

**SBSSTC MBA SYLLABUS 2016 BATCH ONWARDS  
(CONSTITUENT & AFFILIATED COLLEGES) UPDATED ON 01.12.2017**

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SEMESTER 1 <sup>st</sup>		Contact Hrs.			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-101	Principles & Practices of Management	4	-	-	40	60	100	4
MBAD1-102	Organization Behaviour	4	-	-	40	60	100	4
MBAD1-103	Accounting for Management	4	-	-	40	60	100	4
MBAD1-104	Quantitative Techniques	4	-	-	40	60	100	4
MBAD1-105	Managerial Economics	4	-	-	40	60	100	4
MHUM0-104	Business Communication	2	-	2	40	60	100	3
MCAP0-191	Computer Applications in Business	2	-	2	40	60	100	3
MBAD1-106	Minor Project-I	2	-	-	-	100	100	2
<b>Total</b>	<b>Theory = 7 Labs = 2</b>	<b>26</b>	<b>0</b>	<b>4</b>	<b>280</b>	<b>520</b>	<b>800</b>	<b>28</b>

SEMESTER 2 <sup>nd</sup>		Contact Hrs.			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-207	Business Environment and Ethics	4	-	-	40	60	100	4
MBAD1-208	Macro Economics	4	-	-	40	60	100	4
MREM0-101	Research Methodology	4	-	-	40	60	100	4
MBAD1-209	Production & Operations Management	4	-	-	40	60	100	4
MBAD1-210	Human Resource Management	4	-	-	40	60	100	4
MBAD1-211	Marketing Management	4	-	-	40	60	100	4
MBAD1-212	Financial Management	4	-	-	40	60	100	4
MBAD1-213	Minor Project- II	2	-	-	-	100	100	2
<b>Total</b>	<b>Theory = 7 Labs = 0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>280</b>	<b>520</b>	<b>800</b>	<b>30</b>

*\*Summer/Industrial Training for 6-8 weeks at the end of 2<sup>nd</sup> semester*

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SEMESTER 3 <sup>rd</sup>		Contact Hrs.			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-314	Applied Operation Research	4	-	-	40	60	100	4
MBAD1-315	Corporate Legal Environment	4	-	-	40	60	100	4
MBAD1-316	Training Presentation	2	-	-	40	60	100	2
<b>FINANCE (Compulsory)</b>								
MBAD1-356	Security Analysis & Portfolio Management	4	-	-	40	60	100	4
<b>FINANCE (Departmental Electives)</b>								
<b>FINANCE (Departmental Elective-I)</b>		4	-	-	40	60	100	4
MBAD1-357	Financial Statement Analysis & Valuation							
MBAD1-358	Strategic Financial Management							
MBAD1-359	Management Financial Services							
<b>HR (Compulsory)</b>								
MBAD1-360	Social Security & Labour Welfare	4	-	-	40	60	100	4
<b>HR (Departmental Elective-I)</b>		4	-	-	40	60	100	4
MBAD1-361	Training & Development							
MBAD1-362	Industrial Psychology							
MBAD1-363	Manpower Planning							
<b>MARKETING (Compulsory)</b>								
MBAD1-364	Consumer Behaviour	4	-	-	40	60	100	4
<b>MARKETING (Departmental Elective-I)</b>		4	-	-	40	60	100	4
MBAD1-365	Advertising Management							
MBAD1-366	Product & Brand Management							
MBAD1-367	Retail & Franchising Management							
<b>OPERATIONS (Compulsory)</b>								
MBAD1-368	Project Management	4	-	-	40	60	100	4
<b>OPERATIONS (Departmental Elective-I)</b>		4	-	-	40	60	100	4
MBAD1-369	Total Quality Management							
MBAD1-370	Material Management							
MBAD1-371	Production Planning & Control							
<b>IT (Compulsory)</b>								
MBAD1-372	Relationship Database Management System	4	-	-	40	60	100	4
<b>IT (Departmental Elective-I)</b>		4	-	-	40	60	100	4
MBAD1-373	Enterprise Resource Planning							
MBAD1-374	Software Engineering							
MBAD1-375	System Analysis and Design							
<b>Open Elective-I</b>		3	-	-	40	60	100	3
<b>Total</b>	<b>Theory = 7 Labs = 0</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>340</b>	<b>360</b>	<b>700</b>	<b>25</b>

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*\*Students will submit the synopsis of their Project Thesis in 3<sup>rd</sup> Semester. The Head of Department will assign the Project Supervisor to the students as per their specialization. It is the responsibility of the Project Supervisor to assign the research topics to students as per the current business scenario and industry requirement.*

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SEMESTER 4 <sup>th</sup>		Contact Hrs.			Marks			Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.	Total	
MBAD1-417	Strategic Management	4	-	-	40	60	100	4
MBAD1-418	Entrepreneurship and Managing Small Medium Businesses	4	-	-	40	60	100	4
MBAD1-419	Research Thesis	4			40	60	100	4
<b>FINANCE (Compulsory)</b>								
MBAD1-476	International Finance	4	-	-	40	60	100	4
<b>FINANCE (Departmental Elective-II)</b>		4	-	-	40	60	100	4
MBAD1-477	Investment Banking & Corporate Restructuring							
MBAD1-478	Derivatives							
MBAD1-479	Banking & Insurance Operations							
<b>HR (Compulsory)</b>								
MBAD1-480	International Human Resource Management	4	-	-	40	60	100	4
<b>HR (Departmental Elective-II)</b>		4	-	-	40	60	100	4
MBAD1-481	Organization Development							
MBAD1-482	Industrial Relation & Labour Law							
MBAD1-483	Leadership & People Management							
<b>MARKETING (Compulsory)</b>								
MBAD1-484	Services Marketing	4	-	-	40	60	100	4
<b>MARKETING (Departmental Elective-II)</b>		4	-	-	40	60	100	4
MBAD1-485	Customer Relationship Management							
MBAD1-486	International Marketing							
MBAD1-487	Sales & Distribution Management							
<b>OPERATIONS (Compulsory)</b>								
MBAD1-488	Supply Chain Management	4	-	-	40	60	100	4
<b>OPERATIONS (Departmental Elective-II)</b>		4	-	-	40	60	100	4
MBAD1-489	Technology Management							
MBAD1-490	Manufacturing Policy and Implementation							
MBAD1-491	Knowledge Management							
<b>IT (Compulsory)</b>								
MBAD1-492	Business Analytics	4	-	-	40	60	100	4
<b>IT (Departmental Elective-II)</b>		4	-	-	40	60	100	4
MBAD1-493	Data Warehousing and Mining							
MBAD1-494	Electronic Payment System							
MBAD1-495	Business Applications of Cloud Computing							
<b>Open Elective-II</b>		3	-	-	40	60	100	3
<b>Total</b>	<b>Theory = 7 Labs = 0</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>280</b>	<b>420</b>	<b>700</b>	<b>27</b>

- *Students have to study three subjects from specializations.*
- *Students who opt **Super Specialization** will study one compulsory subject and two departmental elective subjects*
- *Students who opt **Major and Minor** specialization will study one compulsory and one departmental elective subject from Major Stream and one compulsory subject from Minor stream.*
- *It is Student who opt Super Specialization or Major and Minor they must have to study following compulsory subjects in Third Semester and Fourth Semester*

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***Third Semester***

<b>Super Specialization/Major/Minor</b>	<b>Compulsory Subject</b>
Finance	Security Analysis & Portfolio Management
HR	Social Security & Labour Law
Marketing	Consumer Behaviour
Operations	Project Management
IT	RDBMS

***Fourth Semester***

<b>Super Specialization/Major/Minor</b>	<b>Compulsory Subject</b>
Finance	International Finance
HR	International Human Resource Management
Marketing	Services Marketing
Operations	Supply Chain Management
IT	Business Analytics

**Total Credits = 28 + 30 + 25 + 27 = 110**

**PRINCIPLES & PRACTICES OF MANAGEMENT**

**Subject Code: MBAD1-101**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

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

**UNIT-I (13 Hrs.)**

**Introduction to Management:** Definition, Nature, Significance and Scope. Functions of Manager, An Overview of Management Functions. Is managing a science or art? Evolution of Management Thought: Classical Approach, Scientific Management, General Administrative Theory, Quantitative Approach, Behavioural Approach, System approach and Contingency approach.

**UNIT-II (15 Hrs.)**

**Planning and Decision Making:** Types of Plans and Process of Planning, Nature of Objectives, Setting Objectives. Importance and Steps in Decision Making, Types of Decision and Decision Making Under Different Conditions. Group Decision Making. Decision Making Styles

**Organizing:** Nature and Significance, Process of Organizing, Bases of Departmentation, Delegation and Decentralization, Line & Staff relationship

**Delegation:** Concept and Elements. Authority, Responsibility, Accountability

**Span of Management:** Factors Determining Effective Span-Situational Approach.

**UNIT-III (10 Hrs.)**

**Coordination:** Concept and Importance, Factors which Make Coordination Difficult, Techniques or Methods to Ensure Effective Coordination.

**Control:** Concept, Planning-Control Relationship, Process of Control, Human Response to Control, Dimensions or Types of Control, Traditional & Modern Techniques of Control

**UNIT-IV (8 Hrs.)**

**Management by Objectives:** Concept, Process, Benefits and Weaknesses, Comparative Study of Indian, Japanese and American Management Culture

**Current Trends in Management Practices:** Workforce Diversity, e-Business, Knowledge Management, Workplace Spirituality

**Course Outcomes:** After completing the course student will be able to understand and explain the concept of management and its managerial perspective. It will equip students to map complex managerial aspect arise due to ground realities of an organization. They will Gain knowledge of contemporary issues in Management principles and various approaches to resolve those issues.

**Recommended Books**

1. Heinz Wehrich, Cannice & Koontz, 'Management (A Global Perspective)', Tata McGraw Hill.
2. Harold Koontz, and Heinz Wehrich, 'Essentials of Management: An international Perspective', Tata McGraw Hill.
3. Stephen Robbins & Mary Coulter, 'Management', Pearson Education.
4. V.S.P. Rao & V.H. Krishna, 'Management', Excel Books.
5. P. Subba Rao, 'Principles of Management', Himalaya Publishing.

**ORGANIZATION BEHAVIOUR**

**Subject Code: MBAD1-102**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario. The course must be taught using case study method.

**UNIT-I (10 Hrs.)**

**Organizational Behaviour:** Concepts, Theories and organization aspects of OB, Contributing Disciplines to OB, challenges and opportunities for OB. Foundations of Individual Behaviour: Biographical Characteristics, Course, Theories of Course, Attitudes, Attitude Change, Values & Beliefs, Prejudices

**Personality:** Determinants of Personality, Perception, Attribution Theory, Person's Perception.

**UNIT-II (12 Hrs.)**

**Motivation:** Definition & Process, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept. **Job Satisfaction:** Nature & Significance of Job satisfaction.

**Leadership:** Nature Significance & Theories; Leadership Effectiveness Model; Leadership in Indian Culture; Leadership Traits & Skills; Behavioural Styles in Leadership. Transactional Analysis, Life Position, Johari Window Model.

**UNIT-III (13 Hrs.)**

**Foundations of Group Behaviour:** Nature & Concept of Group Formation, Stages of Group Formation, Theories of Group Formation. Teams, Difference between Group and Team **Group Decision Making:** Meaning & Nature, Decision Making Process; Decision Making Styles; Advantages & disadvantages of Decision Making; Techniques of Decision Making; Group Size & Decision Making; Consensus Decision Making in Groups. **Conflict Management:** Definition of Conflict, Transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict; Conflict Management; Negotiations-Meaning & definition; Negotiations Process; Issues in Negotiations.

**UNIT-IV (10 Hrs.)**

**Organizational Change & Development:** Meaning & Definition, Change Agents, Change Models, Resistance to Change. Power and Politics in Organization: Nature & Concepts, Sources & Types of Power, Techniques of Politics. Stress Management: Meaning and Concept of Stress, Stress in Organizations, Strategies to Overcome Stress.

**Course Outcomes:** After studying this course the students will equip with ability to Identify, explore and examine factors impinge on individual and group behaviour in organizations in the new millennium; explain the terminology associated with organizational behaviour. Incorporate and apply the predominant organizational behaviour theories to gain knowledge of contemporary issues in organizational behaviour and frameworks to work with real life organizational issues concerned with Human Behaviour at work place.

**Recommended Books**

1. Robbins, 'Organization Behavior', Pearson Education.
2. Luthans, 'Organization Behavior', Tata McGraw Hill.
3. Hersey, 'Management of Organizational Behavior', Prentice Hall India.
4. Aswathappa, 'Organization Behavior', Himalaya Publications.
5. L.M. Prasad, 'Organization Behavior', Sultan Chand.
6. Parikh, Gupta, 'Organizational Behavior', Tata McGraw Hill

**ACCOUNTING FOR MANAGEMENT**

**Subject code – MBAD1-103**

**L T P C  
4 0 0 4**

**Duration – 45 Hrs.**

**Course Objectives:** This course aims to acquaint the students regarding various accounting concepts and its application in managerial decision making. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analysing financial statements.

**UNIT-I (12 Hrs.)**

Accounting as an Information System, Concepts, Convention and Principles of Accounting, Role of Accountant in an Organization, Branches of Accounting: Financial, Cost and Management Accounting and their Inter-Relationships, Introduction of Accounting Standards. Exposure to Format of Schedule VI of Banking, Insurance and Public Limited Companies.

**UNIT-II (11 Hrs.)**

**Financial Analysis:** Concepts and Objectives, Tools of Financial Analysis: Trend Analysis, Common Size Statements and Comparative Statements. Introduction to Ratio Analysis, Fund Flow and Cash Flow Statements (With Additional Information).

**UNIT-III (14 Hrs.)**

**Cost Accounting:** Meaning, Scope and Classification of Costs, Absorption Costing, Marginal Costing. Introduction to Break Even Analysis, Use of Cost-Data in Managerial Decision- Making with Special Reference to Pricing and Make or Buy Decisions, Introduction to Standard Costing including Variance Analysis: Materials and Labour Variances. Cost Control Techniques-Preparation of Budgets and Their Control, Zero Base Budgeting.

**UNIT -IV (8 Hrs.)**

**Introduction to Recent Developments in Cost Management:** Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen Costing, Activity Based Costing and Life Cycle Costing.

**Course Outcomes:** After completing the subject students will be able to analyse a company's financial statements and come to a reasoned conclusion about the financial situation of the company. Students will also learn how to use the accounting and business terminology.

**Recommended Books**

1. Garrison, 'Managerial Accounting', Tata McGraw.
2. Ramchandran, 'Financial Accounting for Management', Tata McGraw.
3. Maheshwari, 'Financial Accounting', Vikas Publishing.
4. Khan and Jain, 'Management Accounting', Tata McGraw.
5. Jawahar Lal, 'Accounting for Management', Himalaya Publishing.
6. J. Madegowda, 'Accounting for Managers', Himalaya Publishing.

**QUANTITATIVE TECHNIQUES**

**Subject Code – MBAD1-104**

**L T P C**

**Duration – 45 Hrs. 4 0 0 4**

**Course Objectives:** Statistical methods are applied in all functional areas of business: accounting, finance, management and marketing. The main objective of the course is to enable students to understand the role and importance of Statistics in improving managerial decisions.

**UNIT-I (12 Hrs.)**

**Statistics:** An Overview- Concept, Significance and Limitations, Importance and Scope of Statistics in Decision Making, Especially in Business Management, Identification of Problem, Review of Literature, Distribution of Data - Normal Distribution

**Measure of Central Tendency:** Objectives of Averaging. Requisites of Measure of Central Tendency, Mathematical Averages – Arithmetic Mean (Simple and Weighted), Geometric Mean, Harmonic Mean, Averages of Position-Median and Mode, Partition Values- Quartiles, Deciles and Percentiles, Relationship Between Mean, Median and Mode, Comparison Between Measures of Central Tendency

**Measure of Dispersion:** Significance of Measuring Dispersion (Variation), Classification of Measure of Dispersion, Dispersion Measures- Range and Inter Quartile Range or Deviation. Average Deviation Measures- Mean Absolute Deviation, Variance and Standard Deviation, Chebyshev's Theorem, Coefficient of Variation, Skewness, Moments and Kurtosis: Measures of Skewness, Moments: about Mean, Arbitrary Point, Zero or Origin. Measures of Kurtosis

**UNIT-II (11 Hrs.)**

**Correlation:** Significance, Types, Methods of Correlation Analysis: Scatter Diagrams, Graphic Method, Karl Pearson's Correlation Co-efficient, Rank Correlation Coefficient, Properties of Correlation, Karl Pearson's Co-efficient of Correlation and Rank Correlation

**Regression:** Concept of Regression and The Difference between Correlation and Regression, Lines and Equations of Regression. Regression as a Predicting Tool

**Time Series Analysis:** Components of a Time Series, Determination of Secular Trend and Seasonal Variations in Business Data, Least Squares Method as a Tool for Forecasting.

**UNIT-III (12 Hrs.)**

**Index Numbers:** Different Methods of Constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers, Problems of Reversibility in Index Numbers

**Probability:** Definition, Types of Probability, Classical Approach, Relative Frequency and Subjective Approach to Probability, Theorems of Probability, Addition, Multiplication and Bays Theorem and Its Application Probability Distribution Function, Cumulative Probability Distribution Function, Expected Value and Variance of a Random Variable **Discrete**

**Probability Distribution:** Binomial Distribution and Poisson Distribution **Continuous Probability Distribution:** Approximation of Binomial and Poisson Distribution of Normal Distribution

**UNIT-IV (10 Hrs.)**

**Sampling:** Concepts of Census and Sampling, Types of Sampling – Probability and Non Probability Sampling Central Limit Theorem, Determination of Sample Size and Sample Error.

**Hypotheses Design:** Formulation of Null and Alternative Hypothesis, Level of Significance.

Concept of Standard Error of Mean, Confidence Limits **Hypotheses Testing:** Type I and Type II Errors, Student's 'T' Test in Small Samples, Z-Test, Chi-Square Test, Analysis of Variance (Numerical Using Statistical Tables).

**Course Outcomes:** Student will be able to understand the measurement systems variability, control processes (as in statistical process control or SPC), for summarizing data, and to make data-driven decisions.

**Recommended Books**

1. Levin & Rubin, 'Statistics for Management', Prentice Hall.
2. Beri, 'Business Statistics', Tata McGraw Hill.
3. Croucher, 'Statistics: Making Business Decisions', Tata McGraw Hill.
4. Gupta & Gupta, 'An Introduction to Statistical Methods', Vikas Publications.
5. S.P. Gupta, 'Statistical Methods', Sultan Chand.
6. C.R. Reddy, 'Quantitative Techniques for Management Decisions', Himalaya Publishing



**MANAGERIAL ECONOMICS**

**Subject Code: MBAD1-105**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

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

**UNIT-I (11 Hrs.)**

**Managerial Economics:** Meaning, Nature, Scope & Relationship with Other Disciplines, Role of Managerial Economics in Decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept.

**Marginal Analysis:** Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility.

**Indifference Curve Analysis:** Meaning Assumptions Properties, Consumer Equilibrium and its Application.

**UNIT-II (12 Hrs.)**

**Demand Analysis:** Law of Demand: Meaning, Determinants, Exceptions, Bandwagon and Snob Effects, Demand Function, Application of Demand Analysis in Managerial Decision Making. Elasticity of Demand: Meaning, Types & Degree of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining the Elasticity of Demand, Demand Forecasting: Importance, Scope, Techniques of Forecasting.

**UNIT-III (12 Hrs.)**

**Theory of Production:** Production Function, Short Run and Long Run Production, Analysis, Isoquants, Optimal Combination of Inputs, Application in Managerial Decision Making. Theory of Cost - Cost Analysis: Cost Concepts and Determinants of Cost, Traditional and Modern Theory of Cost: Long Run and Short Run, Economy of Scale, Revenue Curve.

**UNIT-IV (10 Hrs.)**

**Market Structure:** Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making. Behaviour of Firms and Game Theory: Nash Equilibrium, Prisoner's Dilemma.

**Course Outcomes:** After studying the subject the students will be able to understand and explain the concept of economics and its managerial perspective including the real insight of the consumer's economic behaviour leading them to estimate the demand for the new product as well as changes in the existing products.

**Recommended Books**

1. Peterson and Lewis, 'Managerial Economic', Prentice Hall of India.
2. Froeb, 'Managerial Economics', Cengage Course.
3. Geetika, 'Managerial Economics', Tata McGraw Hills.
4. K.K. Dewett, 'Modern Economic Theory', S. Chand Publication.
5. D.M. Mithani, 'Managerial Economics Theory and Applications', Himalaya Publication
6. D.N. Dwivedi, 'Managerial Economic', Vikas Publications.

**BUSINESS COMMUNICATIONS**

**Subject Code: MHUM0-104**

**L T P C**

**Duration: 28 Hrs. 2 0 2 3**

**Course Objectives:** This course is designed to give students a comprehensive view of communication, its scope and importance in business, the role of communication in establishing a favourable image of the organization. The aim is to develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business operations. This course will make student conversant with fundamentals of communication,

help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

**UNIT- I (7 Hrs.)**

**Introduction to Communication:** Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication. Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model)

**Written Communication:** Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments

**UNIT –II (7 Hrs.)**

**Developing Reading Skills:** Identify the Purpose of Reading, Factors Effecting Reading, Course How to Think and Read, Developing Effective Reading Habits, Reading Tactics and Strategies: Training Eye and Training Mind (SQ3R)

**Developing Listening Skills:** Importance, Purpose of Listening, Art of Listening, Factors Affecting Listening, Components of Effective Listening, Process of Listening, Principles and Barriers to Listening, Activities to Improve Listening

**UNIT- III (7 Hrs.)**

**Oral Communication:** Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Group Communication Through Committees, Preparing and Holding Meetings, Overcoming Stage Fright, Ambiguity Avoidance. **Departmental Communication:** Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release

**Report Writing:** Structure, Types, Formats, Drafting of Various Types of Report. Nonverbal – Features, Understanding of Body Language, Posture, Gestures. Influences on Communication: Social Influences, Culture and Communication, Few Guidelines for Better Multicultural Communication, Business Etiquettes and Communication.

**UNIT- IV (7 Hrs.)**

**Group Discussion:** Nature, Uses and Importance, Guidelines for GD Presentations: How to Make Effective Presentations, Four P<sup>s</sup> of Presentation, Structuring, Rehearsing and Delivery Methods.

**Resume Writing:** Planning, Organizing Contents, Layout, Guidelines for Good Resume. Interviews: Preparation Techniques, Frequently Asked Questions about How to Face an Interview Board, Proper Body Posture, projecting a Positive Image, steps to Succeed in Interviews, Practice Mock Interview in Classrooms. **The Case Method of Course:** Dimensions of a Case, Case Discussion, Usefulness of The Case Method, Training of Managers, Use The Case Method. Report Writing: Structure, Types, Formats, Preparations and Presentation.

**Course Outcomes:** After studying this course the students will enable to:

1. Know the dynamics of communication in the business world
2. Practice the different tools of communication
3. Enable them to speak effectively suited to the situation
4. Improve their competence in English

**Recommended Books**

1. Lesikar, Petit & Flatley, 'Lesikar's Basic Business Communication', Tata McGraw Hill.
2. Raman Meenakshi 'Prakash Singh, Business Communication', Oxford University Press.
3. Rizvi Ashraf, 'Effective Technical Communication', Tata McGraw Hill.
4. Krizan, Buddy, 'Merrier, Effective Business Communication', Cengage Course.
5. Diwan & Aggarwal, 'Business Communication', Excel.
6. Baugh, Frayer & Thomas, 'How to Write First Class Business Correspondence, Viva

Book’.

7. Taylor, ‘English Conversion Practice’, Tata McGraw Hill.
8. Devaraj, ‘Executive Communication’, Tata McGraw Hill.
9. Ober, ‘Effective Bossiness Communication’, Cengage Course.

### **COMPUTER APPLICATIONS IN BUSINESS**

**Subject Code: MCAP0-191**

**L T P C Duration: 28 Hrs. 2 0 2 3**

**Course Objectives:** The objective of this course is to provide an insight into basic features of computer systems and their applications in Managerial Decision Making. It also provides technical framework to students for understanding the emerging world of e-Business.

#### **UNIT-I (7 Hrs.)**

**Introduction to Computers:** Types of Computers, Storage Devices and Memories, Input/output Devices. Introduction to Software, Types of software – Software, its Nature and Qualities

**Operating System:** Types of Operating System, WINDOWS XP: Basic Operations, Utilities and features.

#### **UNIT-II (7 Hrs.)**

**MS Applications:** MS Word – Basics, Formatting text and Documents, Mail Merge, Macros  
**MS Excel** – Introduction, creating a List, Graphs and Charts, Sorting, Filtering Data, Pivot Tables, Freezing Panes and Basic Formulae in Excel

**MS PowerPoint** – Basics, Creating Effective Presentation, Animations and Templates

#### **UNIT-III (7 Hrs.)**

**Internet and E-Business:** Introduction to internet and its applications, Intranet and Extranet, World Wide Web, Internet Applications. E – business - E-Business framework, Infrastructure for E-Business, E - Shopping, Electronic Data Interchange.

#### **UNIT-IV (7 Hrs.)**

**Computer Networks and Security:** Overview of a Network, Types of Network, Network Topologies, Firewall, Cryptography, Public Key and Private Key Cryptography, Digital Signatures.

**Course Outcomes:** Students will able to understand the concepts of computer and various software related to it. The use of MS Office (Excel, Access & Power point) helps in different type of analysis and projection of reports related to the business management. The software helps in planning & coordinating the supply chain of the company.

#### **Recommended Books**

1. Rainer and Potter, ‘Introduction to Information Technology’, John Wiley and Sons.
2. Roger Jennings, ‘Microsoft Access 2010’, Pearson Education.
3. Forouzan, ‘Basics of Computer Science’, Cengage Course.
4. Joseph Brady & Ellen F Monk, ‘Problem Solving Cases in Microsoft’, Excel Thomson Course.
5. K. Saini & Pradeep Kumar, ‘Computer Applications in Management’, Anmol Publications.
6. Deepak Bharihoke, ‘Fundamentals of Information Technology’, Excel Books.

### **MINOR PROJECT - I**

**Subject Code – MBAD1- 106**

**L T P C 2 0  
0 2**

1. The students will have to formulate a problem related to any business area and write a review the literature of at least 20 studies related to the problem in a proper format.

2. The students will have to submit the report and a presentation on the report of 15-20 minute is mandatory.

**BUSINESS ENVIRONMENT AND ETHICS**

**Subject Code: MBAD1-207**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** Well thought-out decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at exposing the students to the corporate business environment forces that may affect their future decision making.

**UNIT-I (13 Hrs.)**

**Overview of Business Environment:** Definition, Components, Nature and Significance of Business Environment

**Types of Business Environment:** Internal and External, Process of Environmental Scanning. Need to Scan the Business Environment and Techniques of Scanning the Business Environment.

**Political Environment:** Relation between Business and Government of India. Constitutional Provisions Related to Business, Concept of State Intervention in Business, Ideology of Different Political Parties, Bureaucracy and Indian Business.

**Three Political Institutions:** Legislature, Executive and Judiciary.

**UNIT-II (12 Hrs.)**

**Economic Environment:** Planning, Industrial Policy. Legal Environment: Company Regulatory Legislations in India, FEMA, Latest EXIM Policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005.

**Technological Environment:** Impact of Technology on Business, Problem of Transfer of Technology, Social Issues Related with Technology and Their Relevance for Business

**UNIT-III (10 Hrs.)**

**Current Scenario of Business Environment in India:** Impact of Liberalization and Privatization on Indian Economy. Globalization Trend

**Global Trade:** Nature & Operations of Multilateral Economic Institutions - World Bank, WTO & IMF and Their Impact on Indian Business Environment

**UNIT-IV (10 Hrs.)**

**Corporate Governance & Ethical Issues:** Corporate Governance, Corporate Social Responsibility, Meaning, Nature and Scope of Business Ethics, Ethical Principles, Ethics and Market Practices, Ethics and Government, Ethics and Social Environment, Indian Management Thoughts, Freedom of Conscience, Work Life Balance.

**Course Outcomes:** After completion of the subject the students will be familiarized with the nature of business environment and its components. The subject contents facilitate the students to develop conceptual framework of business environment and generate interest in international business.

**Recommended Books**

1. Manuel G. Velasquez, 'Business Ethics', Pearson Education.
2. Sheikh Saleem, 'Business Environment', Pearson Education.
3. Frances Cherunilam, 'Business Environment', Himalaya Publishing House.
4. K. Aswathapa, 'Business Environment', Tata McGraw Hill.
5. Biswanath Ghosh, 'Ethics in Management and Indian Ethos', Vikas Publication.

**MACRO ECONOMICS**

**Subject Code: MBAD1-208**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

**Course Objectives:** This course will teach students the basic tools of macroeconomics and apply them to real world economic policy. The goals of the course are for students to understand how to evaluate macroeconomic conditions, understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions.

**UNIT-I (11 Hrs.)**

**Nature of Macro-Economic System;** Role of Macro Economics for Managerial Decision Making Circular Flow of Income; **National Income:** Concepts and Measurement, Keynesian Theory of Income Determination, Consumption Function, Keynes' Psychological Law of Consumption, Income-Consumption Relationship: Relative Income, Life Cycle and Permanent Income Hypothesis.

**UNIT-II (10 Hrs.)**

Saving and Investment Functions; Marginal Efficiency of Capital; Multiplier, Accelerator and Investment Behaviour, Balance of Payment and Exchange Rate Determination Applications: India's Experience with Exchange Rate, Impact of Fluctuations in Exchange Rate on Export, Import and Growth of Domestic Industry

**UNIT-III (10 Hrs.)**

**Introduction to Demand and Supply of Money:** Motive for Holding Money; Liquidity Preference

**Inflation and Unemployment:** Concepts of Inflation-Demand Pull and Cost Push; Introduction to Philips Curve as Relation between Inflation and Unemployment. **Business Cycle:** Features and Phases, Effects and Control.

**UNIT-IV (14 Hrs.)**

**Macro-Economic Policy:** Understanding of Macroeconomic Stabilization and Structural Reforms. Central Banking Operations and Aspects of Monetary Management; Growth and Stabilization Effects of Monetary Policy Operations; Nature and Components of Fiscal Policy; Fiscal Policy Operations for Macro-Economic Growth and Stabilization; Fiscal Deficit and Its Management; Public Debt Operations and Their Impact, Co-Ordination of Fiscal and Monetary Policies for Effective Macro-Management; Corporate Adjustments to Monetary and Fiscal Variations.

**Course Outcomes:** Upon successful completion of the course, the student should be able to demonstrate a basic understanding of news relating to the economy as a whole, the economic implications of changes in government fiscal or monetary policy; how interest rates are determined and the role of interest rates in personal and corporate decision-making; and critically apply economic concepts when participating as a citizen in a democratic society. In particular, the students should be able to calculate equilibrium national income levels, calculate and use various multipliers, convert nominal values to real values.

**Recommended Books**

1. Olivier Blanchard, 'Macroeconomics Updated Englewood Cliffs', Prentice Hall.
2. Dimand, W. Robert, N. Durlauf, Steven, E. Blume, Lawrence, eds. 'Macroeconomics, Origins and History'.
3. D.N. Dwivedi, 'Macroeconomics: Theory and Policy', Tata McGraw Hill, New Delhi.
4. John Bouman, 'Principles of Macroeconomics – Free Fully Comprehensive Principles of Microeconomics and Macroeconomics Texts'.

**RESEARCH METHODOLOGY**

**Subject Code – MREM0-101**

**L T P C Duration – 45 Hrs. 4 0 0 4**

**Course Objectives:** To understand the objectives and process of research and its implications.

**UNIT-I (11 Hrs.)**

**Introduction to Research:** Meaning, Definition, Objective and Process

**Research Design:** Meaning, Types - Historical, Descriptive, Exploratory and Experimental

**Research Problem:** Necessity of Defined Problem, Problem Formulation, Understanding of Problem, Review of Literature

**Design of Experiment:** Basic Principal of Experimental Design, Randomized Block, Completely Randomized Block, Latin Square, And Factorial Design.

**Hypothesis:** Types, Formulation of Hypothesis, Feasibility, Preparation and Presentation of Research Proposal

**UNIT-II (10 Hrs.)**

**Sources of Data:** Primary and Secondary, Validation of Data

**Data Collection Methods:** Questionnaire Designing, Construction

**Sampling Design & Techniques –** Probability Sampling and Non Probability Sampling

**Scaling Techniques:** Meaning & Types

**Reliability:** Test – Retest Reliability, Alternative Form Reliability, Internal Comparison Reliability and Scorer Reliability

**Validity:** Content Validity, Criterion Related Validity and Construct Validity

**UNIT-III (13 Hrs.)**

**Data Process Operations:** Editing, Sorting, Coding, Classification and Tabulation

**Analysis of Data:** Statistical Measure and Their Significance, Central Tendency, Dispersion, Correlation: Linear and Partial, Regression: Simple and Multiple Regression, Skewness, Time series Analysis, Index Number

**Testing of Hypothesis:** T-test, Z- test, Chi Square, F-test, ANOVA

**UNIT – IV (11 Hrs.)**

**Multivariate Analysis:** Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi-Dimensional Scaling

**Report Writing:** Essentials of Report Writing, Report Format

**Statistical Software:** Application of Statistical Soft wares like SPSS, MS Excel, Mini Tab or MATLAB Software in Data Analysis

*\*Each Student has to Prepare Mini Research Project on Topic/ Area of their Choice and Make Presentation. The Report Should Consists of Applications of Tests and Techniques Mentioned in the Above UNITs*

**Course Outcomes:** After completion of this course, the students will have in depth knowledge about the various methods used for research to be conducted. They will get knowledge about the sources of data, the types of analysis etc. They will also understand the various ways of report writing.

**Recommended Books**

1. R.I. Levin and D.S. Rubin, 'Statistics for Management', Pearson Education, New Delhi,
2. N.K. Malhotra, 'Marketing Research–An Applied Orientation', Pearson Education, New Delhi,
3. Donald Cooper, 'Business Research Methods', Tata McGraw Hill, New Delhi.
4. Sadhu Singh, 'Research Methodology in Social Sciences', Himalaya Publishers.
5. Darren George & Paul Mallery, 'SPSS for Windows Step by Step', Pearson Education New Delhi.

6. C.R. Kothari, 'Research Methodology Methods & Techniques', New Age International Publishers.

**PRODUCTIONS & OPERATIONS MANAGEMENT**

**Subject Code: MBAD1 - 209**

**L T P C Duration: 45 Hrs. 4 0 0 4**

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

**UNIT- I (12 Hrs.)**

**Operations Management:** Concept, Functions. Transformation Process Model: Inputs, Process and Outputs; Classification of Operations; Responsibilities of Operations Manager, Contribution of Henry ford, Deming, Crosby, Taguchi. Facility Location – Importance, Factors in Location Analysis, Location Analysis Techniques. Product Design and Development – Product Design and Its Characteristics, Product Development Process (Technical), Product Development Techniques. Process Selection- Project, Job, Batch, Mass and Process Types of Production Systems, Operations Management in Corporate Profitability and Competitiveness

**UNIT- II (10 Hrs.)**

**Facility Layout:** Objectives, Advantages, Basic Types of Layouts, Problems in Facility Layout.

**Production Planning & Control (PPC):** Concepts, Objectives and Functions, Work study – Productivity: Method study; Work measurement.

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

**UNIT- III (13 Hrs.)**

**Quality Management:** Introduction, Meaning, Quality Characteristics of Goods and Services, Jurans' Quality Trilogy, Deming's 14 Principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application.

**Acceptance Sampling:** Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk,

**Control Charts for Variables:** Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

**UNIT- IV (10 Hrs.)**

**JIT and Lean Production System:** JIT Approach, Implementation requirements, Services, Kanban System. Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis, Logistics and Franchising.

**Purchasing Management:** Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

**Course Outcomes:** After studying this course, the students learn the role of operations on achieving various competitive capabilities. The students also learn how to help an organization in improving productivity and meeting customer's competitive capabilities.

**Recommended Books**

1. Buffa & Sarin, 'Modern Production/Operations Management', John Wiley.
2. Chary, 'Production and Operations Management', Tata McGraw Hill.
3. Krajewski & Ritzman, 'Operations Management', Pearson Education.
4. Adam and Eben, 'Production & Operations', Prentice Hall.

**HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBAD1- 210**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

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

**UNIT-I (10 Hrs.)**

**Human Resources Management:** Meaning, Scope, Objective, Functions, Roles and Importance. Interaction with other Functional Areas, HRM & HRD – A Comparative Analysis, Human Resource Management practices in India.

**Human Resource Planning:** Concept, Process, Importance and Methods. Human Resource Information System

**Job Analysis:** Job Description, Job Specification. Job Evaluation – Concepts and Methods **UNIT-II (10 Hrs.)**

**Recruitment & Selection:** Concept, Process & Methods of Recruitment & Selections. Induction & Placement

**Training & Development:** Concept and Methods, Difference between Training & Development, Aligning Training to Business Needs, Future of Training & development. Career Planning, Coaching & Mentoring

**Internal Mobility:** Promotion, Transfer, Demotion, Separation

**UNIT-III (13 Hrs.)**

**Performance Appraisal:** Concept, Methods and Issues in Performance Appraisal, Potential Appraisal. Compensation Management- Wage & Salary Administration: Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits.

**Quality of Work Life (QWL):** Concept, Development, Various Approaches and Techniques for improving QWL. Job Stress, Counselling and Monitoring, Job Satisfaction, Morale and productivity

**UNIT IV (12 Hrs.)**

**Industrial Relations:** Concept, Importance and Difference between HR and IR. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, Negotiations Skills and Strategies, Participative Management

**Employee Grievances and Their Resolution:** Model for Grievance Resolution Procedure.

**Quality Circles:** Concept, Structure and Role of Management, Quality Circle in India, HR Audit, Contemporary Issues in HRM.

**Course Outcome:** After completing this course the students should be able to understand the concepts, principles and processes of HRM, understand the crucial role that HRM plays in helping organizations all over the world adapt to the endless change today.

**Recommended Books**

1. Edwin B. Flippo, 'Personal Management', Tata McGraw Hill.
2. Bohlander, 'Snell & Vohra, Human Resource Management', Cengage Course.
3. Gary Dessler, 'Human Resource Management', McMillan.
4. V.S.P. Rao, 'Human Resource Management', Excel Books.
5. C.B. Memoria, 'Personnel Management,' Himalaya Publications.
6. T.N. Chabbra, 'Human Resource Management', Dhanpat Rai & Sons.
7. C.B. Gupta, 'Human Resource Management', Sultan Chand and Sons.
8. R.S. Dwivedi, 'HRD in India Companies', Himalaya Publications.



**MARKETING MANAGEMENT**

**Subject Code: MBAD1-211**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

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

**UNIT-I (12 Hrs.)**

**Understanding Marketing and Consumers:** Definition, Importance, Scope, Various Marketing Concepts, and Marketing Mix, Marketing vs Selling, Effect of Liberalization and Globalization, Creating Customer Value; Analysing Marketing Environment: Micro, Macro  
**Corporate Strategic Planning:** Defining Role Marketing Strategies, Marketing Planning Process.

**Marketing Information System:** Concept and Components.

**Consumer Behaviour:** Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour

**UNIT-II (12 Hrs.)**

**Creating and Managing Product:** Market Segmentation & Targeting, Differentiation & Positioning, Competitors Analysis.

**Product Decisions:** Product Mix, Packaging and Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies

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

**UNIT-III (11 Hrs.)**

**Delivering and Promoting Product - Supply Chain Decisions:** Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain.

**Promotion Decisions:** Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing.

**Personal Selling:** Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.

**UNIT-IV (10 Hrs.)**

**Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing,

**E-Commerce:** Marketing in the Digital Age.

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

**Course Outcomes:** This course will equip students to review marketing issues with respect to understand basic concepts of Marketing, understand target segmentation and consumer decision making design of products that meet consumer needs understand pricing, channels of distribution understand marketing communication.

**Recommended Books**

1. Ramaswamy & Namakumari, 'Marketing Management', McMillan.
2. Etzel, Walker, Stanton and Pandit, 'Marketing Management', Tata McGraw Hill,
3. Kurtz & Boone, 'Principles of Marketing', Cengage Course
4. Kotler & Koshy, 'Marketing Management', Pearsons Education.
5. Kotler & Armstrong, 'Principles of Marketing', Prentice Hall.

6. Biplab S. Bose, 'Marketing Management', Himalaya Publications.

**FINANCIAL MANAGEMENT**

**Subject Code: MBAD1-212**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

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

**UNIT-I (12 Hrs.)**

Nature, Scope and Objectives of Financial Management, Profit Maximization Vs Wealth Maximization, Financial Planning, Forms of Business Organization, Role of Financial Manager

**Financing Decision:** Cost of Capital, Computation of Cost of Equity, Debt and Quasi Capital, Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure, Liquidity Ratios

**Capital Structure Theories:** Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Model (MM), Criticisms of MM Models, Financial Distress & Agency Cost, Asymmetric Information Theory.

**Capital Structure Policy:** Determinants of Capital Structure Decision, Approach to Estimating the Target Capital Structure, Variations in Capital Structures, EBIT / EPS Analysis and ROI / ROE Analysis, Profitability Ratios.

**UNIT-II (12 Hrs.)**

**Leverage:** Measuring and Analysing the Implications of Leverage - Operating Leverage, Financial Leverage and Combined Leverage CVP analysis, PV Chart and Break Even Analysis for business decisions, Leverage Ratios

**Investment Decision:** Nature and Significance of Investment Decision, Time Value of Money - Future Value of a Single Cash Flow, Annuity, Present Value of a Single Cash Flow, Annuity, Present Value of an Uneven Cash Flow, Multi -Period Compounding

**Capital Budgeting:** Process and Techniques, Discounted and Non-Discounted Methods (Pay Back, ARR, NPV, IRR, Benefit Cost Ratio)

**Introduction Risk and Return:** Risk and Return Concepts, Risk in a Portfolio Context, Relationship between Risk and Return Model - CAPM, APT, (with numerical problems), Certainty Equivalent Factor, Capital Rationing

**UNIT-III (11 Hrs.)**

**Dividend Decisions:** Meaning and Significance of Dividend, Dividend Models: Traditional Model, Walter Model, Gordon Model, Miller-Modigliani Position, And Rational Expectations Mode, Determinants of Dividend, Bonus Shares, And Stock Splits. Dividend Ratios, Dividend Capitalization Approach

**Working Capital Decision:** Meaning, Nature and Scope of Working Capital - Component of Working Capital – Factors affecting Working Capital, Working Capital Strategies, Working Capital Ratios, Operating cycle, Cash Management Models – Cash Budgeting– Inventory Management

**UNIT-IV (10 Hrs.)**

**Long Term Sources of Funds:** Equity share, Preference shares, Debentures, Bonds, Warrants, Venture capital and Ploughing back of profits

**Short Term Sources of Funds:** Commercial Paper, Certificate of Deposit, Treasury Bills

**Financial Markets:** Nature and Significance of Primary and Secondary Markets, Objectives and Functions, Stock Market Index Calculation, Venture Capital Financing, EVA

**Course Outcome:** After completing this course the students should be able to make optimum decisions pertaining to raising funds, making investments & managing the assets of a corporation, big or small, with an ultimate goal of creating value.

**Recommended Books**

1. Brigham, 'Financial Management: Text & Cases', Cengage Course.
2. Brealy & Myres, 'Principles of Corporate Finance', Tata McGraw Hill.
3. J. John, 'Financial Decision Making: Concept, Problem & Cases', Prentice Hall.
4. I.M. Pandey, 'Financial Management', Vikas Publishers.
5. Khan & Jain, 'Financial Management', Tata McGraw Hill.

**MINOR PROJECT - II**

**Subject Code – MBAD1- 213**

**L T P C  
2 0 0 2**

1. The students will have to submit a research report on the relevant management topic. The students may continue with minor Project-I or may select any other fresh topic.
2. The report must contain an empirical based analysis with the help of statistical software like SPSS/MS Excel.
3. The students will have to give presentation of 15-20 minutes on the research report.

**APPLIED OPERATION RESEARCH**

**Subject Code – MBAD1-314**

**L T P C Duration- 45 Hrs. 4 0 0 4**

**Course Objectives:** Course Objectives of the syllabus are to acquaint the students with the knowledge of various tools and techniques which helps in optimal utilization the scarce resources of an organization.

**UNIT-I (12 Hrs.)**

**Decision-Making Environments:** Decision-Making Under Certainty, Uncertainty and Risk Situations; Uses of Decision Tree, Uses, Scope and Applications of Operation Research in **Managerial Decision-Making, Project Management:** Rules for Drawing the Network Diagram, Application of CPM and PERT Techniques in Project Planning and Control; Crashing and Resource Levelling of Operations Simulation and its Uses.

**UNIT-II (12 Hrs.)**

**Linear Programming:** Mathematical Formulations of LP Models for Product-Mix Problems; Graphical and Simplex Method of Solving LP Problems; Sensitivity Analysis; Transportation Problem: Various Method of Finding Initial Basic Feasible Solution and Optimal Cost Assignment Model: Algorithm and its Applications.

**UNIT-III (10 Hrs.)**

**Game Theory:** Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Game -Sequencing Problem: Johnsons Algorithm for N Jobs and Two Machines, n Jobs and Three Machines, Two Jobs and M Machines Problems.

**UNIT-IV (11 Hrs.)**

**Queuing Theory:** Characteristics of M/M/I Queue Model; Application of Poisson and Exponential Distribution in Estimating Arrival Rate and Service Rate; Replacement Problem: Replacement of Assets that Deteriorate with Time, Replacement of Assets which fail suddenly.

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

**Course Outcomes:** After studying this course, the students learn the role of operations on achieving various competitive capabilities. The students also learn how to help an organization in improving productivity and meeting customer's competitive capabilities.

**Recommended Books**

1. Taha Hamdy, 'Operations Research: An Introduction', Prentice Hall.
2. J.K. Sharma, 'Operations Research', Pearson Course.
3. Vohra, 'Quantitative Techniques in Management', Tata McGraw Hill.
4. Peter C. Bell, 'Management Science/ Operations Research', Vikas Publications.
5. Anand Sharma, 'Operations Research', Himalaya Publications.
6. Prasad, 'Operations Research', Cengage Course.

**CORPORATE LEGAL ENVIRONMENT**

**Subject Code – MBAD1- 315**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The Course Objectives of this paper are to acquaint the students with the corporate legal framework prevalent in the country.

**UNIT-I (12 Hrs.)**

**Law of Contract:** Definition, Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. Introduction to the Concept of Agent and Different Types of Mercantile Agents Bailment and Pledge, Indemnity and Guarantee.

**UNIT-II (12 Hrs.)**

**Sale of Goods Act:**

Meaning, Formation of Contract, Meaning of Condition and Warranties. Difference between Transfer of Property and Possession, right of an Unpaid Seller, **Negotiable Instrument:** Bills of Exchange, Promissory Note, Cheque and Rules regarding the Crossing of Cheques. Dishonour of Cheques and Liability of Banker and Drawer, Law of Insurance: Fundamentals Elements of Insurance. Basic Features of Law.

**UNIT-III (11 Hrs.)**

**Company Law:** Incorporation of Companies, Memorandum of Association and Articles of Association, Membership of a Company Prospectus, Issue of Capital, Loans, Investments, Deposits and Charges, Meetings, Accounts and Auditors, Provision with respect to appointment and removal of Director, Meeting, Winding up by Court.

**UNIT-IV (10 Hrs.)**

**Taxation:** Constitutional Framework of Taxation, Direct and Indirect Taxes, Basic Features of Central Excise, Customs, Central, State Sales Tax and VAT, GST. **Note:** Relevant Case Studies should be discussed in class.

**Course Outcomes:** Upon successful completion of the course, the student should be able to demonstrate a basic understanding of laws relating to the corporate sector. In particular, the students should be able to analyse taxes.

**Recommended Books**

1. A.K. Majumdar and G.K. Kapoor, 'Company Law', Taxman Publishers.
2. C.L. Bansal, 'Business Laws', Taxman Publishers.
3. V.K. Singhania and K. Singhania, 'Direct Tax Laws and Practice', Taxman Publishers.
4. Chawla, Garg and Sarin, 'Mercantile Law', Kalyani Publishers.
5. K.R. Bulchandani 'Law and Corporate Law', Himalaya Publishing.

**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Subject Code: MBAD1-356**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The objective of this course is to help the students to understand the security analysis & Portfolio management. In this context the main objectives of this course is to provide a theoretical and practical background in the field of investments. Students will be able to design and manage the bond as well as equity portfolios in the real world. Student will gain knowledge of valuing equity and debt instruments, managing mutual funds and measure the performances of portfolio

**UNIT-I (11 Hrs.)**

**Introduction:** Concepts of Investment, Objectives of Investment, Various Alternatives of Investments, Investment vs. Speculation.

**Primary Market:** Introduction, Structure and Functions. Investment Tools in Primary Market, SEBI guidelines for the Issuers in Primary Market.

**Secondary Market:** Introduction, Major players, Functions of Organised Stock Market, Role of SEBI with regards to Secondary Market, Various types of Stock Markets – Stock Exchanges, OTCEI and Depository, Security Trading Mechanism, Settlement Mechanism Roles and Functions of Various Players and Agencies in Secondary Market. **Risk and**

**Return:** Concept, Types, CAPM, APT and Multi – Factor Models.

**UNIT-II (12 Hrs.)**

**Security Analysis:** Fundamental Analysis: International Environment: Global Economy. Overview, Global Markets, Global Market and Indian Market Inter linkages

**Economic Analysis:** GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate, Unemployment, Individual Savings, Domestic Corporate Tax Rate, Balance of Trade.

**Industry Analysis:** Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle.

**Company Analysis:** Analysis of Financial Statements.

**Technical Analysis:** Introduction, Basic Tenets of Dow Theory, Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of Charts – Line Chart, Bar Chart, Candle Stick Charts, Point & Figure Charts, Concept of Trend, Trend Lines: Support and Resistance, Breakouts, Stops, Retracement, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving Averages, Envelops and other Market Indicators.

**UNIT-III (11 Hrs.)**

**Portfolio Management:** Meaning, Importance and Approaches of Portfolio Management, Markowitz Portfolio Selection Model, Single Index Model, Portfolio Investment Process, Portfolio Analysis, Portfolio Evaluation, Sharpe Ratio, Treynor ratio, Jensen Measure or (Portfolio Alpha). and Revision Techniques. Impact on Inflation on Portfolio Investment, Market Efficiency and Behavioral Finance.

**UNIT-IV (11 Hrs.)**

**Derivatives:** Introduction, Meaning of Future contracts, Forward Contracts, Difference between Future & Forwards, Options, Types, Option Pay off Strategies, Black Scholes Models and Option Greeks

Note: Relevant Case Studies should be discussed in class.

**Course Outcomes:** After completing this course the students should be able to different avenues of new investment and security analysis. Students will be able to apply the concept of portfolio management for better investment at desired risk level.

**Recommended Books**

1. Reily and Brown, 'Investment Analysis and Portfolio Management', Cengage, New Delhi.
2. Bodie, Kane, Marcus and Mohanty, 'Investments', Tata McGraw Hill, New Delhi.

3. Fisher DE and Jordon RJ, 'Security Analysis and Portfolio Management', PHI, New Delhi
4. Hirt and Block, 'Fundamentals of Investment Management', Tata McGraw Hill, New Delhi.
5. Avdhani, 'Security Analysis and Portfolio Management', Himalaya Publications.

**FINANCIAL STATEMENT ANALYSIS AND VALUATION**

**Subject Code: MBAD1-357**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:**

1. To analyse, appraise and compare financial statements of various industries;
2. To estimate and evaluate the financial health of a firm;
3. To interpret the results of the company for managerial decision making.
4. To compute ratios and apply the concepts learned on actual results published by companies

**UNIT-I (11 Hrs.)**

**Introduction:** Need of Financial Statement Analysis, Nature, Objectives and Types of Different types of Financial Statements: Income Statement, Balance Sheet, Statement of Retained Earnings, Fund Flow Statement, Cash Flow Statement, Comparative analysis of Balance Sheet and Income Statement (Common Size Analysis and Trend Analysis)  
Financial Reporting System - Indian Financial Reporting System, US Financial Reporting System, Issues related to quality of disclosures in Reported Earnings, Window Dressing and Limitations of Financial Statements.

**UNIT-II (11 Hrs.)**

**Ratio Analysis:** Objectives, Classification of Ratios – on basis of Financial Statements (Balance Sheet Ratios, Income Statement Ratios, Cash Flow Statement Ratios), On basis of Functions (Liquidity, Leverage, Solvency, Turnover Ratio, Market Ratio and Profitability Ratio), Du Pont Analysis.

**Analysis of Firm Performance:** Time Series (intra firm) Analysis, Cross Sectional (inter firm) Analysis, Quality of Earnings, Analysis of P/B ratio and P/E ratio.

**Cash Flow Analysis:** Meaning, Applications, limitations of Cash Flow statement, Free Cash Flow Analysis, Cash flow Statement as per Accounting Standard 3.

**UNIT-III (11 Hrs.)**

**Valuation:** Introduction, Basis of Business Valuation, Approaches of Valuation- Asset Based Approach, Income Based Approach, Market Based Approach. Factors Affecting Valuation

**Methods of Valuation:** Discounted Cash Flow (DCF) Valuation, Advantages & Disadvantages of DCF

**Firm Valuation Models:** Cost of Capital Approach, Adjusted Present Value Approach, Excess Return Models, Relative Valuation: Equity Valuation, Firm Valuation and Enterprise Valuation

**UNIT-IV (12 Hrs.)**

**Valuation Multiples:** PEG Ratio, Sales Multiple, EV/EBITDA Ratio, Relative PE Ratio, Equity Valuation vs. Enterprise Value, Fundamental Value vs Relative Valuation

**Project Valuation:** Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hillier Model

**Valuation of Real Options:** Introduction, Types of Real Options, Binomial Model and its application, Black Scholes Model and its application, Mistakes made in valuation of Real options.

*Note: Ask Students to review of any company's financial statements and calculate the financial ratios and state their interpretations.*

**Course Outcomes:** After completing the subject students will be able to analyse a company's financial statements and come to a reasoned conclusion about the financial position of the company. Students will also learn how to use the valuation approaches to determine the investment decisions.

**Recommended Books**

1. Gerald White, Ashwinderpaul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India Edn., 2010.
2. Aswath Damodaran, 'Damodaran on Valuation', Wiley India Ltd., 2011.
3. Prasanna Chandra, 'Projects', 8<sup>th</sup> Edn., Tata McGraw Hill Education, 2015.
4. Prasanna Chandra, 'Corporate Valuation & Value Creation', Tata McGraw Hill Education, 2015.
5. C Rajendran, 'Management Accounting', 1<sup>st</sup> Edn., Regal Publications, New Delhi, 2009.
6. ICAI notes on 'Financial Analysis & Business Valuation'.

**STRATEGIC FINANCIAL MANAGEMENT**

**Subject Code – MBAD1-358**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** To familiarize the students with tactical and deliberate methods of financial management as well as risk management and to develop the skills required for cost analysis.

**UNIT-I (11 Hrs.)**

**Value Based Management System** – Marakon Approach, Alcar Approach, Mckinsey Approach.

**Shareholder's Value Creation** - MVA Approach - EVA Approach- EVA Analysis of an Indian Corporate. BCG Approach.

**UNIT-II (12 Hrs.)**

**Strategic Cost Management:** Importance of Cost System, Life Cycle costing, Target costing Kaizen Costing, Socio Economic Costing, standard Costing, Absorption Costing, Value Chain Analysis

**Marginal Costing-** Differential Costing-CVP Analysis – Profit Volume Graphs – Contribution Approach

**Transfer Pricing** - Objectives, Methods (Cost Based, Market Price Based, Negotiated Pricing), Advantages and Disadvantages, Criteria for setting Transfer Prices, Transfer Price in different situations, Situations causing Conflicts and resolving the Conflicts;

**Variance Analysis** - Investigation of Variances, Planning and Operating Variances, Controllable / Non-controllable Variances, Variance analysis under Marginal Costing and Absorption Costing; Standard Costing Vs Budgetary Control,

**UNIT-III (11 Hrs.)**

**Advanced Investment Appraisal** – Discounted Cash Flow Techniques: NPV and IRR, Inflation and specific price variation, Taxation including tax allowable depreciation and tax exhaustion, Capital Rationing - Single period and Multi-period Capital Rationing, Scenario Analysis, Sensitivity analysis, Certainty Equivalent factor, Risk adjusted Discount Rates.

**Foreign Investment Analysis:** International Portfolio Investment – International Capital Budgeting

**UNIT- IV (11 Hrs.)**

**Venture Capital** – Definition - origin - Differentiate PE funds, VC funds, and Angel investors – Features of Venture Capital - stages of Venture Capital - process of selection of investment – growth of venture industry in India.

**Financial Risks:** Credit Risk, Liquidity Risk, Asset Based Risk, Operational Risk, Foreign Investment Risk, Market Risk.

**Course Outcomes:** Student will be able to understand the measurement systems variability, cost, risk and control processes.

**Recommended Books**

1. Aswath Damodaran, 'Corporate Finance: Theory and Practice'. John Wiley & Sons.
2. Frank J. Fabozzi, 'Financial Management and Analysis', John Wiley & Sons.
3. Prasana Chandra, 'Financial Management Theory and Practice', Tata McGraw Hills.

**MANAGEMENT OF FINANCIAL SERVICES**

**Subject Code – MBAD1-359**

**L T P C Duration – 45 Hrs. 4 0 0 4**

**Course Objectives:** The objective of this paper is to acquaint the students with emerging trends in financial services.

**UNIT-I (12 Hrs.)**

**Financial Services** - Meaning, types and their importance. Depository - Introduction, Concept, Depository Participants, Functioning of Depository Systems, Process of Switching Over to Depository Systems, Benefits, Depository Systems in India, Dematerialization and Rematerialisation, Role, Objectives and Functions of SEBI and Its Guidelines Relating to Depository System.

**UNIT-II (12 Hrs.)**

**Mutual Funds and AMCs** - Concept, Origin and Growth of Mutual Funds, Constitution & Management of MFS - Sponsors, Trustees, AMCs, and Custodians. Classification of Mutual Fund Schemes, Advantages and Disadvantages in Mutual Fund Schemes, NAV and Pricing of Mutual Fund Units. Recent Trends in Mutual Funds in India.

**Credit Rating** - The Concept and Objective of Credit Rating, Various Credit Rating Agencies in India and International Credit Rating Agencies, Factors Affecting Credit Rating & Procedural Aspects.

**UNIT-III (11 Hrs.)**

**Leasing** - Concept and Development of Leasing, Business, Difference between Leasing & Hire Purchase, Types of Leasing Business, Advantages to Lessor and Lessee. Tax Aspect of Leasing

**Merchant Banking** - Origin and Development of Merchant Banking in India Scope, Organizational Aspects and Importance of Merchant Bankers, Latest Guidelines of SEBI w.r.t. Merchant Bankers.

**Venture Capital** - Concepts and Characteristics of Venture Capital, Venture Capital in India, Guidelines for Venture Capital.

**UNIT-IV (10 Hrs.)**

**Factoring** - Development of Factoring, Types & Importance, Procedural Aspects in Factoring, Financial Aspects, Prospects of Factoring in India.

**Plastic Money** - Concept and Different Forms of Plastic Money - Credit and Debit Cards, Pros and Cons. Credit Process Followed by Credit Card Organisations, Factors Affecting Utilisation of Plastic Money in India

Note: Relevant Case Studies should be discussed in class.

**Course Outcomes:** After completing the course student will be able to understand and explain the concept of financial services and its managerial perspective.

**Recommended Books**

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



6. Vasant Desai, 'Financial Markets and Financial Services', Himalaya Publications.

### **SOCIAL SECURITY & LABOUR WELFARE**

**Subject Code – MBAD1-360**

**L T P C Duration: 45 Hrs. 4 0 0 4**

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

#### **UNIT-I (11 Hrs.)**

Concept and scope of social security, evolution of social security: Pre-Independence & Post-Independence, Social assistance and Social insurance; Industrial Disputes Act, 1947, Payment of Wages Act, 1936.

#### **UNIT-II (12 Hrs.)**

Scope, Importance, Features and Implications of the following Acts as applicable in India:

1. Minimum Wages Act, 1948
2. Payment of Bonus Act, 1965
3. Workman's Compensation act, 1923
4. Maternity Benefit Act, 1961.

#### **UNIT-III (11 Hrs.)**

Scope, Importance, Features and Implications of the following acts as applicable in India:

1. Employment State Insurance Act, 1948
2. PF and misc., Provision Act, 1951
3. Gratuity Act, 1972

**ILO:** Principles and functions, core conventions of ILO. Labour Welfare: Concept, nature , objectives and evolution of labour welfare at global level.

#### **UNIT-IV (11 Hrs.)**

**Labour Welfare:** Classification of labour welfare activities, Agencies for Welfare in India, Welfare Activities by Trade Unions, Labour Welfare, Housing, Recreational Facilities, Education and Training for workers.

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

**Course Outcomes:** Upon successful completion of the course, the student should be able to demonstrate an intricate understanding of laws relating to the human resource.

#### **Recommended Books**

1. A.M. Sharma 'Social, Security Labour Welfare' Himalayas Publishing House.
2. 'I.L.O. Social Security', International labour Office.

### **TRAINING & DEVELOPMENT**

**Subject Code: MBAD1-361**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** To create understanding among students for need, importance and implementation of training so as to achieve employee development.

#### **UNIT- I (11 Hrs.)**

**Training and Development:** Meaning & Concepts, Importance & Objectives of Training & Development, Process and Significant of T&D, Identification of Training Needs, Methods of Training needs, Principles and theories of Course.

#### **UNIT-II (12 Hrs.)**

Types of Training & Development Methods, Training and Development System, Training & Development Centers, Role of External Agency in Training and Development, Training for change, Resistance in Training.

**UNIT-III (11 Hrs.)**

Developing Effective Trainers, Designing & Implementing, Training Programs. Approaches to Management Development, Designing & Implementing Development Programmers, Team, Building Exercises, Management Games, Simulations.

**UNIT-IV (12 Hrs.)**

Evaluation of Training and Development Programs, Criteria, Problem and Steps involved in evaluation. Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis of Training, Emerging issues in Training and Development in India, Evolving Training Policy.

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

**Course Outcomes:** After completing this course the students should be able to understand the concepts and processes of training and development, understand the crucial role that training and development plays in helping human resource of organizations all over the world.

**Recommended Books**

1. Dayal, 'Manpower Training in Organizations,' Prentice Hall of India, New Delhi.
2. Craig, Robert, 'Training and Development', McGraw Hill, New York.
3. R.P. Lynton and U. Pareek, 'Training and Development', Irwin Doresy, Hopwood.
4. Reddy, 'Effective Human Resource Training and Development Strategy', Himalaya Publications
5. Goldstein, 'Training in Organisations', Cengage Courses.
6. Radha Sharma, '360 Degree Feedback', Competency Mapping and Assessment Centres.
7. Biswajeet Pattanayak, 'Human Resources Management'.
8. M.A. Armstrong 'Handbook of Human Resource Management Practice', Cogan Page, London.

**INDUSTRIAL PSYCHOLOGY**

**Subject Code: MBAD1-362**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

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

**UNIT-I (11 Hrs.)**

**Introduction:** Nature, Scope and Problems of Industrial Psychology, Historical Development. Psychology in Organizations, Scientific Management, Principles, Experiments Conducted for the Application of Principles, Critical Analysis of the Principles, Individual Differences and their Evaluation. Hawthorne studies and Implications

**UNIT-II (12 Hrs.)**

**Psychological Testing:** Approaches, Validity, Advantages and Limitations in Industry.

**Attitude:** Need, Importance, Measurement, Techniques used to improve Attitude in industry.

**Morale:** Determinants, Measurement, Methods of improving morale.

**Job satisfaction:** Meaning, Definition, Theories of job Satisfaction: Maslow's Hierarchy, Vroom's Theory, Herzberg's Theory, Stogdill's Theory, Methods to improve Job Satisfaction.

**UNIT-III (11 Hrs.)**

**Industrial Conflicts:** Industrial Absenteeism; its Causes and Control.

**Labour Turnover:** Relationship between Turnover and Job Complexity.

**Industrial Fatigue:** Definition, Nature, Measurements, Production Curve, Mitigation Measures.

**Industrial Accident:** Causes, Accident Proneness: Approaches, Critical Evaluation: Reduction and Prevention.

**UNIT-IV (11 Hrs.)**

**Human Engineering:** Importance, Development, Problems.

**Stress and Mental Health of Employees:** Causes, Reduction and Measures.

**Consumer Psychology:** Consumer Psychology Factors, Self-Image, Culture.

**Consumer Decision Making Process:** Cognitive, Economic, Passive, Emotional Model.

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

**Course Outcomes:** After study the course the students should be capable about the sensibility of the executives in the organization and then to use it to enhance the efficiency.

**Recommended Books**

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

**MANPOWER PLANNING**

**Subject Code: MBAD1- 363**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** To appraise the students about the importance of manpower planning specially in today's dynamic environment with emphasis on effective recruitment and selection.

**UNIT- I (11 Hrs.)**

Human Resource Planning; Macro level scenario of manpower planning, setting up of objectives, organizing planning concept, process of manpower planning. Demand and Supply Forecasting; analysing Jobs and Work; Types of Employment

**UNIT – II (11 Hrs.)**

The Recruitment Process; Advertising for Recruitment; Issues in Recruitment; Screening Applications; Measuring and Interpreting Individual Differences; Creating Psychometric Tests, Validation of Measurement; Using Psychometric Tests.

**UNIT – III (12 Hrs.)**

Conducting Interviews, Types of Interviews, Group Discussions; Decision Making for Selection; Managerial Selection; New Tools for Recruitment

**UNIT – IV (12 Hrs.)**

**Recruitment and Selection:** Linking with other HRM Systems; Selecting Expatriates; Use of Technology in Recruitment and Selection; Communicating the Decision; Induction and Socialization; Internal Selection; Designing Systems, Administering and Evaluating the system; Ethical Issues; Present Trends in Recruitment and Selection. **Note:** Relevant Case Studies should be discussed in class.

**Course Outcomes:** After completing the course student will be able to understand and explain the concept of manpower planning. It will equip students to map complex managerial aspect arise due to ground realities of the manpower.

**Recommended Books**

1. Dessler Gary & V. Biju, 'Human Resource Management', Pearson Education.
2. Roberts. Gareth, 'Recruitment & Selection- A Competency Approach', Chartered Institute of Personnel & Development, London.
3. Jon Billsberry, 'Experiencing Recruitment & Selection', Wiley Publications.
4. Dominic Cooper, Robertson T. Ivan & Tinline Gordon, 'Recruitment & Selection – A Framework for Success', Thomson Publications, London.

**CONSUMER BEHAVIOUR**

**Subject Code: MBAD1-364**

**L T P C Duration: 45 Hrs. 4 0 0 4**

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

**UNIT-I (11 Hrs.)**

Introduction to Consumer Behaviour: Consumer Behaviour: Scope, Importance and Interdisciplinary Nature, Strategic Applications, Research in Consumer Behaviour: Need, Scope, Types, Research Process, Application of Research in Consumer Behaviour, Market Segmentation: Meaning and Bases of Segmentation, Criteria for Effective Targeting, Implementing Segmentation Strategies.

**UNIT-II (12 Hrs.)**

**Individual Determinants of Consumer Behaviour:** Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self-image Vanity, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Course: Elements of Course, Behavioural and Cognitive Course Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tri component, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies, Designing persuasive communications.

**UNIT-III (11 Hrs.)**

**External Influences on Consumer Behaviour:** Group behaviour: Meaning and Types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family Decision Making, Family Life Cycle, Culture: Values and Norms, Characteristics and Effect on Consumer Behaviour, Types of Sub Culture, Cross Cultural Consumer, Social Class: Categories, Measurement and Applications of Social Class.

**UNIT-IV (11 Hrs.)**

**Consumer Decision Making Process:** Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion Leadership and Firm's Promotional Strategy, Diffusion of Innovations: Diffusion Process, Adoption Process, Profile of Consumer Innovator, Introduction to Consumer Decision Making: Levels, Decision Making Process- Pre Purchase, Purchase and Post Purchase Process, Models of Consumer Decision-Making.

Note: Relevant Case Studies should be discussed in class.

**Course Outcomes:** After studying this course the students will equip with ability to Identify, explore and examine factors impinge on consumer behaviour in the market in the new millennium; explain the terminology associated with consumer behaviour.

**Recommended Books**

1. L.G. Schiffman and L.L. Kanuk, 'Consumer Behavior', Pearson Education.
2. D. Loudon and D. Bitta, 'Consumer Behaviour', Tata McGraw Hill.
3. H. Assael, 'Consumer Behaviour in Action', Cengage Course.
4. R.D. Blackwell, P.W. Miniard and J.F. Engel, 'Consumer Behaviour', Cengage Course.
5. S. Batra and S. Kazmi, 'Consumer Behaviour', Excel Books.
6. Nair, 'Consumer Behaviour in Indian Perspective' Himalaya Publications.

**ADVERTISING MANAGEMENT**

**Subject Code: MBAD1-365**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.

**UNIT-I (11 Hrs.)**

Meaning, Nature, Scope and Classification, Key Players in Advertising, Role of Advertising and its Importance, Surrogate Advertising, Puffery in Advertising, Advertising's Role in Marketing Mix, Integrated Marketing Communication, AIDA Model, Laivdige – Stenier Model of Communication, Setting Goals and Advertising Objectives, Concept of DAGMAR in Setting Objectives, Role of Advertising in India's Economic Development, Ethics in Advertising, Social, Economic and Legal Aspects of Advertising.

**UNIT-II (12 Hrs.)**

**How Advertising Works:** Perception, Cognition, Effect, Association, Persuasion, Behaviour, Associating Feeling with Brands, Use of Research in Advertising Planning, Advertising Media; Industry Structure, Functions, Advantages, Disadvantages of Print, Television, Radio, Internet, Outdoor, Basic Concept of Media Planning, Media Selection, Media Scheduling Strategy, Setting Media Budgets.

**UNIT- III (11 Hrs.)**

Planning and Managing Creative Strategies, Creative Approaches, Building Advertising Program: Message, Theme, Advertising Appeals, Art of Copywriting, Guidelines for Copywriting, Copywriting for Print, Audio, TV and Outdoor Media, Advertising Layout: How to Design And Produce Advertisements, Advertising Budget: Nature And Methods of Advertising Appropriation.

**UNIT-IV (11 Hrs.)**

**Measuring Advertising Effectiveness:** Stages of Evaluations and Various Types of Testing- Pre and Post Testing, Advertising, Advertising Agencies: History, Role, Importance, Organizational Structure, Functions, Selection of Agency, Client Agency Relationship, Compensation Strategies.

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

**Course Outcomes:** They will Gain knowledge of trendy issues in Advertise Management and various approaches to resolve those issues.

**Recommended Books**

1. G.E. Belch & Belch, 'Advertising and Promotion', Tata McGraw Hill.
2. W. Well, J. Burnet and S. Moriarty, 'Advertising: Principles & Practice', Pearson Education.
3. T.O' Guinn and C. Allen, 'Advertising Management with Integrated Brand Promotion', Cengage Course.
4. D.A. Aaker, Myers and Batra, 'Advertising Management', Pearson Education.
5. S.A. Chunawalla, 'Foundation of Advertisement Theory and Practices', Himalaya Publications.

**PRODUCT AND BRAND MANAGEMENT**

**Subject Code – MBAD1-366**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objective:** To create understanding among students for concepts, process, techniques of product and brand management

**UNIT-I (11 Hrs.)**

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

**UNIT-II (12 Hrs.)**

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

**UNIT-III (11 Hrs.)**

**Brand Concept:** Meaning, nature and importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Aaker's Model of Brand Equity, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty, Branding strategies – product, line , range and umbrella branding, Brand Personality: Definition, Measures and Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and experiential brands.

**UNIT-IV (11 Hrs.)**

**Brand Positioning:** Concepts and Definitions, 3 Cs of Positioning, Brand Positioning and Differentiation Strategies, Repositioning, Celebrity Endorsements, Brand Extension: Need, Various Types, Implication of Extension, Managing Brands Over Time, Brand Reinforcement, Brand Revitalization, Measuring Brand Value, Managing Global Brands, Branding in Different Sectors.

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

**Course Outcomes:** This course will equip students to review marketing issues with respect to product and brand management.

**Recommended Books**

1. Y.R.L. Murthi, 'Brand Management', Vikas Publications.
2. K.L. Keller, 'Strategic Brand Management', Pearson Education.
3. David Aaker, 'Managing Brand Equity', Prentice Hall of India.
4. H. Verma, 'Brand Management', Excel Books.
5. Venugopal, 'Product and Brand Management', Himalaya Publications.
6. Sasikumar and Chandrasekar, 'Brand Management Practices', Himalaya Publications.

**RETAIL AND FRANCHISING MANAGEMENT**

**Subject Code: MBAD1-367**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The course will enable learner to comprehend retail and franchising concepts, its process and application in today's scenario.

**UNIT-I (12 Hrs.)**

**Retailing:** Definition, Scope, Economic Significance, Opportunities in Retailing, Various Retail Formats, Multichannel Retailing Including Online Retailing (E-Tailing), Changing Scenario of Retail

**Customer Buying Behaviour in Retailing:** Types of Buying Decisions, Buying Process, Social Factors Influencing Buying Decisions in Retailing.

**UNIT-II (11 Hrs.)**

**Retailing Strategy:** Retail Strategy, Target Market and Retail Planning Process, Financial Strategy, Retail Locations and Site Selection, Location Opportunities, Factors affecting the Site Selection, Estimating Demand for a New Location. **Human Resource Management in Retailing:** Gaining Competitive Advantage Through HRM, Designing Retail Organization Structure, Motivating Retail Employees.

**UNIT-III (11 Hrs.)**

**Merchandise Management:** Planning Merchandise, Buying Merchandise, Pricing Decision for Merchandise.

**Retail Communication Mix:** Developing Brands and Building Customer Loyalty, Promotion Strategy, Planning a Retail Promotion Strategy.

**Store Management:** Managing the Store, Store Layout, Design and Visual Merchandising.

**UNIT-IV (10 Hrs.)**

**Franchising:** Meaning, Scope, Types, History and Overview, Advantages and Disadvantages to Franchisee and Franchisor, Recognizing Franchising Opportunities, Assessing Franchise Feasibility, The Franchising Market Process, Selling and Marketing Research, Franchisor's Operations Process, Location and Site Selection, Information Systems, Franchise Legal Documents, Trademarks, Copyrights, Patents & Trade Secrets, Investigating Franchise Opportunities, Developing Franchisee Business Plans **Note:** Relevant Case Studies should be discussed in class.

**Course Outcomes:** After completing the course student will be able to understand and explain the concept of retail management and franchising opportunities.

**Recommended Books**

1. Levy, Weitz, & Pandit, 'Retail Management', Tata McGraw Hill, New Delhi.
2. Cullen, 'Retailing: Environment and Cases', Cengage India
3. Barry Berman & Joel R. Evans, 'Retail Management', PHI, New Delhi.
4. Kati, 'Franchising' Himalaya Publications.
5. Sheikh and Fatima, 'Retail Management' Himalaya Publications.
6. Dunne, 'Introduction to Retail' Cengage Courses.

**PROJECT MANAGEMENT**

**Subject Code: MBAD1-368**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Course Objectives:** To acquaint the students with the steps involved in the planning, implementation and control of projects.

**UNIT- I (10 Hrs.)**

Project Management Concepts, Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification,

**UNIT - II (11 Hrs.)**

Project Selection, preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as a part of the functional organization, pure project organization, the matrix organization, mixed organizational systems

**UNIT - III (12 Hrs.)**

**Project Planning and Scheduling:** Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing.

**UNIT - IV (12 Hrs.)**

**Project Monitoring and Control and Project Performance:** Planning, Monitoring and

Control; Design of Monitoring system; Computerized PMIS (Project Management Information System), Coordination; Procedures, Meetings, Control; Scope/Progress control, Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/Auditor, Responsibilities of the Project Manager.

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

**Course Outcomes:** After ending the course student will be able to appreciate and explain the concept of project management with planning, scheduling and various networking techniques.

**Recommended Books**

1. Kanda, 'Project Management – A Life Cycle Approach', PHI.
2. Gido, 'Project Management', Cengage Courses.
3. Vasant Desai, 'Project Management', Himalaya Publications.
4. Maylor, 'Project Management', Pearson Education.
5. Prasanna Chandra, 'Projects, Preparation, Appraisal Budgeting & Implementation', Tata McGraw Hills.

**TOTAL QUALITY MANAGEMENT**

**Subject Code: MBAD1-369**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

**UNIT I (11 Hrs.)**

**Introduction to TQM:** History, aims, objectives, benefits, gurus and their principles, TQM reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagrams.

**UNIT II (12 Hrs.)**

**Customer Focus:** External and internal customers, Measuring customer satisfaction, Continuous improvement process, Role of TQM's control and improvement process, designing for quality, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, Benchmarking, JIT.

**UNIT III (11 Hrs.)**

**TQM for Marketing Function:** Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, Quality in after sales services. Organization for quality: quality circles, self-managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

**UNIT IV (11 Hrs.)**

**Total Employee Involvement:** Awareness of quality, recognition and rewards, empowerment and self-development, Education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, supporting technologies: overview of supplier quality assurance system, TQM implementations & barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards.



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

**Course Outcomes:** After studying this course student will learn various applications of TQM. and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

**Recommended Books**

1. Hurbert K. Rampersad, 'Managing Total Quality', Tata McGraw Hill Publishing Company Ltd.
2. Mukherjee, 'Total Quality Management', PHI Course.
3. Singhal & Singhal, 'Implementing ISO 9001:2008 Quality Management Systems: A Reference Guide', PHI Course.
4. Bhat, 'Total Quality Management', Himalaya Publications.

**MATERIAL MANAGEMENT**

**Subject Code: MBAD1-370**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Course Objectives:** The aim is to create understanding and importance of managing materials through purchasing, inventory control, pricing and negotiation.

**UNIT I (10 Hrs.)**

Introduction to Materials Management, Importance, Scope. Systems approach to Materials Management. Importance of forecasting in Material Management, Handling Materials, vendor development and management. Materials Planning.

**UNIT II (11 Hrs.)**

Purchasing – Purchasing in Materials Management – System Concept – Purchasing and Procurement activities under Materials management - Value Analysis and Value Engineering Purchasing and Quality Assurance. Pricing Theory, Pricing Practices and contracts.

**UNIT III (11 Hrs.)**

Incoming Material Quality Control - Statistical Quality Control – Purchasing capital equipment, plant and machinery – International Buying and Import purchasing – Governmental purchasing practices and procedures. Negotiation skills.

**UNIT IV (12 Hrs.)**

Inventory Management and Control Systems – Stores Management and Operation – Material Accounting, Flow of Costs and Inventory Valuation, Physical Verification, Security and Materials Audit. Stores management and Waste Management. **Note:** Relevant Case Studies should be discussed in class.

**Course Outcomes:** Through this course student will able to understand the use of inventory management, purchase management, and most important material handling. Note: Relevant Case Studies should be discussed in class.

**Recommended Books**

1. S.A. Chunawalla, 'Materials and Purchasing Management', Himalaya Publications.
2. K. Shridhara Bhat, 'Materials Management', Himalaya Publications.
3. P. Gopala Krishan, 'Materials Management: An Integrated Approach', PHI Course.

**PRODUCTION PLANNING AND CONTROL**

**Subject Code: MBAD1-371**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objective:** To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control. Recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

**UNIT I (11 Hrs.)**

Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional aspects-Operational aspect-Durability and dependability aspect aesthetic aspect. Profit consideration-Standardization, Simplification & specialization- Break even analysis, Economics of a new design.

**UNIT II (11 Hrs.)**

Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study – work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

**UNIT III (10 Hrs.)**

Product planning-Extending the original product information-Value analysis-Problems in lack of product planning - Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi-product system.

**UNIT IV (12 Hrs.)**

**Production Scheduling:** Production Control Systems-Loading and scheduling-Master Scheduling- Scheduling rules-Gantt charts-Perpetual loading-Basic scheduling problems - Line of balance – Flow production scheduling-Batch production scheduling-Product sequencing – Production Control systems-Periodic batch control-Material requirement planning kanban - Dispatching-Progress reporting and expediting-Manufacturing lead time- Techniques for aligning completion times and due dates. Note: Relevant Case Studies should be discussed in class.

**Course Outcomes:** Student become able to understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control. Recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

**Recommended Books**

1. Narsimhan, McLeavey and Billington, 'Production Planning and Inventory Control', PHI Courses.
2. Panneersenvam, 'Production and Operations Management', PHI Courses.
3. Starr, 'Production and Operations Management', Cengage Courses.
4. Aswathapa and Bhat, 'Production and Operations Management', Himalaya Publications.

**RELATIONAL DATABASE MANAGEMENT SYSTEM**

**Subject Code: MBAD1-372**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

**Course Objectives:** The aim of this course is to make students to:

1. Understand the concepts and methods required for the construction of software systems handling large databases.
2. Develop a broad understanding of the Database Management System Concepts.

**UNIT-I (11 Hrs.)**

**Database Preliminaries:** File concept, Database concept, File vs. Databases. DBMS Objectives and 3-Schemes Architecture; History of evolution of databases; Hierarchical Network, Relational and Semantic model; Relational Database Theory: Tables and Relations; Relational Model Operators; Relational model integrity rules; Normal forms; SQL as language of DBMS.

**UNIT-II (12 Hrs.)**

**Software Organization of typical DBMS:** DBMS Software structure, Catalogues, Data dictionary, Query Translator, Query Optimizer and Access planner.

**UNIT-III (11 Hrs.)**

**Transaction Processing System:** concurrency control manager, Recovery manager, Buffer manager, Client-server databases.

**UNIT – IV (11 Hrs.)**

**Introduction to Oracle 8i:** Triggers, functions, procedures and packages, PLSQL Programming environment.

**Course Outcomes:** After completion of course, students will emphasize upon the need, role, importance and uses of databases in applications development. The students aim to sensitize the learner on issues of database security and the challenges involved

**Recommended Books**

1. C.J. Date, 'An Introduction to Database Management Systems', 3<sup>rd</sup> Edn., Narosa Publishing House, 1998.
2. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, 'Database Management System', 3<sup>rd</sup> Edn., McGraw Hill, 1997.
3. Ivan Bayross, 'Oracle Developer 2000', BPB Publications, New Delhi, 1999.

**ENTERPRISE RESOURCE PLANNING**

**Subject Code: MBAD1-373**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** At the end of the course, the students should be able to:

1. Understand the scope of ERP, data models, Client/Server architecture and identify all components in an ERP system and the relationships among the components.
2. Understand the technologies related to ERP.
3. Implement the ERP and understand the phases of ERP.
4. Understand the domain of ERP.

**UNIT-I (11 Hrs.)**

**Introduction:** An Overview, Reasons for Growth of ERP, Problem areas in ERP implementations, the future of ERP, Characteristics and features of ERP, Benefits of ERP.

**Enterprise Modelling and Integration for ERP:** Enterprise-An overview, Integrated Management Information, Business modelling, Integrated Data Model, Role of Common/Shared Enterprise Database, Generic Model of ERP System, Client/Server Architecture and Enterprise – wide Computing, Characteristics of client/Server Architecture, Different Components of ERP Client/Server Architecture.

**UNIT-II (12 Hrs.)**

**ERP and related Technologies:** BPR (Business Process reengineering), Definition, BPR – The different phases, Enterprise Redesign Principles, BPR and IT, Data Warehousing, Data Warehouse Components, Structure and Uses of Data Warehouse, Data Mining, Advantages and Technologies Used In Data Mining, OLAP, Supply Chain Management, Definition, Stevan's Model, Benefits, ERP Vs SCM, CRM.

**UNIT-III (11 Hrs.)**

**ERP Implementation:** Evolution of ERP, Evolution of Packaged Software Solutions, The Obstacles in ERP implementation, ERP Implementation Lifecycle (Different Phases), Implementation Methodology, ERP Implementation-The Hidden Costs, In-house Implementation-Pros and Cons, Vendors and role of vendors for ERP, Consultants and role of consultants for ERP.

**UNIT – IV (11 Hrs.)**

**Technologies in ERP System:** Electronic Data Interchange (EDI), Use of EDI, Evolution of EDI, Benefits of the EDI, EDI Standards, EDI Services, EDI Components.

**The ERP Domain:** Vendors in the ERP Market, SAP's Markets, SAP Architecture and Integration, Scalability of SAP, SAP Business Structure, Common SAP Installation, SAP R/3 System, SAP Tools, PeopleSoft, JD Edwards, Oracle.

**Course Outcomes:** After completing the course, students will be able to map business processes using process mapping techniques. Students may be able to identify and describe typical functionality in an ERP system

**Recommended Books**

1. Alexis Leon, 'ERP Demystified', 3<sup>rd</sup> Edn., McGraw Hill, 2014.
2. S. Sadagopan, 'ERP: A Managerial Perspective', 1<sup>st</sup> Edn., McGraw Hill, 1999.

**SOFTWARE ENGINEERING**

**Subject Code: MBAD1-374**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Course Objectives:** This course aims at

1. Understanding the concepts and methods required for the construction of large software systems.
2. It aims to develop a broad understanding of the discipline of software engineering.

**UNIT-I (11 Hrs.)**

**System Concept:** Definitions, Sub-systems, Modules, Software Engineering Goals, Software Process Models: Waterfall, Prototyping, Spiral, Communication skills for Software Engineer/Analyst, Software requirements, Software requirements specifications (SRS), Components of SRS.

**UNIT-II (12 Hrs.)**

**Systems Development Life Cycle:** Feasibility Study, Requirements Capture, Detailed Systems Analysis, Systems Design, Testing, On-site Implementation and Maintenance. System Analysis: Principles of Structured Analysis, DFD, E-R-diagram, Data Dictionary, Cost estimation models, COCOMO model, Risk in estimation.

**UNIT-III (11 Hrs.)**

**Software Design:** Objectives, Principles, Concepts, Design Process, Design Methodologies, Structured design, Modular design, Object oriented design, User-interface design: Menu, Screen and Report Layout Designing, The Mode/Style of interaction between the system and the user.

**UNIT - IV (11 Hrs.)**

**Testing Fundamentals:** Objectives, Principles, Testability, Test Cases, White Box & black box Testing, Testing Strategies: Verification & Validation, Unit Test, Integration Testing, Validation Testing, System Testing. Introduction to Computer Aided Software Engineering (CASE), Types of Data Processing - Batch, On-line and Real Time Processing.

**Course Outcomes:** After completion of the course, students will be able to design and conduct experiments, as well as to analyse and interpret data. Students will be able to work collaboratively in a small team environment to develop a moderate-sized software system from conceptualization to completion, including requirements elicitation, system modelling, system design, implementation, unit and system testing, integration, source code management configuration management, and release management.

**Recommended Books**

1. Roger Pressman, 'Software Engineering Practitioner's Approach', 6<sup>th</sup> Edn., McGraw Hill, 2014.
2. Pankaj Jalote, 'An Integrated Approach to Software Engineering', 3<sup>rd</sup> Edn., Narosa, 2005.
3. Kenneth D. Shere, 'Software Engineering Management', Prentice Hall, 1987.
4. Rajib Mall, 'Fundamentals of Software Engineering', 4<sup>th</sup> Edn., PHI, 2014.

**SYSTEM ANALYSIS AND DESIGN**

**Subject Code: MBAD1-375**

**L T P C**

**Duration: 45 Hrs.**

**4 0 0 4**

**Course Objectives:** At the end of the course, the students should be able to:

1. The overall objective of this subject is to familiarize the students with System Development concepts.
2. Familiarize the students with system development life cycle, system project planning, system design & testing fundamentals.

**UNIT-I (11 Hrs.)**

**System Definition and Concepts:** General Theory systems, Manual and automated systems, Real time business sub systems, System environment and Boundaries, Real time system and distributed systems, Basic principles of successful systems, Approach to system development: Structured System Analysis and Design, Prototype, Joint Application Development, Role and Need of Systems Analyst Qualifications and responsibilities.

**UNIT-II (11 Hrs.)**

**Systems Development Life Cycle (SDLC) and Various phases of SDLC:** Study Analysis, Design, Development, Implementation, Maintenance; Documentation: Principles of Systems Documentation, Types of documentation and their importance, Data and fact gathering techniques: Interviews, Group Communication -Questionnaires; Assessing Project Feasibility: Technical, Operational, Economic, Cost Benefits Analysis, Module specifications, Top-down and bottom-up design. Module coupling and cohesion, Structure Charts.

**UNIT-III (11 Hrs.)**

**System Design and Modelling:** Process Modelling, Logical and physical design, Conceptual Data Modelling: Entity /Relationship Analysis, Entity-Relationship Modelling, ERDs and DFDs, Structured English, Decision Tree, Table.

**UNIT-IV (12 Hrs.)**

**Planning Considerations:** Conversion methods, procedures and controls, System acceptance criteria, System Evaluation and Performance, Testing and Validation, Relevant case studies related to the topics should be discussed.

**Course Outcomes:** After successfully completion of the course, students will be able to collect data to analyse and specify the requirements of a system. Students can design system components, general and detailed models that assist programmers in implementing a system. Students will be able to design a database for storing data and a user interface for data input and output, as well as controls to protect the system and its data.

**Recommended Books**

1. J.A. Hoffer, J.F. George, J.S. Valacich and P.K. Panigrahi, 'Modern Systems Analysis and Design', 6<sup>th</sup> Edn., Pearson Education, 2011.
2. Alan Dennis, David Tegarden and B.H. Wixom, 'Systems Analysis and Design', 1<sup>st</sup> Edn., John Wiley & Sons, Inc., 2001.
3. Jeffrey L. Whitten, Lonnie D. Bentley and Kevin C. Dittman, 'Systems Analysis and Design Methods', 5<sup>th</sup> Edn., Tata McGraw Hill, 2000.
4. Kendall & Kendall, 'Systems Analysis and Design', 4<sup>th</sup> Edn., Prentice Hall, 1998.

**STRATEGIC MANAGEMENT**

**Subject Code: MBAD1- 417**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** This course helps students to combine strategic and managerial approach towards various decisions of management.

**UNIT-I (12 Hrs.)**

**Definition:** Nature, Scope, and Importance of Strategy and Strategic Management (Business Policy). Strategic Decision Making, Process of Strategic Management and Levels at Which Strategy Operates, Role of Strategists, Defining Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives, Environmental Appraisal—Concept of Environment, Components of Environment (Economic, Legal, Social, Political and Technological), Environmental Scanning Techniques- ETOP, QUEST and SWOT (TOWS).

**UNIT-II (11 Hrs.)**

**Internal Appraisal:** The Internal Environment, Organisational Capabilities in Various Functional Areas and Strategic Advantage Profile. Methods and Techniques Used For Organisational Appraisal (Value Chain Analysis, Financial and Non-Financial Analysis, Historical Analysis, Industry Standards and Benchmarking, Balanced Scorecard And Key Factor Rating). Identification of Critical Success Factors (CSF).

**UNIT- III (11 Hrs.)**

**Corporate Level Strategies:** Stability, Expansion, Retrenchment and Combination Strategies, Corporate Restructuring, Concept of Synergy. Mergers & Acquisitions, Corporate Restructuring, **Business Level Strategies:** Porter's Framework of Competitive Strategies; Conditions, Risks and Benefits of Cost Leadership, Differentiation and Focus Strategies. Location and Timing Tactics, Concept, Importance, Building and Use of Core Competence, Strategic Analysis and Choice: Corporate Level Analysis (BCG, GE Nine Cell, Hofer's Product Market Evolution and Shell Directional Policy Matrix).

**UNIT-IV (11 Hrs.)**

**Industry Level Analysis:** Porters's Five Forces Model, Qualitative Factors in Strategic Choice, Strategy Implementation: Resource Allocation, Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation; Leadership and Corporate Culture, Values, Ethics and Social Responsibility. Operational and Derived Functional Plans to Implement Strategy, Integration of Functional Plans, Strategic Control and Operational Control, Organisational Systems and Techniques of Strategic Evaluation.

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

**discussed. Course Outcomes:** After successfully completion of students will be able to course, understand the business environment of the course, sustain the business under strategies to various phases of business cycle.

**Recommended Books**

1. A. Kazmi, 'Business Policy & Strategic Management', Tata McGraw Hill.
2. Thomson & Strickland, 'Strategic Management: Concept & Cases,' Tata McGraw Hill.
3. S. Reddy, 'Strategic Management', Himalaya Publication.
4. Wheelen & Hungee, 'Strategic Management & Business Policy', Addison-Wesley.
5. Johnson & Scholes, 'Exploring Corporate Strategy', Prentice Hall India.
6. Jauch & Glueck, 'Business Policy & Strategic Management', Tata McGraw Hill.

**ENTREPRENEURSHIP AND MANAGING SMALL MEDIUM BUSINESS**

**Subject Code: MBAD1- 418**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The purpose of this paper is to prepare a ground where the students view Entrepreneurship as a desirable and feasible career option. In particular, the paper seeks to build the necessary competencies and motivation for a career in Entrepreneurship.

**UNIT-I (11 Hrs.)**

**Foundations of Entrepreneurship:** Concept, Need, Definition & Role of Entrepreneurship, Definition, Characteristics & Scope of Entrepreneur, Innovation, Invention, Creativity, Opportunities. Concepts of Entrepreneur, Manager, Entrepreneur / Corporate Entrepreneur–Comparative Study, Roles & Responsibilities, Role of entrepreneur in Indian economy, Entrepreneurship as a career, Sustaining Competitiveness - Maintaining competitive advantage, Entrepreneurial Culture, Reasons for The Failure of Entrepreneurial Ventures, Various Case Studies, Successful, Failed and Turnaround Ventures.

**UNIT-II (12 Hrs.)**

**Women Entrepreneurs & Entrepreneurship Development:** Meaning, Role, Problems & Reasons for Less Women Entrepreneurs. Various Institutes & Govt. Schemes to Help & Uplift Women Entrepreneurs. Case Studies for Successful Women Entrepreneurs, Concept, Need & Role of Entrepreneurship Development, Role of the Following Agencies in the Entrepreneurship Development DIC, SISI, EDII & NIESBUD.

**UNIT-III (11 Hrs.)**

Small & Medium Enterprises - Small & Medium Industry: Meaning and Importance - Definition of SME – Role & importance in India Economy, steps for Starting Small Industry: Decisions to Become Entrepreneur - Steps to be Taken - Search for a Business Idea, Source of Ideas, Idea Processing, Selection Idea, Input Requirements, Nature and Components of SME Environment, SME Funding, Sources of Finance for SME's.

**UNIT-IV (12 Hrs.)**

Project Management Technical, Financial, Marketing Personnel and Management Feasibility Reports Financial Schemes Offered by Various Financial Institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, and Angel Capitalist. Role of Central Government and State Government in Promoting Entrepreneurship with Various Incentives, Subsidies, Grants

**Course Outcomes:** After studying this course students will be able to understand Entrepreneurship as a desirable and feasible career option. They become able to build the necessary competencies and motivation for a career in Entrepreneurship. Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Vasant Desai, 'Management of Small Scale Industries', Himalaya Publishing.
2. Angadi, Cheema, Das, 'Entrepreneurship, Growth, and Economic Integration', Himalaya Publication.
3. Rizwana and Janakiran, 'Entrepreneurship Development', Excel Books.
4. Murthy, 'Small Scale Industry and Entrepreneurial Development', Himalaya Publishing.

**RESEARCH THESIS**

**Subject Code: MBAD1-419**

**L T P C**

**4 0 0 4**

Students have to submit their research thesis under the supervision of their Project Supervisor (Project Supervisor will be assigned in Third Semester).

**INTERNATIONAL FINANCE**

**Subject Code: MBAD1- 476**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The aim is to make student understand Monetary System, foreign exchange and trade policies in Global settings.

**UNIT –I (11 Hrs.)**

**International Finance:** Introduction: Growing Importance of International Finance, Factors affecting International Trade flows

**Balance of Payments:** Introduction, Basics of BOP, Current Account Surplus and Deficit, Capital Account Convertibility, Official Reserve Account, J - Curve, Forex Reserves - Costs and Benefits.

**International Monetary System:** Evolution, Classical Gold Standard, Bretton Woods System, Failure of Bretton Wood System, Flexible Exchange Rate Regime, the current exchange rate arrangements, The European Monetary Union (EMU) – Origin and Functions of EMU.

**UNIT –II (11 Hrs.)**

**Foreign Exchange Market:** Function and Structure of the Forex markets, Major Participants, Types of transactions and settlements dates.

**Parity Conditions in International Finance:** Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity – Absolute and relative, Covered Interest Rate Parity, Real Interest Parity Conditions and Managerial Implications. The Fisher effect, The International Fisher Effect.

**Foreign Exchange Rate:** Types – Spot Rate, Forward Rate and Cross rate, Determination of Exchange Rate, Foreign Exchange Quotations, Types and Settlements, Factors Influencing Foreign Exchange Rates. The Relationship between Forward and Future Spot Rate, Measuring Exchange Rate Movements and Volatility, Factors Influencing Exchange Rates.

**UNIT –III (11 Hrs.)**

**Foreign Exchange Risk Management:** Measuring and Managing Transaction Exposure, Economic Exposure and Translation Exposure, Country Risk Analysis.

Currency Derivatives – Currency Futures, Currency Options, Currency Swaps and Functions of Currency; Derivative Market and Interest Rate Derivatives.

**Foreign Trade Finance:** Concept of Foreign Trade Finance. Concepts of Financing Exports and Financing Imports, Documentary Collections, Factoring, Forfeiting and Countertrade, Export- Import Bank of India, EXIM Policy.

**UNIT – IV (12 Hrs.)**

**Multilateral Financial Institutions:** World Bank – Origin and Functions; International Monetary Fund (IMF) – Origin, Functions and Lending Process to Countries; Regional Development Banks, Different International Development Association (IDA) - International Finance Corporation (IFC), Settlement Process of International Dispute, OPEC, ADB.

**International Market:** International Bond Markets, Floating Rate Bonds, Dual Currency Bonds, Equity Related Bonds, ADR, GDR and Special Drawing Rights (SDRs), Securitisation, And The Eurocurrency Market: Origin and History the Market, Current Development in Eurocurrency Market.

**International Finance Crisis:** Great Depression (1929), Sub Prime Crisis (US), Euro Zone Crisis, BREXIT and its effect on International Market.

**Course Outcomes:** Students will come to know the concepts and procedures for international finance and they will know how to develop and implement plans and strategies for entering international markets and managing overseas operations.

**Recommended Books**

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



2. Jeff Madura, 'International Financial Management', Thomson Publications.
3. Maurice D. Levi, 'International Finance', Tata McGraw Hill, New Delhi.
4. P.K. Jain, Josette Peyrard and Surendra S. Yadav, 'International Financial Management', Macmillan Publishers.
5. S. Eun Choel and Risnick Bruce, 'International Financial Management', Tata McGraw Hill.
6. Krugman, R. Paul, Obstfeld, Maurice and Melitz, Marc, 'International Economics', Pearson Education.

### **INVESTMENT BANKING & CORPORATE RESTRUCTURING**

**Subject Code: MBAD1- 477**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** To acquaint the students with the working of banking market and principles of investment analysis; and to develop the skills required for corporate restructuring.

#### **UNIT-I (11 Hrs.)**

**Investment Banking:** Definition, key players, background, Functions & Services of Investment Banking: Fund Raising & Fee Based Advisory Services Issue Management: Underwriters & Lead Managers, Book building Process, IPO, IPO Process. QIBs, ESOP, Private Placement, Public Issue, Bidding & Green Shoe Option, Valuation of IPOs.

#### **UNIT-II (11 Hrs.)**

**Private Equity & Venture Capital:** Role of PE & VC in Developing Economy, Trends, Deal Cycle Models, Risk Management in Investment Banking (Asset Liability Management, Functions of ALCO Management, Liquidity Management, Funding & Capital Requirement, Managing Operational Risk & Market Risk)

#### **UNIT-III (12 Hrs.)**

**Corporate Restructuring:** Meaning of Merger & Acquisitions, Types of Mergers, Process of Merger & Acquisition, Motives behind Merger & Acquisition, Legal & Regulatory Requirements, Reverse Merger, Joint Ventures, Strategic Alliances  
Difference between Merger & Acquisition, Evaluation of Merger Proposal, Swap Ratios  
Valuation of Merger & Acquisition: Shareholder Value Analysis, Determination of Swap Ratio, Determination of Financial Benefits of Merger & Acquisitions

#### **UNIT –IV (11 Hrs.)**

**Corporate Takeovers:** Motivations, Cross Border Take Overs, Takeover Strategies, Anti-Takeover Strategies, Change in Ownership: Buy Back of Shares, Leverage Buyouts (LBO), LBO Process, Management Buyouts (MBO), Going Private, Exchange Offer, Reverse Merger, Financial Restructuring.

Exit Strategies: Demerger: Introduction, Types of demerger – Sell off, Equity Carve out, Divestiture, Tracking Stocks, Stock Split.

**Course Outcome:** After completing this course the students should be able to make optimum investment decisions based on various analysis in banking sector. They should also be able to make decisions for corporate restructuring.

#### **Recommended Books**

1. J.F. Weston & S.C. Weaver, 'Mergers & Acquisition', Tata McGraw Hill.
2. Stowell David, 'Investment Banking, Hedge Funds & Private Equity', Elsevier.
3. Subramanian Pratap, 'Investment Banking (concepts, analyses and cases)'.

**DERIVATIVES**

**Subject Code: MBAD1- 478**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** To familiarize the students with tactical and deliberate methods of derivative markets as well as hedging techniques.

**UNIT-I (12 Hrs.)**

**Derivatives** – Basics of Derivatives, Types, Role of Derivatives in Risk Management  
Derivative Market in India, Factors Influencing Growth of Indian Derivative Market, Trading of Derivatives, Rules and Regulations of SEBI in Derivative Market Participants in Derivative Market - Speculators, Hedgers, Arbitrageurs

**UNIT-II (11 Hrs.)**

**Forwards** – Definition, Functioning

**Futures** - Definitions, Types, Terminology used in Futures, Futures vs. Forwards **Options** - Definition, Types, Terminology used in Options, Option Trading Strategies, **Valuation of Options:** Option Pricing Model – Binomial Model, Black Scholes Model, Application of Option Pricing Models. Option Greeks, Swaptions, Exotic Options, Options vs Futures.

**UNIT-III (11 Hrs.)**

**Interest Rate Derivatives** - OTC Derivatives, Forwards, Interest Rate Swap, Exchange Trades Contracts, Futures, Options, Key Terminologies; Interest Rate Futures in India – Contract Specifications, Product Features, Trading, Settlement and Risk Management Strategies, Conversion Factor, Invoice Price, Cheapest to Deliver Bond, Bond Basis. SEBI Guidelines.

**Currency Derivatives** - Introduction to Currency Derivative Markets, Exchange Rates, Factors affecting Currency Market, Currency Futures, Currency Swaps, Risk Management Strategies using Currency Derivatives, NSE's Currency Derivatives Segment, SEBI Guidelines.

**UNIT-IV (11 Hrs.)**

**Commodity Derivatives:** Introduction and Functions, Participants, Commodity Derivative Vs. Financial Derivative, Evolution of commodity exchanges, global commodity derivatives exchanges, The NCDEX platform – Structure, exchange membership, risk management, clearing and settlement system and commodities traded on the NCDEX platform, Tools of Commodity Derivative (Futures, Options, Cost of Carry Model), Applications of Commodity derivatives in Risk Management, SEBI Guidelines

**Credit Derivatives:** Introduction, Credit Default Swaps (CDS), Functioning of Credit Default Swaps, CDS Spread, Collateralized Debt Obligation (CDO), CDO Strategies, Credit Options, Applications of Credit Derivatives in Risk Management.

**Course Outcomes:** Student will be able to understand the derivative systems, risk and control processes.

**Recommended Books**

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

**BANKING & INSURANCE OPERATIONS**

**Subject Code: MBAD1- 479**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The purpose of this paper is to make students understand the applications of banking and insurance operations in the business.

**UNIT-I (11 Hrs.)**

Banking System and Structure in India, Types of Banks, Role of Reserve Bank as Regulator of Banking System, Provisions of Banking Regulation Act & Reserve Bank of India Act. The Terms Banker and Customer, Types of Relationship Between Banker and Customer, Bankers Obligations to Customers, Right of Lien, Set off, Appropriation, Provisions of Negotiable Instrument Act, 1881, Bankers Legal Duty of Disclosure and Related Matters.

**UNIT-II (12 Hrs.)**

Customers' Accounts with Banks, Opening - Operation, KYC Norms and Operation, Types of Accounts and Customers, Nomination, Settlement of Death Claims, Banking Technology, Home Banking, ATMs, Internet Banking, Mobile Banking, Core Banking Solutions, Debit, Credit and Smart Cards,

Inter Bank Transfer - EFD, RTGS, International Banking, Exchange Rates, Documentary Letter of Credit, Financing Exporters and Importers, ECGC Policies and Guarantees.

**UNIT-III (11 Hrs.)**

Banker as Lender, Types of Loans, Overdraft Facilities, Discounting of Bills, Financing Book Dates and Supply Bills, Charging of Security Bills, Pledge, Mortgage, Assignment, Prudential Norms for Asset Classification and Capital Adequacy. Management of NPAs, Asset Liability Management and Risk Management in Banks; Basel Norms, Money Laundering

**UNIT-IV (11 Hrs.)**

Introduction to Insurance: Elements of Insurance Risk, Players in Life and Non-Life Insurance Sector, Insurance Documents, Role and Responsibilities IRDA, Provisions of Insurance Act 1938. Insurance Ombudsman, Types of Insurance, Life Insurance and General Insurance Products including Unit Linked Plans, Alternative Risk Transfer Mechanism and Re-Insurance, Nature of Re-Insurance Risk, Legal Framework of Life and General Insurance, Banc assurance- Concepts, Critical Issues, Functional Aspects, Indian Scenario, Future Prospects, Insurance Accounting, Financial Analysis and Valuations, Solvency and Performance Measures.

Relevant case studies related to the topics should be discussed.

**Course Outcomes:** After completing the course student will be able to understand and explain the concept of banking and insurance services and its managerial perspective.

**Recommended Books**

1. L.M. Bhole, 'Financial Institutions & Markets', Tata McGraw Hill.
2. Sunderaram and Varshney, 'Banking Theory, Law and Practice', Sultan Chand & Sons, New Delhi.
3. W. Koch, Timothy & S. Scott, 'Bank Management', Thomson, New Delhi.
4. Gordon & Natarajan, 'Banking (Theory, Law and Practice)', Himalaya Publishing.
5. O.P. Agarwal, Banking and Insurance, Himalaya Publishing.
6. P.K. Gupta, 'Fundamentals of Insurance', Himalaya Publishing.

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBAD1- 480**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The aim is to make student understand HR Policies in Global settings

**UNIT-I (11 Hrs.)**

**Introduction to Cross Cultural Management:** Significance of Culture for International Management, Culture dimensions, impact of cross culture on organizations, role of culture in Strategic Decision- Making. Influence of National Culture on Organizational Culture; Comparing Culture: Cultural and Behavioural Differences in different countries, various models for comparing cultural- Hofstede. GLOBE, Kluchohm and Stood beck.

**UNIT-II (12 Hrs.)**

**Shift in Culture:** Culture as a Factor in a People's Response to Change, Significance of Shift in Culture, Economic Factors and Shifts in National Culture, Foreign Intervention and influence on shifts in Local Cultures.

**Cross- Cultural Communication:** Role of Effective Communication for International and Cross Cultural Management and in The Field of International Marketing, Cross, Cultural Verbal, Non-Verbal Communication Across Cultures, Managing Culture, Specific Perception, Responding the Demographic Change.

**UNIT- III (11 Hrs.)**

**Cross Cultural Human Resources Management** – Staffing and Training for Global Operations Global Staffing Choices, Expatriates or Local Managers, Dynamics of Cross-Cultural Leadership, Managing and Motivating Multi Culture Teams.

**Cross - Cultural Negotiation & Decision Making:** Culture and Dispute, Resolution of Conflicts and Disputes in Cross Culture Context, Negotiations Across Culture, Cross, Culture Negotiation Process with Two Illustrations from Multi Cultural Context {India-Europe / India –US setting, for instance }

**UNIT- IV (11 Hrs.)**

**Cross-culture Ethics:** Ethics Values across Cultures and Ethics dilemma, Overview of Culture and Management in Asia (India, China and Japan), US and Europe. Relevant case studies related to the topics should be discussed.

**Course Outcome:** After completing this course the students should be able to understand the concepts, principles and processes of International HRM, understand the crucial role that culture plays in helping organizations all over the world adapt to the endless change today.

**Recommended Books**

1. Deresky Helen, 'International Management: Managing Across Borders and Cultural', Prentice Hall India.
2. Esen Drlarry, Rchildress John, 'The Secret of a Winning Culture: Building High-Performance Teams', Prentice Hall India.
3. Cashby Franklin, 'Revitalize Your Corporate Culture: Powerful Ways to Transform Your Company into a Hiongh-Performance Organization, Prentice Hall India.
4. P.L. Rao, 'International Human Resource Management', Excel Books.

**ORGANIZATIONAL DEVELOPMENT**

**Subject Code: MBAD1- 481**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The objectives of this course are to make students understand interventions processes in the organization

**UNIT-I (11 Hrs.)**

**Introduction to OD:** Definitions & its distinguishing characteristics Historical background: various stages, second-generation OD and extent of application, values, assumptions and beliefs in OD. Foundations of OD: Models and theories of planned change, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

**UNIT-II (11 Hrs.)**

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

**UNIT-III (12 Hrs.)**

**OD Interventions:** AN overview, Team Interventions, Intergroup and Third Party Peace Making Interventions, Comprehensive Interventions, Structural Interventions, Training Experience: T. Groups, Behavioural Modelling and Career Anchors. Power, politics and OD: Power Defined and Explored, Theories about the Sources of Power, Organizational Politics in the practice of OD.

**UNIT-IV (11 Hrs.)**

**Issue in Consultant-Client Relations:** Entry and Contracting, Defining The Client System, Trust, The Nature of the Consultant's Expertise, Diagnosis and Appropriate, Interventions, Depth of Intervention, On Being Absorbed by The Cultural, The Consultant as a Model, The Consultant Team as a Microcosm, The Dependency Issue and Terminating the Relationship, Ethical Standards in OD, Implications of OD for The Client. Contemporary Issues in OD, OD and Quality Movement, OD- Now and Beyond.

Relevant case studies related to the topics should be discussed.

**Course Outcome:** After completion of this course, the students will gain in depth knowledge about the foundations of organisation development. The students will also have an understanding about the nature of the consultant's expertise. They will also get to know about the consultant team as a microcosm.

**Recommended Books**

1. Wendell L. French, Cecil H. Bell, 'Organization Development', Prentice Hall of India.
2. Richard Beckhard, 'Organization Development: Strategies & Models', Tata McGraw Hill.
3. Blake, Robert & Mouton, 'Building a Dynamic Corporate through Grid OD', Homewood.
4. H. Thomas, 'Pattern Organization Development through Team Building', Thomas Publication.
5. Edgar F. Huse, 'Organization Development & Change', Thomas Publication.
6. W.W. Burke, 'Organization Development: Principles & Practice', Sage Publication.
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao, 'OD: Interventions & Strategies', Response Books and New Delhi.
8. S. Ramnarayan, and T.V. Rao, 'OD – Accelerating Course & Transformation', Sage, New Delhi.

**INDUSTRIAL RELATIONS AND LABOUR LAW**

**Subject Code: MBAD1- 482**

**L T P C Duration: 45 Hrs. 4 0 0 4**

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

**UNIT-I (11 Hrs.)**

Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade UNIONSIM, impact of trade unions on wages, The Trade Unions Act, 1926 {with amendments}.

**UNIT-II (11 Hrs.)**

Grievance Handling, Tripartite and Bipartite Bodies, Anatomy of Industrial Disputes, Conciliation, Arbitration and Adjudication, Sexual Harassment.

**UNIT-III (12 Hrs.)**

**Collective Bargaining:** Concept, Meaning and Objectives, Approaches, Technique & Strategies to Collective Bargaining, Process of Collective Bargaining, Impact of CB and Workers Participation in Management on IR

**UNIT-IV (11 Hrs.)**

Industrial Relations in UK & USA, Japan & Russia, The industrial Disputes Act, 1947 {with amendments} and Factories Act {with amendments}.

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

**Course Outcomes:** Upon successful completion of the course, the student should be able to demonstrate an intricate understanding of laws relating to the human resource.

**Recommended Books**

1. Arun Monappa & J.T., 'Dunlop Industrial System', Tata McGraw Hill.
2. C.N. Patil, 'Collective Bargaining', University Press.
3. Pramod Varma, 'Industrial Relations', Tata McGraw Hill.
4. S.C. Srivastava, 'Industrial Relation & Labor Laws', Vikas Publications.
5. Singh and Sinha, 'Labor Laws in Brief', Excel Books.

**LEADERSHIP AND PEOPLE MANAGEMENT**

**Subject Code: MBAD1- 483**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The aim of this course is to make students understand how to manage people, leadership strategies at work.

**UNIT-I (11 Hrs.)**

**People Management:** Meaning and Concepts, Importance of People Management, Interactive Approach to Managing People; the Role of Human Resources, Individual and Interpersonal Behaviour.

**UNIT-II (12 Hrs.)**

**Deciding How to Decide:** Performance at Work; Work Planning and Organization. Interactive Communication Skills; Responsible Management of People at Work

**UNIT-III (11 Hrs.)**

**Leadership:** Types and Importance of Leadership, Role of Leadership in Creating a High Performance Work Culture, Empowerment and Delegation; Interactive Problem-Solving and Leadership

**UNIT-IV (11 Hrs.)**

Creativity and Innovation; Knowledge Management, Meaning and Concept, Leadership and Knowledge Management, the Human factor of Knowledge Management

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

**Course Outcomes:** After completing the course student will be able to understand and explain the concept of leadership and people management. It will equip students to plot complex managerial aspect arise due to ground realities of the manpower leadership.

**Recommended Books**

1. Andrew J. DuBrin, 'Leadership Principles', Cengage Course, India.
2. Haldar U. Kumar, 'Leadership and Team Building', Oxford University Press.
3. Lussier Achua, 'Effective Leadership', Cengage Course.
4. Richard. L. Draft, 'Leadership', Cengage Course.

**SERVICES MARKETING**

**Subject Code: MBAD1-484**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Course Objectives:** This Course aims at Creating Understanding among the Students to apply Service Marketing Concepts and Strategies to the Create Customer Value in Today's Highly Competitive Environment.

**UNIT-I (11 Hrs.)**

Introduction to Services, Growth of Service Sector Economy, Service Characteristics, Service Classification, Service Marketing Mix, Consumer Behaviour in Services: Customer Expectation of Service, Customer Perceptions of Service.

**UNIT-II (12 Hrs.)**

Managing Relationship and Building Loyalty, Complaint Handling and Service Recovery Strategies, Service Development and Design: Challenges of Service Design, Types of New Services, Core and Supplementary Elements, New Service Development Process, Service Blueprint, Physical Evidence and the Services capes: Types, Role and its Effect on Behaviour

**UNIT-III (11 Hrs.)**

**Delivering and Performing Service Through Employees and Customers:** Service Culture, Employee's Role, Strategies to Deliver Quality, Cycle of Failure, Mediocrity and Success, Self Service Technologies and Customer Participation, Introduction to Customer Citizenship Behaviour Delivering Services through Intermediaries and Electronic Channels, Managing Demand and Capacity, Waiting Line Strategies Integrated.

**UNIT-IV (11 Hrs.)**

Services Marketing Communications and Services Marketing Triangle, Pricing of Services: Pricing Approaches, Pricing Strategies, Improving Service Quality and Productivity: Integrated Gaps Model of Service Quality, Prescriptions for Closing Quality Gaps. Relevant Case Studies Related to the topics should be discussed.

**Course Outcomes:** Students will be able to apply Service Marketing Concepts and Strategies to the Create Customer Value in Today's Highly Competitive Environment.

**Recommended Books**

1. Zeithmal A. Valarie and Bitner Mary, 'Services Marketing', Tata McGraw Hill.
2. Christopher H. Lovelock, 'Services Marketing', Pearson Education.
3. Hoffman, 'Marketing of Services', Thomson South Western.
4. Govind Apt, 'Service Marketing', Oxford Press.
5. Shajahan, 'Service Marketing', Himalaya Publishing.

**CUSTOMER RELATIONSHIP MANAGEMENT**

**Subject Code: MBAD1- 485**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The purpose of this paper are to make students understand strategies and models of customer relationship.

**UNIT-I (12 Hrs.)**

**Introduction to CRM:** Meaning and Definition of Customer Relationship Management (CRM), Nature and Scope of CRM, Key Elements of Customer Management, Conceptual Framework of CRM, Components of CRM, Uses and Benefits of CRM, Challenges and Barriers in CRM; Understanding People component of CRM, Organization Environment and CRM, Value Chain Considerations for CRM, Difference between CRM and e-CRM.

**UNIT-II (11 Hrs.)**

**CRM Strategy:** Sales Strategy – Sales challenges for FMCGs, Sales Processes and Participation in CRM, CRM and Sales Organization, Sales Customer Relationship

Cycle, Sales Force Communications, Sales Force Automation Technology, Data Mining for CRM, Framework for Deploying Customer Relationships in Organizations; Marketing Strategy – Service Quality and Customer Satisfaction, Customer Loyalty, Customer Retention, Relationship between Customer Satisfaction and Loyalty, Relationship between Customer Loyalty and Profitability, CRM Strategy Cycle.

**UNIT-III (11 Hrs.)**

**CRM Models:** Brief Introduction to Classic Marketing Models; Models of Customer Management – One-to-one, Transparent Marketing, Top Vanilla, Spot Sell, Pure Spot Sell, Channel Partnership; Impact of Web-based Marketing on these Models, Paradox of Technological Progress; Customer Requirements of CRM, Company's perspective of CRM, Concept of Share of Wallet.

**UNIT-IV (11 Hrs.)**

**Accountability for CRM:** Tactical versus Strategic Application of CRM, Target Opportunities, Incremental Revenue, Cost Changes, Contact Strategies, Revenue and Cost Review, Feasibility Analysis, New Opportunities for improving CRM, Creating Long-term Customer Value (LTCV), Measuring Customer Relationships, Payback for Customer Relationships.

**Course Outcomes:** After studying this course students will come to know the basic concepts, elements and terminology of CRM. They will come to know how to make good relation with customers. They are able to use various model of CRM in making good customers.

Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. Roger J. Baran, Robert J. Galka and Daniel P. Strunk, 'Customer Relationship Management', Cengage Course.
2. Barnes, James G., 'Secrets of Customer Relationship Management', McGraw Hill,
3. Kincaid, Judith, 'Customer Relationship Management: Getting it Right!' Pearson Education.
4. Peelen, 'Customer Relationship Management', Pearson Education.
5. Anderson, Kristin and Carol Kerr, 'Customer Relationship Management', McGraw Hill Education.
6. Sheth, Jagdish N., 'Customer Relationship Management: Emerging Concepts, Tools and Applications', McGraw Hill Education.
7. Sheth, Jagdish N., Atul Parvatiyar and G. Shainesh, 'Customer Relationship Management: Emerging concepts, Tools and Applications'.

**INTERNATIONAL MARKETING**

**Subject Code: MBAD1- 486**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations.

**UNIT-I (11 Hrs.)**

Definition, Scope, Importance and Challenges of International Marketing, International Trade Theories, Reasons for Going International, Economic Analysis of Multinational Trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, Licensing, Contract Manufacturing, Joint Venture M & A, Setting-Up of Wholly Owned Subsidiaries Aboard, Strategic Alliances.



**UNIT-II (11 Hrs.)**

**International Marketing Environment:** Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System, International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, MERCOSUR, International Marketing Research, Selection of Export Markets.

**UNIT-III (11 Hrs.)**

Direction & Composition of Indian Exports, Indian Export and Import Policy Export Promotion Organizations, Export, Incentives, Producing for Exports, Export Quality Control; Export Finance, Shipment and Procedures Thereof, Export Documents

**UNIT-IV (12 Hrs.)**

Processing of an Export Order, Organisation and Structure of Export and Import Houses, International Product Policy: Product Standardization & Adaptation, International Product Mix, International Product Life Cycle, New Product Development, Exports Packaging, International Pricing Policy: Factors Influencing Selection of Pricing Policies, International Pricing Strategies, International Distribution Policy: Factors Influencing Selection of International Distribution Channels, Types of International Distribution Channels, Role of Internet in International Distribution, International Communication Policy: Communication Strategies in International Marketing, International Promotion Mix.

**Course Outcomes:** Students will come to know the concepts and procedures for international marketing and they will know how to develop and implement plans and strategies for entering international markets and managing overseas operations. Relevant case studies related to the topics should be discussed.

**Recommended Books**

1. S. Onkvisit & J. Shaw, J., 'International Marketing: Analysis & Strategy', Pearson Education.
2. M. Czinkota, I. Ronkaine, Sutton Brady, C. and Beal, T., 'International Marketing', Cengage Course.
3. F. Cherunilam, 'International Trade & Export Management', Himalaya Publishing.
4. Cateora & Graham, 'International Marketing', McGraw Hill.
5. Keegan, 'Global Marketing Management', Pearson Education Asia.
6. J. Daniels, J., 'International Business', Pearson Education.
7. Cherunilam, 'International Marketing', Himalaya Publishing.

**SALES AND DISTRIBUTION MANAGEMENT**

**Subject Code: MBAD1- 487**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The course aims to impart the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

**UNIT-I (10 Hrs.)**

**Sales Management:** Scope, Importance, Objectives, Selling Process, Personal Selling Objectives, Determining Sales Related Marketing Policies, Sales Organization Structures: Types of Sales Organization Structure, Relationship of Sales Department with other Departments, Distributive Network Relations.

**UNIT-II (11 Hrs.)**

**Sales Force Management:** Recruiting and Selecting Sales Personnel, Training Sales Force Motivating Sales Personnel, Compensating Sales Personnel, Managing Expenses of Sales Personnel, Staff Meeting and Sales Contests, Controlling the Sales Force: Sales Budget, Sales Quotas, Sales Territories, Sales Control and Cost Analysis.

**UNIT-III (12 Hrs.)**

**Distribution Planning and Control:** Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection of Channel Partner, Motivation, Control And Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian Context.

**UNIT-IV (12 Hrs.)**

**Distribution System and Logistics:** Physical Distribution System – Objectives Present Need, Concept, Significance and Decision Areas; Customer Service Goals; Logistics Planning; An Overview of Transportation, Warehousing, Inventory Decisions, Reverse Logistics, Vendor Evaluation, Supplier Service Policy (SSP), Purchase Order Processing; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Role of IT in Distribution, Performance Measurement and Controls in Supply Chain Management

**Course Outcomes:** Students will have the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

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

**Recommended Books**

1. Cundiff, Govoni & Still, 'Sales Management', Prentice Hall India.
2. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw Hill.
3. Ingram, 'Sales Management', Cengage Course.
4. S.L. Gupta, 'Sales and Distribution Management', Excel Books.
5. T.K. Panda and S. Sahadev, 'Sales and Distribution Management', Oxford University.
6. Rosenbloom, Bert, 'Marketing Channels: A Management View', Cengage Course,
7. K.K. Havaldar and V.M. Cavale, 'Sales and Distribution Management', Tata McGraw Hill.
8. S.A. Chunawalla, 'Sales and Distribution Management', Himalaya Publishing House.

**SUPPLY CHAIN MANAGEMENT**

**Subject Code: MBAD1-488**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** To provide the student a deep knowledge about the supply chain drivers, supply chain networks and strategies, and strategic cost management in supply chain.

**UNIT-I (11 Hrs.)**

Introduction to supply chain management, Objectives, Importance, Supply chain drivers Obstacles, Decision phases in supply chain, Supply chain networks and Models, Supply chain planning: Strategic, operational and tactical, Supply chain strategies, Achieving strategic fit, value chain, Strategic Alliances and Outsourcing Introduction to Supply Chain Inventory Management, Inventory theory models: Economic Order Quantity Models, Reorder Point Models and Multi echelon Inventory Systems, Relevant deterministic and stochastic inventory models.

**UNIT-II (12 Hrs.)**

Distribution Management: Role of transportation in a supply chain - direct shipment, warehousing, cross-docking; push vs. pull systems; transportation decisions (mode selection, fleet size), market channel structure, Facilities decisions in a supply chain. Supply chain facility layout and capacity planning Designing the supply chain network, designing the distribution network ,role of distribution , factors influencing distribution, design options, network design in the supply chain , factors affecting the network design decisions.

**UNIT-III (11 Hrs.)**

Coordination in a Supply Chain, Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination, managerial levers, building partnerships and trust, vendor-managed inventories, continuous replenishment collaborative planning, forecasting and replenishment. Measurement of Supply chain performance: The balanced score card approach, Performance Metrics. Demand forecasting in supply chain, aggregate planning in supply chain, Predictable variability

**UNIT-IV (11 Hrs.)**

Strategic Cost Management in Supply Chain, The financial impacts, Volume leveraging and cross docking, Target pricing, Measuring service levels in supply chains, Customer Satisfaction/Value/Profitability/Differential Advantage. Information Technology in the Supply Chain, IT Framework, Customer Relationship Management, internal supply chain management, supplier relationship management, impact of e-business in supply chain, transaction management, future of IT.

Relevant case studies related to the topics should be discussed.

**Course Outcomes:** Students will come to know the working, network and designing of different suppliers and distributors and will also have the understanding of cost related aspects that effects the working of the organization.

**Recommended Books**

1. David Simchi-Levi, Philip Kaminsky and Edith Simchi-Levi, 'Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies', McGraw Hill/Irwin, New York.
2. Sunil Chopra and Peter Meindel, 'Supply Chain Management: Strategy, Planning, and Operation', Prentice Hall of India.
3. Coyle, Bardi, Longley, 'The Management of Business Logistics – A Supply Chain Perspective', Thomson Press.
4. Janat Shah, 'Supply Chain Management', Pearson Publication.
5. Donald J. Bowersox, Dand J. Closs, M. Bixby Coluper, 'Supply Chain Logistics Management', TMH.
6. Wisner, Keong Leong and Keah-Choon Tan, 'Principles of Supply Chain Management A Balanced Approach', Thomson Press.

**TECHNOLOGY MANAGEMENT**

**Subject Code: MBAD1-489**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

**UNIT-I (11 Hrs.)**

Management of technology: Various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences.

**UNIT-II (12 Hrs.)**

Technology forecasting, Technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances

**UNIT-III (10 Hrs.)**

Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and W.T.O. - It's impact on Indian economy.

**UNIT-IV (12 Hrs.)**

Technological Environment in India - Technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organization level, role of information system, quality systems and market feedback.

Relevant case studies related to the topics should be discussed.

**Course Outcomes:** Students will get the knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business. Students will come to learn about the recent technological development in INDIA.

**Recommended Books**

1. Fredrick Betz, 'Managing Technology', Prentice Hall.
2. MaukDudgson, 'Technology Strategy and the Firm', Longman Publications.
3. Morse and Babcock, 'Managing Engineering and Technology', PHI.

**MANUFACTURING POLICY AND IMPLEMENTATION**

**Subject Code: MBAD1-490**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** The aim of this course is to make students understand manufacturing decisions, operation and production scheduling and quality control parameters.

**UNIT-I (11 Hrs.)**

Introduction to manufacturing, Strategic decisions in Manufacturing Management, Choice of Technology, Capacity Layout / Automation in Material handling systems Emerging trends Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems.

**UNIT-II (11 Hrs.)**

Aggregate planning and Master Production Scheduling , Materials Requirement Planning (MRP), Manufacturing Resources Planning (MRP – II), Implementation Problems / Indian experience, Quick response systems in Manufacturing Replacement Theory.

**UNIT-III (12 Hrs.)**

Review of Operations Scheduling Process, Industrial scheduling systems - Job Shop Scheduling, Batch Production Scheduling, Flow Production Line Balancing – Introduction to flexible Manufacturing Systems and World Class Manufacturing Quality control and Quality assurance in manufacturing; Acceptance sampling, Six Sigma, Kaizan, QC Circles, Statistical Process Control.

**UNIT-IV (11 Hrs.)**

**Objectives of TPM** – Total System effectiveness, Break-down maintenance, Preventive Maintenance, Productive Maintenance, Predictive Maintenance, Condition Monitoring System, Maintenance Prevention, Reliability Improvement, Total Employee Involvement and Small Group Activities, FMEA.

Relevant case studies related to the topics should be discussed.

**Course Outcomes:** After completion this course student will be able to understand the manufacturing strategies, manufacturing processes, manufacturing scheduling and basics of TPM.

**Recommended Books**

1. B.S. Sahay, 'World Class Manufacturing', Macmillan Publishers India Ltd., Chennai.
2. R. Panneerselvam, 'Production and Operations Management', PHI Course.
3. Kanishka Bedi, 'Production and Operations management with Solution Manual', Oxford University Press, Chennai.
4. Kachru Upendra, 'Production and Operation Management', EXCEL Books.

**KNOWLEDGE MANAGEMENT**

**Subject Code: MBAD1-491**

**L T P C Duration: 45 Hrs. 4 0 0 4**

**Course Objectives** – Knowledge Management course aims to develop behavioral and conceptual skills among students that are mandatory for the organizational growth. After completing the course, Students are expected to be able to formulate strategies for development, deployment and utilization of knowledge capabilities of organization.

**UNIT-I (11 Hrs.)**

Data, information and knowledge; Fundamentals of Knowledge Management, Drivers of knowledge management, Knowledge Management and Course organizations - Course organization: five components of Course organization, Knowledge sources and documentation. Essentials of Knowledge Management, Knowledge management techniques, Knowledge creation process, systems and tools, building the knowledge corporation and implementing Knowledge management in organization.

**UNIT- II (10 Hrs.)**

Analysing business environment-knowledge audit and analysis – designing Knowledge Management team – creating Knowledge Management system blue print- implementation capture –store and sharing. Organizational culture and knowledge management, Knowledge system – Issues, challenges and benefits.

**UNIT-III (12 Hrs.)**

Organizational Context of KM, Dispersed knowledge; Social boundary of knowledge processes; Knowledge workers and knowledge-intensive firms; Knowledge workers and their retention; Structuring of multinationals and knowledge processes. Organizational knowledge measurement techniques, organizational implementation barriers.

**UNIT-IV (12 Hrs.)**

Intellectual Capital – Introduction, social innovation capital, false linearity, false orientation. Performance Measurement of KM Systems - Factors influencing knowledge management; KM Measurement Bell curve; Types of performance measures; Measurement approaches; Application software.

Relevant case studies related to the topics should be discussed.

**Course Outcomes:** Student will be able to develop behavioral and conceptual skills that are mandatory for the organizational growth. Students are able to formulate strategies for development, deployment and utilization of knowledge capabilities of organization

**Recommended Books**

1. Sudhir Warier, 'Knowledge Management', Vikas Publications.
2. Stuart Barnes, 'Knowledge Management Systems', Thomson Course.
3. J.M. Firestone, M.W. Mcelro, 'Key Issues in the New Knowledge Management', MA: KMCI Press/Butterworth Heinemann.
4. Pankaj Sharma, 'Knowledge Management', APH Pub.
5. Amrit Tiwana, 'The Essential Guide to Knowledge Management', Pearson Education.
6. Ratnaja Gogula, 'Knowledge Management', A New Dawn - ICFAI.
7. Awad and Ghaziri, 'Knowledge Management', PHI.

**BUSINESS ANALYTICS**

**Subject Code: MBAD1-492**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Course Objectives:** This course emphasizes upon developing the student in

1. Thinking critically about data and the analysis based on those data-whether conducted by you or someone else.

2. Identifying opportunities for creating value using business analytics.
3. Estimating the value created using business analytics to address an opportunity.

**UNIT-I (10 Hrs.)**

**Business Analytics:** Definition, Evolution, Architecture, Benefits, Future; Business Analytics as Solution for Business Challenges, Effective Predictive Analytics, Integrating Analytics in Business Processes.

**UNIT – II (10 Hrs.)**

**Unstructured Data Analytics:** Balanced Scorecard, Dashboards, KPI based on Dashboard and Scorecard, LOFT effect, Data Quality, Master Data Management, Data Profiling.

**UNIT – III (13 Hrs.)**

**Data Modelling:** Concepts, Data Modelling Types and Techniques, Multidimensional modelling: measures, dimensions, attributes and hierarchies, Schemas, Data Marts, Data Integration: Extraction, Transformation and Load Processes.

**UNIT - IV (12 Hrs.)**

**Data Warehouse:** Definition, Architecture, Development and Implementation issues, Introduction to OLTP and OLAP, Data Mining: Definition, Concepts, Applications and Methods.

**Course Outcomes:** Students will be able to identify opportunities, needs and constraints for data analytics within organizational contexts. Students can think critically about the business implications, meaningfulness and applicability of observed data patterns and analytical inferences

**Recommended Books**

1. Jean Paul Isson and Jesse S. Harriott, 'Win with Advanced Business Analytics', 1<sup>st</sup> Edn., John Wiley & Sons, 2012.
2. Cindi Howson, 'Successful Business Intelligence: Unlock the Value of Bi & Big Data', 2<sup>nd</sup> Edn., Tata McGraw Hill, 2013.
3. Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, 'Business Intelligence: A Managerial Approach', 1<sup>st</sup> Edn., Pearson, 2013.
4. Brian Larson, 'Delivering Business Intelligence with Microsoft SQL Server 2012', 3<sup>rd</sup> Edn., Tata McGraw Hill, 2012.

**DATA WAREHOUSING AND DATA MINING**

**Subject Code: MBAD1-493**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** This course aims to impart knowledge about

1. Understanding operational database, Data ware housing, need of database to meet industrial needs.
2. Identifying the components in typical data warehouse Architecture.
3. Course multidimensional schemas for data warehouse.

**UNIT – I (10 Hrs.)**

**Review of Data Warehouse** - Need for Strategic Information, Decision Support System, Knowledge Discovery & Decision Making, Need for Data Warehouse, Data Warehousing and Data Mining, Common Characteristics of Data Warehouse, Data Marts, Metadata, Operational Versus Analytical Databases, Trends and Planning of Data Warehousing.

**UNIT - II (11 Hrs.)**

**Schemas and Architecture of Data Warehouse** - Multidimensional Data Model, Data Cubes, Schemas for Multidimensional Database: Stars, Snowflakes and Fact Constellations. Data Warehouse Process & Architecture, OLTP vs. OLAP, ROLAP vs. MOLAP, Types of OLAP Servers, 3-Tier Data Warehouse Architecture, Distributed and Virtual Data Warehouses, Data Warehouse Manager.

**UNIT – III (12 Hrs.)**

**Introduction to Data Mining** - Data Mining Definition & Task, KDD Versus Data Mining, Techniques, Tools and Applications of Data Mining. Data Mining Query Languages, Data Specification, Specifying Knowledge, Hierarchy Specification, Pattern Presentation & Visualization Specification

**Data Mining Techniques** - Association Rules, Clustering Techniques, Decision Tree Knowledge Discovery Through Neural

**UNIT – IV (12 Hrs.)**

**Data Mining Classification** - Networks & Genetic Algorithms, Rough Sets, Support Vector Machines and Fuzzy Techniques, Mining Complex Data Objects, Spatial Databases, Multimedia Databases, Time Series and Sequence Data, Mining Text Data Bases and Mining Word Wide Web.

**Course Outcomes:** After completing the course, Students will be able to Process raw data to make it suitable for various data mining algorithms. Students can Discover and measure interesting patterns from different kinds of databases. Students will be able to apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data

**Recommended Books**

1. Jiawei Han, Micheline Kamber, Jian Pei, 'Data Mining: Concepts and Techniques', 3<sup>rd</sup> Edn., Morgan Kaufmann, 2011.
2. George M. Marakas, 'Modern Data Warehousing, Mining, and Visualization', 1<sup>st</sup> Edn., Prentice Hall, 2001.
3. Matteo Golfarelli and Stefano Rizzi, 'Data Warehouse Design: Modern Principles and Methodologies', 1<sup>st</sup> Edn., McGraw Hill Education, 2009.
4. Alex Berson and Stephen J. Smith, 'Data Warehousing, Data Mining, & OLAP', 1<sup>st</sup> Edn., Tata McGraw Hill, 1997.

**E-PAYMENT SYSTEM**

**Subject Code: MBAD1-494**

**L T P C  
4 0 0 4**

**Duration: 45 Hrs.**

**Course Objectives**

After completion of this course, the students would be able to:

1. Understand the different forms of electronic money, how money moves through the world's banking systems, how security is achieved in payment systems, how electronic banking works.
2. Select an appropriate payment method to fit a particular business model even as underlying technologies, such as mobile platforms, undergo rapid change.

**UNIT-I (10 Hrs.)**

**Introduction:** E-commerce and Electronic Payment Systems, Limitations of traditional Payment Systems in the context of online Payments, Digital payment requirement, Component of effective electronic payment system, Objectives of E-Payment system.

**UNIT – II (11 Hrs.)**

**Types of E-payment System:** Credit Cards, Debit Cards, Smart Cards, Multiple PIN, Electronic Purse, Bank Card, Electronic Cheque, Electronic Cash, Electronic Token and Corporate Cash Management Services.

**Legal Framework for Electronic Transactions:** Electronic Funds Transfer (EFT), EFT-Point-of-Sale (POS), Electronic Clearing Service (ECS), Cash Dispenser & Automated Teller Machines (ATMs), Shared Payment Network Systems (SPNs).

**UNIT – III (12 Hrs.)**

**Electronic Banking:** Anytime Banking, Anywhere Banking, Home Banking (Corporate and

Personal), Internet Banking, Mobile Banking, Electronic Commerce, Signature Storage and Retrieval System, Cheque Truncation, Note and Coin Counting Machines.

**UNIT - IV (12 Hrs.)**

**Automated Clearing Systems:** Clearing House Inter-Bank Payment System (CHIPS), Clearing House Automated Payment System (CHAPS), Clearing House Automated Transfer System (CHATS).

**Security in EPS:** Security issues in E-Payment systems, Measures to ensure security, Security Protocols in EPS – SSL, SHTTP and SET.

**Course Outcomes:** After completion of the course, Students can discuss and explain theoretical and practical issues of conducting business over the internet and the Web. They can reflect on general principles revealed through practical exploration of specific tools, techniques and methods in e-business.

**Recommended Books**

1. Donal O'Mahony, Michael Peirce and Hitesh Tewari, 'Electronic Payment Systems', 2<sup>nd</sup> Edition, Artech House, 2001.
2. Cristian Radu, 'Implementing Electronic Card Payment Systems', 1<sup>st</sup> Edition, Artech House, 2002.

**BUSINESS APPLICATIONS OF CLOUD COMPUTING**

**Subject Code: MBAD1-495**

**L T P C**

**Duration: 45 Hrs. 4 0 0 4**

**Course Objectives:** This course aims to

1. Understand the recent trends in Computing.
2. Understand the concepts of cloud computing, its characteristics, benefits etc.
3. Understand the cloud infrastructure and environment.
4. Understand the business applications of cloud computing.

**UNIT-I (11 Hrs.)**

**Recent trends in Computing:** Grid Computing, Cluster Computing, Distributed Computing, Utility Computing, Cloud Computing Evolution of cloud computing Business driver for adopting cloud computing.

**UNIT-II (11 Hrs.)**

**Cloud Computing:** Cloud Computing (NIST Model) Introduction to Cloud Computing, History of Cloud Computing, Cloud service providers Properties, Characteristics & Disadvantages Pros and Cons of Cloud Computing, Benefits of Cloud Computing, Cloud computing vs. Cluster computing vs. Grid computing Role of Open Standards.

**UNIT-III (11 Hrs.)**

**Cloud as IaaS Private Cloud Environment:** Basics of Private cloud infrastructure, QRM cloud demo, Public Cloud Environment, Understanding & exploring Amazon Web service, Managing and Creating Amazon EC2 instances, Managing and Creating Amazon EBS volumes.

**UNIT-IV (12 Hrs.)**

**Business Applications:** General Benefits and Architecture, Business Drivers, Main players in the Field, Overview of Security Issues, XaaS Cloud Based Service Offerings, EC2, SimpleDB, S3, Simple Queue, Simple Relational Database, Elastic Map Reduce, Virtual Amazon Cloud, S3 Command Line tool, Introduction to Microsoft Cloud, Google Drive/Dropbox, FreshBooks, MailChimp, Boxmeup, Mint.com, Simplepay.ca **Course**

**Outcomes:** After completing of the course, students will be able to

1. Analyse different types of portal technologies and deployment methodologies commonly used in the industry.



2. Analyse the effectiveness of network computing and cloud computing policies in a multi-location organization.
3. Analyse real business cases regarding their e-business strategies and transformation processes and choices.

**Recommended Books**

1. Joshy Joseph and Craig Fellenstein, 'Grid Computing', 1<sup>st</sup> Edn., Prentice Hall Professional, **2004**.
2. Rajkumar Buyaa, James Broberg and Andrzej Goscinski, 'Cloud Computing Principles and Paradigms', 1<sup>st</sup> Edn., Wiley, **2011**.
3. Tettamanzi, Andrea, Tomassini and Macro, 'Soft Computing', Springer, **2001**.
4. Rajkumar Buyaa and Vecchiola, Selvi, 'Mastering Cloud Computing', 1<sup>st</sup> Edn., McGraw Hill, **2013**.
5. Arshdeep Bahga and Vijay Madisetti, 'Internet of Things (A Hands -on- Approach)', 1<sup>st</sup> Edn., VPT, **2014**.