP, 2008
- Rogerson, Pamela. Speaking Clearly. New York: CUP, 2000
- Body Language. - Allan Pease. (Sheldon Press, London)

Session Plan:-

Session nos.	Topic to be covered
1-4	Communication Skills: Definition/Types: Process/Cycle: Flow/Network/Levels.:
5-6	Types of Grammar (Descriptive, Prescriptive, Functional) Verbal and Non Verbal Communication Noise Barriers
7-10	Listening Skills : Sound Discrimination
11-12	Understanding Lexical Items.
13-14	Stress and Intonation Patterns : Structural Items (Use and Meaning)
15-16	Retrieving General Information
17-18	Social Conversation Skills : Starting a Conversation:
19-20	Greetings : Introducing Oneself and Others :Complimenting
21-23	Apologizing and Excusing :
24-26	Asking for and Giving Information :
27-29	Conversion: Reduplication: Clipping Agreeing and Disagreeing: Inviting – Accepting and Declining Invitations: Expressing Likes and Dislikes.
30-33	1 Reading as an Interactive Skill
34-36	1 Purposes of Reading
37-38	Different Kinds of Texts: Strategies needed to Interpret Texts
39-40	Interpreting Cohesive Devices, Discourse Markers, and Grammatical Structures
41-44	Differences between Spoken and Written English

45-48	Strategies of Developing a Paragraph : Process of Writing : Brainstorming : Discovering and Developing a Plan for Writing : Drafts: Exploratory, Working and Final:
48--50	1 Levels of Effective Writing Sentence Structure Vocabulary Point of View 2 Punctuations

No.	Topics	Topics to be covered
1	Grammar and Usage - 1	2.Introduction <ul style="list-style-type: none"> • Need for Teaching Grammar • Notions of Correctness and Usage • Types of Grammar(Descriptive, Prescriptive, Functional) 2. Elements and Functions <ul style="list-style-type: none"> • Parts of Speech • Form/Function • Adjectives, Adverbs: Function, Place and Order in a Sentence 3. Sentence Structure <ul style="list-style-type: none"> • Noun Phrase • Verb Phrase
2	Grammar and Usage - 2	2. Classification of Sentences <ul style="list-style-type: none"> • Framing Negative Sentences Framing Questions, Tag Questions, WH Questions Simple, Compound, Complex Sentences Clauses – Coordinate, Subordinate, Noun Clauses, Adjective Clauses, Adverbial Clauses, Conditional Clauses, Transformations – Simple/Compound/Complex, Affirmative/Negative, Change of Narration, Change of Voice, Degrees of Comparison 2. Phrasal Verbs
3	Word Formation...1	Use of Affixes in the Formation of Words in Different Parts of Speech, Number & Degrees of Comparison Conversion Reduplication Clipping
4	Word Formation...2	Compound Formation Acronyms

		Inventions Borrowings Substitute
5	Book Review & Movie Review	Structure of Book Review and Movie Review Elements Book Review and Movie Review English Literary Books English Movies – Classics

MBA (I) 103 - Business Mathematics

Course Objectives:- The aims of this course is to understand and be able to use the language, symbols and notation of mathematics, develop mathematical curiosity and use inductive and deductive reasoning when solving problems, become confident in using mathematics to analyze and solve problems both in real-life situations.

Focus: The course would focus in providing a practical knowledge to analyze and solve the mathematical problems.

Teaching Methods: The following pedagogical tools will be used to teach this course:

- a) Lectures and Discussions
- b) Problem Solving
- c) Assignments

Course Duration: The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme: 60% (Internal +CEC) + 40%University Exam = 100%

Textbook (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	D. C. Sancheti & V. K. Kapoor	Business Mathematics	Sultan Chand & Sons	Eleventh or Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	P. K. Gupta and man Mohan	Operation research and Statistical analysis	Sultan Chand & Sons	Latest Edition
R2	Dr. Amarnath Dikshit & Dr. Jinendra Jain	Business Mathematics	Himalaya Publishing House	Latest Edition

Instructions:

- The students are informed to do a pre-session reading.
- The deadline given for the submission would stand final, there won't be any extension given for the same.
- No late submissions would be entertained.

Session Plan:

Module	Course Topics	No. of Sessions Required
I	Introduction of Mathematics and its Implication.	16
	Set Theory Sets, types of sets, subset, power set, null set, universal set, equality of two sets, complement of a set, union and intersection of sets, difference of two sets, Venn diagram law of algebra of sets, De Morgan Laws, Cartesian product of two sets and number of elements in a finite set.	
	Matrix Algebra Meaning of matrix and types of matrices- Null matrix, square matrix, identity matrix, symmetric matrix and skew symmetric matrix, transpose of a matrix, orthogonal matrix, addition, subtraction and multiplication of matrices, determinants and their basic properties (without proof), singular and non singular matrices, inverse of a matrix, adjoint of a matrix, solution of simultaneous equations (for two and three variables only) using inverse of matrix.	
II	Function Concepts of a function, domain, co-domain and range of a function, constant functions, real functions, different functions and their graphs - linear function, quadratic function, polynomial function, rational function, exponential function and logarithmic function, function in economic theory (demand, supply, consumption, revenue and cost function) equilibrium price.	16
	Limit Limit as a function, limit of sum, product and quotient of two functions and their uses in evaluating limits, use of the standard forms (without proof) : $\lim (1 + 1/n)^n$, $\lim (1 + n)^{1/n}$, $\lim x^n - 1/x$ and $\lim x^n - a^n/x - a$ as $n \rightarrow \infty$, $x \rightarrow \infty$, $x \rightarrow a$.	
III	Linear Programming Introduction of Operation Research, Meaning of linear programming, Mathematical formulation of LP Problem for two variables, solution of LP problems by Graphical Method.	8
IV	Transportation Problems: Only Initial Solution Formulation of transportation problem its initial basic feasible solution by North-West Corner rule, Matrix minima (least cost method), Vogel's Approximation Method (VAM).	10
	Assignment Problems: - Assignment problem and its optimum solution by Hungarian method.	

Websites to be referred:

Sr. No.	URL of the Website
1	www.webmath.com
2	www.mathforum.com
3	www.AAAMath.com
4	www.easymaths.org

Note: Wherever the standard books are not available for the topic appropriate print and compiled resources, journals and books published by different authors may be prescribed.

MBA (I) 104 - Human Skills

Course Objectives:

- 1) To make students understand the basics of human nature and different types of skills needed for effective management of the organization
- 2) To impart essential human skills to students through interactive pedagogy

Focus: The course would focus in providing a practical approach which will guide the learner through the method of Learning and Implementing.

Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussions on issues.
- (b) Projects/ Assignments/ Quizzes/ Class participation etc
- (c) Case study/Roll Plays/Games

Course Duration: The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme: 60% (Internal +CEC) + 40% University Exam = 100%

Text Book/Reading Material: Reading Material will be provided to the students for the topics mentioned in the content.

Reference Books:

Title	Name of the Author	Publisher
Basic Managerial Skills For All	E.H. McGrath	PHI
Understanding Organization Behavior	Udai Pareek	Oxford
Behavior in Organization	Jerald Greenberg and Robert A. Baron	PHI (Ninth Edition)
Organizational Behavior	Margie Parikh and Rajan Gupta	TMH
Organizational Behavior	Stephen Robbins, Timothy Judge, Seema Sanghi	Pearson Education (Latest Edition)

Content:

Sr. No	Topics	Sub Topics	No. of Sessions Required
Module 1: Basics of Human Nature	Introduction	Introduction of Human Nature and Human Skill	8
		Factors affecting Human Nature and Skill	
	Basic Human Skill	Reading, Writing, Listening	
		Analysis of Strength and Weakness	
	Learning	Learning Process	15

Module 2: Developing Abilities		Types of Learning: Classical and Operant Conditioning, Social Learning	
		Reinforcement Schedule	
	Physical Abilities	Definition and types of physical ability	
	Intellectual Abilities	Definition and types of Intellectual ability	
		Emotional Intelligence	
	Effective Thinking	Meaning of thinking	
		Critical thinking and Creative thinking	
		Thinking tools	
		Barriers to critical thinking	
Module 3:Development of skills	Managerial skill	Managerial functions and roles	15
	Decision Making Skill	Process of decision making	
		Decision Making Style	
		Decision Making Approach	
	Interpersonal Skill	Meaning of Interpersonal skill	
		Listening and Assertion	
		Giving and Receiving Feedback	
	Social Skill	Types of Social Skills	
		Impression Management	
Module 4: Understanding Group Behavior	Understanding Group and Teams	Types of Groups	8
		Group Forming Process	
		Roles in the group	
		Factors affecting group Effectiveness	
	Managing Conflict and Negotiation	Meaning and Causes of Conflict	
		Handling Conflict	
		Negotiation Process	
Module 5	Case Discussion	1) Managerial Function and Role 2) Decision Making 3) Understanding Group behaviour 4) Conflict and negotiation	4

MBA (I) 105 - Computer Application

Course Objective:

The main objective of this course is to enable the students to acquire basic knowledge of computer and understand the fundamentals in computer system. The course includes introduction to basics of computers and its applications in the various areas of business. As in today's time no Business can function without technology and computers. With the help of this training students can develop and strengthen overall computer skills

Focus:

The course would focus in providing a practical approach which will guide the learner through the method of **Knowing- Learning – Practicing**.

Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on issues.
- (b) Practical Sessions
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

Course Duration:

The course duration is of 50 sessions (Including practical sessions) of 60 minutes each.

Evaluation Scheme

60% (Internal +CEC) + 40%University Exam = 100%

		Weightage
A	Projects/ Assignments/ Quizzes/ Class participation etc	30% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment) (15% Theory and 15% Practical)
C	End-Semester Examination	40% (External Assessment) (20% Theory and 20% Practical)

The detail of CEC is as under:-

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)	Marks
1	Assignment	Individual	10
2	Quiz	Individual	5
3	Practical Session/Project	Individual	5
4	Class Participation & Attendance	Individual	10

Textbooks:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	R P Soni, Harshal Arolkar, Sonal Jain	Working with Personal Computer Software	Books India	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Vishal Soni	Computer Applications for Management	Himalaya Publishing House	Latest Edition
R2	Ramesh Behl	Information Technology for Management	Mc Graw Hill	2 nd edition
R3	R K Taxali	PC Software for Windows 98 made simple	Tata McGraw-Hill, New Delhi,	Latest Edition

Instructions:

- The students are informed to do a pre-session reading of study topics and review on different subject and bring in the class.
- The deadline given for the submission would stand final, there won't be any extension given for the same.
- No late submissions would be entertained

Module	Module Content	No. of sessions required
I	Exploring the Computer Computer – definition -Computer for individual users & Organizations, Components of Computer - input unit - output unit - storage unit CPU- ALU - control unit - computer hardware – System software - Application software. Computer systems Types of Computer systems- Micro, Mini, Mainframe and Super Computers - Business and Scientific Computer systems - First, second, third and fourth generation Computers - Laptop and notebook	10
II	Operating Systems & Data Processing Types of operating Systems: Computer data - Information – storage devices - primary memory - RAM, ROM, PROM, EPROM, secondary memory Importance of computers in business - Computer applications in various areas of business- Computer related jobs in business. Networking Networking Basics -The uses of a network -Common types of networks - Network topologies - Network media - Network hardware	10
III	MS OFFICE WORD -Creating a new document -Opening/modifying a saved document -converting files to and from other document formats -Adding symbols & pictures to documents - headers and footers -Finding and replacing text - spell check and Grammar check -adjusting margins, line space - character space -	15

	<p>Changing front type, size -Bullets and numbering -Tables -Adding, editing, deleting tables. Mail Merge usage.</p> <p>POWERPOINT -Creating new presentations -Opening existing presentations -editing, deleting, copying, hiding slides -Presentations – Applying new design –Adding graphics -Using headers and footers Animating text -Special effects to create transition slides</p>	
IV	<p>EXCEL -Working with worksheets -cells -Entering, editing, moving, copying, cutting, pasting, transforming data -Inserting and deleting of cells -Working with multiple worksheets - switching between worksheets - sorting and filtering data moving, copying, inserting & deleting worksheets -Using formulas for quick Calculations - Creating and editing charts-elements of an EXCEL chart -Types of chart - chart wizard -Formatting chart elements -Pivot tables -What-if analysis.</p> <p>Introduction to MS Access and Outlook</p>	15

MBA (I) 106 - Indian Constitution

Course Objectives: - The aim of this course is to ensure all participants understand basics of Indian Constitution. It is essential to know the legal framework of a country specifically its constitution which is over and above all. Participants are required to understand how constitution has to be kept in mind while operating business in the given country.

Focus: The course focus is on learning implications of Indian Constitution with respect to business.

Teaching Methods:

The following pedagogical tools will be used to teach this course:

- d) Lectures and Discussions
- e) Problem Solving.
- f) Assignments

Course Duration: The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme: 60% (Internal +CEC) + 40%University Exam = 100%

Course Contents:

Module No.	Module Content	No. of Sessions
I	Introduction Constitution' meaning of the term,, Indian Constitution: Sources and constitutional history, Features: Citizenship, Preamble, Fundamental Rights and Duties, Directive Principles of State Policy	10
II	Union Government and its Administration Structure of the Indian Union: Federalism, Centre- State relationship, President: Role, power and position, PM and Council of ministers, Cabinet and Central Secretariat, Lok Sabha, Rajya Sabha	10
III	State Government and its Administration Governor: Role and Position, CM and Council of ministers, State Secretariat: Organisation, Structure and Functions	10
IV	Local Administration District's Administration head: Role and Importance, Municipalities: Introduction, Mayor and role of Elected Representative, CEO of Municipal Corporation, Pachayati raj: Introduction, PRI: Zila Pachayat, Elected officials and their roles, CEO Zila Pachayat: Position and role, Block level:	10

	Organizational Hierarchy (Different departments), Village level: Role of Elected and Appointed officials, Importance of grass root democracy	
V	Election Commission Election Commission: Role and Functioning, Chief Election Commissioner and Election Commissioners, State Election Commission: Role and Functioning, Institute and Bodies for the welfare of SC/ST/OBC and women	10

Text Book/Reading Material: Reading Material will be provided to the students for the topics mentioned in the content.

Reference Books:

Title	Name of the Author	Publisher
Indian Polity	Laxmikanth	McGraw Hill Education
Our Constitution	Subhash Kashyap	National Book Trust, India
Introduction to the Constitution of India	D D Basu	LexisNexis

Semester – II

MBA (I) 201 - Business Communication

1. Objectives:

- a. To enhance the significance of effective business communication in today's business environment.
- b. To develop the communication skills that required in different business contexts through various interactive activities
- c. To develop practical aspect of Business communication.

2. Course Duration: The course duration is of 40 sessions of 1 Hour each i.e. 40 hours.

3. Course Contents:

Module	Module Content	No of Session Required	Weightage (Out of 100 %)
1	Business Communication – Definition, Importance & benefit of effective communication, Components of Communication, Concepts & problems of communication. Need for business correspondence & its importance, Various kinds of Business correspondence	8	20
2	Business Letter - Characteristics of Business Letter Replies to letter of Enquires, Drafting of business Complaints, claims, Collection letter, drafting of sales letter, Drafting of Correspondence of company secretary such as letter to Directors, Shareholders, Public, etc.	10	25
3	Circulars, Notice & Memos – Meaning & content of Circulars, Development of Circulars, Drafting notice, minutes of meeting & circular.	10	25
4	Report Writing – Classification of report, Features of goods report, report in form of memorandum, report of committee, newspaper reports, Proposals- Meaning, purpose & Kinds of Proposals, Development of Short & Long Proposals	12	30

4. Teaching Method: The following pedagogical tools will be used to teach this course:

(1) Lectures and Discussions (2) Practical Assignment*

Practical Assignment Includes Writing Letters, Circular & Reports

5. Evaluation pattern:

Assessment Criteria	Weightage
End Term (University) Examination	40% (External Assessment)
Mid Sem Examination	30 % (Internal Assessment)
Attendance, Quiz & Assignments	30 % (Internal Assessment)

6. Text Book

Sr. No.	Name of Author	Name of Book	Publication house	Edition
1	Lesikar	Business Communication	TMH	11 th , Latest

7. Reference Book

Sr. No.	Name of Author	Name of Book	Publication house	Edition
1	K.K. Ramchandaran, Lakshmi K K , K K Kartik, M Krishna Kumar	Business Communication	Macmillan	First Edition

8. List of Newspapers. Students will have to refer to Following News Paper.

1. Business Standard
2. Economic Times

9. Session Plan

Sessions	Topics to be covered
1-2	Importance & benefit of effective communication,
3	Components of Communication,
4	Concepts & problems of communication.
5-6	Need for business correspondence & its importance,
7-8	Function & Various kinds of Business correspondence
9	Characteristics of Business Letter.
10-11	Replies to letter of Enquires
12-14	Drafting of business Complaints, claims
15-16	Drafting of sales letter
17-18	Drafting Correspondence of company secretary such as letter to Directors, Shareholders etc.
19-20	Meaning & content of Circulars
21-22	Development of Circulars
23-24	Drafting notice, minutes of meeting
25-28	Drafting of & Circular & Memos
29	Classification of report
30-32	Features of goods report, report in form of memorandum
33-34	Report of committee
35-36	Newspaper reports
37	Proposals- Meaning, Purpose & Kinds of Proposals
38-40	Development of Short & Long Proposals

MBA (I) 202 – Foreign Language

Language Offered - Spanish

Proposed Faculty: Mrs Lata N. & Dr Adithya Yagnik

Duration: 40 Hours – Part I of II – A1 Proficiency

Created by: Course Coordinator – Hk School of Foreign Languages, Ahmedabad

Course Objective:

Spanish is one of the leading spoken language in the world. This course will help MAM Students to reach to the world of internationalization, as Spanish language is spoken in more than 100 countries. By learning Spanish, student can get good opportunities for the employment in MNCs or become entrepreneur with international trade.

Pedagogic Style of teaching:

The language can be learned by practicing. So, the pedagogic style will be more based on practice once the thorough understanding is provided for words, Vocabulary, grammar and sentence framing.

Course Plan for each 10 hours UNIDAD.

UNIDAD 1 / NOSOTRAS – CADA UNIDAD TIENE DIEZ HORAS En esta unidad vamos a conocer a los compañeros de clase. **Para ello vamos a aprender:**

- > a dar y a pedir datos personales (el nombre, la edad...)
- > a saludar y a despedirnos > recursos para preguntar sobre las palabras > el género
- > las tres conjugaciones: **-ar, -er, ir** > los verbos **ser, tener y llamarse**
- > los números del 1 al 100 > el abecedario
- > las nacionalidades > las profesiones

UNIDAD 2 / QUIERO APRENDER ESPAÑOL

En esta unidad vamos a decidir qué queremos hacer en este curso de español.

Para ello vamos a aprender:

- > a expresar intenciones > a expresar intereses
- > a explicar los motivos de lo que hacemos
- > el Presente de Indicativo (verbos terminados en **-ar/-er/-ir**)
- > algunos usos de **a, con, de, por** y **para** > el artículo determinado > los pronombres personales sujeto

UNIDAD 3 / ¿DONDE ESTÁ SANTIAGO?

En esta unidad vamos a hacer un concurso de nuestros conocimientos sobre el mundo hispano.

Para ello vamos a aprender:

- > a describir lugares y países > a expresar existencia
- > a hablar de ubicación > a hablar del clima
- > algunos usos de **hay** > el verbo **estar** > el superlativo

- > **un/una/unos/unas** > **mucho/mucha/muchos/muchas**
- > **qué/cuál/cuáles/cuántos/cuántas/dónde/cómo**

UNIDAD 4 / ¿CUÁL PREFIERES?

En esta unidad vamos a hacer la lista de las cosas que necesitamos para pasar un fin de semana fuera.

Para ello vamos a aprender:

- > a identificar objetos > a expresar necesidad
- > a comprar en tiendas: preguntar por productos, pedir precios, etc. > a hablar de preferencias > los demostrativos: **este/esta/estos/estas/esto** > **el/la/los/las** + adjetivo
- > **qué** + sustantivo / **cuál/cuáles** > **tener que** + infinitivo
- > el verbo **ir** > los números a partir de 100 > los colores
- > las prendas de vestir > los objetos de uso cotidiano

MBA (I) 203 - Business Statistics

Course Objectives:-

Statistics is used to make inferences related to situations. Various Statistical methods can be applied to different situations to arrive at meaningful results. This subject aims to familiarize students towards perceiving and analyzing modern business & economic numericals and apply statistical techniques for arriving at sound management decisions. To develop skills in structuring and analyzing business problems using quantitative analysis. To understand the effective use of computer software for resolution of statistical problems.

Focus:

The course would focus in providing a theoretical and practical knowledge of statistics with their implication in business.

Teaching Methods:

The following pedagogical tools will be used to teach this course:

- d) Lectures and Discussions
- e) Problem Solving.
- f) Assignments

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

60% (Internal +CEC) + 40%University Exam = 100%

		Weightage
A	Assignments/ Quizzes/ Class Participation, Attendance etc	30% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment)
C	End-Semester Examination	40% (External Assessment)

The details of CEC are as under:-

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)	Marks
1	Assignment	Individual	10
2	Quiz	Individual	15
3	Class Participation & Attendance	Individual	05

Session Plan:

Module	Course Topics	No. of Sessions Required
I	Introduction to Statistics: Basic concepts, Statistics in business, Data measurement	14
	Measure of Central Tendency Mean, Median, Mode, Percentiles, Quartiles, Numericals, Learnings on the Computer	
	Measures of Dispersion Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation, Learnings on the Computer	
II	Measures of Association (Correlation) Correlation, Methods of Correlation study - Scatter Diagram, Karl Pearson's coefficient of correlation, Rank correlation, Numericals, Learnings on the Computer (Except Bivariate frequency distribution)	14
	Simple Regression Analysis Introduction to regression analysis, regression lines, Develop Trend line, Numericals, Learnings on the Computer	
III	Probability: Introduction, Methods of assigning probabilities, Structure of probability, Marginal, Union, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem, Numericals	12
	Probability Distributions: Discret Distributions – Compared with Continuous Distributions, Binomial Distribution, Poisson Distribution, Numericals, Learnings on the Computer	
	Continuous Distributions - Normal Distribution, Numericals, Learnings on the Computer	
IV	Index Numbers: Fixed Base and chain Base method. Price & Quantity index, Factors construction of index numbers, deflating prices and income Laspayer's, Paashe's & Fisher's Index Number.	10
	Use of any software (EXCEL, Minitab, SPSS etc.) for exposure to the above concepts. Statistical Modeling using SPSS.	

Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	J. K. Sharma	Business Statistics	Pearson	Third Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Ken Black	Business Statistics for Contemporary Decision Making	Wiley	Latest Edition
R2	Levin and Rubin	Statistics for Management	Pearson	7 th Edition
R3	Anderson, Sweeney and Williams	Statistics for Business and Economics	Cengage Learning	11 th Edition

Instructions:

- The students are informed to do a pre-session reading.
- The deadline given for the submission would stand final, there won't be any extension given for the same.
- No late submissions would be entertained.

Journals/ Magazines/ Periodicals to be referred:

Sr. No	Publisher	Title
1	Serial Publications	International Journal of Business Statistics and Finance
2	Serial Publications	International Journal of Statistics and Management Systems

Websites to be referred:

Sr. No.	URL of the Website
1	www.statpages.com
2	www.statsoft.com

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

MBA (I) 204 - Financial Accounting

Course Objectives:-

The main objective of this course is to strengthen student understanding of accounting concepts and process. By studying this course students will be able to understand fundamentals, corporate final accounts, depreciation and financial analysis. The students will be able to evaluate company's performance based on financial information.

Focus:

The course would focus in providing a theory and practical approach towards understanding of financial accounting.

Teaching Methods:

The course will use the following pedagogical tools:

- (a) Classroom Session
- (b) Projects/ Assignments/ Quizzes/ Class participation etc.

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

60% (30% Mid Sem Exam + 30% CEC) + 40% University Exam = 100%

		Weightage
A	Projects/ Assignments/ Quizzes/ Class participation etc.	30% (Internal Assessment)
B	Mid-Semester Examination	30% (Mid Sem Exam Assessment)
C	End-Semester Examination	40% (External Assessment)

The details of CEC are as under:-

Sr. No	Parameters	Nature of Activity (Individual/Group)	Weightage
1	Project Report	Group	10%
2	Quizzes	Individual	5%
3	Assignment	Individual	5%
4	Attendance and Class Participation	Individual	10%
5	Mid Term Examination		30%
6	End Term Examination (University Exam)		40%

Session Plan

Module No.	Topics/ Sub topics	Sessions
1	Meaning, Scope and objectives of Accounts, types of accounting, Rules of Debit Credit, accounting concepts, conventions, Language of Business	4
	Journal Entry, Ledger and Posting	5
2	Preparation of Trial balance	2
	Account Glossary	3

	Preparation of Corporate Final Account – Horizontal	5
	Preparation of Corporate Final Account –Vertical	6
3	Introduction to Depreciation	1
	Methods of calculating Depreciation, Straight line, Written Down, Sum of the Year and Production Unit Method.	6
	Valuation of Inventories	6
4	Financial Statement Analysis	4
	Horizontal Analysis, Vertical Analysis, Ratio Analysis, Understanding Annual Report	8
	Total Sessions	50

Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	R. Narayanaswamy	Financial Accounting: A Managerial Perspective	PHI Learning Private Limited	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Ambrish Gupta	<i>Financial Accounting for Management: - An Analytical Perspective</i>	<i>Pearson Education</i>	Latest Edition
R2	Ashok Bannerjee	<i>Financial Accounting-A Managerial Emphasis</i>	Excel Books	Latest Edition
R3	S.N Maheshwari and S.K Maheshwari	A Text Book of Accounting for Management	<i>Vikas Publishing House</i>	Latest Edition

Instructions:

- The students are informed to do a pre-session reading of theory.
- The deadline given for the submission would stand final, there won't be any extension given for the same.
- No late submissions would be entertained

Project Report – Financial Analysis of Company

It is a group project and maximum two students are allowed in a group. A group has to select one Public limited company which should be listed in Bombay stock exchange. The guidelines will be provided separately.

Websites

www.icwai.org
www.accountingweb.com
www.accountingpage.com
www.moneycontrol.com
www.principlesofaccounting.com

www.icaai.org
www.accountancy.com
www.finmin.nic.in
www.equitymaster.com
www.finance.yahoo.com

MBA (I) 205 - Environment Management

Objective

After studying the subject students will develop their lifelong skills and awareness including:

- A knowledge of environmental processes and the impacts of societies on the environment
- The scientific principles that underpin issues of sustainability and environmental management
- The causes of key issues affecting the environment as well as possible ways of managing these
- The pressures which impact on the environment and potential solutions to these.

Focus

The course would focus in providing a practical approach which will guide the learner through the method of **Knowing- Learning – Practicing**.

Teaching Methods

The course will use the following pedagogical tools:

- (a) Discussions on issues.
- (b) Projects/ Assignments/ Quizzes/ Class participation etc.

Course Duration The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

	Components	Weightage
A	Projects/ Assignments/ Quizzes/ Class participation etc.	30% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment)
C	End-Semester Examination	40% (External Assessment)

Course Content:

Unit	Topics	Weightage
1	Introduction to Ecology, Environment and its component, Biodiversity, Environment Management,	25%
2	Elements of Environmental Resources Management-Air Environment, Water Environment, Land Environment, Mineral Resources, Biological Resources, Energy Resources, Pollution and Pollution Control, Global Warming and Climate Change, Sustainable development, Management of Water, National River Action Plan (NRAP),The National Water Development Authority(NWDA), Environmental Movements- Chipko movement, Appikko movement, Narmada Bachao Aandolan, Water conservation- Tips to save water, Rainwater harvesting and Watershed management	25%
3	Solid Waste Management, Integrated Solid Waste Management, E-waste Management, Radioactive Waste Management	25%
4	Stockholm Conference and The Earth Summit Agreements, The forty Second Amendment Act, Environmental Protection and Fundamental Rights, Environmental Legislation in India, Forest and Wildlife Legislations,	25%

	Pollution Control Legislations, The Air Act, 1981, The Environment Protection Act, 1986, Environmental Operations in Business, Green Marketing, Sustainable Green Marketing: Triple Bottom Line, Gort Cloud, Eco-Labeling, Environmental Crime Contemporary Issues in Environmental Management Corporate Environmental Responsibility ISO 14000 and Environment Management System Environmental Ethics Carbon Credit and Acid Rain	
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Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	M. M. Suplhy	Intoduction to Environment Management	PHI Learning Private Ltd.	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Shashi Chawla	A Textbook Of Environmental Studies	Tata McGraw Hill	2012
R2	Raj Kumar Singh	Environmental Studies	Tata McGraw Hill	2011
R3	Anindita Basak	Environmental Studies	Pearson Education	First Edition,
R4	N K Uberoi	Environmental Management	Excel Books	Second Edition
R5	G N Pandey	Environmental Management	Vikas Publishing House	First Edition,

Instructions:

- The students are informed to do a pre-session reading of articles related to environmental issues and bring in the class.
- The deadline given for the submission would stand final, there won't be any extension given for the same.
- No late submissions would be entertained

MBA (I)206 : Quantitative Aptitude and Logical Reasoning

Course Objectives

Propose with an integral focus on campus placement, this course train the students on variety of question types used by the companies in their written test at the time of final placement.

Focus

The subject modules will train the students on quick ways to solve the quantitative aptitude problems and questions applying logical reasoning, within a short time span given during the placement drives.

Teaching Method

The course will use the following pedagogical tools:

- a) Lectures
- b) Practice Sessions
- c) Mock Tests

Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

The continuous evaluation scheme includes the components like Including Mock Tests Assignment and Attendance.

Model Content

Module No.	Course Content	No. of Sessions	Weightage
I	Decimal Fraction, Square Roots, Problems on Clock & Calendar, Permutation and Combination, Time and Work, Time and Distance, Problem on Age	11	25 %
II	Partnership, Simple Interest & Compound Interest, Profit and Loss, Percentage, Average, Probability	11	20%

III	General Mental Ability: Analogy, Classification, Series Completion, Coding-Decoding, Blood Relation, Puzzle Test, Direction Sense Test, Logical Venn Diagrams, Alphabet Test, Inserting Missing Character, Data Sufficiency	11	25%
IV	Logical Reasoning: Logic, Statements-Arguments, Assumptions, Course of Action, Conclusion, Question Statements	11	20%
V	Data Interpretation: Pie Charts, Bar Diagrams, Tables	06	10%

Text Book

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	R.S. Aggarwal	Mathematics for MBA	S. Chand	Latest Edition
2	R.S. Aggarwal	Verbal & Non Verbal Reasoning	S. Chand	Latest Edition

Reference Books

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	Sijwali & Sijwali	Reasoning	Arihant	Latest Edition
2	Dr. Lal & Kumar	Verbal Reasoning	Upkar	Latest Edition
3	R.S. Aggarwal	Quantitative Aptitude	S. Chand	Latest Edition
4	Abhijit Guha	Quantitative Aptitude	Mc Graw Hill	Latest Edition
5	Edgar Thorpe	Test of Reasoning	Mc Graw Hill	Latest Edition

Semester – III

MBA (I) 301 – Managerial Economics

Course Objectives:

This paper will help the students to improve their analytical skill in the field of Economics and to apply the same for rational managerial decisions. This paper will also able to develop the economic way of thinking in dealing with practical business problems and challenges.

Focus:

The emphasis in this course will be on basics of demand and supply, production and cost analysis under different market conditions and different types of market.

Teaching Methods:

- Lectures
- Case study
- Minor projects

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

60% (Internal + CEC) + 40% University Exam = 100%

Continuous Evaluation Component

Assignments	10 %
Presentations	10 %
Class Participation & Attendance	10 %

Detailed Session Plan

Unit No.	Topics to be covered	No. of Session Required
I	Nature & Scope of Economics Economics: Definition, Nature & Scope, Micro and Macro Economics, central problems of an economy, Production possibility curve and opportunity cost,	7
II	Demand & Supply Utility Analysis – total utility and marginal utility, law of diminishing utility, consumers' equilibrium, Meaning: Demand and Supply, Law of Demand and supply, Types of Demand, Determinants of demand and supply, Indifference curve analysis, consumers' equilibrium, equilibrium price, shifts in demand & supply,	10

III	Production and cost analysis Short run production, Long run production, relationship between production and cost, types of cost, cost in short and long run, Isoquant & Isocost, expansion path, returns to scale, economies of scale.	17
IV	Macro Economics Introduction, Circular flow of income & expenditure, national income, inflation, Aggregate demand and Aggregate supply, The influence of monetary and fiscal policy on aggregate demand and supply, The short-run trade-off between inflation and unemployment	16

Textbooks:

1. Managerial Economics; Atmanand: 2nd Edition; Excel Publication
2. Economics – Principles and Applications; Mankiw; Latest Edition; Cengage learning

Reference Books:

1. Managerial Economics, Sadanand Prusty, Latest Edition, PHI
2. Managerial Economics, G S Gupta, Latest Edition, Tata McGraw Hill
3. Principles of Economics, D N Dwivedi, Latest Edition, Vikas Publishing House Pvt. Ltd.
4. Micro Economic Theory, H L Bhatia, Latest Edition, Modern Publisher
5. Micro Economic Theory, M L Jhingan, Latest Edition, Konark Publisher Pvt. Ltd.
6. Economic System and Micro Economic Theory, S K Agarwal, Latest Edition, Galgotia Publishing Company

List of Magazines, Journals and Websites to be referred;

Newspapers: The Times of India, The Business Standard, The Indian Express, The Economic Times, The Financial Express etc.

Magazines & Journals: Asia Economic Review (Quarterly), Fortune International (Monthly), Indian Journal of Economics (Quarterly), Business & Economics (Fortnightly), Business India (Fortnightly), Business Today (Fortnightly), Business World (Weekly), Global CEO (Monthly) etc.

MBA (I) 302–Management Principles

Course Objectives:-

The objective is to help the students understand the fundamental concepts of principles of management; the basic functions of management like planning, organizing, controlling and leading. It is also intended to give an overview of the historical development, theoretical aspects and practical application of managerial process.

Focus:

The focus of the course is on basic functions of Management i. e. Planning, Organizing, Leading and Controlling. This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management with special attention to managerial responsibility for effective and efficient achievement of goals.

Teaching Methods:

- Lectures
- Group Discussions
- Case Studies

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme:

60% (Internal + CEC) + 40% University Exam = 100%

Continuous Evaluation Component:

Assignments	10 %
Presentations	10 %
Class Participation & Attendance	10 %

Detailed Session Plan:

Session	Course Content	Chapter	Weightage
1-10	Nature and Functions of Management, Development of Management Thought, Social Responsibilities of Business	1, 2, 3	25%
11-20	Planning, Decision-Making, Business Forecasting and Operations Research	4, 5, 6	20%
21-32	Organisation, Authority Delegation and Decentralisation,	7, 8, 9, 10,	25%

	Coordination, Informal Organisation, Staffing, Training and Development, Performance Management, Compensation Plans	11, 12, 13, 14	
33-40	Direction and Supervision, Communication, Leadership	15, 16, 17	15%
41-48	Managerial Control, Organisational Change	18, 19	15%
48-50	Revision		100%

Textbook:

Principles of Management. P. C. Tripathi and P N Reddy, Fourth Edition or Latest, TMH.

Reference Books:

Sr. No	Author/s and Edition	Publication	Title
1	James A .F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Sixth Edition (Eighth Impression, 2011)	Pearson	Management
2	Richard L. Daft, 10 th or Latest Edition	Cengage Learning	New Era of Management
3	Robbins & Coulter, Latest Edition	Pearson Education	Management
4	Koontz, Latest Edition	Tata McGraw Hill	Principles of Management
5	Massie, Joseph L, Latest Edition	PHI	Essentials of Management
6	Robbins S.P. and Decenzo David A, Latest Edition	Pearson Education	Fundamentals of Management: Essential Concepts and Applications
7	Rajeesh Viswanathan	Himalaya Publishing	Principles of Management: Concepts & Cases

Further Reading:

Reading national business dailies like The Economic Times, The Business Standard, The Financial Express etc. is a must for an MBA student. Students are also advised to read business magazines like Business India, Business Today, Business & Economy, Dare, Outlook Business, Indian Management, Fortune etc. to keep updates of happening in world of business. The website of all these newspapers and magazines generally provide online excess for all articles published in real editions. Our library also has research journals of national and international repute and they give insight into research and progress in different aspects of management.

MBA (I) 303–Business Environment

Course Objectives:

The objective of this course is to ensure that students learn how to comprehend factors of business environment and their impact on business. They should learn to interpret, analyse and implement this understanding to reactive and proactive decision making for the sustainable business.

Focus:

The focus of the course is on Political, Economic, Social, Technological and International Business Environmental factors influencing business operations and respective industry.

Teaching Methods:

- Lectures
- Group Discussions
- Case Studies

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme:

60% (Internal + CEC) + 40% University Exam = 100%

Continuous Evaluation Component:

Assignments	10 %
Presentations	10 %
Class Participation & Attendance	10 %

Detailed Session Plan:

Session	Course Content	Chapter	Weightage
1-3	Introduction to Business Environment Introductory Cases – Indian Two-wheeler Industry (from Business Environment: text and Cases by Francis Cherunilam) & Punjab Tractors (Case Material To be Provided in Class)	3	5%
4-15	Economic Environment Monetary, Fiscal Policy & Union Budget; Industrial Policy & Economic Reforms • Recommended newspapers and magazines are to be referred for detailed Union Budget. • Web Source: www.indiabudget.nic.in	13 & 21	15%

	• Reference material will be provided.		
16-18	Economic Environment Types of Economic System & Policies related to Business	9, 10, 11	5%
19-20	Social Environment Introduction; Significance; Business & Society; Consumer Protection Act	23, 25	15%
21-23	Social Environment Corporate Governance in India	28	5%
24-29	Technological Environment Introduction; Significance; Technology Transfer Process ; Implication of Technological environment on Business and economy; ISO, BIS; IT Evolution & Business Environment; India & Intellectual Property Rights • Web Source for ISO: www.iso.org • Further reading: Intellectual Property India Annual Rep. 12-13	5, 39	15%
30-42	International Environment Introduction; Significance; Globalization, MNC and Foreign capital in India; Foreign Trade Policy	38	10%
30-42	International Environment FERA & FEMA; Bilateral trade, Multilateral Trade, India and WTO; The World Bank Group; The International Monetary Fund	32, 48, 49, 50	15%
43-48	Natural Environment Overview, Environmental Protection; Waste Management and Pollution Control; Environmental Risk Management; India's Environment Policy; Ecological Implication on society Further Reading: Chapter no. 6, reference book 1 & Chapter 41, reference book 4.	4	15%
49-50	Revision		100%

Textbook:

- Business Environment, A. C. Fernando, latest Edition, Pearson Publication

Reference Books:

1. Business Environment : Text & Cases, Francis Cherunilam, Latest Edition, Himalaya Publishing House
2. Business Environment: Text & Cases, Paul, Justin, Latest Edition, Tata McGraw Hill
3. Business Environment, Shaikh Saleem, Pearson Publication
4. Business Environment, Vivek Mital, Excel Books
5. Business Environment, Suresh Bedi, Excel Books
6. International Business Environment, Francis Cherunilam, Latest Edition, Himalaya Publishing House
7. Business Environment, Saleem Sheikh, Latest Edition, Pearson Education

List of Magazines, Journals and Websites to be referred;

Newspapers: The Times of India, The Business Standard, The Indian Express, The Economic Times, The Financial Express etc.

Magazines & Journals: Asia Economic Review (Quarterly), Fortune International (Monthly), Indian Journal of Economics (Quarterly), Business & Economics (Fortnightly), Business India (Fortnightly), Business Today (Fortnightly), Business World (Weekly), Global CEO (Monthly) etc.

MBA (I) 304 -Elements of Direct & Indirect Taxes

Course Objective:

The main objective of this course is to enable the students to acquire basic knowledge of various concepts and their application relating to direct taxes, GST and other indirect taxes with a view to integrating the relevance of these with financial planning and management decisions. The course will equip students with the application of principles and provisions of tax laws in computation of income of individuals under various heads of income and their assessment procedures.

Focus:

The course would focus in providing a practical approach which will guide the learner through the method of **Knowing- Learning – Practicing**.

Teaching Methods:

The course will use the following pedagogical tools:

- (a) Discussion on issues.
- (b) Practical Sessions
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

60% (Internal +CEC) + 40%University Exam = 100%

		Weightage
A	Projects/ Assignments/ Quizzes/ Class participation etc	30% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment)
C	End-Semester Examination	40% (External Assessment)

The detail of CEC is as under:-

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)	Marks
1	Assignment	Individual	10
2	Quiz	Individual	5
3	Practical Session/Project	Individual	5
4	Class Participation & Attendance	Individual	10

Textbooks:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Dharmendra Patel & Siddharth Patel	Taxation	Synergy Knowledge ware-Mumbai	Latest Edition
T3	CA Farooq Haque	Guide to the “Goods and Services Tax”	Notion Press, Chennai	Latest Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	E.A. Srinivas	Corporate Tax Planning	Tata MacGraw Hill	Latest Edition
2	Girish Ahuja & Ravi Gupta	Systematic Approach to Income Tax and Sales Tax	Bharat Law House Pvt. Ltd	Latest Edition
3	V.S. Datey	Indirect Taxes - Law and Practice	Taxmann Publications	Latest Edition
4	V. Balachandran	Indirect Taxes	Sultan Chand & Sons	Latest Edition
5	Dr. V.K. Singhania & Dr. Monica Singhania	Students' Guide to Income Tax	Taxmann Publications	Latest Edition
6	Bharat Publication	Systematic Approach to Income Tax	Bharat Publication	Latest Edition
7	V. S. Datey	VAT and Service Tax	Taxmann Publications	Latest Edition
8	Girish Ahuja & Ravi Gupta	Direct Tax Laws & Practice	Bharat Law House	Latest Edition

List of Magazines, Journals and Websites to be referred

www.allindiantaxes.com	Business Standard	Business World
www.servicetax.gov.in	The Economic Times	Business Today
www.cbec.gov.in	The Chartered Accountant	Journal of Finance
www.incometaxindia.gov.in	The Chartered Secretary	Chartered Financial Analyst

Instructions:

- The students are informed to do a pre-session reading of study topics and review on different subject and bring in the class.
- The deadline given for the submission would stand final, there won't be any extension given for the same.
- No late submissions would be entertained

Module No	Module Content	No. of sessions required	Weightage
I	Introduction to Income Tax Overview of Direct Tax Laws and Income Tax Authorities, Direct versus indirect taxes, taxable person, Definitions: Assessee, Assessment year, Previous year, Total income, Dividend, Agriculture income, Casual income, Residential Status and incidence of taxation, Income exempt from Tax.	8	20%
II	Computation of income under different heads of income : Salary, Profits and Gains of Business or Profession,	16	30%

	<p>Capital Gain (Only theory), Income from House Properties (Only theory) Income from Other Sources Exclusion from Total Income, Exclusion related to specified heads to be covered with relevant head, eg. Salary, Business Income, Capital Gain, Income from Other Sources - Deduction from total Income under different sections like 80C, 80CCC, 80D, 80DD, 80E - Comparison of total income for Individual</p>		
III	<p>Introduction: Features of Indirect Tax. Constitutional validity. Indirect Tax Laws, administration and relevant procedures.</p> <p>A Brief discussion about the old indirect taxes: Service Tax, Central Excise and Value Added Tax</p> <p>Service Tax: Nature of Service Tax, Taxable Service, Service Provider and Service Receiver, Classification of taxable services, Valuation of Taxable Service, Service Tax and Cess Payable, Refund.</p> <p>Central Excise: Definitions, nature and types of excise duty, The Central Excise Law, Classification, Valuation, Basic procedures, Provisions relating to CENVAT,</p> <p>VAT Act: Introduction and concept of vat and sales tax, Salient feature of State VAT Acts, Filing & Return under State VAT Acts, Accounting & Auditing VAT.</p>	10	20%
IV	<p>Goods and Service Tax (GST) Introduction to GST, Definition under CGST & IGST Act, Levy and Collection of Tax, Rates of GST, Exemptions, place of supply of Goods or Service or Both, Input tax credit, Registration under GST, Tax Invoice, Debit and Credit notes</p>	16	30%

MBA (I) 305- Public Relations Management

Course Objectives:

1. To understand the increasingly complex structure of industry and its growing remoteness from direct contact with the people.
2. To understand the development of an astounding vast and intricate network of mass communication media.
3. To understand the rise of competition, and more so in the change of the global economic perspective.
4. For understanding the added emphasis on employee relations within the organization.
5. To understand the need to consult and communicate clearly and truthfully.
6. To make students aware about the public relationship Management in organization.
7. To make them understand about the public relations communication tools and techniques

Focus:

The main focus is to make the student understand the basic principles of public relation and communication theories and skills that apply to the professionals and organizations alike.

Teaching Methods:

Lectures, Presentations, Case study, Role Plays, and Projects/ Assignments.

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme:

60% (Internal +CEC) + 40%University Exam = 100%

		Weightage
A	Projects/ Assignments/ Quizzes/ Class participation etc	30% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment)
C	End-Semester Examination	40% (External Assessment)

Continuous Evaluation Component

The details of CEC are as under:-

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)	Marks
1	Presentation of Case.	Group	10
2	Role Plays	Group	10
3	Quiz	Individual	5
4	Class Participation & Attendance	Individual	5

Detailed Session Plan

Unit	Topics	Number of Sessions	Weightage
1	<p>Public Relations : Definition – Meaning – Importance –Objectives – scope and Functions- Essentials of good public relations, Human Relations and Public Relations, Growth of Public relation in India, Elements of public relations.</p> <p>Public Relations Tools : Advertising, Publicity, Propaganda- Diplomacy- Promotion- Campaign- Lobbying-Public affairs- Public relation Counseling- Public relation Budgeting- Evaluating the effectiveness of Public relations- Social environment- Tool differ from Techniques.</p>	10	20%
2	<p>Public Opinion: Meaning, Attitude in opinion, formation of public opinion, group influence of individual opinion, rational basis of public opinion, some laws of public opinion- image surveys- motivation research, Effectiveness surveys, face to face interviews, questions for company employees- principles of persuasion.</p> <p>Public Relations Communications – Meaning – Importance –Benefits- Listening- The key to communication is perception- the five principles of improved communications- techniques of communication- the communication process, methods, communication by symbols- Why good communication is so important- communication components, forms- Media in communication- Written communication- Oral communication- Visual communication- Audio-Visual communication- the art of listening- honest communication- the stance communication in the world of exaggeration- the 7 C's of communication, Techniques to reduce the discrepancies between the communication and the audience's attitude.- Acceptance through five stages- stages of adoption process- letters- The Telephone- Word of Mouth- Newsletter- Public address system.</p>	10	20%
3	<p>Advertising: Meaning- Definition- Objective and importance of Advertising- Claims made for advertising- Criticism of Advertising- Advertising and community- organization of the advertising Business- purpose of advertising- Role and function of advertising- Advertising Media- copy Writing- Kinds of Copy Forms- Advertising Agency.</p> <p>Meeting, Conference, Techniques : Information- Advisory- Problem Solving- Informational Meetings- Advisory Meetings- Problem solving meeting, considering solutions- Acting on the Decisions – Insight into conference- criteria- Techniques- Group situation- Questioning- Techniques- Directions-</p>	10	20%

	Types		
4	<p>Corporate Public Relations: Corporate citizenship- PR personal code of corporate Ethics- The catalytic Role of Public Relations in planning and corporate citizenship- Corporate Reputation- Public Relation for social Conscience of Corporate Bodies- Philosophy of Democracy in the Work Place- Social Audit- Public relation is a management function- Roundup- PR in Health Education- PR in public Utilities- PR in Relation Strategy- Image building and impression Management-Case Study of Companies / Corporate in India</p> <p>Public Relation as a Profession : Profession- Profession code- code of ethics- personal credo of Bateman- Ethics and challenges in public Relation- The code of Athens- International Public Relation Association (IPRA)- Code of conduct-code of LISBON- Overseas code-Cultural Ambassador- PR in Indian Economics – Development and Public Participation.</p>	10	20%
5	Students have to prepare and present Small Cases (in group of 2-3 students) on Public Relations Management in any organization of their choice. Role play on conducting meetings, organizing events, organizing of public awareness campaigns, interviews with eminent personalities, interactions and on hand experience of relationships with industry, organizations, Allotment of Assignments and Projects	10	20%

Textbooks:

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	C S Rayudu and K R Balan	Principles of Public Relations	Himalaya Publishing House	Latest

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Effective Public Relations	Merry Shelburne	biztantra	Latest
R2	Management of Public Relations and Communications	Shailesh Sengupta	Jain Book Publishing Co	Latest
R3	Effective Writing skills for Public Relations	John Foster	Kogan Page India	Third Edition.

R4	Handbook of Public relations and Communications	Philip Lesly	JAICO Book	Latest
R5	Power Public Relations	Leonard Saffia	NTC Business Books.	Latest

List of Magazines, Journals and Websites to be referred;

Public Relations Review (ELSEVIER),
Asia Pacific Public Relations Journal,
Journal of Public Relations Research (Taylor and Francis),
Public Relations Inquiry (Sage Publications)

Websites:

- www.hillandknowlton.com
- www.webpr.com
- www.akleinpr.com
- www.7up.com
- www.bluemountain.com
- www.att.com
- www.csmonitor.com
- www.bizrate.com
- www.AMA.org
- www.PRSA.org
- [www.yahoo.com/Business_and Economy/ Business to Business/Corporate Services/Public Relations/](http://www.yahoo.com/Business_and_Economy/Business_to_Business/Corporate_Services/Public_Relations/)

MBA (I): 306 E-Commerce

Course Objectives: The specific objectives of this course are:

1. To familiarize the learners with the concept of e-commerce
2. To familiarize the learners with the various models of e-commerce
3. To understand the process for e- marketing.
4. To understand the process of managing e-enterprise

Focus: The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the e-commerce fundamentals. The subject would thus offer students the opportunity to exercise on functions of e-commerce and learn practically about the same.

Teaching Methods: The course will be taught through class room discussion, case study discussion, seminar and presentations. Students understanding will be evaluated through quizzes, assignment and projects.

Course Duration: Duration of course will be three months.

Evaluation Scheme:

- Internal Evaluation 60%
 - Mid semester exam 30%
 - Continuous Evaluation Component 30%
- External Evaluation 40%

Continuous Evaluation Component

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)
1	Presentation/Assignment	Group
2	Quiz	Individual
3	Attendance and CP	Individual

Sr. No.	Module	Topic	No. of session	Weighatge
1	Introduction of e -commerce	Overview and Meaning, Benefits and Applications, E-Commerce in India, E-Commerce Infrastructure, Business Models and Concepts	5	15%
2	e -Commerce Enterprise	Building an e-commerce Presence: Web Sites, Mobile Sites, and Apps Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organization	20	25%
3	e-commerce marketing concepts	Social, Mobile, and Local e-commerce marketing communication Building an E-commerce Presence: Web Sites, Mobile Sites, and Apps, e-payment and security issues	15	25%
4	e-commerce portals	Online retailing, Online Retailing and Services Online Content and Media Social Networks, Auctions, and Portals B2B E-commerce: Supply Chain Management and Collaborative Commerce	15	25%
5	Assignment/Project	Select any issue/topic regarding e-commerce, collect data from primary or secondary sources and make a report on it.	5	10%

Textbooks:

E-commerce, Kenneth C. Laudon, Pearson, 10th edition

Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Dave Chaffey	E-Business and E-Commerce Management: Strategy, Implementation and Practice	Pearson	5/e
2	Ravi Kalakota and Andrew B Whinston,	“Frontiers of Electronic Commerce”,	Pearson Education Asia	Latest

List of Magazines, Journals and Websites to be referred:

Journals	Magazines	Newspapers
Indian Journals of Marketing	Impact	Business Standard
SAGE	Pitch	Economic Times
IES Anvesha	Imagine Retail	Times of India

Semester – IV

MBA (I) 401 - Entrepreneurship

Course Objectives:-

The aim of the course is enable the students understand the role of Entrepreneurship in economic development, the key entrepreneurial feelings, motivation, background, importance of role model, sources and methods for new venture & techniques for creative problem solving, develop bankable Business plan for starting a new venture.

Focus:

Syllabus will have focus on Practical learning of various concepts. Through preparation of meet the entrepreneur report students can able to learn how they start business & can learn various issues & Problems that an entrepreneur is facing.

Teaching Methods:

Following pedagogical tools will be used to teach this course:

(1) Lectures and Discussions (2) Meet the Entrepreneur report & Case study

Course Duration: The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme: 60% (Internal +CEC) + 40% University Exam = 100%

Textbook (Latest Edition):

Sr. No.	Author/s Name of the Book	Publisher	Edition and Year of Publication
T1	Rajeev Roy	Oxford University Press	Entrepreneurship

Reference Books:

Sr. No	Author	Publication	Title
1	Arya Kumar	Pearson Education	Entrepreneurship-Creating & Leading an Entrepreneurial Organization
2	Rashmi Bansal	Westland publication	Connect the dots

Instructions:

Students are required to prepare a business plan in a group by selecting any business idea. They have to prepare a report which includes introduction of the business, marketing plan, operational plan, financial plan and organization plan etc

☐ No late submissions would be entertained.

Session Plan:

Module	Module Content	No of Session Required
1	Facets of Entrepreneurship Introduction, Understanding Entrepreneurship, Family Business, Development of Entrepreneurship in emerging Market	12

2	Starting Business in India Entrepreneurial Support to start & run a new venture, Growth of Business idea, legal Compliance to start a business venture, Buying an existing venture	12
3	Business Plan Development of Business Plan& project report, Managing Operations in Business, Performing Marketing Activities to do a business, developing a new Product	14
4	Financing a business & Social Responsibility Entrepreneurial Source of Finance, Venture Capital as source of Finance, Performing of CSR & Social responsibilities, Social Entrepreneur	12

Websites to be referred:

Sr. No	Websites
1	www.managementparadise.com
2	www.yourstory.in
3	www.businessblog360.com/success-stories-secrets-rich-businessmen-tycoons/
4	www.ediindia.org
5	www.startupdunia.com

Note: Wherever the standard books are not available for the topic appropriate print and compiled resources, journals and books published by different authors may be prescribed.

MBA (I) 402 – Strategic Management

Course Objectives:-

The aim of the course is to make the students familiarize and understand the concepts of strategic management, the significance of managing the business strategically in the current business environment, the strategies at corporate, business and functional levels, analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation, strategy implementation and the challenges of managing a change, strategic control system and to get acquainted with various strategies adopted by firms to successfully compete with their rivals

Focus:

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations

Teaching Methods:

The course will be taught through class room discussion, case study discussion, seminar and presentations. Students understanding will be evaluated through quizzes, assignment and projects.

Evaluation Scheme: 60% (Internal +CEC) + 40% University Exam = 100%

Textbook (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Milind Phadtare	Strategic Management, Concepts and Cases	PHI	Latest Publication

Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Arthur A. Thompson, A. J. Strickland, John E. Gamble and ArunK.Jain	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases	Tata McGraw-Hill, New Delhi	16th Edition, 2010
R2	Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland	Management of Strategy: Concepts and Cases	Cengage Learning	1st Indian Reprint, 2007
R3	AzharKazmi	Strategic Management and Business Policy	Tata McGraw-Hill, New	3rd Edition, 2009
R4	Gerry Johnson, Kevan Scholes and Ricard Whittington	Exploring Corporate Strategy: Text and Cases	Pearson Education	2nd Impression
R5	Jay B Barney & William S. Hesterly	Strategic Management And Competitive Advantage-Concept and Cases	Pearson Education	2008

R6	Charles W. L. Hill & Gareth R. Jones	An Integrated approach to Strategic Management	Cengage Learning	2008
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Instructions:

Topics for the presentation will be given which has to prepared and presented in the class and the assignment of the same is to be submitted.

☐ No late submissions would be entertained.

Course Content:

Module No.	Module Content	No. of Sessions Required
1	Introduction of Strategic Management : Introduction of Strategy: Definition , Elements, Forms and Types of Strategy, Need for strategy Introduction of Strategic Management: Definition, functions and role, need for Strategic Management. Vision, Mission and Strategic Management Process	8
2	External Environment Scanning: Political, Economical, Socio-cultural, Technological and Industry Environment Internal Environment Scanning : Identifying strength, weakness, opportunity, threats, capabilities, competencies and core competencies	15
3	Corporate Level Strategy: Strategic Alliances, Horizontal and Vertical Integration, Diversification Business Level Strategy: Offensive and Defensive strategies, Five Generic Strategies Functional Level Strategy: Overview of various functional strategies	15
4	Strategic Implementation: Behavioural and Functional Issues: Organization Structure, Organization Culture, Strategic Evaluation and Control	8
5	Case Discussion: 1) Environmental Scanning Levels of Strategies	4

List of Magazines, Journals and Websites to be referred:

Journals	Magazines	Newspapers
Harvard Business Review	Business World	The Economic Times
Vikalpa – A Journal for Decision Makers	Business Today	Business Standard
Management Review		

Note: Wherever the standard books are not available for the topic appropriate print and complied resources, journals and books published by different authors may be prescribed.

MBA (I) 403 – Micro Economics

Course Objectives:-

Managerial Economics is the application of economic theory and methodology to managerial decision making problems within various organizational settings such as a firm or a government agency

Focus:

Focus of this course is on elasticity, estimation of demand, game theory applicable to oligopoly market and pricing strategies in different types of market.

Teaching Methods:

- The course will be taught through class room discussion, case study discussion, seminar and presentations. Students understanding will be evaluated through quizzes, assignment and mini projects.

Evaluation Scheme: 60% (Internal +CEC) + 40% University Exam = 100%

Textbook (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	Mankiw	Economics – Principles and Application	Cengage Learning	Latest Publication

Reference Books:

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
R1	Sadanand Prusty	Managerial Economics	PHI	Latest Edition
R2	G S Gupta	Managerial Economics	Tata McGraw Hill	Latest Edition
R3	D N Dwivedi	Principles of Economics	Vikas Publishing House Pvt. Ltd	Latest Edition
R4	H L Bhatia	Micro Economic Theory	Modern Publisher	Latest Edition
R5	M L Jhingan	Micro Economic Theory	Konark Publisher Pvt. Ltd	Latest Edition
R6	S K Agarwal	Economic System and Micro Economic Theory	Galagotia Publishing Company	Latest Edition

Instructions:

Topics for the presentation will be given which has to be prepared and presented in the class and the assignment of the same is to be submitted.

☐ No late submissions would be entertained.

Course Content:

Module No.	Module Content	No. of Sessions Required
I	Introduction Ten Principles of economics, Thinking like an economist	12
II	Demand Forecasting & Elasticity Demand forecasting techniques, Manager, forecaster and choice of right method, determinants of demand forecasting, Introduction to elasticity, Elasticity of demand, price elasticity of demand and its determinant, income elasticity of demand, cross price elasticity of demand, Price elasticity of Supply and its determinant	12
III	Market classification Forms of Markets, Perfect competition, profit maximization and the competitive firm's supply curve, the supply curve in a competitive market, Monopoly, reasons of monopoly, welfare cost of monopoly, price discrimination, Oligopoly, markets with only few sellers, game theory, Monopolistic competition, competition with differentiated products	14
IV	Pricing Practices and Strategies Basic pricing methods, Sophisticated pricing methods, Pricing strategies for Special cost and demand structures, pricing strategies in market with intense price competition	12

List of Magazines, Journals and Websites to be referred:

Asia Economic Review (Quarterly), Fortune International (Monthly), Indian Journal of Economics (Quarterly), Business & Economics (Fortnightly), Business India (Fortnightly), Business Today (Fortnightly), Business World (Weekly), Global CEO (Monthly) etc.

Note: Wherever the standard books are not available for the topic appropriate print and compiled resources, journals and books published by different authors may be prescribed.

MBA (I) 404 – Legal Aspects of Business

Course Objectives:-

The aim of the course is to sensitize the students and also help them appreciate the overall legal framework within which legal framework aspects relating to business activities are carried out. To create awareness among the students regarding the rules and regulations affecting various managerial functions which they need to be adhere by as a managers.

Focus:

The content of this course is designed to provide a focus on Practical learning of various concepts. Solving of various case studies as per the applicable acts & rules, students will be able to solve legal issues in the organizations.

Teaching Methods:

The course will be taught through class room discussion, case study discussion, seminar and presentations. Students understanding will evaluated through quizzes, assignment and projects.

Evaluation Scheme: 60% (Internal +CEC) + 40% University Exam = 100%

Textbook (Latest Edition):

Sr. No	Author	Publication	Title
1	N.D. Kapoor	Sultan chand	Elements of Business and Eco. Laws

Reference Books:

Sr. No	Author	Publication	Title
1	Akhileshwar Pathak	TMH	Legal Aspects of Business
2	K R Bulchandani	Himalaya	Business law for management

Instructions:

Topics for the presentation will be given which has to prepared and presented in the class and the assignment of the same is to be submitted.

☐ No late submissions would be entertained.

Course Content:

Module	Module Content	No of Session Required
1	Indian Contract Act – 1872 General Principles of Contract Act-Introduction, Essentials of a valid contract, Agreement and contract, Types of contracts, Proposal and Acceptance,	12
2	Companies act, 1956. Introduction, Types of Companies, Memorandum & Articles of Association, Prospectus, Meetings, Membership of a company	12

3	Negotiable Instruments Act – 1881 , Types of Negotiable instruments and their essential features, Parties to negotiable instruments, Dishonor of Cheque due to insufficiency of funds	14
4	Sale of Goods act, 1930 Contract of sale and its features, conditions & warranties, Performance of contract, Rights of an unpaid seller Intellectual Property Rights(IPRs) - Introduction, their major types like Patents, Trademarks, Copyrights, Industrial designs, etc	12

List of Magazines, Journals and Websites to be referred:

1. International Journal of Law Crime and Justice - Elsevier Publication
2. Journal of Law and Social Research
3. Law Reviews and Journals Research Guide
4. Australian International Law Journal
5. IUP Law Review
6. Business Law Today
7. www.indiankanoon.com

Note: Wherever the standard books are not available for the topic appropriate print and compiled resources, journals and books published by different authors may be prescribed.

MBA (I) 405 – Management of Co-operatives

Course Objectives:-

This course characterizes and distinguishes co-operatives from other forms of organizations and highlights the important place they occupy in India's rural economy. India has an extended history of Cooperative movement and it has played a crucial role in the development of rural economy. Since the country's independence in 1947 it has seen a huge growth in Cooperative societies serving mainly the farming sector. For example, Milk Co-operatives, Sugar Co-operatives, Consumer Co-Operatives, Credit Co-operatives and Banks etc. The cooperatives render service s rather than making profit, they believe in self-help and mutual help rather than competition. Despite their substantial importance in India's rural economy, most of the co-operatives suffer from a variety of internal and external problems. The major constraints include the lack of professionalism and poor management.

Focus:

The course would focus in providing a practical approach which will guide the learner to identify and briefly discusses some contemporary issues in the management of co-operatives and outlines strategies for their resolution.

Teaching Methods:

The course will use the following pedagogical tools:

- (a) Lectures
- (b) Discussions on issues.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

Evaluation Scheme: 60% (Internal +CEC) + 40% University Exam = 100%

Textbook (Latest Edition):

Sr No	Author/s	Name of the Book	Publication	Edition
1	G. R. Madan	Co-operative Movement in India	A Mittal Publication (New Delhi)	Latest

Reference Books:

Sr No	Author/s	Name of the Book	Publication	Edition
1	Dr. B. S Mathur	Cooperation In India	Sahitya Bhavan Publishers and Distributors Pvt. Ltd .Agra	Latest
2	T.N. Hajela	Principles Problems and Practice of Cooperation	Shiva Arts Printers Agra	Latest

Instructions:

Topics for the presentation will be given which has to prepared and presented in the class and the assignment of the same is to be submitted.

☐ No late submissions would be entertained.

Course Content:

Module	Module Content	No of Session Required
1	Concept and Principles of Co-operation: Need and Principles of Co-operation– Co-operation, Capitalism and Socialism History and Development of Cooperative Movement: –Committee on Co-operation(1964)–All India Rural Credit Review Committee(1969)–Seventh Five Year Plan Agricultural Credit Review Committee(1986)–Committee on Organization of Co-operatives for Rural Poor(1990)–Need for a National Policy on Co-operatives, Recent 97th Amendment in Constitution in 2013 related to Cooperatives	12
2	Types of Cooperatives: Credit Cooperatives; Non-Credit Cooperatives Activity Wise Classification: Marketing, Processing and Service Cooperatives Three Tier Structure of Cooperatives	12
3	Overview, Structure, Role and Functions of Cooperatives: Credit and Banking Cooperatives Marketing and Consumers 'Co-operatives Processing Cooperatives: Dairy Cooperatives, Sugar Cooperatives, Oilseeds Housing Cooperatives; Fisheries Cooperatives ;Labor Cooperatives	14
4	Management Functions in Cooperatives: Registration, Decision Making Process in Cooperatives, Sources of Funds for Cooperatives Audit and Inspection of Cooperatives, Overview of cooperative laws and bye-laws Board executive Relationship, Functions of the Board, Job Description of a Chief Executive, Member, Director, President, General Manager. Challenges , Problems and Prospects of Cooperatives , Contemporary issues in Cooperative sector	12

List of Magazines, Journals and Websites to be referred:**Journals:**

International Journal of Rural Management
 Cooperative Perspective
 IMT Case Journal

Websites:

Www.agricoop.nic.in
 www.faidelhi.org
 www.icar.org.in
 www.ncui.coop
 www.irma.ac.in
 www.thehindubusinessline.com

Note: Wherever the standard books are not available for the topic appropriate print and compiled resources, journals and books published by different authors may be prescribed.

MBA (I) 406 Human Resource Management

Course objective:

This is the first introductory course of the functions of HRM to acquaint students with different subsystems of Human Resource Management and their importance

Focus: The course would focus in providing a practical approach which will guide the students through the method of **Knowing- Learning – Practicing**.

Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion covering a cross section of decision situations.
- (b) Discussions on issues.
- (c) Projects/ Assignments/ Quizzes/ Class participation etc

Course Duration:

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

60% (Internal +CEC) + 40%University Exam = 100%

		Weightage
A	Projects/ Assignments/ Quizzes/ Class participation etc	30% (Internal Assessment)
B	Mid-Semester Examination	30% (Internal Assessment)
C	End-Semester Examination	40% (External Assessment)

The details of CEC are as under:-

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)	Marks
1	Presentation of Case.	Group	20
2	Quiz	Individual	20
3	Class Participation & Attendance	Individual	10

Textbooks (Latest Edition):

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
T1	K. Aswathappa	Human Resource Management	Tata McGraw-Hill, New Delhi,	Sixth Edition

Reference Books:

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
R1	Gargy Dessler and Biju Varkkery	Human Resources Management	Prentice Hall India / Pearson Education – 2003 Indian Reprint	Eleventh Edition (Latest Edition in Indian context)
R2	Sinha, Sinha and Shekhar	Industrial Relations, Trade Unions and Labor Legislations	Pearson Education, New Delhi	First Indian Print 2004 (or later)
R3	C.B. Mamoria, Satish Mamoria, S.V. Gankar	Dynamics of Industrial Relations	Himalaya Publishing House	2010
R4	Snell. Bohlander.Vohra	Human Resource Management	Cengage Learning	Latest Edition

Instructions:

- The cases are from the text book and the photocopy of the cases will be given which are not in the text book. All the students are hereby informed to do a pre-session case reading & bring the case in the class.
- The students are supposed to finalize the topics of their presentation in the 2nd week and the submission would be in last week for which the date will be declared in advance. The dates for the presentations will be finalized and students would be informed about the same well in advance.
- The deadline given for the submission would stand final, there won't be any extension given for the same.
- No late submissions would be entertained

COURSE CONTENT:

Unit	Topics	No. of Sessions
I	Understanding the nature and scope of Human Resource Management, Context of Human Resource management, Integrating HR strategy with Business Strategy.	7
II	Human Resource Planning, Analyzing Work and Designing Job, Recruiting Human Resource, Selecting Human Resource, Inducting and Placing New Hires.	11
III	Training , Developing and career Management, Appraising and Managing Performance, Managing Basic Remuneration, Incentives and performance based payments, Managing employee Benefits and services, Remunerating the Top brass(Executive remuneration)	13
VI	Motivation Perspectives, Motivation in Action, Empowering Employee, Communicating with employees	9
V	Managing betterment Work, A safety and Healthy Environment, Managing Separation and Rightsizing.	10

List of Journals/Periodicals/ Magazines/ Newspapers etc.:

Human Capital, Indian Journal of Industrial Relations, HRM Review, Indian Journal of Training and Development.

Semester V

MBA (I) 501- Feasibility Report

A group consisting of three to four students will identify the business area of their choice and will prepare detailed feasibility report on the basis of their investigation. The project begins after the end of semester-IV & will be evaluated in the beginning of semester-V. So, the student needs to work on this project during the summer vacation of second year. The credit of this project will be added in semester V. The project may be based on primary data or secondary data depending upon the nature of the topic. The project will be evaluated on the basis of written report, presentation and viva-voce.

Course Objective

- The purpose of this course is to enable students to prepare a feasibility report which helps them to start a new venture.
- The course will prepare the students to evaluate the obstacles pertaining in new start-ups & enable them to develop an integrated approach to solved it.

Focus

The main focus of this project is to facilitate students to study a Business opportunity & understand the possible challenges & Problems that they can face when the start a venture.

Evaluation Scheme

Project Report – 60%, Presentation and Viva – 40%.

The Evaluation Panel consists of two examiners (internal & external) where each one will do the evaluation for 50 % weightage.

Model Content of the Report

Title Page

Preface

Acknowledgement

Table of content

1. Introductory Page

- 1) Name & Address of Business
- 2) Name & Address of the principals (founders)
- 3) Nature of Business (Description of Business)
- 4) Statement of Financing needed

2. Executive Summary – Two to three pages summarizing the complete business plan

3. Industry Analysis

- 1) PEST Analysis

- 2) Future outlook and trends
- 3) Analysis of competitors
- 4) Market Segmentation
- 5) Industry & Market Forecast

4. Description of venture

- 1) Products
- 2) Services
- 3) Size of Business
- 4) Office Equipments& Personal
- 5) Background of Entrepreneurs

5. Production Plan

For Manufacturing Firm:-

- 1) Manufacturing Process
- 2) Physical Plant
- 3) Machinery & Equipments
- 4) Name of Suppliers of Raw Material

For Service Firm:-

- 1) Merchandise
- 2) Inventory Control System
- 3) Flow of Service to the customers
- 4) Steps Involved in Business Transaction
- 5) Technology Utility Requirement to serve Customer

6. Operation Plan

- 1) Description of companies operation
- 2) Flow of order for goods & services
- 3) Technology Utilization

7. Marketing Plan

- 1) Pricing
- 2) Distribution
- 3) Promotion
- 4) Product Forecast
- 5) Contracts

8. Organizational Plan

- 1) Form of ownership

- 2) Identification of partners or principle share holders
- 3) Authority of principals
- 4) Management Team Background
- 5) Roles & responsibility of members of organization

9. Assessment of Risk

- 1) Evaluate weakness of business
- 2) New Technology
- 3) Contingency Plan

10. Financial Plan (At least three years)

- 1) Pro forma Income Statement
- 2) Cash flow projection
- 3) Pro forma balance sheet
- 4) Breakeven Analysis
- 5) Sources and Application of fund

11. Annexure

- 1) Letters
- 2) Market Research data
- 3) Leases or contracts
- 4) Price list from suppliers

Reference Books

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	Robert D, Hisrich	Entrepreneurship	TMH Publication House	Sixth Edition.
2	AnjaFoerster& Peter Kreuz	Different Thinking	---	Latest
3	ICFAI Center for Management Research	Project Management	ICFAI Center for Management Research	Latest
4	ShilpiJauhari&S.K. Chaturvedi	Project Management	Himalaya Publishing House	Latest
5	Edward Blackwell	How to prepare a Business Plan	The Sunday Times press	Fourth Edition
6	Prasana Chandra	Projects	TMH Publication House	Fifth Edition

7	Bruce Barringer&R.Duane Ireland	Entrepreneurship	Person Education	Latest Edition
8	SatishTaneja& S.L. Gupta	Entrepreneur Development- New Venture Creation	Galgotia Publishing Company	Latest Edition
9	Vasant Desai	Project Management & Entrepreneurship	Himalaya Publishing House	Latest Edition
10	John. W. Mullians	The New Business Road Test	Person Education	Latest Edition
11	P.C. Jain	Hand Book for New Entrepreneurs	Entrepreneurship Development Institute of India	Fourth Edition
12	V VRamani& A V Bala Krishna	Business Incubation	The ICFAI University Press	Latest Edition
13	Vasant Desai	Project Management	Himalaya Publishing House	Latest Edition

Websites

1. www.icreate.org.in
2. <http://icreateincorporated.org/>
3. <http://startup50.com/>
4. <http://www.venturestudio.in/>
5. echai.co
6. <http://www.iimahd.ernet.in/faculty-and-research/research-centers/ciie.html>

MBA (I) 502 Organizational Behavior

Course Objectives

The course helps the students to understand the 'human' side of the organizations. The students will be able to observe, understand and analyze the behavior within the organizational context. It also helps the students to develop basic skills to deal with the ongoing behavioral dynamics and contribute to organizational effectiveness.

Focus

The course would focus in providing a practical approach which will guide the learner to deal with how organizations are managed, how employees are recruited; how culture of an organization develops with time; and what are the different forms of organizational structures necessary to run organizations effectively.

Teaching Method

The course will use the following pedagogical tools:

- a) Lectures
- b) Role plays
- c) Case discussion.
- d) Projects/ Assignments/ Quizzes/ Class participation etc

Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

The continuous evaluation scheme includes the components like Presentation, Assignment, Case Discussion, Quiz and Attendance.

Model Content

Module No.	Course Content	No. of Sessions	Weightage
I	Organisational Behaviour: The emerging challenges and opportunities to organisational behavior, History and evolution of organisational behavior, Fundamental of individual behavior	10	15 %
II	Personality, Attitude and job Satisfaction, Learning and Learning theories, Perception	10	25%

III	Motivation and work performance, Practical Motivation Approaches Emotional and spiritual intelligence, the dynamics and Management of stress.	10	20%
IV	Group and team Dynamics, Transactional and organizational behavior, Leadership definition and theories of leadership, approaches of leadership. Authority, power and politics.	10	20%
V	Organizational Structure, Organizational Development, Organizational effectiveness, Organization of future, Corporate governance and social responsibility.	10	20%

Text Book

Sr. No.	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	AvinashChitale, Rajendra Prasad Mohanty, NishitRajaramDubey.	Organisational Behaviour- Text and Cases	PHI	Latest Edition.

Reference Books

Sr. No	Author/s	Name of the Book	Publisher	Edition and Year of Publication
1	Stephen P. Robbins Timothy A Judge, SeemaSanghi	Organizational Behavior	Pearson Latest Edition	Latest
2	Margie Parikh and Rajen Gupta	Organizational Behavior	Pearson	Latest Edition
3	Dipak Kumar Bhattacharya	Organisational Behaviour	Oxford Publications	Latest Edition
4	UdaiPareek	Understanding Organisational Behavior	Oxford University Press	Latest Edition
5	Jerald Greenberg Robert A. Baron	Behavior in Organizations	PHI	Ninth Edition
6	K. Aswathappa	Organisational Behavior	Himalaya Publishing House	Latest
7	Fred Luthans	Organisational Behaviour	McGraw - Hill	Latest Edition
8	Gregory Moorhead	Organisational	Jaico Publication	Latest Edition

	&Ficky W. Griffin	Behaviour		
9	Niraj Kumar	Organisational Behaviour	Himalaya Publishing House	Latest Edition

List of Journals/ Periodicals/ Magazines/ Newspapers etc

- Harvard Business Review, Decision, Vikalpa etc
- ICFAI Journal of Organisationl Behaviour

MBA (I) 503-Creativity & Innovation

Objectives

- To introduce with dynamics of ideation & creativity
- To understand the essence of innovation in the dynamic business environment
- To acquaint with the recent paradigm shift of Innovation – From Macro & Micro Perspective

Focus

The focus of the subject is on providing knowledge for successful practice of business innovation in the domains of venture capital management, intellectual properties, strategy, and corporate entrepreneurship.

Teaching Method

The teaching method includes lectures & case studies.

Course Duration

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

The continuous evaluation scheme includes the components like Presentation, Assignment, Case Discussion, Quiz and Attendance.

Model Content

Module	Course Content	No. of Sessions	Weightage
1	Dynamics of Ideation and Creativity: Inbound Ideation—Internal Innovation Ideation, Creative Process, Outbound Ideation, Open Innovation Ideation Methods, Other Miscellaneous Ideation Methods	10	20 %
2	The Concept of Innovation: Defining Physical and Social Technologies, Levels of Innovation—Why is Management Innovation so Important, Incremental vs Radical Innovation, Innovation in Large and Small Firms, Why Should Firms Invest in Innovation	10	20%
3	New Product Development: Context of New Product Development, Process of New Product Development, R&D Approach and New Product Development,	5	10%

	Outsourcing of New Product Development		
4	Paradigms of Innovation—The Macro Perspective: Context of Innovation—Developed & Emerging Economies, Examining Reverse Innovation and Its Application to Corporate, Future Macro Trends in Innovation Paradigms of Innovation—The Micro Perspective: Organizational Factors Affecting Innovation at the Firm Level (Culture, Team, Leadership)	10	20%
5	Venture Capital, Intellectual Property, Strategic Context of Innovation & Corporate Entrepreneurship	15	30%

Text Book

Sr. No.	Author	Name of the Book	Publisher	Edition
1	Vinnie Jauhari and Sudhanshu Bhushan	Innovation Management	Oxford University Press	First

Reference Books

Sr. No	Author	Name of the Book	Publisher	Edition
1	Floyd Hurr	Rousing Creativity: Think New Now	Crisp Publications Inc.	1999
2	Davis Gary and Scott	Training Creative Thinking	New York Pub.	Latest
3	Rastogi	Managing creativity for Corporate Excellence	Mac Millan	Latest
4	Pradip NCTE and Khandwalla	Lifelong Creativity	Tata McGraw Hill	Latest
5	Allan Afuah	Innovation Management	Oxford Uni. Press	Latest
6	Paul Trott	Innovation Management & New Product Development	Pearson Education	Latest

MBA (I) 504 Information Systems

Course Objectives

- To understand the different software and hardware systems available in the industry
- To understand the latest developments in the wireless technology and its application worldwide
- To explain key concepts and elements of information technology and information systems
- To examine the evolution, role, function and impact of IT & IS in global business operation.
- To identify sources of information and assess how they can be used in the decision making process by leveraging information technology and networks.

Focus

Information System for managers includes evolution, role, function and impact of Information Technology (IT) and Information Systems (IS) in international business operations. It will develop the students' ability to identify sources of information and how these can be used in the decision-making process by leveraging IT and networking.

Teaching Method

The following teaching method will be adopted

- a) Lectures
- b) Computer applications/ problems
- c) Case study
- d) Minor projects

Course duration

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme:

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

The continuous evaluation scheme includes the components like Presentation, Assignment, Case Discussion, Quiz and Attendance.

Model Content

Module	Course Content	No. of Sessions	Weightage
1	Introduction to Information Management	12	25%
	Introduction to Management Information System		

	Database Management		
2	Business Data Communication	12	25%
	Application of Information Systems		
	Organization and Information System		
3	E- Commerce	13	25%
	Supply Chain Management		
	Customer Relationship Management		
4	Decision Support System	13	25%
	Executive Information System		
	Knowledge Management System		
	Information Systems: Ethical and Social Issues		

Text book

Management Information System by Indrajeet Chatrjee, Latest Edition, PHI Publications

Reference Books

- Management Information Systems: Managing the Digital Firm, 11th Edition, Ken Laudon, Jane Laudon and RajanishDass, Pearson Education
- Management Information Systems - W.S Jawadekar, Second Edition, TMH Publishing
- Management Information Systems, S Sadagopan, PHI
- Introduction to Information Technology, ITL Education Solutions Limited, Pearson Education

List of Magazines/ Journals

- Journal of Management Information Systems
- International Journal of Information System and Management
- MIS Quarterly
- European Journal of Information System
- The Electronic Journal of Information System Evaluation
- Information Week
- Information Management

MBA (I) 505 - Business Ethics

Course Objective

To develop the character of students by sensitizing them to fundamental principles of Ethics in general and Business, in particular in such a way that it makes permanent imprints in the minds of the students so that 'Ethical Mindset' becomes a crucial filter for future decision making process as is necessary for a transparent and a fair Corporate Governance System.

Focus

Syllabus will have focus on the various Practical learning concepts. Students are required to case study of companies' ethical practices.

Teaching Method

The following pedagogical tools will be used to teach this course:

- 1) Lectures
- 2) Case Study Discussions
- 3) Assignments

Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

Continuous Evaluation Components:

- Case Study analysis: Students are required to identify certain corporate cases pertaining to ethical practices and undertake a case study on them.
- Assignment: A group/ individual assignment will be given in the class room. A group is supposed to submit it in hard copy. Date of submission will be announced in the class only.
- Quiz: Quiz will be conducted at regular interval after the completion of certain portion of the syllabus.
- Attendance & Class Participation: Attendance & Class Participation will be taken into consideration as Continuous Evaluation Component.

Model Content

Module	Course Content	No of Sessions	Weightage
1	Introduction and Overview of Ethics Business Ethics, Ethics for Managers, Value and Ethics in Business, Ethical Decision Making, Personal and Business Ethics, Management Ethics, Morality, Etiquette and Professional Codes	12	25
2	Ethical Dilemmas and Decision Making Ethical Dilemma, Sources of Ethical problems, Personal Ethics for employees, Ethical models that guide decision making, approach for ethical decision making, Personal and Corporate Values and Ethical decision making	12	25
3	Ethics, Business and Corporate Ethics Corporate Ethics, Good Governance, Strategies and techniques for sound Corporate Governance, Indian Model of Corporate Governance, Guide for Investors/Shareholders, Investor Protection in India, Problems of Investors in India	14	25
4	Corporate Social Responsibility, Consumer protection and Environmental Ethics Why CSR, Advantages and Scope of CSR, Ethics and CSR, Consumer, Parties to consumer protection, Consumer protection in India, Consumer Protection Act, Environmental concerns, Future outlook on Environment, Sustainable Development, Waste Management and Pollution Control	12	25

Textbooks

Sr. No	Author	Publication	Title	Edition
1	A C Fernando	Pearson	Business Ethics: An Indian Perspective	Latest

Reference Books

Sr. No	Author	Publication	Title	Edition
1	A C Fernando	Pearson	Business Ethics and Corporate Governance	Latest
2	S K Mandal	Tata McGraw Hill	Ethics in Business and Corporate Governance	Latest
3	Murthy C.S.V.	Business Ethics and Corporate Governance	Himalaya Publishing	Latest

List of Magazines, Journals and Websites to be referred

Sr. No	Publisher	Title
1	Indian Institute of Management, Kolkata.	Journal of Human Values
2	Indus Business Academy, Bangalore.	IBA Journal of Management & Leadership
3	Geeta Press Gorakhpur	Kalyan Kalpataru

MBA (I) 506 - Export Import Procedures

Course Objectives

The specific objectives of this course are:

- To familiarize the learners with the concept export/import and understand the significance of global business
- To familiarize the learners with the process of export and import
- To understand the process for export financing and marketing
- To understand the process of shipment, logistic and preparation of documents for export/import

Focus

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the export/import management process. The subject would thus offer students the opportunity to exercise on functions of export/import and learn practically about the same.

Teaching Methods

The course will be taught through class room discussion, case study discussion, seminar and presentations. Students understanding will be evaluated through quizzes, assignment and projects.

Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

Continuous Evaluation Component

Sr. No	Continuous Evaluation Components	Nature of Activity (Individual/Group)
1	Presentation/Assignment	Group
2	Quiz	Individual
3	Attendance and CP	Individual

Model Content

Module	Course Content	No. of Sessions	Weightage
1	Meaning and Definition, Types of export and import, Role in Indian Economy, Export and Trading House, Major exports and imports, Major trading partners, Latest EXIM policy, FERA and FEMA, Role of WTO in foreign trade, Process of starting export/import business, Registration process for import and export	10	20%
2	Pre-Shipment Finance, Post Shipment Finance, Role of EXIM Bank in financing for export and import, Methods of payment for exporters and importers, Types of the incentives	12	25%
3	Types of channel for export and import, Forms and symbols for labels, Packaging material and Types of packaging, Pricing strategy and methods of pricing INCOTERMS	12	25%
4	Modes of Transport, Forms of Shipping, Types of ships, Reservation of Shipping Space, Containerization Shipping and commercial documents	12	25%
5	Select any product from India to be exported to any foreign country of your choice. Prepare marketing plan, estimation of cost, shipment and documentation.	4	10%

Textbook

Sr. No.	Author/s	Title of the Book	Publisher	Edition
1	Justin Pual and Rajiv Aserkar	Export Import Management	Oxford University Press	Latest

Reference Books

Sr. No.	Author/s	Title of the Book	Publisher	Edition
1	UshaKiranRai	Export - Import And Logistics Management	PHI	Latest
2	Aseem Kumar	Export and Import Management	Excel	Latest
3	P S Khurana	Export Management	Galgotia Publication	Latest

List of Journals, Magazines and Newspapers to be referred

Journals	Magazines	Newspapers
Foreign Trade Review (SAGE publication)	EXIM India (http://www.eximin.net/)	Business Standard
		Economic Times
		Times of India

Websites

1. <http://www.commerce.nic.in/eidb/>
2. <http://dgft.gov.in/>
3. <http://www.fieo.org/>
4. <http://www.eximbankindia.in/#>
5. <https://www.icegate.gov.in/Webappl/>
6. <http://www.dgciskol.nic.in/>
7. <https://www.wto.org/>

Semester VI

MBA (I) 601 - Marketing Management

Course Objectives

Marketing Management is the fundamental functional course. The objective of the course is to acquaint students with importance, ways and consequences of doing marketing. The objective is also to make them comprehend challenges of contemporary time and requirement of novel thinking so as to succeed in achieving objectives of the organization by practicing efficient and effective marketing.

Focus

The subject will focus on product, price, place and promotion of both products as well as services.

Teaching Methods

Along with lectures, Case Study, Assignments and Field-work Projects will be used.

Course Duration

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance.

Model Content

Module	Course Content	No. of Sessions	Weightage
1	Understanding Marketing Management; Defining Marketing for the 21st Century, Developing Marketing Strategies and Plans	7	15%
2	Analyzing Market; Analyzing Consumer Markets, Analyzing Business Markets	8	20%
3	Choosing Value; Identifying Market Segments and Targets, Basic Understanding of Brand Positioning and Brand Equity; Designing Value; Setting Product Strategy, Designing and Managing Services, Developing Pricing Strategies and Programs	10	25%
4	Delivering Value; Designing and Managing Integrated Marketing Channels; Managing Retailing, Wholesaling, and Logistics; Communicating Value; Designing and Managing Integrated	10	25%

	Marketing Communications		
5	Sustaining Growth and Value; Introducing New Market Offerings	05	15%

Textbook

Sr.No.	Name of Book	Name of Author	Name of Publishing House	Edition
1	Marketing Management: A South Asian Perspective	Philip Kotler, Kevin Lane Keller, Abraham Koshy&MithileshwarJha	Pearson	14 th edition

Reference Books

Sr. No.	Name of Book	Name of Author	Name of Publishing House	Edition
1	Marketing Management	V.S. Ramaswamy	MacMillan	Latest edition
2	Marketing Management	K. Karunakaran	Himalaya Publishing House	Latest edition
3	Marketing Management	Arunkumar& N. Meenakshi	Vikas	Latest edition
4	Marketing Management	Tapan Panda	Excel Books	Latest edition
5	Marketing Strategies	RajanSaxena	Tata- McGraw Hill Publishing Company	Latest edition
6	Marketing in the new Era	J. S. Panwar	SAGE	Latest edition
7	Strategic Marketing Management	Khurana&Ravihandran	Global Business Press	Latest edition
8	Marketing Strategies	RamanujMazumdar	Allied Publishers Ltd. New Delhi	Latest edition

MBA (I) 602 - Financial Management

Course Objective

The primary objective of this course is to explore concepts, approaches to financial management and its applicability in the corporate finance. This course is extended to the learning with case studies. There are four basic decisions of Finance, i.e. Investment, Financing, Working Capital and Dividend Decision. In addition, instructor focuses on foundation in finance principles and the related mathematical tools that are necessary for students to understand how financial decisions are made. The instructor also focuses on the teaching theory with practical aspects. This course helps students to inculcate corporate finance problems. However emphasis will be placed using Microsoft Excel to solve financial problems.

Focus

The course would focus in providing a practical approach which will guide the learner through the method of Knowing- Learning – Practicing.

Teaching Method

The course will use the following pedagogical tools:

- (a) Discussion on issues.
- (b) Practical Sessions (Introduction to financial functions in Spreadsheets)
- (c) Projects/ Case studies /Assignments/ Quizzes/ Class participation etc

Course Duration

The course duration is of 50 sessions of 60 minutes each.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance.

Model Content

Module No	Course Content	No. of Sessions	Weightage
1	Fundamentals of Financial Management and Valuation Concepts of Financial Management: Definition, Scope, Goal, Function, Agency Theory, Financial System, Functions, Structure, Players. Time value of Money: Concepts of time value, Compounding and Discounting, Annuities, Valuation of Bonds and Shares	12	25%
2	Investment Decisions Introduction of capital budgeting, Nature, Process and	12	25%

	Discounted and Non Discounted Techniques of Investment Selection. Estimation of Cost of Capital		
3	Financing and Dividend Decisions Theory of Capital Structure: Meaning, Relevance and Irrelevance of Capital Structure, Arbitraging (Only theory), Leverage Analysis, Sources of Long Term Finance. Understanding Dividend Decisions: Meaning, Various Models of Relevance and Irrelevance of Dividend theory.	12	25%
4	Working Capital Decisions Understanding Working Capital Management: Principles, Policies and estimation of Working Capital Management Management of Components of Working Capital: Management of inventory, Working capital financing, Management of Cash (only theory), Management of receivables (only theory).	14	25%

* The Case studies will be taken from Text Book I. M. Pandey, *Financial Management*, Latest Edition, Vikas Publication

Textbook

Sr. No.	Author/s	Title of the Book	Publisher	Edition and Year of Publication
T1	I. M. Pandey	Financial Management	Vikas Publication	Latest Edition

Reference Books

Sr. No	Author/s	Title of the Book	Publisher	Edition and Year of Publication
1	Srivastava&Misra	Financial Management	Oxford University Press	Latest Edition
2	Prasanna Chandra	Financial Management – Theory and Practice	Tata McGraw-Hill Publishing Company	Latest Edition
3	Van Horne &WachowiczJr	Fundamentals of Financial Management	Pearson Education	Latest Edition
4	Briham& Houston	Fundamentals of Financial Management	Thomson Business Information India (P) Ltd	Latest Edition
5	Reddy, Sudarsana	Financial Management – Principles and Practice	Himalaya Publishing House	Latest Edition
6	Vishwanath, S. R	Corporate Finance - Theory and Practice	Response Books	Latest Edition
7	McMenamin, Jim	Financial Management – An Introduction	Oxford University Press	Latest Edition

List of Magazines, Journals and Websites to be referred

Business Standard	Business World
The Economic Times	Business Today
The Chartered Accountant	Journal of Finance
The Chartered Secretary	Chartered Financial Analyst
www.moneycontrol.com	www.moneycontrol.com
www.bseindia.com	www.nseindia.com

MBA (I) 603 -Company Law

Course Objectives

The objectives of this course are

1. To impart the students with Practical knowledge of the requirements and actions of company law which company require to follow as per the company act, 2013
2. To enable students with the legal requirements that they need to follow for the formation & management of a company
3. To equip students with rules and regulations affecting various managerial functions

Focus

Syllabus will have focus on Practical learning of various concepts. Students are require to undertake a case study of company law and need to solve it as per the norms & regulations of company act.

Teaching Method

The following pedagogical tools will be used to teach this course:

- Lectures
- Case Study Discussions
- Audio & visual Material
- Assignments

Course Duration

The course duration is of 50 sessions of 60 minutes each, i.e. 50 hours.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

Continuous Evaluation Component

- Case Study analysis & Viva Voce: Students are require to undertake a case study pertaining to company law of any government, private or Corporate & need to solve it as per the norms & regulations of company act.
- Quiz: There will be two Quizzes.
- Attendance & Class Participation: Attendance & Class Participation will considered in CEC.

Model Content

Module	Course Content	No of Sessions	Weightage
1	Company act-Basics & Management Definition & Characteristics of company , Company distinguished from Partnership, Company law in India (The company act, 2013), Formation of company & various process involved in it, Directors, Appointment, power, Meeting, Duties & other legal regulation pertaining to director, Account keeping & related norms, Appointment of auditors & power, rights, duties of auditors	12	25%
2	Share capital& Power of Borrowings Various Kinds, Alternatives & reduction of share capital, Further issue, Reorganization of capital & voting Rights, Application & allotment of shares, Lien, Forfeiture, nomination & Transmission of shares, Issue of shares at Premium & discount, bonus shares, SEBI Guidelines on Shares, Ultra Virus Borrowing, Various kinds of Debentures & Remedies for debenture holders, Various regulations of company law with respect to charges	12	25%
3	Partnership Business & Legal Requirements Definition & formation of partnership, Feature of partnership, Differences between partnership & other forms of Business, Types of Partnership, Relation of Partner with other partners & third party, Minor's position in partnership, Incoming & Outgoing Partners, Registration of a partnership firm & legal requirements	14	25%
4	Investigation, Restructuring & Winding of Company Meaning of Investigation, Power for Investigation, Investigation by Government & imposition of Restrictions, Powers of Inspectors & Reporting, Principle of Majority rule, Prevention of oppression & Mismanagement, Power of company law board & central government, Restructuring & amalgamation, Compromise at time of going public & winding up of company, meaning & Modes of Winding up of company, Winding up Procedure & Power of Court, Voluntary Winding Up	12	25%

Textbook

Sr. No	Author	Publication	Title	Edition
1	N.D.Kapoor	Sultan Chand & Sons	Elements of Company Law	Latest

Reference Books

Sr. No	Author	Publication	Title	Edition
1	K.R. Bulchandani	Himalaya Publishing House	Business Law for Management	Latest
2	A.K. Majumdar & Dr. G.K. Kapoor	Taxmann	Company Law & Practice	Latest
3	J.K. Bareja	Galgotia Publishing Company	Industrial Law	Latest

List of Magazines and Journals

Sr. No	Publisher	Title
1	Jus Scriptum Magnus Pvt. Ltd.	Corporate law Advisor
2	ICFAI University	IUP Law Review
3	Hart Publishing, Oxford	Journal of Corporate Law Studies (http://www.hartjournals.co.uk/jcls/)
4	Vantage Asia Publishing Limited	India Business Law Journal (http://www.indilaw.com/index.php)

Websites

Sr. No	Websites
1	www.mca.gov.in
2	www.claonline.in
3	india.gov.in/official-website-company-law-board
4	www.clb.nic.in/

MBA (I) 604 -Project Management

Course Objective

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. Upon successful completion of the course, the student will be able to understand how to devise strategy and plan for the project and design the project and its schedules and overall framework.

Pedagogy

- Lectures
- Case study
- Assignments

Evaluation Pattern

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance.

Model Content

Module No.	Course Content	No of sessions	Weightage
1	Introduction: Introduction to Project Management, Structures and Culture of Project Management	8	15%
2	Defining the Project: Project Definition, Strategy and Project Selection	12	25%
3	Designing the Project: Estimating Project Time & Cost, Developing a Project Plan, Managing Risk, Scheduling Resources, Reducing Project Duration	12	25%
4	Deliver and Executing the Project: Progress & Performance measurement & evaluation Supply Chain Issues	12	25%
5	Develop: Project Audit & Closure	6	10%

Text Books

- Projects by Prasanna Chandra, Tata McGraw Hill
- Project Management- The Managerial Process, Clifford F. Gray & Erik W. Larson, Tata McGraw Hill

Reference Books

- Project Management by Harvey Maylor, Pearson Education, 3rd edition
- Project Management by Pinto, Pearson
- Project Management-The Managerial Process by Clifford F. Gray & Erik W. Larson, Tata McGraw Hil

MBA (I) 605 - Business Research Methods

Course Objective

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on a variety of business issues. For better decision making it is required to have sufficient information about the particular business area as information reduces the uncertainty in decisions. In this context research helps in developing the information about the various business areas and this way it also assist the managerial decision making. The course includes the understanding of various concepts of research methodology, some illustrations of their practical usage and understanding of some data analysis software.

Focus

The focus of this subject is to provide basic understanding about use of qualitative and qualitative research tools.

Teaching Methods

- Lectures
- Case study
- Minor projects (Including Development of questionnaire, Writing Literature Review)

Course Duration

There shall be 50 sessions of one hour each and the course is spread across 16 weeks.

Evaluation Scheme

Continuous Evaluation Scheme	30%
Mid Semester Examination	30%
University Examination	40%

CEC will be based on Quiz, Assignment, Project, Presentation, Class Participation and Attendance. Some of the suggested assignments are as under.

- In a group of two, students need to select one topic of research and have to prepare literature review, with use of APA citation style.
- In a group of two, students need to develop a questionnaire for online & manual versions.

Model Content

Module No.	Course Content	No. of Sessions	Weightage
1	Introduction to the Research Industry & Career Scope	1	10 %
	Introduction, Objectives & Application Nature and Scope of Business Research,	2-3	

	Research Process at Glance, Decision Making and Marketing Research		
	Discussion on Illustrative Research Proposals	4	
2	Quantitative Research Designs Types of Research Designs and its applications	5-7	10 %
	Identifying the Research Problem	8-9	
3	Specifying Data and Acquisition Methods Data Types, Data Source, Primary Data & Secondary data, Comparison Between Various Data Actualization Method	10-12	10 %
4	Qualitative Research design	13-15	10 %
5	Measurement and Scaling: Fundamentals and Comparative Scaling Commonly Used Scales in Business Research, Reliability and Validity of Scale	16-18	10 %
6	Questionnaire Designing Steps in Designing Questionnaire, Pitfalls in Questionnaire Designing	19	10 %
	Developing & Using Online Questionnaire	20-24	
7	Sampling Design and Procedure Sampling Method Procedure and Sample Size Decision	25-27	10 %
8	Define Research Question And Framing & Testing Of Hypotheses Developing the Hypothesis, Testing of Hypothesis; Type – I and II Errors, One Tailed and Two Tailed Test of Significance. Parametric and Nonparametric Tests of Univariate and Bivariate Data (Nonparametric Tests: Kolmogorov Smirnov Test, Sign Test, Wilcoxon Matched Pairs Test, Kolmogorov Smirnov Two Sample Test, Mann Whitney U Test)	28-32	20 %
9	Test of Association and Research report writing Regression (Introduction only), Preparing a Research Report and Communicating the Research Results (Includes APA style of reporting the results and referencing), Evaluation of Research Result	33-36	10 %
	Statistical Package for Social Services (SPSS) (Will be used in future projects)	37-42	
	Revision & Remedial Sessions	43-50	

Text Book (Latest Edition)

Sr. No.	Author/s	Publication	Title	Edition
1	Naval Bajpai	Pearson	Business Research Methods	Latest

Reference Books (Latest Edition)

Sr. No.	Author/s	Publication	Title	Edition
1	Cooper, Schindler & Sharma	Tata McGraw Hill	Business Research Methods	Latest
2	Bryman& Bell	Oxford University Press India	Business Research Methods	Latest
3	Uma Sekaran	Wiley	Research Methods for Business	Latest
4	Luck & Rubin	Prentice Hall Publication	Marketing Research	Latest
5	Pandya & Jayswal	Books India Publications	Advanced Marketing Management	Latest
6	George & Mallery	Pearson	SPSS for Windows Step by Step	Latest

Other Suggested Reading

At least five articles / research papers of their choice, from the available Indian journals with international reputations (Faculty Member can suggest the article / research paper).

Students need to refer the following websites

www.ssrn.com

www.nielsenmedia.com

www.censusindia.gov.in

www.esurveyspro.com

www.imrbint.com

www.in.kpmg.com

www.surveymonkey.com

www.marketingresearch.org

www.mruc.net/

www.marketingscales.com

<https://statistics.laerd.com>

MBA (I) 606 - Project

Course Objective

The purpose of this course is to enable students to study an industry/sector in its totality and appreciate the use of an integrated approach in understanding the environmental issues and problems.

A group of two to three students are asked to study a specific industry and the major players in that industry in group. The group is required to submit a technical report on concerned industry at the end of Semester. The group will identify the industry and the major companies in that industry for the purpose of study in the beginning of the semester and will start working on it. The report will be prepared by the group and it will be evaluated on the basis of written report, presentation and viva-voce.

Evaluation Scheme

Project Report – 60%, Presentation and Viva – 40%.

The Evaluation Panel consists of two examiners (internal & external) where each one will do the evaluation for 50 % weightage.

Model Content of the Report

- Title Page
- Certificate
- Declaration
- Preface
- Acknowledgement
- Executive Summary
- Table of Content

Sr. No.	Particulars
1	Introduction about the Industry
2	Research Methodology <ul style="list-style-type: none">• Objectives of the Study of Product Market Analysis• Information Needs• Research Design• Data Collection & Sources• Primary Survey Sample Plan (If Required)• Survey Technique, Approach & Instrument(S) To Be Used• Analysis Plan• Schedule.• Limitations If Any
3	Study of Global Market <ul style="list-style-type: none">• Global Scenario of Industry• PEST Analysis of Industry in world Market• List of Corporate & Countries – Suppliers / Customers• Global Trends In Production, Consumption, Product Development &

	Marketing
4	Study of Indian Market <ul style="list-style-type: none"> History of Industry in India Indian Scenario of Industry Growth and Evolution of Industry in India
5	Product Profile
6	Demand determination of the Industry <ul style="list-style-type: none"> Price Income of targeted customers Penetration level Availability of Finance Replacement Demand Promotion Schemes Excise duty structures
7	Players in the Industry <ul style="list-style-type: none"> Number of Players Introduction of key players Market Share of Various Brands/Firms
8	Distribution channel in the Industry
9	Key Issues and Current Trends <ul style="list-style-type: none"> Product Quality/Technology Promotion Company specific marketing strategies Segmentation and Positioning Total Market Seasonality Pattern Growth Rate Statistics
10	PESTEL Analysis (depends on nature of study, as per the guide's suggestions) <ul style="list-style-type: none"> Import duties on Components and finished goods Taxes and Levies Non-Tariff Barriers
11	Portfolio Modal: <ul style="list-style-type: none"> Michel Porter's Five Force Model, BCG (2×2) Matrix, GE Nine cell (3×3) Matrix Key Success Factors etc.
12	Opportunity and Threat (OT) Analysis
13	Problems Identification, Problems Analysis and Remedial Measures
14	Future Outlook/Conclusion/Suggestions
15	Annexure & Bibliography

Semester VII

Name of the Subject: ECONOMICS FOR MANAGERS
Course Code and Subject Code: MBA(I) 701, EFM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on a variety of business issues. In this context training in economics provides a systematic and logical way of analyzing business decisions that focuses on economic forces that shape both day to day decisions and long run planning decisions. It also serves to develop and strengthen overall analytical skills of students of all majors. The course brings together topics in microeconomics and macroeconomics that can be applied to business decision making to create a valuable way of thinking about markets and decisions.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 5	Ten principles of economics Thinking like an economist	5%
6 - 12	Market Demand and Elasticity Demand, Supply and Market Equilibrium	15%
13 - 18	Consumers , producers and the efficiency of markets Production and Cost Analysis	10%
18 - 21	Firms in Competitive Markets	10%
22 - 25	Monopoly Monopolistic competition	10%

26 - 29	Oligopoly	10%
30 - 33	Measuring a Nations' Income Measuring the cost of living	10%
34 - 37	The monetary system Money growth and inflation	10%
38 - 44	Open-economy macroeconomics – Basic concepts Aggregate demand and aggregate supply	10%
45 - 50	The influence of monetary and fiscal policy on aggregate The short-run trade-off between inflation and	10%

Text Book:

1. Economics- Principles and Applications, N Gregory Mankiw, Cengage Learning
2. Additional Study Material will be provided macroeconomics topics.

Reference Books:

1. Managerial Economics- Principles and World Wide Application, Dominick Salvatore, Oxford Publication
2. Managerial Economics –Concepts and Applications, Christopher R. Thomes & S. Charles Maurice, 8th edition, Tata McGraw Hill
3. Managerial Economics, Craig Petersen and W.Cris Lewis, Pearson/PHI
4. Managerial Economics- Theory and Application, D M Mithani, Himalaya Publishing House
5. Economics, Samuelson and Nordhaus, Tata McGraw Hill
6. Managerial Economics, Atmanand, Excel Books
7. Managerial Economics- Concepts & Cases, Mote, Paul and Gupta, Tata McGraw Hill

Name of the Subject: ACCOUNTING FOR MANAGERS
Course Code and Subject Code: MBA(I) 702, AFM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Financial Accounting is known as the language of business. It measures, translates and sums up the impact of all business activities into financial terms in the form of financial statements and facilitates an enterprise to analyze and assess periodically whether it is running profitably and enjoys a sound financial health or not. Based on this financial information, a business formulates its strategies for revenue enhancement, cost economies, efficiency improvements, restructuring of its operations and further expansion / diversification for creating and enhancing the wealth of the shareholders.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Sessions	Topic	Percentile weightage
1-4	Financial Accounting & Economic Decisions: Introduction, Purpose, Definition, Scope & Coverage Concepts, Conventions and Terms	10%
5-9	Processing Transactions: Accounting Process, Classifying Business Transactions	5%
10-16	Measurement of Business Income: Income Measurement, The Profit & Loss Account	10%
17-22	Completing the Accounting Cycle: Adjustments, Profit & Loss Account and Balance Sheet	15%
23-26	Valuation of Inventories : Inventory Valuation Methods	10%

27-31	Valuation of Fixed Assets : Meaning, Significance, Scope and Coverage and Disclosures Depreciation of fixed assets	10%
32-36	Shareholders' Equity : The Corporate Organisation, Share Capital, Reserves, Buy Back of Shares and Treasury Stock, Bonus Shares Stock Based Compensation, Earning Per Share	10%
37-42	Financial Statement Analysis: Classification, Structure, ROI, Solvency, Liquidity Ratios, etc. Core Ratios	15%
43-47	Analysis of Cash Flow Statement: Introduction, Analysis of Cash Flow, Management Discussion	10%
48-50	Generally Accepted Accounting Principles: Sources, ICAI's Standard on Accounting Policies, Changes in Policies IFRS Window dressing	5%

Text Book:

1. Financial Accounting: A Managerial Perspective, R. Narayanaswamy PHI Learning Private Limited

Reference Books:

1. Financial Accounting for Management: - An Analytical Perspective, Ambrish Gupta, Pearson Education
2. Accounting for Management, S.K Bhattacharya and John Dearden, Vikas Publishing House
3. Financial Accounting-A Managerial Emphasis, Ashok Bannerjee, Excel Books
4. Basic Accounting for Management, Paresh Shah, Oxford Higher Education
5. A Text Book of Accounting for Management, S.N Maheshwari and S.K Maheshwari, Vikas Publishing House
6. Financial Accounting for Management, N Ramchandran and Ram Kumar Kakani, TMH
7. Financial Accounting: Concepts, Methods and Applications, Carl S Warren, James M Reeve, Cengage Learning
8. Financial Accounting, Maheshwari & Maheshwari, Vikas Publishing House
9. Gupta & Gupta, Principle of Accountancy, Sultan Chand & Sons
10. Essentials of Financial Accounting, Leslie Chadwick, Prentice Hall of India
11. Financial Accounting for Managers, T. P. Ghosh, Taxmann publication

Name of the Subject: MANAGERIAL COMMUNICATION
Course Code and Subject Code: MBA(I) 703, MC
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Communication is a very essential skill for the managers to be successful in their professional Career. The objective is to acquaint the students with the basic concepts and techniques of Communication that is useful in developing skills of communicating effectively.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Sessions	Topic	Percentile weightage
1 – 4	Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication Case Study: - Goodwill Corporation Ltd.	10%
5 – 9	Role of Verbal & Non-verbal Symbols in communication : Forms of Non-verbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication Case Study:- Charisma Corporation	10%
10 – 14	Listening: Definition, Anatomy of poor Listening, Features of a good Listener, Meaning of EL, Types of Listening skills, strategies, Barriers to effective Listening. Spoken Communication : Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience , Telephone, Teleconferencing, Challenges and etiquette Case Study:- The Farewell Speech	10%

15 – 19	Group Discussion & Interviews : Methodology of Group, Role Functions in Group Discussions, From of Group, Characteristics of Effective Groups, Group Decision –Making , Group Conflict, Types of Non-functional Behavior, Fundamental principles of Interviewing, Types of Interviewing Questions, Important Non-Verbal Aspects, Types of Interviews, Style of Interviewing. Mock Interviews, Introduction, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing. Case Study:- Career Counseling	10%
20 – 23	Meetings: Ways and Means of conducting meeting effectively, Planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings , Web Conferencing Case Study:- A Special Meeting of the Executive Committee	5%
24 – 30	Forms of Communication in Written mode: Written Business Communication, Basic Principles, Tips for effective writing, The Seven Cs of Letter writing, Planning steps for effective writing , Persuasive written messages , Writing Business Reports (Short & Long), Kinds of Business Letters, Tone of writing, inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos. Case Study:- Missing Briefcase	15%
31 – 33	Job applications & Resume: Identifying potential career opportunities, Planning a Targeted Resume, Preparing Resumes, Supplementing a Resume, Composing Application Messages	5%
34 – 39	Writing E-mail, Business Reports, Business Proposals : Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports.	20%
40 – 50	Practical work Analysis: Project presentations	15%

Text Book:

1. Basic business Communication, Raymond V. Lesikar & M. E. Flatley, TMH
2. Cases will be provided from Meenakshi Raman and Prakash Singh, Business Communication, Oxford University Press

Reference Books:

1. B. Com (Business Communication), Lehman, Cengage
2. Business Communication Today, Bovee, Thill & Schatzman, Prentice Hall
3. Effective Business Communication, Murphy, Hildebrandt & Thomas, TMH
4. Business Communication Strategies, Monipally, TMH
5. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational
6. Business Communication Asha Kaul Prentice Hall of India
7. Professional Communication Aruna Koneru Tata McGraw-Hill

Name of the Subject: ORGANIZATIONAL BEHAVIOUR
Course Code and Subject Code: MBA(I) 704, OB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Organization Behaviour provides framework to the students to understand the human behaviour dynamics in work organisations through the study of the individual, the group and the organisational system. Organization is composition of human beings and their behaviour. In order to manage the people in organization, it is essential to understand individual attitudes and behaviour in an organizational context. It does this by reviewing psychological theories as they apply to organizations; demonstrating the contribution of a psychological perspective to understanding human behaviour at work; and critically evaluating the empirical evidence.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Sessions	Topic	Percentile weightage
1- 4	General orientation for OB field, introduction, what managers do, Other fields related to OB, Challenges and opportunity ,OB models	5 %
5-8	Foundation of OB: Ability- intellectual and physical ,biographic characteristics – Age, gender, race, tenure etc, shaping – managerial tool, reinforcement theories , Theories of learning	5%
9-11	Values, Attitude and Job Satisfaction	5%
11-13	Personality and its determinants, traits theories, linking individual's personality and values to workplaces	10 %
14-17	Perception definition, attribution theory , shortcuts , specific application, Perception and decision making , rational model , assumption of model , three components, bounded rationalities , Transactional analysis, Johari Window	10 %
18-20	Motivation definition , early theories, contemporary theories, Self efficacy theory, reinforcement theory, equity theory,	10 %

21-25	Expectancy theory, Job characteristics model , job rotation, enrichment, enlargement, Alternative arrangement in job , Employee involvement, Rewarding employee	5 %
26-27	Group Development, group decision making, group behavior, understanding difference between team and group, Team Building	5%
28-30	Leadership- awareness and general discussion, trait theories , Behavioral theories, Contingency theories, Inspirational approaches ,	10%
31-33	charismatic, transformational and transactional leadership, Ethics and leadership , trust and leadership, three types of trust, Contemporary roles, challenges , finding and creating leaders	5 %
34-35	Contrasting leadership and power, bases of power , dependency , power tactics, politics , causes and consequences of political behavior, the ethics of behaving politically	5%
36-40	Culture definition , some of the aspects , general discussion, Functions of culture , creating and sustaining culture ,how employee learn culture, Creating customer responsive culture , culture and nation	5%
41-44	Transitions in conflict thought, the conflict process, negotiation process	10 %
45-47	Introduction to change management, Change Dynamics, Forces for change, planned change, resistance to change.	5 %
48-50	Approaches to managing organizational change, creating a culture for change, work stress and its management.	5 %

Text Book:

1. Organizational Behaviour by Stephen Robbins, Timothy Judge and Seema Sanghi, 14th Edition, Pearson Education

Reference Books:

1. Understanding organizational behaviour by Udai Pareek ,4th edition , 2004 , Oxford press
2. Organizational Behaviour –by Parikh and Gupta, 1st edition, TMH Publication
3. Organizational Behaviour by Fred Luthan , Tata Mc-Graw hill publication

Name of the Subject: PRINCIPLES OF MANAGEMENT
Course Code and Subject Code: MBA(I) 705, POM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management with special attention to managerial responsibility for effective and efficient achievement of goals. The objective is to help the students understand the fundamental concepts of principles of management; the basic functions of management like planning, organizing, controlling and leading. It is also intended to give an overview of the historical development, theoretical aspects and practical application of managerial process.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Sessions	Topic	Percentile weightage
1-3	Managing and Managers: Organizations and Need for Management, Management Levels and Skills, Challenges of Management, Management Process, Types of Managers	5 %
4-6	The Evolution of Management Theory: Early Thinking about Management, Neo-Classical Theories, Classical and Modern Management Theories	5 %
7-9	Social Responsibility and Ethics: Changing concept of Social Responsibility, Shift to Ethics, Tools of Ethics Case: Union Carbide	5 %
10-11	Globalization and Management: Globalization and Competitiveness, Changing International Scene, Global Business Practices	5 %
12-14	Decision Making: Nature of Managerial Decision Making, Problem and Opportunity Finding, Deciding to Decide, Rational Model in Perspective, Rational Model in Perspective (Continue)	5%
15-17	Planning and Strategic Management: Planning an Overview, Strategic and Operational Plans, Concept of Strategy, Levels of Strategy	7.5 %

18-21	Strategy Implementation: Matching Structure and Strategy, Institutionalizing Strategy, Operationalizing Strategy, Using Procedures to facilitate Implementation Case Study: Edmunds Corrugated Parts and Services	7.5 %
22-24	Organizational Design and Organizational Structure: Building Blocks, Organizational Design, Downsizing, Types of Organizational Structures	5 %
25-27	Power and the Distribution of Authority: Power, Authority, Line and Staff Authority, Centralization and Decentralization	5 %
28-30	Human Resource Management: HRM Process, HRM and Strategy	5 %
31-34	Managing Organizational Change and Innovation: Planned Change, Model of Change Process, Organizational Development Case Study: Southern Discomfort	5 %
35-28	Motivation: Motivation Theories, Motivational Theories and Managerial Implications Case: Kimbel's Department Store	7.5%
39-42	Leadership: Different Approaches to Leadership, Future of Leadership Theory Case Study: Acme Minerals Extraction Company	7.5 %
43-44	Communication and Negotiation: Improving Communications Process, Communications in Organizations, Negotiating to Manage	5 %
45-48	Effective Control: Meaning, Importance and Process of Control, Designing Control Systems, Auditing, Financial Controls, Budgetary Control Methods	10%
49-50	Information Systems: Information System and Control	10%

Text Book:

1. Management , James A .F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Sixth Edition, Pearson

Reference Books:

1. New Era of Management, Richard L. Daft, 10th Edition, Cengage Learning
2. Management, Robbins & Coulter, Pearson Education
3. Principles of Management, Koontz, Tata McGraw Hill
4. Essentials of Management, Massie, Joseph L, PHI
5. Fundamentals of Management: Essential Concepts and Applications, Robbins S. P. and Decenzo David A, Pearson Education
6. Principles of Management, P C Tripathy & P N Reddy, Tata McGraw-Hill
7. Principles of Management: Concepts & Cases, Rajesh Viswanathan, Himalaya Publishing

Name of the Subject: QUANTITATIVE TECHNIQUES FOR MANAGERS
Course Code and Subject Code: MBA(I) 706, QTM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Statistics is used to make inferences related to situations. Various Statistical methods can be applied to different situations to arrive at meaningful results. This subject aims to familiarize students towards perceiving and analyzing modern business & economic numerical and apply statistical techniques for arriving at sound management decisions. On completion of this course, students would be able to acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations. Course helps in identifying and establishing relationships between real life variables using tools like correlation and regression and comprehend the concepts of probability & probability distributions. Course also discusses the concept of sampling & sampling distributions and enables identifying application of sampling methods for real life situations. The Course also helps in developing hypothesis for different situations & makes use of tools like Chi-square test and ANOVA at primary level.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Sessions	Topic	Percentile weightage
1 - 2	Introduction to Statistics: Basic concepts, Statistics in business, Data measurement, Uses	5%
3 - 5	Descriptive Statistics: Measure of Central Tendency Mean, Median, Mode, Percentiles, Quartiles, Numerical	5%
6 - 9	Descriptive Statistics: Measures of Variation Range, Inter-quartile range, Mean Absolute Deviation, Variance and Standard deviation, Numerical	5%
10 - 12	Descriptive Statistics: Measures of Association Correlation, Methods of Correlation study - Karl Pearson's coefficient of correlation, Rank correlation, Numerical	5%

13-16	Simple Regression Analysis: Introduction to regression analysis, regression lines, Residual analysis, Standard error of estimate, Coefficient of Determination & Estimation, Develop Trend line	10%
17-20	Sampling and Sampling Distribution: Sampling, Random Sampling Techniques, Nonrandom Sampling Techniques, Sampling Errors & Non-sampling Errors, Sampling Distribution of mean and proportion	10%
21-24	Probability: Introduction, Methods of assigning probabilities, Structure of probability, Marginal, Union, Joint and Conditional probabilities, Addition and Multiplication Laws, Baye's Theorem	10%
25-28	Probability Distributions: Discrete Distributions –Binomial Distribution, Poisson Distribution, Continuous Distributions - Normal Distribution	10%
29 - 31	Statistical Inference: Estimation for Single Populations Estimation population mean using z statistic (known), Estimating population mean using t statistic (unknown), Estimating population proportion, Estimating Sample Size,	5%
32 - 36	Statistical Inference: Hypothesis Testing for Single Populations Introduction to hypothesis testing, Testing hypothesis about a population mean (Standard deviation – Known and Unknown), Testing hypothesis about a proportion, Numerical	10%
37 - 42	Statistical Inference: Hypothesis Testing for Two Populations Hypothesis testing and Confidence Intervals about difference in two means using z statistic (Population Variances Known and Unknown), Statistical inferences for two related populations,	10%
43 - 46	Analysis of Variance (ANOVA): One-way ANOVA, Reading F table, Numerical, Learning on the Computer	5%
47 - 50	Analysis of Categorical Data: Chi-Square- Test of Independence, Test of Goodness of Fit, Numerical, Learning on the Computer	10%

Text Book:

1. Business Statistics for Contemporary Decision Making, Ken Black, 5th Edition, Wiley Publications (India Edition)

Reference Books:

1. Statistics for Management, Levin and Rubin, 7th Edition, Pearson
2. Statistics for Business and Economics, Anderson, Sweeney and Williams, 11th Edition, Cengage Learning
3. Statistics for Management, T. N. Srivastava and Shailaja Rego, 2nd Edition, TMH
4. Business Statistics in Practice, Bruce Bowerman, Richard T. O' Connell and Emily Murphree, 5th Edition, Tata McGraw hill
5. Statistics for Managers, Levine, Stephan, Krehbiel and Berenson, 5th Edition, PHI
6. Statistical Methods, S. P. Gupta, 34th Edition, Sultan Chand & Sons

Name of the Subject: INFORMATION SYSTEMEM FOR MANAGERS
Course Code and Subject Code: MBA(I) 707, ISM
Course Credit: FULL

Course Description

Information System for managers includes introduction to basics of computers so as to help student learn about the computers, programming and various applications. With the help of this training students can develop and strengthen overall computer skills. The aim of the second half of the course is to introduce the student to the evolution, role, function and impact of Information Technology (IT) and Information Systems (IS) in international business operations. It will develop the students' ability to identify sources of information and how these can be used in the decision-making process by leveraging IT and networking.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Computer applications/ problems
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 4	Types of Computers, concept of hardware and software, Memory, Input and Output devices	5%
5 - 7	Secondary Storage devices, Software-Application programs, operating systems	5%
8 - 10	Introduction to Networking, Internet, intranet, extranet, Network topology	5%
11 - 14	MS Word	5%
15 - 17	MS PowerPoint	5%
18 - 21	MS Excel (introductory)	5%
22 - 26	MS Excel (advanced)	10%
27 - 30	Information Systems in Global Business Role of Information systems – perspectives of IS, what is an IS?	10%

	Contemporary approaches to IS	
31 - 34	How businesses use IS Business processes – efficiency and transformation Types of business Information systems	10%
35 - 38	Ethical and social issues in IS Ethics in an Information society – ethical, social and political issues Moral dimensions of Information systems	10%
39 - 42	Enterprise applications Enterprise systems – enterprise software, business value of Enterprise systems Supply chain management systems Customer Relationship Management systems	10%
43 - 46	Managing knowledge Dimensions of knowledge Types of knowledge management systems	10%
47 - 50	Enhancing decision making Types of decisions Decision making process DSS	10%

Text Book:

1. Information Technology for Management, 2nd edition, Ramesh Behl, Mc Graw Hill
2. Management Information Systems: Managing the Digital Firm, 11th Edition, Ken Laudon, Jane Laudon and Rajanish Dass, Pearson Education

Reference Books:

1. Microsoft office 2007, Gary Shelly, Thomas Cashman, Misty Vermaat, Cengage Learning
2. Management Information Systems - W.S Jawadekar, Second Edition, TMH Publishing
3. Management Information Systems, S Sadagopan, PHI
4. Introduction to Information Technology, ITL Education Solutions Limited, Pearson Education

Semester **VIII**

Name of the Subject: COST & MANAGEMENT ACCOUNTING
Course Code and Subject Code: MBA (I) 801, CMA
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on the critical issues of cost. In this context training in cost accounting provides a systematic and logical way of analyzing business decisions that focuses on the very important part of business. It will acquaint students with various concepts of costing and highlight the decision making and control focus of managerial accounting.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 2	Overview of Cost Management Accounting Definition, Scope and functions Of Management Accounting and difference between Management Accounting and Financial Accounting, Strategic Decisions and The Management Accountant, Decision making, Planning and control, Cost-Benefit Approach, The Chief Financial Officer and The Controller	5%
3 - 4	An Introduction to Cost Terms and Purposes Costs And Cost Terminology, Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and Unit Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost, Relationship Of Types Of Costs	5%
4 - 7	Cost-Volume Profit Analysis Essentials of CVP analysis, CVP assumptions, Breakeven point and target income, CVP analysis for decision making, Sensitivity analysis and Margin	5%

	of safety, cost planning and CVP, Effects of sales mix on income, Contribution margin Vs Gross margin	
8 - 11	Job Costing Building block concepts of costing system, Job costing and Process costing, Evaluation and implementation of Job costing, Indirect cost rates, Normal costing, Actual costing, Budgeted indirect costs and End-of-Accounting-Year adjustments, Multiple overhead cost pool	8%
12 - 16	Activity Based Costing Simple costing using single indirect cost pool, Activity Based Costing System, Cost Hierarchies, Comparing alternative costing system, Using ABC Systems for improving cost management and profitability ,	10%
17 - 22	Master Budget and Responsibility Accounting Budgets and the budgeting cycle, advantages of budgets, developing operating budget, sensitivity analysis, responsibility accounting, responsibility and controllability, budgeting in multinational companies, human aspects of budgeting	10%
23 - 25	Flexible Budgets, Direct Cost Variances, and Management Control Static budget and variances, Flexible budget, Flexible budget variance and sales volume variances, Price variance and Efficiency variance, Management use of variances	10%
26 - 30	Flexible Budgets, Overhead Cost Variance And Management Control Variable and fixed overhead costs, developing budgeted variable and fixed overhead cost rates, variable overhead cost and spending variance, integrated analysis of overhead cost variance, production volume and sales volume variance, variance analysis and ABC,	10%
31 - 33	Decision Making and Relevant Costs Information and the decision process, The concept of relevance, insourcing Vs outsourcing, make Vs buy, Opportunity cost and outsourcing, product mix decision with capacity constraints, customer profitability-ABC- and relevant costs, equipment replacement decision, decision and performance evaluation	8%
34 - 37	Pricing decision and cost management Short run pricing, long run pricing, target costing and target pricing, value engineering, cost plus pricing, additional decision for pricing consideration	10%
38 – 40	Sales variance analysis Sales variances, Sales mix variance and Sales quantity variance	5%
41 – 43	Cost Allocation: Joint Products & By-Products	7%

	Allocating joint costs, Approaches to joint costs, Irrelevance of joint cost for decision making, Accounting for By-products	
44 – 46	Process costing Physical units and Equivalent units, Weighted average method, FIFO method, Transferred-In Costs in process costing, Hybrid costing system	5%
47	Contemporary Issues Kaizen costing, Target costing, Life Cycle costing, E-Budgeting	2%
48 – 50	Revision	

Text Book:

1. Cost Accounting - A Managerial Emphasis, 14th Edition, Hongren, Datar & Rajan, Pearson

Reference Books:

1. Cost and Management Accounting , 7th Edition, Colin Drury, Cengage
2. Cost And Management Accounting And Control, Hansen & Moven, Thomson
3. Cost Accounting, Rajshekaran & Lalitha, Pearson
4. Cost Management Accounting, Ravi Kishore, 5th Edition, Taxxman
5. Cost Accounting Principles & Practices, Nigam & Jain, Latest Edition, PHI
6. Management Accounting, Khan & Jain, Latest Edition, TMH
7. Management Accounting, R C Sekhar& A V Rajagopalan, Oxford Uni. Press
8. Managerial Accounting, Bamber, Braun & Harrison, Latest Edition, Pearson
9. A Textbook on Cost and Management Accounting, M. N. Arora, 10th Edition, Vikas Publications
10. Cost Accounting, K Alex, Pearson
11. Management Accounting, Paresh Shah, Latest Edition, Oxford Uni. Press

Name of the Subject: ENVIRONMENT FOR BUSINESS
Course Code and Subject Code: MBA (I) 802, BE
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Today's environment is very dynamic and it continuously throws challenges and opportunities to business firms. To fight against these challenges and to grab the opportunities one has to be aware about the environmental factors. This course helps the students to understand these environmental factors.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1-3	Introduction to Business Environment	5%
4-15	Economic Environment Fiscal Policy & Union Budget; Industrial Policy & Economic Reforms	15%
16-18	Economic Environment Types of Economic System & Policies related to Business	5%
19-20	Social Environment Introduction; Significance; Business & Society; Consumer Protection Act	15%
21-23	Social Environment Corporate Governance in India	5%
24-29	Technological Environment	15%

	Introduction; Significance; Technology Transfer Process ; Implication of Technological environment on Business and economy; ISO, BIS; IT Evolution & Business Environment; India & Intellectual Property Rights	
30-42	International Environment Introduction; Significance; Globalization, MNC and Foreign capital in India; Foreign Trade Policy ;	10%
30-42	International Environment FERA & FEMA; Bilateral trade, Multilateral Trade, India and WTO; The World Bank Group; The International Monetary Fund	15%
43-48	Natural Environment Overview, Environmental Protection; Waste Management and Pollution Control; Environmental Risk Management; India's Environment Policy; Ecological Implication on society	15%
49-50	Revision	

Text Book:

1. Business Environment, A. C. Fernando, latest Edition, Pearson Publication

Reference Books:

1. Business Environment: Text & Cases, Francis Cherunilam, Latest Edition, Himalaya Publishing House
2. Business Environment: Text & Cases, Paul, Justin, Latest Edition, Tata McGraw Hill
3. Business Environment, Shaikh Saleem, Pearson Publication
4. Business Environment, Vivek Mital, Excel Books
5. Business Environment, Suresh Bedi, Excel Books
6. International Business Environment, Francis Cherunilam, Latest Edition, Himalaya Publishing House
7. International Economics, D.M.Mithani, Latest Edition, Tata McGraw Hill

Name of the Subject: FINANCIAL MANAGEMENT
Course Code and Subject Code: MBA (I) 803, FM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The primary objective of this course is to explore concepts, approaches to financial management and its applicability in the corporate finance. This course is extended to the learning with case studies. There are four basic decisions of Finance, i.e. Investment, Financing, Working Capital and Dividend Decision. In addition, instructor focuses on foundation in finance principles and the related mathematical tools that are necessary for students to understand how financial decisions are made. The instructor also focuses on the teaching theory with practical aspects. This course helps students to inculcate corporate finance problems. However emphasis will be placed using Microsoft Excel to solve financial problems.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 2	Financial Management; Definition, Scope, Goal, Function, Agency Theory, Financial System, Functions, Structure, Players.	5%
3 - 7	Concepts of Time Value, Compounding & Discounting, Annuities, Sinking and Capital Recovery Factors. Discussing, Solving of Numerical Examples & Cases	6%
8 - 12	Valuation of Bonds and Shares. Discussing and Solving of Numerical Examples	10%
13 - 14	Principles of Working Capital Management and Formulating Working Capital Policy.	5%
15 - 19	Estimation of Working Capital Requirements and Operating Cycles. Discussing, Solving of Numerical Examples & Cases	8%
20 - 21	Cash Management and Tools of Managing Cash. Discussing, Solving of Numerical Examples & Cases	5%

22 - 23	Receivables Management. Discussing, Solving of Numerical Examples & Cases	5%
24 - 25	Inventory Management. Discussing and Solving of Numerical examples	5%
26 - 27	Sources of Working Capital Finance; Regulation of Bank Finance, Committees, Maximum Permissible Bank Finance.	5%
28 - 32	Investment Decision; Introduction and Techniques of Investment Selection, DCF and non DCF methods. Discussing, Solving of Numerical Examples & Cases	10%
33 - 36	Cost of Capital. Discussing, Solving of Numerical Examples & Cases	6%
37 - 40	Estimation of Cash Flows. Discussing, Solving of Numerical Examples & Cases	6%
41 - 43	Concepts of Leverage, Operating and Financial Leverages, Risk Return Analysis. Discussing and Solving of Numerical Examples	6%
44 - 46	Capital Structure Theories Relevance and Irrelevance of Capital Structure, and Arbitraging. Discussing and Solving of Numerical Examples	6%
47	Sources of Long-Term Finance; Shares, Debentures and Term Loans, Venture Capital	5%
48 - 49	Dividend Theory; Various Models of Relevance and Irrelevance Approaches Towards Discussing and Solving of Numerical Examples	5%
50	Formulation of Dividend Policy & Practice, Methods of Payments and Other Considerations.	2%

Text Book:

1. Financial Management, I. M. Pandey, Latest Edition, Vikas Publication
2. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty, Latest Edition, Tata McGraw Hill, 2007

Reference Books:

1. Financial Management, Srivastava & Misra, Oxford University Press, New Delhi.
2. Financial Management – Theory and Practice, Chandra, Prasanna, Latest Edition, Tata McGraw-Hill Publishing Company, New Delhi
3. Fundamentals of Financial Management, Van Horne & Wachowicz Jr., latest edition, Pearson Education, New Delhi
4. Fundamentals of Financial Management, Briham & Houston, Latest Edition, Thomson Business Information India (P) Ltd., New Delhi.

Name of the Subject: HUMAN RESOURCE MANAGEMENT
Course Code and Subject Code: MBA (I) 804, HRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course of human resource management is developed to learn the practices and procedures adopted in organization. Therefore, this course espouse a novel approach to understand the various aspects of human resource management such as job analysis, recruitment , selection, training and development , appraisal , keeping in view the requirement of the management students.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 3	Introduction to HRM & why HRM useful to all managers, Line & staff aspects of HRM, changing environment , HR's strategic challenges	10%
4 - 6	The Strategic Role of Human Resources Management, Job analysis & its meaning, Job analysis & its steps, methods, uses	10%
7 - 9	personnel planning & Recruitment, planning & forecasting & sources of recruitment, forecasting the supply of internal candidates & outside candidates	5%
10 - 16	Employee testing & selection, Interviewing candidates: basic testing concepts, Types of test & Types of interviews, Training & development, Orienting Employees & the training process, methods	10%
17 - 20	Managing organizational change & development, performance appraisal & career management, Basic concepts & introduction to appraisal performance & the appraisal interview, Basic concepts & introduction to appraisal performance & the appraisal interview, Establishing strategic pay plans, Determination pay rates & competency based pay	10%

21 - 23	Determination pay rates & competency based pay, pay for performance & financial incentives Money & motivation & incentives for team sales people	5%
24 - 28	Managers executives & employees, Managing global human resources, Managing global human resources, HR & internationalization of business, global differences & similarities in HR practices	10%
29 - 35	Industrial Relations, Definitions & main aspects of industrial relation, Trade union legislations, background & efforts at amendments, Trade union act, 1926, Methods of settling industrial disputes in India	10%
36 - 40	Machinery for the prevention Settlement of industrial dispute in India, Collective bargaining , meaning importance units & levels & factors influencing, International labor organization, Labor management cooperation	10%
41 - 45	workers participation in management : meaning & goals, Payment of wage legislation, wage legislation objectives & payment of wages act, 1936, Minimum wage legislation, wage legislation objectives & payment of wages act, 1936, Minimum wage legislation	10%
46 - 50	Objectives & minimum wages act, 1948, Equal remuneration legislation act, 1976	10%

Text Book:

1. Human Resource management, Garry Dessler Latest Edition Prentice Hall India
2. Industrial Relations, Trade Unions and Labour Legislations, Sinha, Sinha and Shekhar, Latest Edition, Pearson Education.

Reference Books:

1. Human Resource Management, , John M. Ivancevich, 9th edition, Tata McGraw hill publication
2. Managing Human Resources, Gomezmejia, Balkin and Cardy, 3rd edition, Pearson education.
3. Industrial Relations and Labour Laws Revised Edition, S.C.Srivastav, Vikas Publishing House

Name of the Subject: **MARKETING MANAGEMENT**
Course Code and Subject Code: **MBA (I) 805, MM**
Course Credit: **FULL (50 SESSIONS OF 60 MINUTES EACH)**

Course Description

In the era where the firms have surmount the fundamentals of STP and have now moved towards more of integrated means in all of its mix. Nowhere is the old mass advertisement, today customers have turned more demanding and companies intend to give more opportunities of customized type and micro based for their survival. Even explored new forms of communication such as experiential, Entertainment and viral based. Thus the course intends to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further in marketing and also designed to serve as a terminal course for those not intending to specialize in marketing.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 5	PART I - UNDERSTANDING MARKETING MANAGEMENT CHAPTER: Defining Marketing for the 21st Century Introduction, Basics of Marketing & Market, Importance, Scope, Company orientation towards market place, Fundamental Marketing Concepts. Trends, Tasks Case Discussion	5 %
6 - 11	CHAPTER: Developing Marketing Strategies and Plans Marketing & Customer Value, Corporate & division strategic planning, Business unit strategic planning, Product planning, Product strategy Case Discussion	15 %

12 - 16	PART II- CAPTURING MARKETING INSIGHTS CHAPTER: Gathering Information and Scanning the Environment Components of Modern Marketing, Internal Records & Marketing Intelligence, Analyzing the Macro environment, The Demographic Environment, other Major Macro environment	10 %
17 - 20	CHAPTER: Conducting Marketing Research Marketing Research System, Marketing Research Process, Measuring Marketing Productivity.	15 %
21 - 25	PART III - CONNECTING WITH CUSTOMERS CHAPTER : Creating Customer Value, Satisfaction, and Loyalty Building Customer Value, Satisfaction, Loyalty, Maximizing customer Lifetime Value, Cultivating Customer relationships, Insight: Progress and priority in the customer Equity Management, CRM Implications and Live insights	5 %
26 - 29	CHAPTER : Analyzing Consumer Markets What influences Consumer Behavior, Key Psychological Processes, The buying Decision Process-The five Stage Model	5 %
30 - 32	CHAPTER : Analyzing Business Markets What is Organizational Buying, Participants in the business buying process, The Purchasing/Procurement process, Stages in the buying Process, Managing B2B Customer Relationships, Institutional & Government Market	5%
33 - 36	CHAPTER : Identifying Market Segments and Targets Levels of Segmentation, Experiential Marketing. Levels of Segmenting Consumer Markets, Bases for segmenting business markets, Market targeting Case Discussion	5 %
37 - 39	PART IV - BUILDING STRONG BRANDS CHAPTER : Dealing with Competition Competitive Forces, Identifying Competitors, Analyzing competitors, Competitive strategy for Market leaders Other competitive strategies, Balancing Customer & Competitors orientations	10 %
40 - 41	CHAPTER: Developing and Managing Brands Brands brief understanding , Features and importance of brand Case Discussion	5 %
42 - 44	PART V - COMMUNICATING VALUE CHAPTER: Setting Product Strategy and Introducing New Market Offerings	5 %

	Product Characteristics and Classifications, Product Services differentiation, Marketing \Luxury Brands, Product & Brand relationships (product hierarchy, product systems and mixes, Product Line and length analysis), Introducing new product offerings	
45	CHAPTER: Developing Pricing Strategies & Programs Understanding pricing, Setting the price, Adapting the pricing, Pricing for rural, Initiating and responding to price change	5%
46 - 47	CHAPTER: Designing & Managing Integrated Marketing Channels Marketing Channels and value networks, Role of marketing channels, channel design decisions, channel management decisions, channel integration and systems. CHAPTER : Designing and Managing Integrated Marketing Communication Role of Marketing Communication, Developing Effective communications, Developing Effective communications, Deciding on the marketing communications Mix, Managing the IMC Case Discussion	5 %
48 - 50	CHAPTER : Contemporary Issues in Marketing – Latest trend This section is purely student oriented segment wherein students will discuss their views and observations. Case Discussion	5 %

Text Book:

1. Marketing Management, Philip Kotler & Kevin Lane Keller& Abraham Koshy & Mithileshwar Jha, 14th edition, Pearson
2. Marketing, Baines, Fill, Kelly Page, Indian Edition, Oxford

Reference Books:

1. MKTG, Lamb, Hair, Sharma, McDaniel, Cengage Learning
2. Great Marketing Turnarounds, Rapp Stan Collins, Prentice Hall

Name of the Subject: **PRODUCTION & OPERATIONS MANAGEMENT**
Course Code and Subject Code: **MBA (I) 806, POM**
Course Credit: **FULL (50 SESSIONS OF 60 MINUTES EACH)**

Course Description

World Class performance in delivering high quality, cost competitive products and services is essential to survival in today's global economy. Operations Management is the function that is uniquely associated with the design and management of the transformation process. The continuous change in the approach towards operations function reflects the manner in which 'Operations' impact the organization. Operations strongly influence how the funds of the organization are utilized. Efficient processing is the basis for the value creation logic of world class organizations.

This Course on Operations Management introduces issues related to strategic decision making, design, and planning and operations control in the domain of operations to achieve competitiveness and be a world class performance.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 2	Introduction to Operations Management Definitions, Difference between Products and Services, Ten critical decisions in OM, Exciting new trends in OM, productivity challenge Case: Kishore Biyani and Big Bazaar	10%

3 - 6	Operations Strategy Global view of operations, developing missions and strategies, Achieving competitive advantage through operations, Issues in operations strategy, strategy development and implementation	
7-10	Design of goods and services: Goods and services selection, generating new products, Product Development, Issues for Product Design, Defining Product., Documents for production, Service Design	5%
11-14	Process Strategy: Four Process strategies, Process analysis and design, service process design, selection of equipment and technology, Technology in services, Process redesign, Ethics and environmentally friendly processes	5%
15-19	Facility Location: Decisions related to logistics, Factors affecting location, methods of location like factor rating, centre of gravity, transportation model, with Examples, Case: Tata's "Dream Car" Plant Location	15%
20-23	Facility Layout: Strategic importance of layout, Types of layout – office layout, retail layout, Warehousing and storage layouts, fixed position layout, Process-oriented layout, Work cells,, Repetitive and product oriented layout including assembly line balancing	
24-26	Operations Scheduling:: Importance of Scheduling, Scheduling issues, Assignment method of loading jobs, Sequencing jobs, personnel scheduling in services	5%
27-31	Project Management: Importance, Meaning and types of projects with differences and applications, Work breakdown structure, Gantt Chart, network models, time-cost model with problems with understanding of Network Crashing Case: E. Sreedharan and Delhi Metro Rail Project	15%
32-34	Material Requirement Planning (MRP): Dependent inventory model requirements, MRP structure, management and lot sizing techniques, Extensions of MRP and MRP in services	5%

35-39	Inventory Management: Types and functions of inventory, Inventory management, Inventory models, Inventory related costs, Probabilistic models and safety stock, fixed period systems, with Examples Case: Pantaloon – Revolutionizing Inventory Management in Indian Retailing	15%
40-44	Managing quality Defining quality, International quality standards, TQM with its tools, Six sigma – DMAIC cycle, TQM in services, Statistical process control, Acceptance sampling	10%
45-48	Supply chain Management: Meaning and strategic importance of supply chain, Supply Chain economics, Supply chain strategies and management, E-procurement, Vendor selection, Logistics management, Measuring performance	10%
49-50	JIT and Lean Management: Meaning of JIT, JIT layout, JIT inventory, JIT Scheduling, JIT Quality, Toyota production system, Lean operations, including services	5%

Text Book:

1. Operations Management, Heizer, Render and Jagdish Rajsekhar, 9th Edition, Pearson Education

Reference Books:

1. Operations management for Competitive Advantage, Chase, Aquilano, Jacobs and Shankar, 12th Edition, Tata Mcgraw Hill
2. Production and Operations Management, Kanishka Bedi, 2nd Edition, Oxford
3. Operations Management Along the Supply Chain, Roberta S. Russell, and Bernard W Taylor, Wiley India
4. Operations Management: Theory and Practice, B. Mahadevan, 2nd Edition, Pearson Education
5. Operations Management, William Stevenson, 9th Edition, Tata Mcgraw Hill Publication
6. Production and Operations Management, R. Paneerselvam, 3rd Edition, Prentice Hall

Name of the Subject: BUSINESS RESEARCH METHODS
Course Code and Subject Code: MBA (I) 807, BRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Management of business and industrial enterprises involves some basic functions to achieve the objectives of the organizations through well planned decisions on a variety of business issues. For better decision making it is required to have sufficient information about the particular business area as information reduces the uncertainty in decisions. In this context research helps in developing the information about the various business areas and this way it also assist the managerial decision making. The course includes the understanding of various concepts of research methodology, some illustrations of their practical usage and understanding of some data analysis software.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1	Introduction to the Research Industry & Career Scope	10%
2 - 3	Introduction, Objectives & Application Nature and Scope of Business Research, Research Process at Glance, Decision Making and Marketing Research	
4	Discussion on Illustrative Research Proposals	
5 - 7	Quantitative Research Designs Types of Research Designs and its applications	15%
8	Identifying the Research Problem	
9 - 11	Specifying Data and Acquisition Methods Data Types, Data Source, Primary Data & Secondary data, Comparison Between Various Data Actualization Method	10%
12	Illustrative Case Study	
13 - 15	Qualitative Research design	5%
16 - 18	Measurement and Scaling: Fundamentals and Comparative Scaling	10%

	Commonly Used Scales in Business Research, Reliability and Validity of Scale	
19	Research Paper Discussion: A Paper Contains Development & Validation of Scale	
20 - 22	Questionnaire Designing Steps in Designing Questionnaire, Pitfalls in Questionnaire Designing	10%
23	Developing & Using Online Questionnaire	
24 - 26	Sampling Design and Procedure Sampling Method Procedure and Sample Size Decision	10%
27 - 32	Define Research Question And Framing & Testing Of Hypotheses Developing the Hypothesis, Testing of Hypothesis; Type – I and II Errors, One Tailed and Two Tailed Test of Significance. Parametric and Nonparametric Tests of Univariate and Bivariate Data (Nonparametric Tests: Kolmogorov Smirnov Test, Sign Test, Wilcoxon Matched Pairs Test, Kolmogorov Smirnov Two Sample Test, Mann Whitney U Test)	20%
33 - 36	Test of Association and Research report writing Regression (Introduction only), Preparing a Research Report and Communicating the Research Results (Includes APA style of reporting the results and referencing), Evaluation of Research Result	10%
37 - 42	Statistical Package for Social Services (SPSS) *Will be used in future projects	
43 - 50	Revision & Remedial Sessions	

Text Book:

1. Business Research Methods, Cooper, Schindler & Sharma, Tata McGraw Hill
2. Business Research Methods, Bryman & Bell , Oxford University Press India

Reference Books:

1. Research Methods for Business, Uma Sekaran, Wiley
2. Business Research Methods, Zikmund, Babin, Carr, Adhikari & Griffin, Cengage Learning
3. Business Research Methods, Naval Bajpai, Pearson
4. Marketing Research, Malhotra & Dash, Pearson Education
5. Marketing Research, Luck & Rubin, Prentice Hall Publication
6. Marketing Research, Beri, Tata McGraw Hill
7. Research Methods for Management, S.Shajahan, Jaico Books
8. Advanced Marketing Management, Pandya & Jayswal, Books India Publications
9. SPSS Explained, Hinton, Brownlow, Mc Murray and Cozens, Tata McGraw Hill
10. SPSS for Windows Step by Step, George & Mallery, Pearson Education

Semester **IX**

Name of the Subject: ENTREPRENEURSHIP DEVELOPMENT
Course Code and Subject Code: MBA (I) 901, ED
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Entrepreneurship is the most powerful economic force to humankind. The process of transforming creative ideas into commercially viable businesses continues to be our major challenge. Successful entrepreneurship requires more than merely luck and money. It is a cohesive process of creativity, risk taking, and planning. Business students today need courses and programs that set forth a basic framework for understanding the process of entrepreneurship.

Evaluation pattern:

Class participation and Attendance	10%
Presentations and Assignments	08%
Business Plan Report & Viva Voce	12%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Subject Project
Assignments

Session	Course Content	Percentile weightage
1 - 3	Entrepreneurship & Entrepreneurial Mindset Nature & Development of Entrepreneurship, Entrepreneurial Process, How Entrepreneurs think, Ethics & Social Responsibility, Role of Entrepreneurship in Economic Development	5%
4 - 6	Entrepreneurial Intentions & Corporate Entrepreneurship Intention to act Entrepreneurially, Entrepreneur Background & Characteristics, Role Model & Support Systems, Promoting Entrepreneurship in India: MSME route, Entrepreneurial intentions within existing organization, Managerial Vs. Entrepreneurial Decision Making, Establishing Corporate Entrepreneurship in Organization	5%
7 – 9	Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities New Entry, Generation of New Entry Opportunity, Entry Strategy for new entry Exploitation, Risk Reduction Strategies for new Entry Exploitation	5%

10 - 13	Creativity & the Business Idea Ideas from Trend analysis, Common Sources of New venture ideas, Methods of Generating Ideas & Solving Problems, Creativity & Entrepreneurship, Entrepreneurial Innovation, Opportunity Recognition, Product Planning and Development process, e-Commerce & Business Start-up	10%
14 - 17	Identifying & Analysing Domestic & International Opportunities Opportunity Recognition & Opportunity Assessment Plan, Information Sources, Nature of International Entrepreneurship, International Vs. Domestic Entrepreneurship, Technological Environment, Culture, Available Distribution Systems, Motivations & Strategic Effects of Going Global, Foreign Market Selection, Entrepreneurial Entry Strategies, Entrepreneurial Partnering, Barriers to International Trade, Implications for Global Entrepreneur	8%
18 - 19	Protecting the Ideas & Other Legal Issues for entrepreneurs Intellectual Property, Need for a Lawyer, How to Select a Lawyer, Legal Issues in Setting Up the Organization, Patents, Business Method Patents, Start Up Without a Patents, Trademarks, Copyrights, Trade Secrets, Licensing, Product Safety & Liability, Insurance (Additional resources from Internet to be provided)	5%
20 - 24	The Business Plan: Creating & Starting the Venture Planning as Part of the Business Operation, Business Plan, Who Will Write the Plan? Scope and Value of the Business Plan? Who Reads the Plan? How Do Potential Lenders and Investors Evaluate the Plan? Presenting the Plan, Information Needs, Using the Internet as a Resource Tool, Writing the Business Plan, Using and Implementing the Business Plan. Why Some Business Plans Fail CASE: Mithailite Business Plan- Sugarfree Sweet Sweets Retailing Business	10%
25 - 27	The Marketing Plan Industry Analysis, Marketing Research for the New Venture, Preparing the Marketing Plan, Characteristics of a Marketing Plan, The Marketing Mix, Steps in Preparing the Marketing Plan	10%
28 - 29	The Organizational Plan Developing the Management Team, Legal Forms of Business, Tax Attributes of Forms of Business, Limited Liability company, Designing the Organization, Building the Management Team and a Successful Organization Culture, The Role of a Board of Directors, The Board of Advisors, The Organization and Use of Consultant	5%
30 - 34	The Financial Plan Operating and Capital Budgets, Pro Forma Income Statements, Pro Forma Cash Flow, Pro Forma Balance Sheet, Break-Even Analysis, Pro-Forma Sources and Applications of Funds, Software Packages CASE: Vegetrom Ltd.	10%

35 - 37	Sources of Capital An Overview, Personal Funds, Family and Friends, Commercial Banks, Role of Government Agency in Small Business Financing, Research and Development, Limited Partnerships, Government Grants, Private Placement, Boot Strap Financing (Additional Resources from Internet to be provided)	7%
38 - 40	Informal Risk Capital , Venture Capital & Going Public Financing the Business, Informal Risk-Capital Market, Venture Capital, Nature of Venture Capital, Valuing Your Company, Deal Structure, Going Public- Timing & Underwriter Selection, Registration Statement & Time Table, Legal Issues in India CASE: Make My Trip	5%
41 - 42	Strategies for Growth & Managing the Implications of Growth Growth Strategies, Economic Implications of Growth, Implications of Growth for the Firm, Overcoming Pressures on Existing Financial Resources, Financial Control, Overcoming Pressures on Existing Human Resources, Overcoming Pressures on the Management of Employees, Overcoming Pressures on Entrepreneurs Time, Implications of Firm Growth to the Entrepreneur	5%
43 - 44	Accessing Resources for Growth from External Sources Using External Parties to Help Grow a Business, Franchising, Investing in a Franchise, Joint Ventures, Acquisitions, Mergers, Leveraged Buyouts, Overcoming Constraints by Negotiating for More Resources	5%
45 - 46	Succession Planning & Strategies for Harvesting & Ending the Venture Exit Strategy, Succession of Business, Options for Selling the Business, Bankruptcy, Law for Companies in India, Strategy during Re-organization, Keeping the Venture Going, Warning Signs of Bankruptcy, Reality of Failure, Business Turnarounds	5%
47 - 50	Project: Students are required to prepare a business plan in a group of 4 which includes, introduction of the business, marketing plan, operational plan, financial plan and organization plan etc.	

Text Book:

1. Entrepreneurship, Hisrich, Peters and Shepherd, TMH Publication, 8th Special Indian Edition

Reference Books:

1. Entrepreneurship-Creating and Leading an Entrepreneurial Organization, Arya Kumar, Pearson Education
2. Projects Planning, Analysis, Financing, Implementation and Review, Prasanna Chandra, Tata McGraw Hill Publication
3. Entrepreneurship, Rajeev Roy, Oxford University Press
4. Entrepreneurship: New Venture Creation, David Holt, Prentice Hall Publication
5. Entrepreneurship – Theory, Process, Practice, Kuratko & Hodgetts, Cengage Publication

Name of the Subject: MANAGEMENT CONTROL SYSTEMS
Course Code and Subject Code: MBA (I) 902, MCS
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Every organization is meant for achieving pre-set goals and objectives. Well thought-out strategies are being implemented for this purpose. Execution of these strategies assumes as much importance as formulation itself. Management control systems are designed in order to implement these strategies successfully. The process of implementation of the strategies and the dilemma faced by managers are the main focus of this course. It envisages strategic planning, budgeting, resource allocation, performance measurement, evaluation, and reward/ responsibility centre allocation. Thus, the main objective of this course is to equip the students with the skills for effective implementation of strategies and resolving the attendant problems.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes	10%
Case Presentations	10%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Group Discussions

Session	Course Content	Percentile weightage
1 - 3	The Nature of Management Control Systems	5%
4 - 6	Understanding the concept of Strategy Corporate Level Strategy Business Unit Strategy	5%
7 - 9	Behaviour in Organizations : Goal Congruence Internal Factors that influence Goal Congruence The Formal Control System and types of organizations	5%
10 - 13	Responsibility Centers, Revenue Centers, Expense Centers Administrative and Support Centres Research and Development Centers Marketing Centers	10%
14 - 17	Profit Centers- General Considerations Business Units and Profit Centers	10%

	Other Profit Centers Measuring Profitability	
18 - 21	Transfer Pricing - objectives of Transfer Prices Transfer Pricing Methods Pricing Corporate Services	10%
22 - 24	Measuring and Controlling Assets Employed EVA versus ROI Evaluating the Economic Performance of the Entity	10%
25 - 27	Nature of Strategic Planning Analysing Proposed New Programmes and Ongoing Programmes Strategic Planning Process	5%
28 – 31	Budget Preparation Process Behavioural Aspects Quantitative Techniques	10%
32 - 36	Analyzing Financial Performance Reports Calculating Variances and Limitations of variance analyses	5%
37 – 40	Performance Measurement Systems Interactive Control	5%
41 – 43	Management Compensation- Characteristics of Incentives Compensation Plans Incentives for Corporate Officers and Business Unit Managers Agency Theory	5%
44 – 45	Controls for Differentiated Strategies Corporate Strategy, Business Unit Strategy, Top Management Style	5%
46 – 48	Service Organizations: General Professional Service Organizations Financial Service Organizations Health Care Organizations and Non Profit Organizations.	5%
49 – 50	Multinational Organizations Management Control of Projects	5%

Text Book:

1. Management Control Systems, Robert Anthony and Vijay Govindarajan, McGraw Hill Publication, 12th edition.

Reference Books:

1. Management Control Systems, Pradip Kumar Sinha, Excel Publication, Latest Edition.
2. Management Control Systems, N Ghosh, PHI Publication, Latest Edition.
3. Modern Management Control Systems, Kenneth A Merchant, Pearson Publication, Latest Edition.

Name of the Subject: STRATEGIC MANAGEMENT
Course Code and Subject Code: MBA (I) 903, SM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations. The specific objectives of this course are; To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment; To familiarize the learners with the strategies at corporate, business and functional levels; To understand and analyze the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation; To understand the process of strategy implementation and the challenges of managing a change; To understand strategic control system to monitor the strategy implementation process; To get acquainted with various strategies adopted by firms to successfully compete with their rivals.

Evaluation pattern:

Class participation and Attendance	10%
Quiz	10%
Assignments and Presentations	10%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Assignments and Management Games

Session	Course Content	Approx. Percentile weightage
1 - 5	Introduction to Strategic management, Vision, Mission, Objectives Strategic Making Process	10%
6 - 9	Business Model and strategy: The I/O Model and Resource-based Model of Above Average Return	5%
10-17	External Analysis: PESTEL, Five Force Model, Key Success Factor and Driving Forces	10%

18-22	Internal Analysis: Internal Assessment, SWOT and Value Chain Analysis	10%
23-26	Five Generic Strategies – Business Level Strategies	5%
27 – 30	Resource Based View, VRIO framework	5%
31-34	Strengthening Company's Competitive Position: Offensive and Defensive Moves, Strategic Alliances, Integration and Outsourcing	10%
35 - 37	Corporate Level Strategies	10%
38-39	Strategy Execution	15%
40-42	Managing Internal Operation	10%
43-45	Strategy Review, Evaluation and Control	10%
46-50	Case study	-

Text Book

1. Crafting and Executing Strategy, Thompson , Peteraf,Gamble,Strickland and Jain, 18th edition.

Reference Books:

1. Exploring Corporate Strategy, Gerry Jonhson, Kevan Scholes, Richard Whittington, Pearson Education, 7th Edition.
2. Management of Strategy: Concepts and Cases, Michael Hitt, Robert Hoskisson and Duane Ireland, Cengage Learning, latest edition.

Marketing Specialization Subjects

Name of the Subject: INTEGRATED MARKETING COMMUNICATION
Course Code and Subject Code: MBA (I) M911, IMC
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Live projects

Session	Course Content	Approx. Percentile weightage
1-10	An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour Case Study	20%
11-19	Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model Case Study	20%

20-27	Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget. Case Study	20%
28-36	Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC. Case Study	25%
37-44	Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Case Study	15%
45-50	Revision & Remedial Sessions	

Text Book:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

Reference Books:

1. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
2. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3. Advertising Management, Aakar, Batra and Myers, Prentice
4. Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
5. Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
6. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning

Name of the Subject: SALES AND DISTRIBUTION MANAGEMENT
Course Code and Subject Code: MBA (I) M912, SDM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.

Evaluation pattern:

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Field Project
Case Study
Assignment

Session	Course Content	Percentile weightage
1-16	Introduction to Sales Management, The Selling process Managing Sales Information, Sales Organization, Managing of sales territory, Management of Sales Quota	25%
17-26	Recruitment and Selection of Sales force, Training the sales force, Sales force motivation, Sales force compensation, Evaluating and controlling sales force	25%

27-38	Distribution Channel Management, Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising	25%
39-50	Channel Design and Planning Process, Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, Performance Measures	25%

Text Book:

1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press
2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

Reference Books:

1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
6. Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, Latest Edition
7. Sales & Distribution Management, Dr. S. L. Gupta, Excel, Latest Edition

Name of the Subject: CONSUMER BEHAVIOR
Course Code and Subject Code: MBA (I) M913, CB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

An essential component of marketing is consumer insight – both the obvious needs and wants that are on the surface of conscious thought, but also the deeper, possibly unconscious motives that drive human behavior at an implicit level. Psychological science has produced numerous theoretical and technological advances in recent years that offer unprecedented access to the inner workings of the mind, and allow for new ways to assess opinion, test new products, evaluate packaging, predict emerging needs, design promotion and advertising executions, and map out overall marketing strategy.

This course gives an overview of psychological knowledge as it pertains to capturing consumer insight, and includes a consideration of how the brain works, what factors influence consumer choice, and a critical evaluation of psychological assessment tools (including such diverse methods as online surveys, brain imaging, computerized reaction time assessment, and eye-tracking). The course also reviews a range of “levers” that can influence purchase behavior in unexpected ways and at efficient cost. The course is organized around a model of human cognition rooted to sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchase behavior (output). The course uses a mix of large cases, mini-cases, and lectures to advance these concepts.

Evaluation Pattern:

Project	10%
Assignment	10%
Quiz	05%
Class Participation & Attendance	05%
Mid-Semester Exam	30 %
End-term Examination	40 %

Pedagogy:

Lectures
Projects
Case study
Role plays

Session	Course Content	Percentile weightage
1 - 3	Introduction to the Study of Consumer Behavior Defining Consumer Behaviour - Scope of Allocation of Consumer Behaviour - Why Study Consumer Behaviour	10 %

	<ul style="list-style-type: none"> - Evolution of Consumer Behaviour as a Field of Study and Its Relationship with Marketing: Behaviour Dimension - The Interdisciplinary Nature of Consumer Behaviour 	
4 - 8	Marketing Research and Consumer Behaviour <ul style="list-style-type: none"> - Relevance of Marketing Research with Consumer Behaviour - Approaches to Consumer Behavior Research - Quantitative Research - Qualitative Research 	10 %
9 - 10	Market Segmentation and Positioning <ul style="list-style-type: none"> - Market Segmentation - Basis for Segmentation - Alternatives available for Segmentation - Positioning 	6 %
11 - 14	The Consumer Decision Making Process <ul style="list-style-type: none"> - What is Consumer Decision - Consumer Decision Making Process - Levels of Consumer Decision Making - Models of Consumers: Four Views of Consumer Decision Making - Types of Decision Process 	6%
15 - 18	Models of Consumer Behaviour <ul style="list-style-type: none"> - The Economic Model - Learning Model - Psychoanalytic Model - The Sociological Model - The Howard Sheth Model of Buying Behaviour - The Nicosia Model - The Engel-Kollat-Blackwell Model - Engel, Blackwell and Miniard (EBM) Model 	20 %
19 - 29	Psychological Influence on Consumer Behaviour <ul style="list-style-type: none"> - Personality and Self-Concept - Motivation - Consumer Learning - Consumer Perception 	15 %

	-Consumer Attitude - Consumer Communication	
30 - 41	Sociological Influences on Consumer Decision Making - Consumer Reference Groups - Family and Life Cycle - Social Class - Culture - Subculture - Cross Culture - Personal Influence - Diffusion of Innovation	10 %
42 - 45	Organizational Buying - Nature of Organizational Buying - Influences on Organizational Buying Behavior - Organizational Buying Decision	8 %
46 - 50	Consumer Behavior Analysis and Marketing Strategy - Consumer Behaviour and Product Strategy - Consumer Behaviour and Pricing Strategy - Consumer Behaviour and Distribution Strategy - Consumer Behaviour and Promotion Strategy	15 %

Text Book

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar, Pearson, Latest Edition
2. Consumer Behaviour, Concepts and Applications, Loudon and Bitta, TMH, Latest Edition
3. Consumer Behaviour and Marketing Strategy, Peter, J.P. and Olson, TMH, Latest Edition.

Reference Books

1. Consumer Behavior - Insights from Indian Market Majumudar Ramanuj, PHI, 2nd Edition.
2. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.

Finance Specialization Subjects

Name of the Subject: INTERNATIONAL FINANCIAL MANAGEMENT

Course Code and Subject Code: MBA (I) F921, IFM

Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Corporates, these days are going global. With respect to this, it becomes important for the students of MBA to understand the structure of international finance market and management. Various parameters of international finance like understanding the flow of fund in the international market, foreign exchange rate behavior and risk exposures associated with it. This subject also discusses the various financing tools available to the corporates while operating in the international market. Students will get the knowledge of currency derivatives, which helps the firm manage their funds in the international market. They will also come to know how the firms manage the exchange rate risk while operating globally.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 – 3	Multinational financial Management - overview	5%
4 – 6	International flow of funds Balance of payment, international trade flow, factors affecting international trade flows, correcting a balance of trade deficit, international capital flows, agencies that facilitate international flows	5%
7 – 10	International Financial markets Motives for using international financial markets, foreign exchange market, Eurocurrency market, eurocredit market, Eurobond market, international stock markets	10%

11 – 13	Exchange rate determination Measuring exchange rate movements, exchange rate equilibrium, factors influencing exchange rate,	10%
14 – 17	Currency derivatives Forward market, currency futures, options, call and put options market, conditional currency options, European currency options	5%
18 – 22	Government influence on exchange rates Exchange rate systems, single European currency, government interventions, intervention as a policy tool, How intervention can affect MNC's value	5%
23 – 25	International Arbitrage and Interest Rate Parity Types of International arbitrage, interest rate parity theory	10%
25 – 28	Relationships among inflation, interest rates and exchange Rates Purchasing power parity theory, international fisher effect, comparison of IRP, PPP & IFE theories, impact of foreign inflation on the value of MNC	10%
29 – 31	Forecasting exchange rates Why firms forecast exchange rates, forecasting techniques, services, evaluation of forecast performance, exchange rate volatility, how exchange rate forecasting affects an MNC's value	10%
32 – 40	Measuring exposure to exchange rate fluctuations Is exchange rate risk relevant? Types and management of exposure – transaction, economic and translation exposure, impact of exchange rate fluctuations on MNC's value	10%
41 – 42	Direct foreign investment	5%

	Motives for direct foreign investment, benefits of international diversification, decisions subsequent to DFI, Host Government views on DFI, Impact of the DFI on MNC's value	
43-46	Country risk analysis Why country risk analysis is important, political risk factors, financial risk factors, types of country risk assessment, techniques to assess country risk, measuring country risk, reducing exposure to host government takeovers, impact of an MNC's country risk analysis on its value	5%
47-48	Long term financing Long term financing decision, assessing exchange rate risk, reducing exchange rate risk, floating rate bonds, impact of an MNC's long term financing decision on its value	5%
49-50	Short term financing decision Sources of short term financing, internal financing by MNCs, why MNCs consider foreign financing, determining the effective financing rate, criteria considered for foreign financing, financing with a portfolio of currencies, impact of an MNC's short term financing decision on its value	5%

Text Book:

1. International Financial Management; Jeff Maruda; Cengage publication; Latest Edition

Reference Books:

1. International financial management; Eun & Resnick; TMH; Latest Edition
2. International financial management; V V Sharan; PHI EEE; Latest Edition
3. Multinational financial management; Alan Shapiro; John Wiley Publication; Latest Edition
4. International financial management; P G Apte; PHI; Latest Edition

Name of the Subject: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code and Subject Code: MBA (I) F922, SAPM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

This course is designed to teach the fundamentals of investments along with the analysis and strategies to become successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how market works, students will be taught the stock market fundamental. It discusses the risk return tradeoff of an individual investor, it also persist how investment in securities market is evaluated based on Fundamental and Technical analysis. It also discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. This course will also emphasize students to learn forces that affect security market.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Approx. Percentile weightage
1	Investment Alternatives and Objectives	5%
2 - 5	Introduction to Risk – Return Tradeoff, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium	10%
6 - 7	Organization and Functioning Securities Markets, Primary and Secondary Markets, Types of Markets, Types of Orders	5%

8 - 11	Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations	5%
12 - 13	Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables	5%
14 - 15	Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns	5%
16 - 17	Company Analysis, SWOT Analysis, Analysis of Financial Statement and Stock Valuation	10%
18 - 21	Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators	5%
22 - 25	Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidences	5%
26 - 27	Introduction to Portfolio Management – Measurement of Expected Risk and Returns of Portfolio, Alternative measures of Risk	5%
28 - 32	Markowitz Portfolio Theory	5%
33 - 36	Capital Assets Pricing Model, Overview and Assumptions, Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model	5%
37 - 39	Multifactor Models and risk Estimation – Arbitrage Pricing Theory, Sharpe's Single Index Model, Lagrange Multiplier Theory	5%
40 - 41	Equity Portfolio Management Overview and Strategies, Passive and Active Management, Index Portfolio Construction techniques, Value versus Growth Investing	5%
42 - 44	Bond Fundamentals, Valuation and Bond Yield The Analysis and Valuation of Bond – Determinants of Interest Rates, Term structure Interest Rates Theories, Bond Theorems	5%

45	Bond Portfolio Management Strategies - Overview and Strategies, Passive and Active Management	5%
46 - 47	Introduction to Mutual Funds	5%
48 - 50	Evaluation of Portfolio Performance – Treynor, Sharpe, Jensen and Fama Net Selectivity, Application of Portfolio Performance Measures	5%

Text Book:

1. Investment Analysis and Portfolio Management by Reilly and Brown, Cengage Learning, India Ed.

Reference Books:

1. Investment Analysis and Portfolio Management by Prasanna Chandra
2. Investments by Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty
3. Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan

Name of the Subject: MANAGEMENT OF FINANCIAL SERVICES
Course Code and Subject Code: MBA (I) F923, MFS
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Financial markets have been increasingly influenced in recent times by financial innovations in terms of products and instruments, adoption of modern technologies, opening up of the market to the global economy, streaming of the regulatory framework and so on. Many innovative financial products are introduced to cater to the varied requirements of both corporate and individual customers. In this changing financial scenario, students of management need to learn about broad framework of financial system, its constituents, their linkages and the regulatory mechanism under which it operates. The course content includes a study of the financial markets, financial intermediation and different financial services.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Projects

Session	Course Content	Percentile weightage
1-10	Overview of Financial Services: nature, scope and importance Financial System and Markets: Types, Constituents and functioning, SEBI- Role and functions Overview of Foreign Markets Financial Sector Reforms in India Introduction to Banking and Insurance services; RBI – Role and functions	25%
11-22	Primary and secondary markets and their intermediaries: Introduction of Primary & Secondary Markets (BSE, NSE & OTCEI), Money market Merchant banking services including new issue management- Prospectus of Public Offering, Book Building, IPO and FPO, Greenshoe Option, Underwriter, Registrar and Share Transfer Agent Stock broking Depositories	25%

	Custodial services and short selling and securities lending and borrowing services	
23-33	Mutual Fund organization; Meaning, status, types Leasing and Hire purchase Venture capital financing Credit Rating Services Factoring and Forfeiting and Bill discounting	25%
34-50	Consumer Finance Plastic Money (Debit, Credit & Smart Card) Housing finance Securitization in India: concept, nature, scope and their implications Management of Non-Banking Financial Companies and Microfinance	25%

Text Book:

1. The Indian Financial system – Market, Institutions and Services, Bharti V Pathak, , Pearson, Latest Edition

Reference Books:

1. Financial Services, M.Y Khan, TATA McGraw Hill, 7th Edition
2. Financial Services & Systems, S Gurusamy, TATA McGraw Hill, Latest Edition
3. Financial Services, Tripathy and Nalini Prava, PHI, Latest Edition
4. Financial Services in India, V.A Avdhani, Himalaya, Latest Edition
5. Financial services, Dr. R Shanmugham, Wiley, Latest Edition
6. Management of Banking and Financial Services, Justin Paul and Padmalatha Suresh, Pearson, Latest Edition
7. Financial Markets and Financial Services, Vasant Desai, Himalaya, Latest Edition
8. Financial Services and System, K Sasidharan & Alex K Mathews, TATA McGraw Hill, Latest Edition
9. Financial Services, Goel and Sandeep, PHI, Latest Edition
10. Financial Markets, Institutions, And Financial Services, Gomez and Clifford, PHI, Latest Edition

Human
Resource
Specialization
Subjects

Name of the Subject: COMPENSATION MANAGEMENT
Course Code and Subject Code: MBA (I) H931, CM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Course is designed to provide the student with a thorough knowledge of various methods and practices of Compensation Management. It enables students to understand and perform job evaluation for various job positions of different fields. It also serves to develop and strengthen overall analytical skills of students Related to various HR Functions.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Approx. Percentile weightage
1 - 5	The reward system Reward system : compensation & non compensation dimension, system for non compensation	5%
6 - 12	Job analysis Planning a job analysis program, Collection and description of job data, designing of custom made job analysis questionnaire , Guidelines for conducting a job analysis interview	10%
13 - 18	Job Description Broad , generic job (class descriptions versus Narrow, specific job (Position) descriptions, A job contract, Planning, operations and control, elements of the job description, Job summary ,other ways of describing job facts	10%
18 - 21	Job evaluation Job requirements and pay, whole job ranking, position classification- Predetermined grading Approach, a market pricing approach, a maturity curve method, Development and use of compensable factors,. Weighting and rating of compensable factors	15%

22 - 29	Designing a Base pay structure Pay structure architecture, Determining a pay policy line, the need for more than one pay structure, displaying job data, identifying lowest and highest rates of pay, developing pay grades, single rate pay grade, two tier wage plan, multiple point pay structure, range or spread dimension, pay grade width, determining pay grade minimum and maximum rates of pay, internal design consideration, spread of range and steps, pay grade overlap, broad banding	20%
30-33	Measuring and paying for performance Merit pay, performance appraisal: cost- effectiveness analysis, designing a job content-based performance appraisal program, Rating scale design and development, performance standards, maintaining an employee documentation File	10%
34 - 37	Point factor method of job evaluation Combining point factor and factor comparison methods, job evaluation committee, Using FES to determine job worth, Factor evaluation system position evaluation statements	10%
38 - 44	Short term incentives Premium and differentials, pay for unit produced, individual based bonus and rewards, organization wide short term incentives, Scanlon plan, Lincoln's incentive system	10%
45 - 50	Long term incentives Designing a long term incentive and deferred compensation plan, Qualified deferred compensation arrangement, Social security, retirement plan, pension plans, profit sharing plan, stock bonus plan, ESOP ,employer benefits and employer costs for ESOP, Individual retirement account, Savings incentive match plan for employees	10%

Text Book:

1. Compensation Management in a knowledge- based world, Richard I. Henderson, Pearson Education

Reference Books:

1. Compensation planning, George T Mulkovich & Jerry Newmann, Mc Graw Hill Publication
2. Compensation and reward management, B. D. Singh, Excel Publication

Name of the Subject: **MANAGEMENT OF INDUSTRIAL RELATION & LABOUR
LEGISLATION**
Course Code and Subject Code: **MBA (I) H932, MIRLL**
Course Credit: **FULL (50 SESSIONS OF 60 MINUTES EACH)**

Course Description:

Course is designed to provide the student with a thorough knowledge of legal implications in Human Resource Management. It will help students to understand and handle Industrial Relation. The students would also be able to appreciate the importance and applications of industrial relations and different legislations related the same.

Evaluation Pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case Study
Minor Projects

Sessions	Course Content	Percentile Weightage
1-9	Philosophy of Industrial Relation Industrial Disputes Act, 1947	20%
10-20	Trade Unions and Trade Unions Act, 1926 Industrial employment standing order Act 1946	15%
21-23	Shops and Establishment Act, 1948	5%
24-26	Factory Act 1948	5%
27-32	Contract Labour (Regulation and Abolition) Act, 1970	15%

	Collective Bargaining	
33-35	Worker's Participation In Management	5%
36-40	Assessment of WPM in India	5%
41-45	Discipline Code of Discipline in India	20%
45-50	Grievance Handling	10%

Text Book:

1. Industrial Relations And Labour Laws, B.D.Singh, Excel
2. Labour and Industrial Laws, P.K.Padhi, PHI

Reference Books:

1. Industrial Relations- Conceptual & legal framework, A M Sarma, Himalaya Publication
2. Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing House Pvt Ltd Delhi
3. Industrial Relation, C.S.Venkataratnam, Oxford 2006 Edition
4. Dynamics of Industrial Relation, C.B.Mamoria, Himalaya Publication

Name of the Subject: **CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT**
Course Code and Subject Code: **MBA (I) H933, CMOD**
Course Credit: **FULL (50 SESSIONS OF 60 MINUTES EACH)**

Course Description:

This course is designed to teach and assist students in understanding the strategies and techniques of OD and moves from the more basic elements to more complex. The five important parts wherein they will have an idea are: Anticipating Change, Understanding the OD process, Developing Excellence in individual, Developing High performance in Teams, and Developing Success in organizations.

Evaluation Scheme:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case Study
Minor Projects

Sessions	Course Content	Approx Percentile Weightage
1-9	Organization development and Reinventing the Organization Organizational renewal and Challenge of	15%
10-20	Change of the Organizational Culture OD Practitioner Role, Styles, Diagnostic Process Overcoming Resistance to Change	15%
21-23	Process Intervention Skills	10%

	Strategies for OD Intervention	
24-26	Empowerment and Interpersonal Intervention Interventions for Team Development	5%
27-32	Goal Setting for effectiveness organizations Work team development	10%
33-35	High Performing Systems	5%
36-40	Learning Organizations Organizational Transformation	10%
41-45	Strategic change Management	20%
45-50	Changing the culture OD for Future	10%

Text Book:

1. Industrial Relations And Labour Laws, B.D.Singh, Excel
2. Labour and Industrial Laws, P.K.Padhi, PHI

Reference Books:

1. Industrial Relations- Conceptual & legal framework, A M Sarma, Himalaya Publication
2. Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing House Pvt Ltd Delhi
3. Industrial Relation, C.S.Venkataratnam, Oxford 2006 Edition
4. Dynamics of Industrial Relation, C.B.Mamoria, Himalaya Publication

Information
System
Specialization
Subjects

Name of the Subject: INFORMATION TECHNOLOGY & BUSINESS
Course Code and Subject Code: MBA (i) I941, ITB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

The main objective of this course is to make the students aware about the best use of technology to make the business potent. As it is an established fact that technology can become one of the key success factors for the company, enhanced knowledge of technology and advanced computer applications can give added advantage to new generation managers. The entry of big multinationals in Indian market also makes it pertinent for managers to have proficiency in latest technologies so that they can gain an edge over other professionals. This course is designed to provide proper support to the students for better understanding of technology and its application in business today.

Evaluation pattern:

Quiz	10%
Assignments / Projects	10%
Class participation	10%
Mid Semester Examination	30%
End Term Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 4	Information Technology's Role in Business and its Basics	15%
5- 10	Identifying Competitive advantages through technology, Supportive organizational structure for Strategic Initiatives	15%
11 - 17	Strategic Initiatives using IT : SCM, CRM and ERP, Measuring the success of Strategic Initiatives	15%

18 - 25	Extending the organization, Building a Customer Centric Organization, Integrating Organization	15%
26 - 32	Organizational Information, Accessing Organizational Information, Creating Innovative Organizations	10%
33 - 41	Teams, Partnerships and Alliances, Building Software to support an agile organization,	15%
42 - 50	Outsourcing Development, Ethics in using IT, Emerging Trends and Technologies	15%

Text Book:

1. Business Driven Technology by Haag/Baltzan/Philips, 2nd ed Tata McGraw Hill Publication.

Reference Books:

1. Enterprise Systems for Management by Luvai Motiwalla, Guido Tabellini, Jeffrey Thompson, Pearson Education
2. e-Business 2.0 Roadmap for Success by Dr. Ravi Kalakota, Marcia Robinson, Pearson Education
3. Management of Information Technology by Carroll W. Frenzel and John C. Frenzel, fourth Edition, Thomson Press
4. E-commerce – A Managerial Perspective by P. T. Joseph, Prentic Hall India Publications.
5. Marketing of High-Technology Products and Innovations, 3/e by Jakki J Mohr, Sanjit Sengupta, Stanley Slater, Pearson Education.

Name of the Subject: SYSTEM ANALYSIS AND DESIGN
Course Code and Subject Code: MBA (i) I942, SAD
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

The objective of the course is to provide the necessary background and experience in developing a System so that a student can enter in the professional community in the capacity of a system analyst or programmer. This course provides the student with a practical approach to systems analysis and design using a blend of traditional developments and current technologies. The student will learn how to apply established and evolving methodologies for the analysis, design, and development of an information system.

Evaluation pattern:

Quiz	15%
Assignments / Projects	10%
Class participation	05%
Mid Semester Examination	30%
End Term Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 6	Foundations For Systems Development: Modern approach to System analysis and design, system development life cycle, system development process, different approaches to improving development	15%
7 - 10	Origins of software: Systems acquisition, managing IS projects, representing and scheduling project plans	10%

11 - 18	System Planning: Identifying and selecting systems development projects, assessing project feasibility, building and assessing the baseline project plan.	15%
19 - 26	System Analysis: Performing requirements determination, methods for requirements determination,	15%
27 - 34	Structuring system process requirements: Process modeling, Data flow diagramming	15%
35 - 42	System Design: Database design, designing forms and reports, designing interfaces and dialogues, designing distributed and internet systems	15%
43 - 50	System Implementation and maintenance: System implantation, software application testing, installation, documentation, training and supporting users, maintaining Information system, conducting systems maintenance	15%

Text Book:

1. System Analysis and Design, Hoffer, George, Valacich, PHI, 6th Edition

Reference Books:

1. Analysis, Design of Information System, Rajaraman, PHI Management
2. Analysis & Design of Information System by James A. Senn
3. System Analysis and Design by Elias M. Awad
4. System Analysis & Design Hand Book, V.K. Jain, Wiley Dreamtech

Name of the Subject: DATA BASE MANAGEMENT SYSTEM
Course Code and Subject Code: MBA (i) I943, DBMS
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course is meant to make students understand fundamentals of Data base Management system. This course introduces the basics of database systems, as well as the modeling, design and manipulation of relational databases. The students will gain the required knowledge to describe databases, their characteristics, and functions. The course will enable the students to create and manipulate databases on MS-Access database management system.

Evaluation pattern:

Quiz	10%
Assignments	05%
Mini Projects	10%
Class participation	05%
Mid Semester Examination	30%
End Term Examination	40%

Pedagogy:

Lectures
Practical sessions in Computer lab
Minor projects

Session	Course Content	Percentile weightage
1-3	Introduction to Database systems, basic concepts and definitions: Data, information, Data Warehouse, Fields, Records, Files. Data Dictionary, Data base, Database system	25%
4-7	Data administrator- Functions and responsibilities of Data base Administrator (DBA), File-oriented system vs. Database system, Advantages and Disadvantages of DBMS, Evolution of Database systems	
8-12	E-R Data Model: Introduction, Basic E-R Concepts-Entities, relationship, attributes & constraints. Conversion of E-R model into relations, E-R Model symbols, problems with E-R Diagrams. Relational Database Management Systems (RDBMS)	25%
13-16	Types of Database systems: centralized database systems, parallel database systems, client/server database systems, Distributed database systems.	

17-19	Creating a database, navigation pane, ribbon, other relevant features and Practice	35%
20-23	Creating a new table, naming the fields, table design, changing the table design, insert and delete a field	
24-28	Understanding unique values, choosing and Setting primary key, creating composite primary keys, indexing	
29-33	Manipulating the table in database, (renaming, deleting, copying in database), adding records	
34-38	Performing operations (insert, delete, update) Sorting and filtering the data	
39-43	Creating queries, selecting fields, and running queries, joins, use of operators in Access	
44-46	Connecting the data: one-to-one, one-to-many, many-to-many, understanding keys, creating and viewing relationships	15%
47-50	Data Normalization: Introduction, Normalization, First normal form (1NF), second normal form (2NF).	

Text Book:

1. Database Systems Concepts, Design and Applications, S K Singh, Pearson
2. Microsoft Office Access 2007-Bible, Groh, Stockman, Powell, Prague, Irwin, Reardon, Wiley, Latest Edition

Reference Books:

1. Data Base Management Systems, Majumder & Bhattacharyya, Tata McGraw- Hill, Latest Edition
2. Access Database Steven Roman O'relly, Latest Edition
3. Microsoft Office Access 2003 (Step by step) Microsoft Press
4. Data Base System Concepts Silverchatz, Korth & Sudarshan, McGraw Hill
5. Database Systems Design, Implementation and Management Peter Rob, Carlos Coronel Cengage

Semester **X**

Name of the Subject: INTERNATIONAL BUSINESS
Course Code and Subject Code: MBA (I) 1001, IB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

Evaluation pattern:

Class participation and Attendance	10%
Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Subject Project
Assignments

Session	Course Content	Percentile weightage
1-4	Globalization and International Business	25 %
5-14	The Cultural Environments facing business. The Political and Legal Environments facing Business, The Economic Environments facing business. Globalization and Society.	
15-24	International Trade and Factor-Mobility Theory. Government Influence on Trade. Cross-National	20 %
25-30	Cooperation and Agreements. Global Foreign-Exchange Markets. The Determination of Exchange Rates	

31-35	The Strategy of International Business. Export and Import Strategies. Direct Investment and Collaborative Strategies.	20 %
36-42	Marketing Globally. Global Manufacturing and Supply Chain Management. International Accounting Issues. The Multinational Finance Function. Human Resource Management.	25 %
43-45	Country Evaluation and Selection, Emergence of BRIC and Asian Countries	10 %
46-50	Case Study	

Text Book:

1. International Business-Environment and Operations by John Daniels, Lee Radebaugh, Daniel Sullivan, and Prashant Salwan, Pearson, Latest Edition

Reference Books:

1. International Business by Charles Hill & Arun Jain, Tata McGraw- Hill, New Delhi
2. Global Business by Mike W. Peng, Deepak K. Srivastava, Cengage Learning
3. International Business:Theory & Practice by Ajami, PHI
4. International Business:Test & Cases by P. Subba Rao, Himalaya

Name of the Subject: PROJECT MANAGEMENT
Course Code and Subject Code: MBA (I) 1002, PM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. Upon successful completion of the course, the student will be able to understand how to Devise strategy and plan for the project and Design the project and its schedules and overall framework.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Case Presentations	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Assignments

Session	Course Content	Percentile weightage
1 - 8	Introduction Introduction to Project Management, Structures and Frameworks of Project Management	15%
9 - 20	Defining the Project Project Definition, Strategy and Project Management	25%
21 - 32	Designing the Project Time planning, Critical Chain Project Management, Cost and Quality Planning, Plan Analysis and Risk Management	25%
33 - 44	Deliver and Executing the Project	25%

	Project Organization: Structures and Teams, Management and Leadership, Control of Projects, Supply Chain Issues, Problem-solving and Decision-making	
45 - 50	Develop Project Completion and Review, Improving Project Performance	10%

Text Book:

1. Project Management, Harvey Maylor, Pearson Education, 3rd edition.

Reference Books:

1. Projects, Prasanna Chandra, Tata McGraw Hill
2. Project Management, Pinto, Pearson
3. “Project Management- A Managerial Approach”, Jack Meredith, Samuel J. Mantel Jr., John Wiley and Sons
4. Project Management – The Managerial Process, Clifford F. Gray & Erik W. Larson, Tata McGraw Hill

Marketing Specialization Subjects

Name of the Subject: SERVICES AND RELATIONSHIP MARKETING
Course Code and Subject Code: MBA (I) M1011, SRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The objective of this course is to acquaint the students with concepts and techniques for marketing of service business, so that they will be able to handle the unconventional challenges of services marketing.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Projects

Session	Course Content	Approx. Percentile weightage
1-5	Basics of Services Marketing: Definition of Services and rational for study; Role of services in the economy; Distinctions between Services and Goods; Services Marketing Mix, Services and Technology - technology in service encounter, emergence of self service, automation in services	20%
6-7	Case Study	
8-12	Customer Behaviour in Service Encounter: Four Categories of Services – People-Processing, Mental-Stimulus Processing, Possession-Processing, and Information-Processing;; Customer Decision Making – Pre-purchase Stage, Service-Encounter Stage and Post-Encounter Stage; Customer Expectations and Perceptions of Services – Zone of Tolerance;	20%
13-14	Case Study	
15-25	Services Marketing Mix: Product – Core and Supplementary Elements, Branding Service Products ; Price – Role of Non-monetary Costs, Pricing Strategy Pricing and Revenue Management, Yield Management, Place – Service Distribution, Role of	20%

	Customers in Service Delivery, Delivery through Intermediaries, Franchising, Electronic Channels, Self-Service Technologies; Promotion – Role of Marketing Communication, Marketing Communication Mix, Integrated Services Marketing Communication	
26-27	Case Study	
28-34	Expanded Marketing Mix: People – Employees’ Role in Service Delivery, Service Leadership and Culture, Process – Service Blueprinting, Service Process Redesign Physical Evidence - Servicescape, Service Environments, Managing Capacity and Demand: Understanding Capacity, Demand Patterns, Strategies for Matching Capacity and Demands	20%
35-36	Case Study	
37-43	Service Quality and Relationship Management Services Quality: Gaps Model; Measuring and Improving Service Quality; Relationship Management: Defining Customer Relationships; The Basics; External Relationships; Supplier Relations; Internal Relationships Relationship Marketing Customer Retention; Customer Loyalty; Strategies for reducing Customer Defections; and Customer Relationship Management	20%
44-45	Case Study	
46-50	Revision & Remedial Sessions	

Text Book:

1. Services Marketing – Text and Cases, Rajendra Nargundkar, 3rd Edition, Mc Graw-Hill

Reference Books:

1. Services Marketing, Zeithaml, Bitner, Gremler & Pandit, 5th Edition, Mc Graw-Hill
2. Services- Marketing, Operations, and Management, Jauhari & Dutta, Oxford
3. Services Marketing, R. Srinivasan, PHI Learning

Name of the Subject: INTERNATIONAL MARKETING
Course Code and Subject Code: MBA (I) M1012, IM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Organizations are easily going global and the understanding of marketing concepts only for single country is not sufficient in today's time. The course is intended to provide a basic understanding about the various aspects of marketing activity on international front to the students. The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of International Marketing. It is aimed at making the students realize that International Marketing is a blend of multiple disciplines brought together in a systematic manner.

Evaluation pattern:

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Project
Case Study
Assignment

Session	Course Content	Percentile weightage
1-4	Introduction, Challenges And Opportunities	25%
4-14	Trade Theories And Economic Development, Trade Distortion And Market Barriers, World Market	
15-24	Environment: Political, Legal & Cultural	20%
25-30	Consumer Behavior In The International Context & Business Customs	
31-35	Marketing Research In The International Context : Information System, Market Analysis And Foreign Market Entry Strategies	20%

36-42	Product Strategies: Basic, Product Planning, Branding & Packaging Decisions, Distribution Strategies & Documentation	25%
43-45	Promotion Strategies: Personal Selling, Publicity, Sales Promotion & Advertising, Pricing Strategies, Sources Of Financing And International Money Market	10%
46-50	Case Study	

Text Book:

1. International Marketing – Analysis & Strategy by Sak Onkvisit, John J Shaw PHI, Latest Edition

Reference Books:

1. International Marketing, Philip R. Cateora, John L. Graham & Prashant Salwan, Tata McGraw- Hill
2. International Marketing Strategy Analysis, development and Implementation, Isobel Doole and Robin Lowe, Thomson Press Publications
3. International Marketing, Vern Terpstra and Ravi Sarathy, Thomson South Western.
4. International Business- competing in the Global Marketplace, Charles W. L. Hill, Tata McGraw-Hill

Name of the Subject: **PRODUCT AND BRAND MANAGEMENT**
Course Code and Subject Code: **MBA (I) M1013, PBM**
Course Credit: **FULL (50 SESSIONS OF 60 MINUTES EACH)**

Course Description:

The objective of this course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered. The objective of Brand Management is to make students understand principles of Branding, role of brands, elements and components of brands, brand equity etc. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

Evaluation Pattern:

Class Participation and Attendance	10%
Quizzes and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Projects
Case study

Session	Course Content	Percentile weightage
1 - 8	Introduction to Product: Competition & Product Strategy, product in theory & in practice, Product life cycle, product portfolio	20%
9 - 16	Product Management & New Product Development: New product development process, New product strategy, commercialization, managing Growth, Managing the mature Product	20%
17 - 18	Case: Samsung's Mobile Business	
19 - 30	Branding & Brand Management	30%

	The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations	
31- 32	Case: Intel: Building a Technology Brand Case: Brand Elements of Parle-G Biscuit Brand	
33- 50	Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries. Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches	30%

Text Book

1. Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.
2. Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

Reference Books

1. Product Management, Donald R. Lehmann and Russell S. Winer, Fourth Edition, TMH
2. Innovation Management and New Product Development, Paul Trott, Fourth Edition, Pearson
3. Strategic Brand Management, Kapferer, J.-N. (1997). London: Kogan Page Limited
4. Building Brand Value : Five Steps of Building Powerful Brands, M. G. Parameswaran, 2006, New Delhi: Tata McGraw Hill
5. Brand Management, , H. V. Verma, 2004, New Delhi: Excel Books
6. Branding, A reference guide to solving your toughest branding problems and strengthening your market position, B. VanAuken, 2007. Jaico Publishing House
7. Managing Indian Brands-Concepts and Strategies, S Ramesh Kumar, 2001, Vikas Publications
8. Successful Branding, Prank K Chaudhary, University (India) Press Limited, Hyderabad, 2001

Finance Specialization Subjects

Name of the Subject: DERIVATIVES AND RISK MANAGEMENT
Course Code and Subject Code: MBA (I) F1021, DRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

Upon successful completion of the course, the student will be able to: Equip with the ability to apply stock market basics to Indian Derivative market. , Learn valuation, analysis and application for hedging, speculation and arbitrage for Financial Derivatives. , Learn the mechanics, valuation and trading strategies of derivative market; develop their own trading strategies in the volatile market

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 2	Derivative- An Introduction Introduction, Managing Risk, Types of Business Risks, Derivatives, Products, Classification, participant, Evolution, Functions	6 %
3-6	Forward & Future Introduction, Forward Contract, settlement of Forward Contract, Futures contract, Specifications of Futures contract, difference, Pricing, Arbitrage, Convergence, Relationship of futures price & expected spot price	6%
7-10	Commodity Futures Introduction, benefit, commodity futures & economy, Difference of commodity & financial futures, Pricing, hedging, Perfect & imperfect hedge, Basis & Basis Risk, Optimal Hedge Ratio, Spread strategies	7%

11-14	<p>Stock & Index Futures</p> <p>Index Futures, forward contracts & stocks, Future contract on indices & individual stocks, Features, specifications, pricing, Hedging, Speculation & arbitrage with stock index futures</p>	7%
15-20	<p>Currency Forwards & Futures</p> <p>Foreign exchange markets, Foreign exchange risk, FOREX rates, transactions, Arbitrage, Hedging, Speculation & arbitrage, NDF – Evolution, Growth, Features, Interest rate parity, Currency future – Trading, settlement, pricing, Hedging, Speculation & arbitrage</p>	10%
21-23	<p>Interest rate Forwards & Futures</p> <p>FRA – Introduction, settlement, Pricing, Hedging, Speculation & Arbitrage with FRA and T-Bills, Euro dollars, Treasury bond futures, Pricing T-Bonds, Duration & Modification, Interest rate futures in india</p>	8%
24-26	<p>Interest rate & currency swaps</p> <p>Features of Swap, Need, swap dealer, Applications, Rationale, Types, hedging, Features, Valuing Interest rate and currency swap, Commodity swaps, equity swaps</p>	8%
27-28	<p>Options –Basic</p> <p>Terminology, call, Put, Quotations, Trading & settlement, Margins, Adjustment for corporate actions, Options other than stocks/indices, Difference options & futures/ forwards</p>	4%
29-31	<p>Option Pricing-1</p> <p>Intrinsic value & time value, Boundary conditions for option pricing, arbitrage based relationship of option pricing, Put call parity</p>	8%
32-37	<p>Option Pricing-2</p> <p>Binomial Option Pricing Model, Equivalent portfolio approach for option valuation, Multi period Binomial Model, Binomial Model for Index options, Binomial Tree, Factors affecting option price, Black &</p>	10%

	Scholes Option Pricing Model – Assumption, Interpretation, Implied volatility	
38-39	Options-Sensitivities Delta & Delta Hedging, Theta, Gamma & Neutrality, Greek Letters	5%
40-42	Options-Applications Hedging strategies with Options, Income generation with options, Option trading strategies	9%
43-45	Exotic Options Forward start option, Binary or digital option, Chooser option, Shout option, Barrier options, Asian options, Other Exotics	4%
46-48	Credit Derivatives Introduction & Meaning, Types of credit risks, Assessment of credit risk, Credit default swaps, Total return swap, Credit linked notes, collateralized debt obligations	4%
49-50	Other derivatives Payoff of options on futures, Binomial model for future options, Valuation of futures options- Black's Model, Interest rate options, Cap, Floor, Collar	4%

Text Book:

1. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House

Reference Books:

1. Futures and Option Markets, John C. Hull, Pearson Education
2. Risk Management & Derivative, Rene M. Stulz, Cengage

Name of the Subject: CORPORATE FINANCE AND RESTRUCTURING
Course Code and Subject Code: MBA (I) F1022, CFR
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. It combines applied theoretical approach with the case study method through detailed analysis of domestic and global restructuring cases. The course is designed so as to create an interface or link between the academic and the practitioner perspectives of various dimensions of corporate finance and restructuring process.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 12	Overview of Corporate Finance & Restructuring Financial Strategy and Planning, Risk Evaluation and Capital Budgeting, Dividend and Retention Policies, Designing Capital Structure, Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring,	25%
13 - 22	Dimensions of Mergers and Acquisitions Mergers & acquisitions concept, types and process, Accounting for Mergers & Demergers, Regulatory framework of mergers and acquisitions. Due	25%

	diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics	
23 - 34	Valuation Aspects of Corporate Restructuring Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation	25%
35 - 44	Dimensions of Corporate Restructuring Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts	5%
45 - 50	Case Study Presentations	

Text Book:

1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition
7. Mergers, Acquisitions & Corporate restructuring, Patrick Gaughan, Wiley, Latest Edition
8. Mergers, Acquisitions and business valuation, Excel books, Ravindhar Vadapalli, Latest Edition
9. John C. Michelson, Restructuring for Growth, TATA McGraw Hill, Latest Edition
10. Financial Management, I M Pandey, Vikas Publication, Latest Edition
11. Financial Management, Prasanna Chandra, TATA McGraw Hill, Latest Edition
12. Strategic Financial Management, Ravi M. Kishor, Taxmann, Latest Edition
13. Corporate Finance, Ashvarath Damodaran, Wiley India, Latest Edition
14. Principles of Corporate Finance, Brealey & Myers, TATA McGraw Hill, Latest Edition

Name of the Subject: BANKING AND INSURANCE
Course Code and Subject Code: MBA (I) F1023, BI
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The GDP of most of the developed countries of the world come from the service sector. Financial sector is also one of such sectors which provide large employment opportunities. Banking and Insurance sector in India had seen a dramatic change after liberalization. This subject will offer the students to understand one of the fastest growing sectors in financial services and will be able to make them competitive for the same industry.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Projects

Session	Course Content	Percentile weightage
1 - 12	Introduction to banking system Introduction to Banking, Role of Commercial Banking in the Economy, Structure, Growth and Development of Banking in India	20%
13 - 27	Profitability and Fund management in Banks Banks' balance sheet, Profit and loss account, treasury and fund management in banks Risk Management Risk management in banks, Asset Liability Management	30%
28 - 37	Regulators Reserve Bank of India (RBI), Insurance Regulatory and Development Authority (IRDA) Current development	25%

	BASEL II implications for Indian bank, Asset reconstruction companies, Securitisation Act 2002	
38 - 48	Introduction to insurance Introduction to Insurance (Life and Non-life), Growth and Development of Insurance in India Product & Services in Insurance Various Life and Non-life insurance policies and their types Fund Management Fund Management in Insurance Sector	25%
49 - 50	Revision	

Text Book:

1. Banking and Insurance; O P Agarwal; Himalaya Publishing House

Reference Books:

1. Principles of Banking; Indian Institute of Banking Finance; Macmillan
2. Principles and Practice of Non Life Insurance; P K Gupta; Himalaya Publishing House
3. Insurance – Fundamentals, environment and procedures; B S Bodla, M C Garg, K P Singh; Deep and Deep Publications

Human
Resource
Specialization
Subjects

Name of the Subject: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Course Code and Subject Code: MBA (I) H1031, IHRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description

The course is intended to provide a basic understanding about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner. The integration of General Management, Operations, Financial Management, Marketing Management as well as Human Resources Management in an international perspective is essential to International Business.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, Presentations and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1-5	Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC	20%
6-12	International staffing, The role of an expatriates, The role of non expatriates, The role of the corporate HR functions	
13-15	Recruiting and selecting staff for International assignments- Introduction, Issues in staff selection	25%
16-20	Training and Development: The role of expatriate training, components of effective pre-departure training, developing staff through international assignments	

21-25	Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity	25%
26-30	Expatriation and Repatriation	
31-36	Performance Management: Introduction, performance management of International employees, performance appraisal of International employees	20%
37-40	Industrial Relations in International Context	
41-45	Managing people in International Context	10%
46-50	Case Study	

Text Book:

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)

Reference Books:

1. International Human Resource Management, Peter Dowling and Denise Welch, Cengage Learning
2. International Human Resource Management, Tony Edwards, Pearson Education
3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
4. International Human Resource Management, Monir Tayeb, Oxford

Name of the Subject: STRATEGIC HUMAN RESOURCE MANAGEMENT
Course Code and Subject Code: MBA (I) H1032, SHRM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course presents a thorough and systematic coverage of issues related to strategic human resource management, this course is basically for the students who are specializing in the field of Human resource management. This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

Evaluation Pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case Study
Minor Projects

Sessions	Course Content	Percentile Weightage
1 - 10	An Investment Perspective of Human Resource Management : Adopting an Investment Perspective, Valuation of Assets, Understanding and measuring Human capital, Factors influencing how “Investment Oriented” an organizational Is. Challenges in strategic Human Resource Management: Impact of technology, HR issues and challenges related to technology, Ethical Behavior, Workforce Demographic changes and diversity	20%
11 - 20	Strategic Management: Models of strategy, the process of Strategic management, A Strategic approach to manpower acquisition – recruitment and selection, Strategic development of human resources, Analysis of environment , Organizational Self- Assessment, Establishing Goals and objectives, importance of strategic planning for business success, Setting strategy- Corporate Strategies, Business unit Strategies, An introduction to market driven strategy, Resource driven strategy. The Evolving/ Strategic Role Of Human Resource Management: Strategic HR versus Traditional HR, Barriers to Strategic HR, Strategic approach to management structure, job design.	20%

21 – 30	<p>Human Resource Planning:</p> <p>Objectives of Human resource planning, Types of planning: Aggregate planning, Succession Planning.</p> <p>Design and Resign of Work Systems :</p> <p>Design of work systems, Job rotation, Redesign of work systems, Strategic work redesign in Action, Mergers and Acquisitions, Understanding change, Managing Change.</p>	20%
31 - 40	<p>Employment Law :</p> <p>Scope of laws, Federal Antidiscrimination Laws, Racial Discrimination, Employees with disabilities, Enforcement of federal Laws under EEOC, Executive Orders, Affirmative Action, Sexual Harassment.</p>	20%
41 - 50	<p>Staffing :</p> <p>Recruiting, Temporary versus Permanent Employees, Internal versus External Recruiting, when and how extensively to recruit, method's of Recruiting, selection, Interviewing, Testing, Diversity.</p> <p>Training and development:</p> <p>Benefits, Planning and strategizing training, Need Assessment, Objectives, Design and delivery, evaluation.</p>	20%

Text Book:

1. Strategic HRM, Jaffrey A Mello, Cengage Learning

Reference Books:

1. Strategic Human Resource management, Das Pulak, Cengage Learning
2. Strategic Human resource management, Charles R. Greer, Pearson

Name of the Subject: HUMAN RESOURCE DEVELOPMENT
Course Code and Subject Code: MBA (I) H1033, HRD
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

To help students understand the concept of Human Resource development and understand the ethical dilemmas in HRD. The students would be able to appreciate the importance and applications of Human Resource developments activities by learning various training, learning and development, and also the peoples processing models.

Evaluation Scheme:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case Study
Minor Projects

Sessions	Course Content	Percentile Weightage
1 - 12	<p>Introduction to HRD :</p> <p>The evolution of HRD, The relationship between HRD and HRM, HRD functions, challenges to organizations and to HRD professionals</p> <p>Influence of employee Behavior :</p> <p>Models of employer behavior, external influences on employee behavior, Motivation.</p> <p>Learning and HRD:</p> <p>Learning and Instructions, Maximizing learning, Individual differences in the learning process, learning strategies and styles, recent developments in instructional and cognitive psychology.</p>	25%
13 - 27	<p>Assessing HRD needs :</p> <p>Definitions, purpose of needs, levels of need analysis, prioritizing HRD needs, Strategic/organizational analysis, task analysis, person analysis</p> <p>Designing effective HRD programs :</p> <p>Selecting the trainer, make or buy decision, selecting the training methods and media, scheduling the HRD program</p>	25%

	<p>Implementing and evaluating HRD programs :</p> <p>Training Delivery methods, on-the job training methods, classroom training approaches</p> <p>Evaluating HRD Programs :</p> <p>Training delivery method, OJT Methods, Classroom approaches Media and Methods, Issues concerning training program implementation.</p>	
28 - 39	<p>Career Management and Development:</p> <p>Definition of career development, models of career development, stages of life and career development, process of career management, roles in career management, issues and delivering effective career development systems.</p> <p>Management Development:</p> <p>Describing the Manager's job, making management development strategic, management education, training and experiences, Approaches to develop Managers, Designing effective MDP.</p> <p>Organizational development and change</p> <p>OD Theories and concepts, model of planned change, designing an intervention strategy, types of interventions</p> <p>HRD and Diversity:</p> <p>Diversity Training and Beyond.</p>	25%
40 - 50	<p>Employee Socialization and Orientation:</p> <p>Socialization, Various perspectives, the realistic job Preview, Employee Orientation Program.</p> <p>Skills and Technical Training:</p> <p>Basic workplace competency, basic skills, Technical training, Interpersonal skills training, Role of labour unions in skill and technical training programs, Professional development and education.</p> <p>Coaching and Performance Management:</p> <p>Need, coaching and performance management, maintaining effective performance and encouraging superior performance, skills necessary for effective coaching, the effectiveness of coaching.</p> <p>Employee counseling and wellness services</p>	25%

	Need for ECS, Overview of employee counseling service, Stress management interventions, Employee wellness and health promotion programs, Issues in Employee Counseling.	
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Text Book:

1. Human Resource Development, John M Werner & Randy L DeSimone, Cengage Learning

Reference Books:

1. Designing and managing human resource systems, Udai Pareek & T.V.Rao, Oxford & IBH Publication
2. Human Resource Development, Uday kumar Haldar, Oxford publication
3. Human Resource Development , Industrial Relation, Charles R. Greer, Pearson education

Information
System
Specialization
Subjects

Name of the Subject: E-BUSINESS
Course Code and Subject Code: MBA (I) I1041, EB
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

The course imparts understanding of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 10	Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India.	20%
11 - 20	Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process.	20%
21 - 25	Security Issues in e-business Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks	10%
26 - 33	Electronic Payment System Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems	15%

34 - 36	B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.	10%
37 - 45	e-Business Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce	15%
46 - 50	Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.	10%

Text Book:

1. E-Business and E-Commerce Management- Strategy, Implementation and Practice , Dave Chaffey, Prentice Hall
2. Electronic Commerce- Framework, Technologies and Applications, Bharat Bhaskar, Tata McGraw Hill.

Reference Books:

1. Electronic Commerce - A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, 4th Edition, Pearson Education.
2. Electronic Commerce- From Vision to Fulfillment, Elias M. Awad, PHI Learning.
3. Electronic Commerce Strategy, Schneider Gary P. and Perry, James T, Cengage Learning

Name of the Subject: ENTERPRISE RESOURCE PLANNING
Course Code and Subject Code: MBA (I) I1042, ERP
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course aims to highlight the integration of business processes and computer applications across business functions and also demonstrates how organizations are represented in an ERP system very broadly. This course studies Enterprise Resource Planning (ERP) systems, its scope, implementation issues and the organization's motivation for implementation such systems. The topics include ERP concepts, implementation methodologies, evaluation of ERP Systems, and the various ERP Modules. The students will comprehend the implementation process and will be able to play a pivotal role in an ERP implementation.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 4	Introduction to ERP, Basic Concepts of ERP	5%
5 - 8	Justifying ERP Investments, Risks of ERP , Benefits of ERP	5%
9 - 12	ERP Implementation Challenges, ERP Implementation (Transition) Strategies	5%
13 - 17	ERP Implementation Life Cycle, Pre-implementation Tasks, Requirements Definition	10%
18 - 20	Implementation Methodologies, Package Selection, ERP Project Teams	8%

21 - 23	Process Definition, Vendors and Consultants, Dealing with Employee Resistance	5%
24 - 28	Contracts with Vendors, Consultants and Employees, Training & Education	10%
29 - 33	Data Migration, Project Management & Monitoring, Post Implementation Activities, Success & Failure Factors of an ERP Implementation	10%
34 - 36	Operation and Maintenance of the ERP System, Measuring the Performance of the ERP System. Maximizing the ERP System	5%
37 - 41	Finance Module of an ERP Package Manufacturing Module of an ERP Package	10%
42 - 44	Human Resources Module of an ERP Package Materials Management Module of an ERP Package	7%
45 - 50	Quality Management Module of an ERP Package Marketing Module of an ERP Package Sales, Distribution & Service Module of an ERP Package	5%

Text Book:

1. ERP Demystified Alexis Leon, 2nd Edition Tata McGraw Hill Education Pvt. Ltd

Reference Books:

1. Enterprise Resource Planning, Mary Sumner, Pearson Education
2. ERP Concepts and Planning, Garg & Venkitakrishnan, PHI
3. Enterprise Resource Planning, Rajesh Ray, Tata McGraw Hill Education Pvt. Ltd

Name of the Subject: SOFTWARE PROJECT MANAGEMENT
Course Code and Subject Code: MBA (I) I1043, SPM
Course Credit: FULL (50 SESSIONS OF 60 MINUTES EACH)

Course Description:

This course examines the defining characteristics of IT projects, especially involving the development of software intensive systems, and introduces the student to a variety of project management techniques that can be applied in an IT project context. While IT projects are similar in some ways to other types of projects, they pose unique challenges for the managers and organizations that undertake them. IT project management is particularly challenging because of several factors including: (1) the rapid pace of technological changes occurring in the IT field, (2) the invisible nature of software, (3) the ever-present pressure to add new features and functionality to systems, and (4) the difficulty of managing the organizational changes that accompany most IT implementations. In spite of the advanced technology that surrounds computer-based information systems, IT project management in most organizations is not very disciplined.

Evaluation pattern:

Class participation and Attendance	10%
Quizzes, presentation and Assignments	20%
Mid Term Examination	30%
End Term (University) Examination	40%

Pedagogy:

Lectures
Case study
Minor projects

Session	Course Content	Percentile weightage
1 - 4	Introduction to Software Project Management Importance, Project, Software Projects Vs Other Projects, Contract Management, and technical project management, Activities, Plan, Methods, and methodologies, some ways to categorizing software projects, management	5%
5 - 9	Step wise – an overview of project planning Introduction to stepwise project planning, select project, identify project scope and objectives, identify project infrastructure, analyze project characteristics, identify project products and activities	10%
10 - 14	Programme management and project evaluation Programme management, managing the allocation of resources within programmes, strategic programme management , evaluation of individual	10%

	projects, technical assessment, cost benefit analysis, cash flow forecasting, cost benefit evaluation techniques, risk evaluation	
15 - 19	Selection of an appropriate project approach Choosing technologies, technical plan contents list, choice of process models, structure versus speed of delivery, the waterfall model, V-process model, the spiral model, prototypes, incremental delivery	10%
20 - 22	Software efforts estimation Where Estimate done? Problems with over and under estimates, the basis for software estimating, software effort estimation techniques, Expert judgment, estimating by analogy, Albrecht function point analysis, function points mark II, COSMIC full function points, COCOMO : a parametric model,	5%
23 - 27	Activity Planning The objectives of activity planning, When to plan, Project schedules, Project and activities, Sequencing and scheduling activities, Network planning models, Formulating a network model, Adding the time dimension, The forward pass, The backward pass, Identifying the critical path, Activity float, Shortening the project duration, Identifying critical activities.	10%
28 - 32	Risk management Risk, Categories of risk, A framework for dealing with risk, Risk identification, Risk assessment, Risk planning, Risk management, Evaluating risks to the schedule	10%
33 - 35	Resource allocation The nature of resources, Identifying resource requirements, Scheduling resources, Creating critical paths, Counting the cost	5%
36 - 38	Monitoring and control Creating the framework, Collecting the data, Visualizing progress, Cost monitoring, Earned value, analysis, Prioritizing monitoring, Getting the project back to target, Change control	10%
39 - 41	Managing contracts The ISO 12207 approach to the acquisition and supply of software, The supply process, Types of contract, Stages in contract placement, Typical terms of a contract, Contract management, Acceptance.	5%
42 - 45	Managing people and organizing teams Understanding behavior, Organizational behavior: a background, selecting the right person for the job, Instruction in the best methods, Motivation, The Oldham-Hackman job characteristics model Working in groups	10%
46 - 50	Software quality The place of software quality in project planning, The importance of software quality, Defining software quality, ISO 9126, Practical software quality measures	10%

Text Book:

1. Software Project Management, Bob Hughes & Mike Cotterell, 4th Edition, Tata McGraw Hill

Reference Books:

1. Software Project Management, Pankaj Jalote
2. Effective Software Project Management, Robert K. Wysocki, Wiley