

# Faculty of Management Studies

Study and Evaluation Scheme

Of

Master of Business Administration

M.B.A.

(Applicable w.e.f Academic Session 2015-17, till revised)



## AKS UNIVERSITY, SATNA

Study and Evaluation Scheme

**\*\* The University Authorities reserve all the rights to make any additions/ deletions or changes/ modifications to this syllabus as deemed necessary.**

**Faculty of Management Studies**  
**Master of Business Administration**

**MBA**

**I Semester**

**TEACHING & EXAMINATION SCHEME**

Subject code		Subject	Period			Credit
			L	T	P	
		<b>Theory</b>				
<b>1</b>	<b>31MT101</b>	Principles & Practices of Management	<b>3</b>	<b>1</b>		<b>4</b>
<b>2</b>	<b>31MT102</b>	Individual & Organizational Behaviour	<b>4</b>			<b>4</b>
<b>3</b>	<b>31MT103</b>	Bussiness Environment	<b>3</b>			<b>3</b>
<b>4</b>	<b>31AC104</b>	Accounting for Managers	<b>3</b>	<b>2</b>		<b>4</b>
<b>5</b>	<b>31EC105</b>	Managerial Economics	<b>4</b>			<b>4</b>
<b>6</b>	<b>31MS106</b>	Bussiness Statistics	<b>3</b>	<b>2</b>		<b>4</b>
<b>7</b>	<b>31CA107</b>	Computer Application in Management	<b>2</b>			<b>2</b>
<b>8</b>	<b>31CA151</b>	Computer application in Management (Lab)	<b>0</b>		<b>2</b>	<b>1</b>
<b>Total</b>			<b>22</b>	<b>5</b>	<b>2</b>	<b>26</b>

# Faculty of Management Studies

## Master of Business Administration

### MBA

### II Semester

### TEACHING & EXAMINATION SCHEME

Sr. No	Subject Code	Subject	Periods		Credit
			L	P	
1	31FM201	Financial Management-I	4		4
2	31MM202	Marketing Management-I	4		4
3	31HR203	Human Resource Management-I	4		4
4	31MT204	Corporate-Ethics, Social Responsibility & Governance	3		3
5	31SO205	Research Methodology	4		4
6	31SS207-H/I	Spiritual Studies- Hinduism/ Islam	3		3
7	31MT208	Business Legislation	3		3
<b>TOTAL</b>			<b>25</b>	<b>0</b>	<b>25</b>

**Faculty of Management Studies**  
**Master of Business Administration**  
**MBA**  
**III Semester**  
**TEACHING & EXAMINATION SCHEME**

Subject code		Subject	Period			Credit
			L	T	P	
		<b>Theory</b>				
1	31FM301	Financial management -II	3	2		4
2	31MT302	Operation Research	3	2		4
3	31HR303	Human resources management -II	4			4
4	31EN304	MSMEs & Entrepreneurial development	3			3
5	31LM305	Supply chain management	3			3
6		Elective-I	4			4
7		Elective-II	4			4
<b>Total</b>			<b>25</b>	<b>4</b>		<b>26</b>

**Elective (Choose Any Two)**

<b>Group</b>	<b>Paper Code</b>	<b>Subject</b>
Finance Management	31FM306	Financial services
Marketing Management	31MM307	Consumer Behaviour
Human Resource MGMT	31HR308	Organizational Development
Banking & Insurance	31BI309	Intro. To Banking & Insurance
IT Management	31IT310	Database Management System
Agri-Business MGMT	31AB311	Plantation Management

**Faculty of Management Studies**  
**Master of Business Administration**  
MBA  
IV Semester  
TEACHING & EXAMINATION SCHEME

S.No	Subject Code	Subject	L	T	Credit	
1	31MT401	Strategic Management	3	1	4	13
2	31MT402	Management Information System	3		3	
3	31MT451	Major Project			6	
<b>ELECTIVES (Choose any Two Group- Same as Third Semester)</b>						
<b>Finance</b>						
1	31FM403	Corporate Taxation	3	2	4	8
2	31FM404	Security analysis & Portfolio Management	3	2	4	
<b>Marketing</b>						
1	31MM405	Integrated Marketing Communication	3	2	4	8
2	31MM406	Rural Marketing	3	2	4	
<b>HRM</b>						
1	31HR407	Strategic Human Resource Management	3	2	4	8
2	31HR408	Labour Laws	3	2	4	
<b>Banking &amp; Insurance</b>						
1	31BI409	Insurance Management	3	2	4	8
2	31BI410	Banking Management	3	2	4	
<b>Information Technology</b>						
1	31IT411	E-Commerce	3	2	4	8
2	31IT412	Cyber Security & Law	3	2	4	
<b>Agri Business</b>						
1	31AB413	Farm management	3	2	4	8
2	31AB414	Agri Marketing	3	2	4	

**MBA**  
**I Semester**  
**PRINCIPLES & PRACTICES OF MANAGEMENT**

**Course Objective:** The objective of this course is to help the students gain understanding of the functions and responsibilities of the manager, provide them tools and techniques to be used in the performance of the managerial job, and enable them to analyze and understand the environment of the organization.

**Unit-I**

**Concept of Management**

Introduction of Organization and Management, Functions and Responsibilities of Managers, Schools of Management Thoughts, Developing Excellent Managers. Cross cultural issues in management.

**Unit-II**

**Planning and Objectives**

Nature and Purpose of Planning, The Planning Process, Principles of Planning, Types of Planning, Advantages and Limitations of Planning. **Concept and Nature of Objectives:** Types of Objectives, Importance of Objectives, Setting Objectives, Management by Objectives (MBO), Process, Benefits and Weaknesses of MBO.

**Unit-III**

**Strategies and Policies**

Concept of Corporate Strategy, Formulation of Strategy, Types of Strategies. The Strategic Planning Process, The TOWS Matrix, The Portfolio Matrix, Three Generic Competitive, Strategies by Porter, Effective Implementation of Strategies, Types of Policies, Principles of Formulation of Policies, Decision Making Process, Individual Decision Making Models.

**Unit-IV**

**Organizing and Staffing**

Nature and Purpose of Organizing, Bases of Departmentation, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization. **Staffing:** Meaning & Importance.

**Unit-V**

**Directing and Controlling**

**Direction:** Meaning, Nature and Principles. **Controlling:** Concept and Process of Control, Control Techniques, Human Aspects of Control, Control as a Feedback System, Feed Forward Control, Preventive Control, Profit and Loss Control, Control Through Return on Investment, The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool.

**Text Readings**

1. Stephen P. Robbins, David A. Decenzo, Sanghmitra Bhattacharya, 7 Madhushree Nanda Agarwal, **Fundamentals of Management**, Pearson Education, 2009
2. Kreitner, **Management Theory and Applications**, Cengage Learning, India, 2009
3. Robbins, **Management**, 9th edition Pearson Education, 2008,
- 4 Griffin, **Management Principles and Applications**, Cengage Learning, India First Edition
- 5 Harold Koontz, O'Donnell and Heinz Weihrich, **Essentials of Management**. New Delhi, TMHi, 2006
- 6 Stoner, **Management**, PHI Learning, 2008

7 Richard L. Daft, **Principles Of Management**, Cengage Learning, India, 2009

**Suggested Readings**

1 Anil Bhat & Arya Kumar **Principles Processes and Practices** 1st Edition 2008 Oxford Higher Education

2 Satyaraju & Parthsarthy, **Management Text and Cases**, PHI Learning, 2009

MBA  
I Semester  
**COMPUTER APPLICATION IN MANAGEMENT**

**Objective:** Objective of course is to offer understanding of basics of computer and IT application in day to day running of business.

**Unit I**

**Introduction to Computer**

Meaning, Characteristics and Components of computer system. Hardware: Input / Output devices, storage devices and memory. Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: (Overview). Number system.

**Unit II**

**Operating Systems**

Basic concept and types of operating system. **DOS:** Features, External and Internal Commands. **WINDOWS 7:** Basic Operations, utilities and features.

**Unit III**

**MS Word 2007:** Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros, Creation of letters and envelopes. **MS Access 2007:** Database creation, screen/form design, report generation using wizard.

**Unit IV**

**MS Excel 2007:** Excel basics, rearranging worksheets, Formatting excel cells, introduction to functions and Formulas, Excel's chart features, working with graphics, using worksheet as databases, Searching, Sorting and Filtering in Database, automating "what-if" projects. **MS PowerPoint 2007:** PowerPoint basics, creating presentation the easy way, working with text in PowerPoint, working with graphics in power point. Inserting various objects (Picture, Organisational Chart, Audio, Video etc.) in slide. Adding Animation effects in slide.

**Unit V**

**Concept of Data Communication and Networking**

Networking concepts, Types of network (LAN, MAN, WAN), Communication Media, Mode of transmission (Simplex, Half Duplex, Full Duplex), Analog and Digital transmission, Different Topologies. Internet: Meaning, Evolution, Merits and Demerits. Internet Vs Intranet. concept of www, e-Mail, Video- Conference, search engine.

**Text Readings**

1. Balagurusamy **Fundamentals of Computer** 1e, Tata MacGrawHill
2. Deepak Bharihoke **Fundamentals of Information Technology** Excel books
3. Manish Mahajan **IT Infrastructure & Management** Acme learning
5. Rashi Agarwal **Computer Organisation and Design**, Acme learning
6. P. K. Singha **Fundamentals of Computer**, BPB Publication



MBA  
I Semester  
**MANAGERIAL ECONOMICS**

**UNIT I: INTRODUCTION TO MANAGERIAL ECONOMICS**

Definition, Nature and Scope of Managerial Economics. DEMAND ANALYSIS: Concept of Demand, Determinants of Demand, Types of Demand, Demand Curve, shifts in the Demand Curve, Demand Schedule, Law of Demand, Demand Function, Elasticity of Demand: measurement of elasticity of demand, Factors Determining elasticity of Demand, Types of Elasticity of Demand. Demand forecasting: steps involved in forecasting, factors of Demand forecasting, methods of demand forecasting, Concept of Supply: Meaning and Factors affecting supply, Law of supply.

**UNIT II: PRODUCTION AND COST ANALYSIS**

PRODUCTION: Production Function and its determinants, Short Run and Long Run Production Function (Law of Diminishing Return, ISO-QUANT Products: MRTS and Properties, Law of Return to Scale). Concepts of Cost: Opportunity Cost, Historical Cost, Accounting Cost and Economic Cost. Short Run Cost Function (Total, Fixed, Variable, Average and Marginal Cost and their Curves). Long Run Cost Function (Long Run Average and Marginal Cost Curves, Relationship between STC and LTC and LTC and between LAC and SAC).

**UNIT III: MARKET AND PRICING**

MARKET STRUCTURE: Perfect competition, perfect monopoly, monopolistic competition, oligopoly, (characteristics and pricing, demand curve under each market type). PRICING THEORIES: Pricing Strategies - cost plus pricing, multiple product pricing, price discrimination, pricing in life cycle of a product, Transfer Pricing. Factors influencing the price, objectives of pricing policy.

**UNIT IV: NATIONAL INCOME**

Nation Income concepts: Gross National Products – Income, Expenditure and Value added approaches to GNP, GNP at Market price and Factor cost. Net National Product at marketing prices and factor cost. Domestic income or product. Private Income. Personal Income, Disposable Income, Real Income, per capita Income.

**UNIT V: BUSINESS CYCLE**

Meaning and Phases of Business Cycle, Features of Business Cycle, Theories of Business Cycle.

**Recommended Books:**

Managerial Economics - By Dr. H.L.Ahuja | S. Chand

Managerial Economics -- Theory and Application by D . M. Mithani

MBA  
I Semester  
**BUSINESS STATISTICS**

**Objective:** The basic purpose of the course is to provide the knowledge about statistical tools and techniques to assist the participants in better decision making.

**Unit-I**

**Introduction to Statistics:** Meaning, definition, scope, application, and limitations of statistics. Frequency distribution.

**Unit-II**

**Measure of Central Tendency:** Mean (AM), Geometric mean (GM), Harmonic mean (HM), weighted mean, Median and Mode, and Quartiles. Merits & Demerits of Mean, Median and Mode.

**Unit-III**

**Measure of Dispersion:** Meaning and Definition, Method of measure of dispersion: Range, Quartile deviation, Mean Deviation, Standard Deviation. **Correlation and Regression.**

**Unit-IV**

**Probability:** Meaning and definition of probability, Events in Probability, Marginal and Joint probability, Binomial Distribution, Poisson and Normal Distribution.

**Unit-V**

**Hypothesis Testing:** Concept and formulation of hypothesis .Application of Z-test, t-test, F-test and Chi-Square test. **Time series analysis** – Concept of time series, secular trend, seasonal variation, cyclical variation, and irregular variation .Various methods of time series analysis.

**Text Books:**

1. Beri G.C., *Statistics for Management*, Tata McGraw-Hill, 13th edition.
2. Chandran J.S., *Statistics for Business and Economics*, Vikas Publication, 1998.
3. Render and Stair Jr, *Quantitative Analysis for Management*, Prentice-Hall.
4. Sharma J.K., *Business Statistics*, Pearson Education.

**Reference Books:**

1. Gupta C.B., *An Introduction to Statistical Methods* Vikas publication.
2. Earshot L., *Essential Quantitative Methods for Business Management and Finance*, Palgrave, 2001.
3. Levin Rubin, *Statistics for Management*, Pearson, New Delhi, 2000.

MBA  
I Semester  
**ACCOUNTING FOR MANAGERS**

**Unit-I**

Meaning and Definition of Accounting, Branches of Accounting, Meaning and Definition of Management Accounting, Distinction between Management Accounting and Financial Accounting. Accounting Concepts and Conventions.

**Unit-II**

Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.

**Unit-III**

Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet. Depreciation and its importance in Decision Making, Straight Line Method and Written Down Value Method.

**Unit-IV**

Need for Cost Information, Cost Objectives, Element of Cost and Classification of Cost. Budgeting, types of budget, Budgetary control, Operating vs. Financial Budgets, preparation of sales budget, purchase budget, Flexible Budget. Standard Costing – Materials Cost and Labor cost variances only

**Unit-V**

Managerial Decision Making Techniques like Marginal costing – Cost volume profit analysis, BEP

**Books Recommended:-**

1. Introduction to Management Accounting – Horngreen and Sundlem
2. Principles of Management Accounting - Manmohan & Goyal
3. Management Accounting - Dr. E.B. Khedkar, Dr. D. B. Bharati and Dr. A. B. Kharas.
4. Cost and Management Accounting - S.M.Inamdar
5. Management Accounting - Dr. Mahesh Kulkarni
6. Double Entry Book Keeping - T.S.Grewal
7. Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
8. Management Accounting 3rd Ed. - Khan & Jain
9. Theory & Problems in Management & Cost Accounting - Khan & Jain
10. Cost Accounting – Jawaharlal
11. Management Accounting - Dr. A. P. Rao

MBA  
I Semester  
**BUSINESS ENVIRONMENT**

**Course Objective:** - To familiarize the students with the business environment prevailing in India and in the world to help them understand its implications to business

**Unit-I**

**Business Environment**

Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

**Unit- II**

**Economic Planning & Development**

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world,

**Unit-III**

**India and the world**

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multinational enterprises in India, Impact of WTO in Indian Business, NGO sector in India,

**Unit-IV**

**International Trade**

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

**Unit-V**

**Strategies for going Global**

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Trading Blocks, Their Objectives, WTO Origin, Objectives, Organization Structure and Functioning, WTO and India.

**Text Readings:**

1. Mark Hirschey, **Economics for Managers**, Cengage, 2006
2. Palwar, **Economic Environment of Business**, PHI, New Delhi, 2009
3. Justin Paul, **Business Environment: Text & Cases**, New Delhi, Tata McGraw Hill, 2008
4. D.N. Dwivedi, **Managerial Economics**, Vikas Publishing House, 2009.
5. Shaikh Salim, **Business Environment**, Pearson Education, 2009

**Suggested Books**

1. Avid W. Conklin, **Cases in Environment of Business**, Sage Response Books. 2007

MBA  
I Semester  
**INDIVIDUAL AND ORGANIZATIONAL BEHAVIOUR**

**Course Objectives:** - Objective of this course is to help students to understand human Behaviour in organizations at cross cultural level so that they improve their managerial effectiveness.

**Unit-I**

Foundations of Individual Behaviour:

The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories – conditioning theory, cognitive theory and social learning theory. Perception, Cross cultural issues in OB.

**Unit-II**

Foundations of Group Behaviour and Organisational behavior .

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

OB (Organisational Behaviour) – Concept of OB, nature of OB, role of OB.

Models of OB – Supportive model, autocratic model, custodial model & collegial model. Difference between national and international OB (Must be explained with examples)

**Unit-III**

**Motivation and Leadership:**

**Motivation:** Concept, principles, theories – content and process. Monetary and non-monetary motivation. **Leadership:** Concept, functions, styles, and theories of leadership-trait, behavioural, and situational.

**Unit- IV**

**Conflict and Negotiation:**

Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process, Bargaining strategies, Global implications.

**Organizational Change and Stress Management:**

Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management. Johari window. Transaction Analysis – Meaning along with history, concept explanation along with images and international organizations related with TA & its development.

**Unit- V**

**Organizational Climate and organizational culture :**

**Organisational climate-** Meaning, role, nature and uses.

**Organisational culture** – Meaning, concept of ethos, OCTAPACE –all the eight elements, dominant culture, weak culture and strong culture.

Relationship of Culture with organizational behaviour, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

**Text Reading**

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi “**Organizational Behaviour**”, Pearson Education, 13th Ed., 2009.
2. Nelson, **Organisational Behaviour**, 1st Edition, Cengage Learning, India
3. R. S. Dwivedi, “**Human Relations and Organizational Behavior: A Global Perspective**”, Macmillan 5th edition, 2009
4. Jerald Greenberg and Robert A. Baron, **Behaviour in Organisations**, PHI Learning 9th edition 2009.
5. Hitt, Millar, Colella, **Organizational Behaviour A Strategic Approach**, Wiley India edition

**FINANCIAL MANAGEMENT – I**

**Unit – I- Introduction to Financial Management**

Concept of Business Finance, Forms of business organisation, Financial Management - Meaning, definition, Nature, Scope , Objectives, Finance function in business organisation - Financing, Investment, Dividend decisions, Role of Finance in other functions in an organisation, Role of Finance Manager - Profit Maximization, Wealth Maximization, Value Creation, VMO & CSR, Organisational hierarchy of Finance department.

**Unit- II – Introduction to Indian Financial System**

Meaning, structure, constituents, Role of each constituent,

**Financial Markets** – nature, Objectives & Functions of Money and Capital market, Primary & Secondary market, organised (call money, CP, CD, TB,CB, MMMF, Repo market ) unorganised money market ( chit fund, hundi, nidhi),

**Financial Instruments** – types, nature, advantages & disadvantages,

**Long term Vs short term** sources –Long term loans, equity, preference shares, bonds, Debentures, bonds, CPs, CDs, TBs, inter-corporate loans, **External Vs Internal** sources –Shares and Debentures , Ploughing Back of Profits, retained earnings, reserves, **Domestic Vs Foreign** sources –ADR,GDR,ECB,FCCB

**Financial Institutions/intermediaries** - Types, Nature, banking & nonbanking financial institutions, Functions, role in economic development, regulatory mechanism,

**Financial Services** – insurance, merchant banking, investment banking, underwriting, lease, hire purchase, factoring, forfeiting, venture capital

**Regulatory organizations**-RBI, SEBI- Functions

**Unit- III -Financial Planning** – definition, need, characteristics of financial plan, factors in drafting financial plan, limitations of financial plan, **Capitalization** – meaning, concept, theories, stages, under & over capitalization – meaning, causes, impact, remedies

**Unit – IV – Analysis & Interpretation of Financial Statement** - Meaning, significance & tools of financial statement analysis, **Ratio Analysis**- Meaning, importance, limitations, classification, calculation & interpretation of ratios - Profitability ratios, turnover ratios, leverage ratios, financial ratios, operating ratios , **Fund Flow Analysis** – Meaning, definition, schedule of working capital changes, statement of sources & uses of finance, uses/significance of FFS , limitations of FFS, distinction between FFS & Balance Sheet, distinction between FFS & receipt-payment statement **Cash Flow Analysis** - Meaning, definition, uses/significance, limitations, presentation of CFS, operating, investing & financing activities, differences between FFS & CFS

**Unit- v – Working Capital Management** - Concept of Working Capital, components of Working Capital, factors affecting working capital requirement, dimensions of working capital management, , importance of working capital management, Working Capital Policy, Operating Cycle, Estimating Working Capital Requirement , sources of Financing of Working Capital Requirement – long term sources, short term sources ,trade credit, bank credit, public deposit, inter-corporate deposit, internal sources, innovative sources.

**Text Book:**

1. Pandey I.M., *Financial Management*, Vikas Publications, 2008.
2. Khan and Jain, *Financial Management*, Tata McGraw-Hill, 2007.
3. Prasanna Chandra, *Fundamentals of Financial Management*, TMH, 2007.
4. Smith K.V., *Management of Working Capital*, Harper Collins Publications.
5. Agarwal J.D., *Working Capital Management*, Tata McGraw-Hill.
6. Gupta. S. P., *Financial Management*, Sahitya Bhawan Publications.
7. *Financial Management* – S.M.Inamdar
8. *Financial Management* – N.M.Wechlekar
9. *Financial Management* – S.C.Kuchal
10. *Financial Management & Policy* – R.M.Shrivastava
11. *Financial Management*- P.V. Kulkarni



MBA

II Semester

**MARKETING MANAGEMENT-I**

**Objective:** The course is designed to equip the budding managers to understand Marketing in & outs, relevant strategies and tools and techniques of effective marketing.

**Unit – I:**

Marketing: definition, scope – what is marketed, who markets. Modern exchange economy – types of market. Need, want & demand – types. Societal forces influencing marketing. Marketing orientation types, holistic marketing dimensions. 8 Ps of Marketing. Value delivery process, value chain, product oriented definitions of a business, Nature & contents of a marketing plan.

**Unit – II:**

Components of marketing information system – internal record, marketing intelligence. Environmental Analysis: fad, trend, megatrend. Demographic environment, economic environment, sociocultural environment, natural environment, technological environment, political legal environment. Marketing research process. Marketing: matrix, dashboards. Traditional organization versus modern customer oriented company organization. Determinants of customer – perceived value. Customer product profitability analysis,

**Unit –III:**

Factors influencing consumer behavior: social, personal. Model of consumer behavior, five stage model of the consumer buying process, steps between evaluation of alternatives and a purchase decision. Business market: characteristics, participants in business buying process

**Unit –IV:**

Bases for segmenting consumer markets: geographic, demographic, psychographic- VALS Segmentation system, behavioral – behavioral segmentation breakdowns. Bases for segmenting business markets. Steps & levels of segmentation. Competitive strategies for market leaders: six types of defense strategies, general attack strategy, market follower strategies, product life cycle strategies Positioning, value proposition, point of difference, point of parity, brand, Developing and establishing a brand positioning bull's eye. Differentiation strategies: competitive advantage, means of differentiation, emotional branding. Role of brands, scope of branding, Brand equity: customer brand equity, brand equity models: BRANDASSET VALUATOR Model, Brand Z model, brand resonance model. Brand equity drivers, Measuring brand equity: brand audit, brand reinforcement, brand revitalization, brand portfolio, brand extension, brand extendibility scorecard.

**Unit – V:**

Product levels, product classification, product and service differentiation, the product hierarchy, product mix, width, line. Product mix pricing. Packaging, labeling, Nature of services, categories of services mix, service – quality model. Steps in setting a pricing policy, 3 Cs model of price setting, types of pricing, consumer and industrial marketing channels, channel – design and management decision, e – commerce , m- commerce, types of retailers the communication process model, steps in developing effective communication, 5 Ms of Advertising

**Text Book:**

1. Marketing Management 14e, A South Asian Perspective by: PHILIP KOTLER, PEARSON Publication.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, Tata McGrawHill, New Delhi

**Reference book:**

1. Ramaswamy, V.S and Namakumari, S. (2009) Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
2. Pride, William, M., and O.C. Ferrell (2010). Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.

**Human Resource Management – I**

**Objectives**

Understanding of the HRM and how much it is important for the efficient decision-making relating to management and employees relations. The course aims to provide an understanding, application and interpretation of the various HRM application and their implications for industrial relations and labour issues.

**UNIT – I Introduction to Human Resource Management**

**HRM – Definition, meaning, challenges. Personnel Vs HRM .**

Nature of HRM, scope of HRM, functions of HRM, Objectives of HRM, evolution of HRM, why to study HRM, jobs in HRM, HRM and environment & what is strategic HRM .HR profession, HR department. Line management responsibility in HRM. Functional areas in HRM. HR score card – meaning, importance & uses. Case –I.

**UNIT – II Human resource planning and recruitment**

Meaning & Nature of **HRP**, importance of HRP, factors affecting HRP,HRP and government & barriers to HRP. Nature of **job analysis**, the process of job analysis, job design and factors affecting it. Meaning & Nature of **recruitment**—its purpose & importance, types of recruitment, factors governing recruitment, recruitment process & alternatives to recruitment. **Selection** meaning, nature, sources, process & barriers to effective selection. **Induction** – meaning & induction training in India. **Placement** – meaning, purpose & problems in placement. **HRIS** -- meaning & steps. Case –II.

**UNIT –III. Training/ development –PA –.Job evaluation.**

**T & D-** Meaning, Nature, inputs, gaps in training, training needs, training process, evaluation of training, effective training, types of training and career development **job evaluation** and process of job evaluation .Methods of job evaluation .Importance of job.**PA**-meaning, need, importance, challenges, legal issues, global & new trends. Techniques including 360 degree PA Meaning of evaluation.**HRD** – meaning & importance in the Indian context .**Career management** – meaning ,use and importance .Professional Development Plan. Case –III.

**UNIT –IV . Compensation Management**

Wage and Salary Administration, Incentives and Fringe Benefits, Morale and Productivity. Case-IV

**UNIT – V .Job design – employees- motivation, safety and health.**

**Job design-** meaning, purpose and importance, rewards. Participative management, quality of work life. Other motivational techniques. Importance and limitation of participation. **Safety and health of employees** –meaning, importance and things done.**HR audit**--- definitions, meaning, nature, scope and approaches. Meanings and uses of **HR accounting** and **HR branding**. **Discipline and Grievance Procedures:** Definition, Disciplinary Procedure, Grievance Handling Procedure.

Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme. **Case -V**

### **UNIT – VI. Futuristic Topics**

Knowledge management. HR process outsourcing .Competency mapping & Intellectual capital. (All overview only).

**Case-VI**

### **TEXT BOOKS**

1. HRM by K Aswathappa, McG.Hill.  
Human Resource Management by John Ivancevich; 10th edition; Tata McGraw Hill Publication
2. Strategic Human Resource Management by Tanuja Agarwala; Oxford Publication
- 3.Human Resource Management Text and Cases; 2nd edition; VSP Rao; Excel Publication

### **Reference books**

1. Strategic Human Resource Management and Development by Richard Regis; Excel Publication
2. Human Resource Development by Haldar; Oxford Publication
- 3.Human Resource Management by Jyothi and Venkatesh; Oxford Publication

**M.B.A**  
**II SEMESTER**  
**CORPORATE GOVERNANCE VALUES AND ETHICS**

**COURSE OBJECT-** The objective of this course are to help student gain an understanding of business ethics, social, responsibility and corporate governance.

**UNIT – I**

**History of ethics :** Introduction , definition of ethics. Business ethics – nature , characteristics and need of business ethics , ethics in business and value system, Ethics v/s morals and values.

**UNIT – II**

**Promoting corporate social responsibility and the environment :** introduction, need & limits of corporate social responsibility and the role of the Board of Directors, employees, share holders, government and Beyond Corporate social responsibility to corporate social engagement.

**UNIT -III**

**Corporate Governance :** Issues , need of corporate governance code, code of corporate practices , corporate social reporting, corporate governance system world wide, corporate disclosure and investor protection in India.

**Ethical issues :** corruption and bribery; cheating tha shareholder; string operation.

**UNIT – IV**

**Ethics impact in Business and Corporate Strategy :** Ethical issues in capitalism and market system – ethics, ethics and social responsibility ethics and marketing, ethics in finance , ethics and human resources , ethics and information technology. Ethical theories and approaches. Global industrial competition , Information technology, Competitive strategy. Benchmarking total quality management , Brand Building, Promotional strategies. Corporate Restructuring Mergers and Acquisitions.

**UNIT – V**

**Indianism and Indian management:** core concept, development; indiansim as mantra of infinity and diversity; ethical problems; moral principles for manager. Sources of Indian ethos in management: Vedas , shastras, puranas.

**Global Social Issues :** Environmental ethics : Discussion , environmental activism of India. Econoimic justice and Business ethics, Corporate and National problem . MNC and Indian Experience . Working at cracks : Managers with a difference.

**APPLICATIONS :**

Marketing Ethics – discussion : bluffing in Indian marketing research.

Ethical Issues in advertisement

**Reference Books :**

1. SHERELEKAR , ETHICS IN MANAGEMENT ; HIMALAYA PUBLISHING , NEW DELHI
2. RITYPARNA RAJ , STUDY IN BUSINESS ETHICS, HIMALAYA , BOMBAY
3. LAURA P HARTMAN ABHA CHATTERJEE – BUSINESS ETHICS (TATA Mc Graw hill )

**M.B.A**  
**II SEMESTER**

**BUSINESS LEGISLATION**

**Course Objective-** The course aims at making the students understand various laws, which need to be observed in conducting the business activities fruitfully. Emphasis is laid on the various provisions under the laws, & how they are to be implemented to produce excellent results.

**UNIT 1- Contract Act 1 &2**

**Contract Act,1872-** General introduction to law & need of laws. Agreement- definition & classification. Contract- definition, classification, essentials of a valid contract. Performance, discharge & breach of contract. Remedies for breach of contract, Indemnity & guarantee.

**Sales of Goods Act, 1930-** Contract of sales, Essentials of a sales contract, Conditions & warranty, transfer of ownership & property, rights of unpaid seller. Recent Case study.

**UNIT II- Negotiable Instrument Act,1881**

Meaning & characteristics of Negotiable instrument, Different types of negotiable instrument- promissory note, cheque & bill of exchange. Parties- holder & holder in due course. Discharge & dishonor of negotiable instrument. Endorsement & its types. Recent Case study.

**UNIT III- Companies Act,1956**

Company- Definition, characteristics, formation & types. Incorporation of company- Memorandum & article of association, Prospectus. Share capital. Management- appointment, powers, duties & liabilities of directors, Company meetings, Accounts & audit. Winding up. Recent Case study.

**UNIT IV-**

**Consumer Protection Act, 1986-** Introduction & definitions. Consumer rights. MRTPs & UTPs. Consumer dispute. Dispute redressal mechanism. Consumer forums. Appeal against forums. Case study.

**Competition Act,2002-** Introduction & objective, Competition commission of India, Penalty, Competition advocacy, Competition Appellate Tribunal. Recent case study.

**UNIT V- Indian Partnership Act, 1932**

Introduction, definition & characteristics of partnership. Formation & registration of partnership firm. Partners- Rights, liabilities & types of partner. Relation & rights of partners towards third party. Dissolution of partnership. Recent Case study.

**Text Readings**

Legal Aspects of business, R.S.N Pillai & Bagavathi, S. Chand publications.

Business Law, Satish B Mathur, McGraw hill publications.

Bulchandani, Business Law for Management, 2009, Himalaya publishing House.

Avtar Singh, Mercantile law, Eastern book company, Chandra Bose, Business laws, PHI, 2008

**Reference book**

**Taxman's General & commercial laws.**

**M.B.A**  
**II SEMESTER**

**RESEARCH METHODOLOGY**

**Objective-** To enhance know how of research to the students and teach them practical skills of research .Teach them to frame hypothesis and to the hypothesis.

**UNIT- I : INTRODUCTION**

**RESEARCH** : Meaning, Significance, Purpose, Types, Scientific Research, Step in Research, Identification, Selection and formulation of research problems, Research Question, Hypothesis Formulation, Research Design.

**UNIT- II : DATA COLLECTION SCALING TECHNIQUES**

Data of Research: Primary Data- Meaning, Collection Methods, Observation, Interview, Questionnaires, Schedule Scaling Techniques, Experiments, Case Studies, Secondary Data- Meaning, Relevance, Limitation.

**UNIT- III : SAMPLING THEORY**

Types of Sampling, Steps in Sampling, Sampling Design, Sampling Size, Sampling Techniques and methods, Sampling and Non Sampling Errors, Advantages and Limitation of Sampling.

**UNIT- IV : DATA PROCESSING**

Editing, Coding transcription and tabulation measures of center tendency and variance, data analysis, Meaning and Methods Quantitative and Qualitative analysis, an overview of parametric test- Application of SPSS for Data Analysis.

**UNIT- V : REPORT WRITING**

Research report: Types of Report, Structuring the report, Content- Styles of reporting, Steps in Drafting, Editing and evaluating the final draft report.

**TEXT BOOK :**

- 1.Kothari C R – Research Methodology Methods & Techniques(New Age International Publishers)
- 2 Saunders - Research Methods for Business students (Prentice hall, 2nd Edition, 2007)

**Suggested Readings**

1. Cooper and Schindler - Business Research Methods (Tata Mc Graw Hill, 9th Edition)
2. C. Murthy- Research Methodology (Vrinda Publications)
3. Bhattacharyya-Research Methodology(Excel Books)
4. Panneer Selvam - Research Methodology (Prentice Hall of India, Edition 2008)
5. Gravetter - Research Method for Behaviourial Sciences (Cengage Learning)

**SPIRITUAL STUDIES (HINDUISM)**  
**SRIMADBHAGWADGITA**  
**Compulsory for All Programme/ Courses**  
श्रीमद्भगवद्गीता

**UNIT-I**

**अध्याय—एक**

अर्जुन की मोहग्रस्तता,

**अध्याय—दो**

अर्जुन का नैराश्य, शरीर और आत्मा का विश्लेषण, कर्तव्यपालन, निष्काम कर्मयोग, स्थितप्रज्ञ एवं तापत्रय

**अध्याय—तीन**

कर्मयोग, षट्ठिकार

**UNIT-II**

**अध्याय—चार**

गीता का इतिहास, भगवान के प्राकट्य का कारण एवं उनकी सर्वज्ञता

**अध्याय—पांच**

ईश्वरभावनाभावित कर्म

**अध्याय—छः**

ध्यान योग या सांख्य योग, सिद्धि या समाधियोग

**अध्याय—सात**

परा और अपरा शक्ति, पुण्यात्मा मनुष्य के लक्षण

**UNIT-III**

**अध्याय—आठ**

ब्रह्मा, आत्मा, अधिभूत, अधिदैव, अधियक्ष, मुक्तिलाभ की विधि

**अध्याय—नौ**

परमगुहाज्ञान

**अध्याय—दस**

श्रीभगवान का ऐश्वर्य

**UNIT-IV**

**अध्याय—ग्यारह**



श्रीभगवान का विराटस्वरूप

#### **अध्याय—बारह**

भक्तियोग का वर्णन, अव्यक्त की उपासना में क्लेश, शुद्ध भक्त के लक्षण

#### **अध्याय—तेरह**

क्षेत्र, क्षेत्रज्ञ एवं कर्मक्षेत्र की परिभाषा, ज्ञान, ज्ञेय, प्रकृति एवं परमात्मा, चेतना

#### **अध्याय—चौदह**

त्रिगुण स्वरूप

#### **अध्याय—पंद्रह**

परम पुरुष का स्वरूप, जीव का स्वरूप

#### **UNIT-V**

#### **अध्याय—सोलह**

दैवीय स्वभाव, आसुरी स्वभाव

#### **अध्याय—सत्रह**

श्रद्धा के तीन प्रकार, भोजन के प्रकार, यज्ञ के प्रकार, तप के प्रकार, दान के प्रकार, ऊँ कार का प्रतिपादन, सत्, असत् का प्रतिपादन

#### **अध्याय—अठारह**

सन्यास एवं त्याग में अंतर, त्याग के प्रकार, कर्म के कारण, कर्म के प्रेरक तत्व, कर्म के प्रकार, कर्ता के प्रकार, चार वर्णों के स्वाभाविक गुण, प्रभु के प्रति समर्पण भाव

#### **Recommended books**

#### **संदर्भ ग्रंथ सूची**

1. श्रीमद्भगवद्गीता—गीताप्रेस, गोरखपुर।
2. श्रीमद्भगवद्गीता—मधुसूदनसरस्वती, चौखम्भा संस्कृत संस्थान, वाराणसी, 1994।
3. श्रीमद्भगवद्गीता—एस.राधाकृष्णन् कृत व्याख्या का हिन्दी अनुवाद, राजपाल एण्ड सन्स, दिल्ली, 1969।
4. श्रीमद्भगवद्गीता—श्रीमद् भक्तिवेदांत स्वामी प्रभुपाद, भक्तिदांत बुक ट्रस्ट, मुंबई, 1996।
5. Srimadbhagawadgita-English commentary by Jaydayal Goyandaka, Gita Press, Gorakhpur, 1997.

**SULLABUS**  
**SPIRITUAL STUDIES (ISLAM)**  
**Compulsory for All Programme/ Courses**

**UNIT-I**

**इस्लाम धर्म:**— 6वीं शताब्दी में अरब की (राजनैतिक, धार्मिक, सामाजिक, आर्थिक परिस्थितियां व कबीलाई व्यवस्था)

मोहम्मद साहब का जीवन परिचय, संघर्ष व शिक्षाएं, इस्लाम का प्रारम्भ, इस्लाम क्या है और क्या सिखाता है, ईमान—ईमाने मोजम्मल, ईमाने मोफस्सल।

**UNIT-II**

**इस्लाम धर्म की आधारभूत बातें:**—

तोहीद, कल्मा—कल्मा—ऐ—शहादत, कल्मा—ऐ—तैय्यबा, नमाज, रोजा, जकात और, हज का विस्तारपूर्वक अध्ययन

**UNIT-III**

**खोदा—तआला की किताबें (आसमानी किताबें):**—

“वही” की परिभाषा, तौरत, जुबूर, इंजील का परिचय, पवित्र कुरान का संकलन, पवित्र कुरान का महत्व, कुरान की मुख्य आयतें, पवित्र कुरान और हाफिजा

**UNIT-IV**

**पवित्र हदीसों और सुन्नतें:**—

हदीस और सुन्नत क्या है, हदीस और सुन्नत का महत्व, कुछ प्रमुख सुन्नतें और हदीसों का अध्ययन, सोकर उठने की सुन्नतें, लेबास की सुन्नतें, बीमारी और अयादत की सुन्नतें, सफर की सुन्नतें

**UNIT-V**

**इस्लाम धर्म की अन्य प्रमुख बातें:**—

मलाऐका या फरिशते (देवदूत), खुदा के रसूल, खुदा के पैगम्बर, नबी और रसूल में अन्तर, कयामत, सहाबा, खलीफा, मोजिजा और करामात, एबादत, गुनाह (कुफ्र और शिर्फ), माता—पिता, रिश्तेदार व पड़ोसी के अधिकार, इस्लाम में औरत के अधिकार, इस्लाम में सब्र और शुक्र, इस्लाम में समानता और भाईचारा

**ADDITIONAL KNOWLEDGE:-**

IN THE LIGHT OF ‘QURAN’ AND ‘HADEES’, TEN POINTS WILL BE DELIVERED TO THE STUDENTS DAILY, IN A SECULAR COUNTRY THE STUDENTS SHOULD KNOW THE PHILOSOPHY OF OTHER RELIGION ALSO SUCH AS “JAINISM”, “BUDHISM” AND “SANATAN DHARMA”.

## MBA

### III Semester (Core Subject)

#### Financial Management-II

##### **UNIT -I Capital Structure – Concept & Planning**

Capital Structure – Concept of Capital Structure, Factors affecting capital structure planning (Leverage analysis – meaning of leverage, types of leverage – operating leverage, financial leverage & combined leverage, importance of leverage, limitations of leverage, Cost of Capital – Concept of Cost of Capital, Importance of Cost of Capital, Types of Cost of Capital, cost of debt capital, cost of preference share capital, cost of equity share capital, cost of retained earnings, weighted average cost of capital (WACC), EBIT-EPS analysis)

##### **UNIT-II**

ROI Concept of Return on investment (ROI) & Economic value added(EVA), Essentials of optimum Capital Structure, Patterns of capital structure, Capital structure theories- Net income approach, Net operating income approach, Traditional approach, Modigliani-Millar approach

##### **UNIT -III Capital Budgeting**

Definition & nature of fixed assets, Significance of Management of fixed assets, Meaning of capital budgeting, Factors affecting capital expenditure decisions, Process of capital budgeting, Need & importance of capital expenditure budgeting, Methods of appraising capital expenditure proposals – Pay-back period, average rate of return, internal rate of return, net present value method, terminal value method, profitability index, capital rationing, risk & uncertainty in capital budgeting.

##### **UNIT -IV Dividend Decisions**

Dividend & its various forms, Dividend policies – factors influencing dividend policy, goals of dividend policy, various dividend policies -constant percentage of earnings, constant dividend rate, conservative dividend policy, liberal dividend policy, stable dividend policy.

##### **UNIT-V**

**Dividend theories** – Walter's model, Gordon's model, Modigliani-Miller theory, procedural & legal formalities involved in distribution of a dividend, Bonus shares

##### **Text Books:**

1. Ravi M.Kishore : Financial Management
2. Prasanna Chandra : Financial Management

##### **Reference Books:**

1. I.M Pandey : Financial Management

**MBA**  
**III Semester**  
**(Core Subject)**  
**Operation Research**

**Course Objective:** The objective of this course is to help the students in acquisition of knowledge about quantitative tools, and use these tools for the analysis and solution of business decision problems.

**Unit-I Quantitative Techniques and Operations Research**

Meaning, Scope of Quantitative Techniques and Operations Research in Management, Advantages and Limitations of Quantitative Techniques, OR Methodology, OR Models.

**Unit-II Linear Programming**

Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis, Simplex Method, Two-phase Method, Big M-Method, Advantage and Limitations of LPP.

**Unit-III**

**Transportation Model:** Mathematical Formulation, Initial Basic Feasible Solution (NWC, LCM, VAM Methods), Optimization (Minimization and Maximization) Using Modified Distribution Method and Stepping Stone Method.

**Assignment Problem:** Assignment Model as a Particular Case of Transportation Model, Formulation of Assignment Problems, Solution of Assignment Problems Using Hungarian Method (Minimization and Maximization) Route Allocation.

**Unit-IV**

**PERT and CPM:** Introduction, PERT / CPM Networks, Network Analysis, Resource Analysis and Allocation, Programme Evaluation and Review Technique (PERT), Difference Between PERT and CPM.

**Dynamic Programming:** Introduction, Dynamic Programming Vs Linear Programming, Dynamic Programming: A Network Example, Terminology.

**Simulation:** Introduction to simulation, Process of Simulation. Monte Carlo Technique and Its Applications.

**Unit-V**

**Game Theory:** Introduction to Games, Maximin and Minimax Principles, Pure and Mixed Strategies, Solution of Games Using-Algebraic and Graphical Methods. Solution of  $m \times n$  Games-Formulation and solution as an LPP. **Replacement Models:** Introduction, Scope in Management, Single Equipment Replacement Model and Group Replacement. **Queuing Theory:** Introduction, Types and Characteristics of a Queuing System.

**Text Books**

1. Vohra, N D, Quantitative Techniques in Management, TMH, New Delhi.
2. V. K. Kapoor, **Problems and Solutions in Operations Research**, New Delhi, Sultan Chand and Sons, 2001

**Reference Books**

1. H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions, PHI Learning. 2nd Ed., 2009.
2. Kanti Swarup, P K Gupta and Man Mohan, Operations Research – 11th Edition, Sultan Chand & Sons, New Delhi.
3. Heera & Gupta, Operations Research.

**MBA**  
**III Semester**  
**(Core Subject)**  
**Human Resource Management (Industrial Relation) - II**

**Objective :-** *The course aims at introducing the participants with the industrial relation scenario in India with special reference to the industrial conflict and their prevention and resolution, and significance and impact of labour policy on industrial relations in India.*

**Unit I : Industrial Relations**

Definition, Meaning of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Evolution of IR in India ;dominant aspects of industrial relation, some approaches to IR, some models of IR, regional and state level employees' federations, features of IR in India, salient features of role of employees' federations in IR. Meaning and use of healthy IR. Case – IR in Jute industries.

**New/Latest :-** IR and productivity.

**UNIT II : Trade Unions**

Definition and origin of trade unions, emergence of trade unionism, theories of trade union movements, objectives of trade unions, methods of trade unions, trade union activities, determination of the rate of growth of trade union activities, the trade union movement in the world and in India, size and finance of trade unions, various trade unions in India and their connection with the political parties. Case – Railway trade union.

**New/Latest :-** Paid trade unions

**UNIT III : Industrial disputes and Strikes**

Meaning of industrial disputes, causes of industrial dispute, interest and right disputes, strikes and effects of strikes, settling of industrial dispute, settlement without state intervention, settlement with state intervention, different methods of dispute settlement in India, machinery of prevention- statutory and non-statutory .Losses for industrial disputes and gains too.

**UNIT IV**

Collective bargaining- meaning, importance, theories, subject and factors affecting collective bargaining. Productivity bargaining.

**Case :-** The case of HMT.

**New/Latest :-** Disputes in IT/MNC industries

**UNIT V: ILO**

ILO-Concept, organisation structure of ILO, conventions and recommendations of ILO, major jobs of ILO, international standards of labour and their effect on indian labour legislation, conditions of work, employment for women, social security, employment of children and young persons. International labour legislation.

**Case :-** NASA & ILO

**New/Latest :-** Labour policy India 2007-2012

**Text Books:**

1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
2. Singh B.D. - Industrial Relations (Excel, 1st Ed.)
3. Sinha - Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1st Ed.)

**Reference Books:**

1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)
2. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

**MBA**  
**III Semester**  
**(Core Subject)**  
**MSMEs & Entrepreneurial Development**

***Objective:** The course aims at equipping the students with the basic understanding of the entrepreneurship function, along with the skill sets and knowledge required to establish and run an enterprise successfully.*

**Unit – I**

Definition of an entrepreneur & charms of being an entrepreneur: qualities of entrepreneurs and bases of MSME types, schemes of assistance for MSMEs: financial agencies / institutions, schemes of assistance for MSMEs: NSIC, SIDBI, DIC and other support agencies, importance of technology and knowledge based entrepreneurship

**Unit – II**

Steps to identify business opportunities tools for opportunity identification, criteria of selection & sources of information, market survey: process of conducting a market survey, primary and secondary sources of information, schedule for market survey, marketing research: tips to be more effective, questionnaire preparation, how to find out pre-feasibility of a project: preparing preliminary project report (PPR),

**\*factory visit and experience sharing with innovative entrepreneurs& live market survey is compulsory.**

**Unit -III**

Soft skillsfor an entrepreneur: communication channel, major vehicles for communication, creativity and problem solving attitudes. Project identification: requirements to start a business, whom to contact for what information?, business opportunity identification based on different types of resources,

**\*\* Success & failure case studies are suggested to share with students.**

**Unit-IV**

Developing& recognizing entrepreneurial competencies. Steps to prepare detail project report, only introduction to - Return on investment, Debt service coverage ratio (DSCR), Break-even point (BEP), Debt-equity ratio. Books of accounts: Double entry bookkeeping - rules of debit and credit, format of a purchase book, format of a sales book, format of a cash book, format of a bank book, format of stock register, basics of financial statements - trial balance, profit and loss account, balance sheet. Working capital assessment: component of working capital, consequences of under and over assessment of working capital, major sources of raising short-term& Long term funds  
Product costing and cost consciousness - direct& indirect cost, pricing and costing: marginal cost based pricing and contribution analysis

**Unit-V**

Marketing management: basics of market assessment, market segmentation, market targeting developing market mix, promotion activities, time management, IPR and its management, general legalities related to patents, copy rights, trade mark, factory act, PF, labor laws etc. taxation: various taxes applicable to MSME, legal formalities for loan disbursement, institutions for business plan appraisal.



**REFERENCE:**

1. Desai Vasant, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House
2. Jeffry Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8th Edition, ISBN: 9780071276320
3. Ministry of MSMEs, NSIC, etc

**MBA**  
**III Semester**  
**(Core Subject)**  
**Supply Chain Management**

**Objective:** *The objective of this course is to develop the understanding of various components of integrated supply chain. The learning is focused on developing “SUPPLY CHAIN MANAGEMENT” to suit not only the domestic operations but also the global operations .*

**Unit I**

Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples.

**Unit II**

*Logistics Management:* Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management.

**Unit III**

*Purchasing & Vendor management:* Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

**Unit IV**

*Inventory Management:* Concept, various costs associated with inventory, various EOQ models, buffer stock (trade off between stock out / working capital cost), lead time reduction, re-order point / re-order level fixation, exercises –numerical problem solving , ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management.

**Unit V**

*Recent Issues in SCM :* Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking-concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

**SUGGESTED READINGS**

1. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management
2. Krishnan Dr. Gopal - Material Management,
3. Agarwal D.K. - A Text Book of Logistics and Supply chain management
4. Sahay B.S. - Supply Chain Management
5. Chopra Sunil and Peter Meindl - Supply chain management

**MBA**  
**III Semester**  
**(Elective)**  
**FINANCE (SPECIALIZATION)**  
**Financial Services**

**Objective** – The course will help in giving clear understanding and knowledge of financial Services which are undergoing sea change with the latest development of IT .

**UNIT- I :-**

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory

Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

**UNIT –II:-**

**Mutual fund** – Concept, types, parties involved in mutual fund, advantages & disadvantages of mutual fund, regulatory framework

**Venture capital financing** – Concept, stages of financing, advantages & disadvantages

**Unit –III:-**

**Leasing** – Concept, parties involved, types of lease, Advantages & disadvantages of leasing

**Hire purchase** – concept, parties involved in HP, modus operandi, characteristics, Differences between HP & lease

**Unit –IV:-**

**Credit Rating** – Concept, factors that determine the rating of a company (**CAMEL Model**),

Process of ascertaining credit rating, Advantages & disadvantages,, Regulatory framework & CRISIL . Concept, ICRA, CARE, S&P, Fitch, Moody's ratings

**Unit -V**

**Factoring & forfeiting** – Concept, types, Modus operandi, advantages & disadvantages,

Differences between factoring, forfeiting

**Reference books –**

1. Financial services , MY Khan , Tata Mcgraw Hill Publication
2. Management of Financial Services, Bhatia and Batra, Deep & Deep Publicatio n
3. Management of Banking and Financial Services, Padmalatha Suresh, Pearson
4. Financial Services, Dr. S Guruswamy, Tata McGraw Hill
5. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai

**MBA**  
**III Semester**  
**(Elective)**  
**MARKETING (SPECIALIZATION)**  
**Consumer Behaviour**

**Course Objective :** The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

**Unit-I**

**Consumer Behavior:** Scope, importance and interdisciplinary nature Consumer Research Process: Qualitative and Quantitative research Market Segmentation: Uses and bases of segmentation

**Evolution of Consumer Behaviour:** Introduction to Consumer Decision Making

**Models:** Howard-Sheth, Engell Kollat-Blackwell and Nicosia Models of

**Case Study (new/latest) :** consumer behavior on ADIDAS

**Unit-II: Individual Determinants of Consumer Behaviour**

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

**Personality:** Theories, Product Personality, Self Concept, Vanity Consumer

**Perception:** Concept and Elements of Perception, Consumer Imagery, Perceived Risk

**Consumer Learning:** Behavioural and Cognitive Learning Theories

**Consumer Attitude:** Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies, Designing persuasive communications.

**Case Study (new/latest) :** Comparisons between Shahrukh & Amir Khan: Who is the better marketer.

**Unit-III: External Influences on Consumer Behaviour**

**Culture:** Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer behaviour Group Dynamics and Reference Groups: Consumer relevant groups,

**Types of Family:** Functions of family, Family decision making, Family Life Cycle

**Social Class:** Categories, Measurement and Applications of Social Class

**Case Study (new/latest) :** the role of brand in consumer behaviour case: how sneakers have turned into status symbols

**Unit-IV**

Personal Influence and Opinion Leadership: Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy

**UNIT – V**

**Diffusion of innovations:** Diffusion Process, Adoption Process, Profile of Consumer Innovator

**Case Study (new/latest):** Coca-Cola causing familiarity awareness

**Text Books:**

1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Prentice Hall of
2. Loudon, D. and Bitta, D., Consumer Behaviour, Tata Mc Graw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning

**Reference Books:**

1. Blackwell, R.D., Miniard, P.W. and Engel, J.F. ,
2. Consumer Behaviour, Thomson Learning

**MBA**  
**III Semester**  
**(Elective)**  
**Human Resource Management (Specialization)**  
**Organizational Development**

**UNIT I : Organisation Development (OD)**

Meaning, the growth and relevance of OD, a short history of OD, evolution of OD, Nature, area and definition of OD, Organizational Renewable by

Organizational Development; concept planned change, the nature of planned change, different types of planned change, general model of planned change, Organizational Development vs. the traditional interventions; brief overview of Laboratory –training, setting lab for OD and survey research & feedback methodology in OD.

**Case-** OD in NTPC

**New/Latest** - OD by means Organisational cultural variations.

**Unit II**

Process of OD- Entering & contracting, diagnosing organisations, diagnosing group and jobs, the need of diagnosis, open system model of diagnosis, individual level diagnosis, group level diagnosis, organisation level diagnosis, feed back diagnostic information – feature of diagnostic process, training OD people in data feed back & survey feed back. designing interventions, leading and managing changes. Case – Diagnostic process in TATA motor.

**New/Latest** - OD Feed- back by using SPSS .

**UNIT III: OD Interventions**

Meaning of interventions, over-view- structure & process interventions, effective interventions, change management, development interventions, individual interpersonal-group process approaches, organisational process approach, restructuring organisation, employees involvement in OD, work design, HRM

**UNIT IV**

OD Interventions –meaning, OD by performance management, career planning and development interventions. Action research - Definition, meaning ,process and uses. Case – Change management in World Bank.

**New/Latest** - Restructuring as per International Business Environment .

**Unit V: OD applications**

OD applications - in school systems, family business, health care, public sector ,international OD & future direction of OD. Case – OD in Jute mills of Titagarh (WB)

**New/Latest :-** OD application in Educational Institute.

**Text Books:**

1. Wendell L.Freanch & Cecil H. Bell Jr : Organizational Development, PHI, New Delhi
2. Management & Organizational Development : The Path from XA to YB New York McGrawhill.

**Reference Books:**

1. Organizational Renewal : Pearson Publication.
2. OD & Change –Cummins & Worley.

## MBA

### III Semester (Elective)

#### Banking & Insurance (Specialization) Introduction to Banking & Insurance

**Objective :** This course aims at to provide adequate knowledge in the area of modern banking, which is an important sector of an active financial system of any country.

#### **UNIT- I: Introduction to Indian Banking System**

Structure & functions of Banking system in India, Private Sector Banks, Public Sector Banks, Foreign Banks, Co-operative Banks, Regional Rural Banks. Introduction to Retail Banking, Retail Banking , Wholesale Banking & International Banking

**UNIT –II: Banker-Customer Relationship** -Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering

#### **UNIT –III – Traditional Bank products & instruments –**

**Accounts** -Types of Customer Accounts, Procedure for opening an account,

**Loans and Advances:** Principles of lending, Different types of loans, Credit appraisal & monitoring.

**Negotiable instruments** – Cheques, Demand draft, Pay slip

#### **UNIT- IV**

**Introduction of Insurance:** Concept and nature of insurance, Purpose and need of insurance, insurance as security tools, insurance and economic development, **Segments of insurance industry** – life insurance, non-life insurance, **Principles of Life Insurance:** Utmost good faith , Principle of Insurable interest, Principle of Indemnity, Subrogation Clause, Contribution Clause, Warranties, Proximate Cause.

#### **UNIT – V**

**Life Insurance Products:** Introduction, Traditional insurance products - Term, Endowment, Whole life, ULIPs, Annuity Policy, **Bank Assurance**

#### **Text Books:**

1. Banking Theory, Law & Practice, Gordon Natrajan, HPH
2. Insurance Management, S.C.Sahoo & S.C.Das, HPH
3. Bank Management & Financial Services, Rose, Hudgins, McGraw Hill

#### **Reference books:-**

1. Risk Management & Insurance, Trieschmann, Hoyt, Sommer, Cengage
2. Banking and Insurance, Mohapatra and Acharya, Pearson

**MBA**  
**III Semester**  
**(Elective)**  
**IT Management (Specialization)**  
**Database Management System**

**Objective** - *Knowledge of DBMS, both in terms of use and implementation/design and Experience with SQL*

**Unit-I**

Introduction to Database; Organization of Database; Components of Database Management Systems; Advantages of DBMS.

**Unit-II**

Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model, Semantic Data Model;

**Unit-III**

Relational Database Design: Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design;

**Unit-IV**

Decomposition of Relation Schemes; Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

**Unit-V**

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences. PL/SQL structure, Transaction Management.

**Text Books:-**

- 1.Database Management, BipinDesai
- 2.Majumdar and Bhattacharya - Database Management System (Tata Mc Graw Hill, 1996).

**Reference Books:**

- 1.Fundamentals of RelationalDatabases, Schaum'sOutline Series: Tata McGraw Hill.

**MBA**  
**III Semester**  
**(Elective)**  
**Agri-Business Management (Specialization)**

**PLANTATION MANAGEMENT**

**UNIT I: Introduction**

Introduction to agribusiness management. Introduction to Plantation Industry, Plantation Sector and PSUs, Globalisation and WTO Implications on Plantations, Entrepreneurship Development in the plantation sector, principles of Plantation Management, role of plantation Management in economic growth, technology and operations in it, functional Dimensions of Commodity Boards & International Commodity Organisations .

**UNIT II**

Production Technology in plantation management Production and Management of Spices, Cultural Practices ,INM, IPM and IDM, Organic Spices & good Agricultural Practices Management of Tea, rubber, coffee plantation Tea & rubber Production and Management of Climatic Requirement Nursery and Planting Materials ,Planting and Cultural Operations, Crop Protection.

Production and Management of Coffee Agro-Climatic Conditions ,Nursery and Planting Materials, Planting and Cultural Operations, Crop Protection, Organic coffee .

**Unit -III**

Post Harvest Operations Legal aspects of plantation business, sustainable management in terms of environmental, social and economic aspects, managing technological innovation in terms of cultivation and processing in Tea, Coffee. Harvesting, Primary Processing and Grading, Secondary Processing and Value Addition, Quality Maintenance and Storage, Tea CTC Manufacture, Orthodox Manufacture & Green Tea Manufacture.

Rubber Crop Harvesting, Primary Processing & Grading & Storage and Marketing.

Coffee Primary Processing, Secondary Processing, Specially Coffee, Grading and Packaging.

**Unit IV**

Functional management in plantation sector. Human Resources Management, Labour Management and IR in the plantation sector. Effective Communication & Conflict Management in the plantation sector. Marketing Management related to plantation management Trading Procedures – Auction Systems, Basics of Marketing Management, Marketing information Systems, Logistics and Supply Chain Management, Product Promotion

**UNIT V**

Credit Management in plantation management Estate Accounting and Records maintenance, Principles of costing and Cost Management Insurance, Hedging and Derivative Contracts, Trading and Price Information. International management elements in the plantation sector .Import and export operations. Research in the field of plantation management.

**Text Books:**

- 1.Plantation Management:By Thomas Jefferson
- 2.Plantation management on a sharecropper's budget: By David & David

**Reference Books:**

- 1.Plantation Management: Study of rubber plantation in India : By P. Sudarsanan Pillai



**MBA**  
**IV Semester**  
**STRATEGIC MANAGEMENT**

**Course objective:**

This subject is introduced with the objective to groom future managers with basics of Strategic management, tools of environment analysis, and issues in strategic action, implementation, evaluation & control. New trends in strategic management.

**Unit – 1**

Strategy: Definition, levels, components: purpose, mission, objectives, goals, policies, and programme. Types of goal pyramid of business policy, strategic decision making: comparison of operating and strategic decision. Mintzberg's model, strategic management process, the 7 – S framework, Ansoff's growth vector.

**Unit – 2**

External environmental analysis: taxonomy of the firm's environment – Mega, Micro, Relevant environment) competition Analysis: porter's approach, strategic groups, porter's generic strategies.

Internal corporate analysis: Bates and Eldredge Approach, The Grid Approach, VRIO Framework of analysis, Value chain analysis.

**Unit – 3**

Strategic factors analysis summary (SFAS) Matrix, Risks of generic competitive strategies. The eight dimensions of quality, strategic alliance: Doom Loops, Directional strategy, diversification strategy: concentric and conglomerate, portfolio analysis.

Display matrices: BCG Growth share matrix, GE business screen, shell's directional policy matrix, Arthur D'Little company's Matrix, Hofer's Market Evolution Matrix, Corporate parenting.

**Unit – 4**

Corporate Development stages, Diversification: related & unrelated, Merger & Acquisition: screening parameters and valuation. Re-engineering – 7 principals, downsizing, M.B.O., TQM: its objectives, essential ingredients.

Measure of financial performance: profitability, liquidity, leverage, activity Ratios. Strategic Audit: components & sources of information, Balanced score card.

**Unit – 5**

Characteristics of R&D process, co-operation strategies: technology strategy. Vicious circle of IT investment, Knowledge Management: definition, relationship among Knowledge management and New product development. Corporate entrepreneurship.

**Text Books**

1. Strategic Management: Indian context by S. Srinivasan (PHI)
2. Case Studies in Marketing: Indian context by S. Srinivasan (PHI)

**Reference Books**

1. Azhar Kazmi, Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.
2. Hitt Michael A., Ireland R.D. and Robert E Hoskisson. Strategic Management: Competitiveness & Globalization, Concepts and Cases, Addison Wesley.

**MBA**  
**IV Semester**  
**MANAGEMENT INFORMATION SYSTEM**

**Course Objective:-**

The objective of this course is to impart the basic knowledge of information system and various concepts of Management Information System so as to enable them to make more efficient use of information for decision making.

**Unit-I**

**Introduction:** Meaning, Need, and characteristics of information. Meaning and Need of Management. Concept, Characteristics, and Types of System. System View of Business, System Approach and synergy. Meaning, Need, Role, and Components of MIS. Prerequisites of effective MIS, System Approach in Planning, Organizing, and Controlling MIS, Applying System Approach to MIS, Steps involved in System Approach for Problem Solving.

**Unit- II**

**MIS Structure:** MIS Structure based on Management Activity, MIS Structure based on Organizational Function, Synthesis of a MIS Structure. Information required at various levels of Management.

**Unit-III**

**Types of Information System:** Transaction Processing System, Office Automation System (Concept, Advantages, Limitation and Components), Executive Information System (Concept, Advantages, and Limitations), Expert System (Concept, Advantages and Disadvantages). MIS in relation to (Finance and Accounting), HR and Marketing.

**Unit-IV**

**Managerial Decision Making:** Decision Support System (Concept, Characteristics, Components, Architecture, and Tools), Models of Decision Making (Classical and Administrative). System Analysis and Design, System Development Life Cycle.

**Unit-V**

**Emerging Concepts and Issues in Information Systems:** Cross-Functional MIS; ERP; CRM; SCM. Introduction to Data Warehousing, Data Mining and its applications.

**Text Books**

1. *Management Information Systems*, Davis and Olson, Tata McGraw Hill
2. *Management Information System: Khasgiwala and Roy*, NPP, Indore
3. *Management Information Systems: Managing the Digital Firm*, Laudon, Pearson Education Asia

**Reference Books:**

1. *Management Information Systems*, Jawadekar, Tata McGraw Hill
2. *Analysis and Design of Information Systems*, Rajaraman, Prentice Hall
3. *Decision Support Systems and Intelligent Systems*, Turban and Aronson, Pearson Education Asia

**MBA**  
**IV Semester**  
**(Elective)**  
**FINANCE GROUP**  
**CORPORATE TAXATION**

- Unit-I**            **Basic Rules of Income Tax-** Assessment Year; Previous Year; Person; Assessee ;Meaning of Income; Heads of income; Gross Total Income ; Taxable Income; Income Tax Rates  
**Residential Status and tax incidence**  
**Income exempt from tax**
- Unit-II**            **Computation of income under different heads**  
Income under the head salaries (only overview);Income from house property; Profit and gains from business and profession; Capital gains ;Income from other sources
- Unit-III**          **Computation of total income and tax liability of companies**  
Set off and Carry Forward of Losses; Deductions from gross total income; Computation of tax liability of companies.
- Unit-IV**          **Assessment procedure**  
**Tax Payments-**Tax Deduction at source; Advance payment of Tax
- Unit-V**            **Concept of Tax Planning, Tax Avoidance and Tax evasion**

**Test Books:**

1. Income tax law and practice, Dr. H.C. Mehrotra, Sahitya Bhawan Publication, Agra
2. Income Tax Law and Practice, Dr. Shripal Saklecha, Satish Printers, Indore

**MBA**  
**IV Semester**  
**(Elective)**

**FINANCE GROUP**

**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Objective** - The objective of this course is to expose the students to the concept, tool and technique applicable in the field of security analysis & management of portfolio as a tool of investment.

**Teaching Methodology** – Lectures, Presentations, Case studies

**UNIT 1 –**

**Capital markets** - types, functions, types of securities – equity, debentures, bonds, Parties involved in IPO, Private placement, Bought out deals. Book building. Function of stock exchanges. Share groups- group A,B,C, Settlement cycle. Carry forward system, OTCEI, Listing of securities, Regulatory Framework-SEBI, Dematerialization process and re-materialization process. NSDL & CDSL,

**UNIT 2**

**Risk & Return** – Definition, Types- **systematic risk** -market risk, interest rate risk, purchasing power risk, **unsystematic risk**- Business risk, financial risk, EMH (Efficient Market Hypothesis) and its implications for investment decision, Concept of Beta, Capital Assets Pricing Model, SML and CML (Theory only)

**UNIT 3**

**Security Analysis** - Economic analysis, Industry Analysis, Company Analysis, fundamental analysis, Technical Analysis.

**UNIT – 4 –**

**Portfolio Analysis and Selection:** Portfolio concept, Portfolio risk and return, Beta as a measure of risk, Selection of Portfolio: Markowitz's Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory (Theory only)

**UNIT -5 -**

**Portfolio investment process** - Objectives of investors, motives for investment, Market efficiency theorem, Diversification, elements of portfolio management, stages in portfolio investment process (Theory only)

**Text Book:**

1. Pandey I.M., *Financial Management*, Vikas Publications, 2008.
2. Khan and Jain, *Financial Management*, Tata McGraw-Hill, 2007.
3. Prasanna Chandra, *Fundamentals of Financial Management*, TMH, 2007.
4. Smith K.V., *Management of Working Capital*, Harper Collins Publications.
5. Agarwal J.D., *Working Capital Management*, Tata McGraw-Hill.

**Reference Book :**

1. Gupta. S. P., *Financial Management*, Sahitya Bhawan Publications.
2. *Financial Management* – S.M.Inamdar
3. *Financial Management* – N.M.Wechlekar
4. *Financial Management* – S.C.Kuchal
5. *Financial Management & Policy* – R.M.Shrivastava
6. *Financial Management*- P.V. Kulkarni

**MBA  
IV Semester  
(Elective)**

**MARKETING GROUP**

**INTREGATED MARKETING COMMUNICATION**

**Course Objective:** To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

**UNIT I INTRODUCTION**

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, IMC Management.

**UNIT – II ADVERTISING MANAGEMENT AND ITS CONCEPTS**

Advertising Management: Meaning, Nature and Scope of Advertising, Advertising – Classification of advertising, Types of advertising, advertising appropriation, advertising campaigns Process of Advertising, Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc. Management of Advertising Agencies, Role of Advertising in Natural Development, Testing of Advertising Effectiveness, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising.

**UNIT –III MEDIA PLANNING CONCEPTS**

Media Concepts, Characteristics and Issues in Media Planning, Media Selection, Planning and Scheduling, internet as a advertising media.

**UNIT IV MARKETING COMMUNICATION FORM**

Managing Sales Promotion, Direct Marketing, Publicity and Public Relation, Social Marketing Communication.

**UNIT –V STRATEGIES FOR ADVERTISING AGENCIES**

Function and Structure of Ad Agencies, Managing Client Agency Relationship, Legal and Ethical Issues in Advertising& Planning Model, Challenges in IMC

**TEXT BOOK**

1. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, engage Learning
2. Kenneth Clow & Donald Baack : Integrated Advertising, Promotion, and Marketing Communications, Pearson Education, Limited
3. Borden & Marshall : Advertising Management; MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois

**REFERENCE BOOK**

1. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
2. Copley Paul : Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth-Heinemann Publication
3. Duncon : Integrated Marketing Communications, Tata McGraw Hills

**MBA  
IV Semester  
(Elective)**

**MARKETING GROUP**

**RURAL MARKETING**

**COURSE OBJECTIVE**-The course is designed to provide the student an exposure to the area of marketing in the rural perspective as rural market is future market.

**UNIT-1 Rural marketing and environment**

Rural Marketing – Evolution, Definition, Objectives, functions, Accelerated growth and importance of Rural Market. Factors accelerating growth in Rural Market in India, Understanding rural environment.

**UNIT-2 Traditional and modern perspective of rural marketing**

Modern and traditional system of Rural Marketing; Historical perspective of Haats, Bazaars and Meals, Rural marketing research process.

**Case study-** Amul Milk Dairy

**UNIT-3 Rural marketing management**

Principles, procedures and processes of Rural Marketing strategy and implementation of the principles of Marketing Mix ,Rural Market Segmentation, Rural Communication

**UNIT-4 Demand and distribution in rural market**

Rural Market demand Consumer goods, (ii) Consumer durables (iii) Agricultural Inputs, (iv) Capital goods, and (v) Transportation good of Distribution strategies and Channel Management

**Case study-**rural marketing on FMCG product

**UNIT-5 Managing rural media and promotion**

Understanding Rural Media and Current Opportunities, Message Design & Development for Rural Market, Rural promotion efforts.

**TEXT BOOKS**

- 1.PRADEEP KASHYAP RURAL MARKETING 2 EDITION PEARSON EDUCATION
- 2.Velayudhan-Rural marketing
- 3.Mathur –Rural Marketing (excel book)

**REFERENCE BOOK**

- 1.Rajgopal Rural marketing Rawal publication Jaipur and New delhi
- 2.Ramkishen, rural and agriculture Marketing Jaico publishing House Mumbai

**MBA  
IV Semester  
(Elective)**

**HUMAN RESOURCE GROUP**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Objective -** This course aimed at providing the students the inputs on how to relate the HRM functions to the corporate strategies to understand HR as a strategic resource. All will come to know the issues related to cross cultural elements affecting HRM.

**UNIT -I INTRODUCTION TO STRATEGIC HRM & STRATEGIC HRD**

Introduction to strategic management, integration of HRM & business strategies, change management & strategic HRM, HR challenges for Indian companies, HR strategies used in the Indian companies, next generation HR organisation. Recent trends in HRD. Links of HR, strategy and business goals.

*Case- Integrating strategy and HRM.*

**UNIT- II HRD AUDIT & ASSESSMENT AND E-HRM**

Need for HRD assessment, measuring HRD performance, strategic capability, benchmarking and SHRD system, HRD audit. E-hiring, E-recruitment agencies, E-training & development, E-performance and E-compensation. Virtual organisation. *Cases-360 degree feed- back on internet . Power of the online recruitment.*

**UNIT – III INTERNATIONAL HRM AND CROSS CULTURAL ISSUES**

Concept of international HRM & variables that moderate between international and domestic HRM, stages of internationalisation, international assignment & international compensation. Expatriate training, cultural diversity and work culture, HRM in different regions of the world and cultural awareness training programme. *Case- Amgen's global workforce.*

**UNIT-IV CROSS-BORDER MERGERS AND OTHER ALLIANCES**

HR issues in merger, acquisition, take over and joint ventures . *Cases – Mittal steel's merger with Arcelor Steel. Where will I go ?*

**UNIT – V OUTSTANDING ISSUES IN HRM**

Business process outsourcing (BPO), human resource out sourcing (HRO), HRO – reasons, types, benefits, disadvantages, factors influencing and its future. HR BPO companies . *Case – High globe pressure.*

**Text books :-**

1. Strategic HRM and Development - Richard Regis (Excel books) .
2. Strategic HRM --Jeffery Mello--- Thomson Publication
3. Strategic HRM - Agarwal – Oxford university press.

**Reference Books :-**

1. Strategic HRM - Charles Greer, Pearson India.
2. Strategic HRM - Michael Armstrong, Kogan page, London.

**MBA**  
**IV Semester**  
**(Elective)**  
**HUMAN RESOURCE GROUP**  
**LABOUR LAWS**

**Objectives:-** To empower the students with practical and conceptual knowledge about labour Capital conflicts, prevention and settlement of Industrial Disputes in India, Standing Orders and various other labour laws.

**UNIT-I**

**Labour Capital conflicts** - evolution of Labour laws- Laissez fair to Welfare State- Constitutional Perspectives of Labour welfare and Industrial relations; Concept of Collective bargaining; Trade Unions: History of Trade Union Movement - The Trade Union Act 1926 – Definitions - Registration – Rights and Liabilities of Registered Trade Unions – Immunities – Amalgamation and dissolution of Unions – Reorganization of Trade Unions.

**UNIT-II**

**Prevention and Settlement of Industrial Disputes in India** - The role of State in Industrial Relations – The Industrial Disputes Act 1947 - Definition of industry - Industrial Dispute – Individual Dispute - workman- Lay off – Retrenchment - Closure -Award - Strike – Lockout

**UNIT--III**

**Authorities under the I DAct** – Works committee – Conciliation - Court of inquiry - Labour Courts-Tribunal – Powers and functions of authorities - Voluntary Arbitration - Provisions under Chapter V-A & V-B of the Act- Alteration of conditions of service – Management rights of action during pendency of proceedings – Recovery of money due from employer – Unfair labour practices - miscellaneous provisions of the Act.

**UNIT--IV**

**Standing Orders** - Concept and Nature of Standing Orders – scope and coverage- Certification process – its operation and binding effect – Modification and Temporary application of Model Standing Orders – Interpretation and enforcement of Standing Orders and provisions contained in the Industrial Employment ( Standing Orders ) Act 1946.

**UNIT--V**

**Disciplinary Proceedings in Industries** - Charge sheet – Explanation – Domestic enquiry - Enquiry officer – Enquiry report – Punishment – Principles of Natural Justice.

**Text Readings:** 1. Srivastava: *Law of Trade Unions* , Eastern Book Company, Lucknow 2. Goswami : *Labour and Industrial Law*, Central Law Agency. 3. R.F. Rustomji : *Law of Industrial Disputes* : Asia Publishing House, Mumbai

**Reference books :** . S.N. Misra : *Labour and Industrial Law* 5. J.N. Malik : *Trade Union Law* 6. Khan& Khan : *Labour Law* , Asia Law House, Hyderabad 7. S.C. Srivastava : *Industrial Relations and Labour Law*, Vikas Publishing House



**MBA**

**IV Semester  
(Elective)**

**BANKING & INSURANCE GROUP**

**INSURANCE MANAGEMENT**

**Objective :-** To teach Fundamentals/ Principles of Insurance. Contract of Insurance. Students must gain in depth knowledge of insurance operation.

**Unit –I**

Introduction to Insurance: Purpose and need of insurance, Insurance as a social security tool; Insurance and economic development, Fundamentals/ Principles of Insurance. Contract of Insurance.

**Unit:2**

Insurance Organizations

Organizational structure- public sector insurance organizations in India, LIC, objectives and achievements, GIC- mission, organization, functions, private sector insurance organizations in India, insurance ombudsman.

**Unit:3**

Kinds of life insurance policy, nomination, assignment and surrender value, revival of lapsed policy, settlement of claims at death and maturity, items of revenue heads in life insurance company.

**Unit:4**

General Insurance: Meaning – Type – Need – Scope – Principles – Functions of General Insurance. Organisation and Administration of General Insurance in India.

**Unit:5**

Personal risk management - applications-property and liability- risk management for auto owners- Lorry owners- risk management for homeowners.

**Text Books:-**

- 1.S.K. Shukla& Ram Milan – Insurance Law & Accounts (Hindi & English), Sahitya Bhawan Publication, New Delhi
- 2.Godwin – Principles and Practices of Fire Insurance , Sir Isaac Pitman And Sons Limited.7th edition

**Reference Books :-**

1. Insurance and Risk Management, Dr. P.K. Gupta, Himalaya Publishing House
2. Principles of Insurance and Risk Management Alkamittal, S.I. Gupta, Sultan Chand & Sons.

**MBA**  
**IV Semester**  
**(Elective)**  
**BANKING & INSURANCE GROUP**  
**BANKING MANAGEMENT**

**OBJECTIVES** - The present course aims to familiarize the students about management of banking operations and strengthen their analytical understanding about Indian banking system

**UNIT 1**

**Introduction:** Banking sector reforms, Banking regulation act, RBI Act, Recommendations of Narasimham Committee, Basle norms, Strengths and weaknesses, Challenges & Opportunities before Indian commercial banks

**UNIT 2**

**ALM in banks:** Concept of ALM – Objectives – Functions – Process – Measurement and Management of risk

**NPA in banks** - Concept of NPAs, Causes, Suggestions various and steps for containing NPAs, Prudential norms

**UNIT 3**

**Analysing Bank Performance:** Commercial banks Balance Sheet and Income Statement, Relationship between B/S and Income Statement

**UNIT 4**

**Ancillary services provided by bank** – Electronic clearing system (ECS), RBI EFT Scheme, National Electronic Fund Transfer (NEFT), Real Time Gross Settlement (RTGS)

**UNIT 5**

**Bank marketing:** Concept of bank marketing – Formulating and implementing marketing strategies for a commercial bank

**Recommended books –**

1. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House.
2. M. Y. Khan, Indian Financial System, Tata Mc Graw Hill.
3. Bharati Pathak, Indian Financial System
4. Gerald Hatler, Bank Investments and Funds Management, Macmillan
5. Stigum, Managing Bank Assets and Liabilities, Dow – Jones Irwin.
6. Dudley Lockett, Money and Banking, Mac Graw Hill.
7. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead, Response Books

**MBA**

**IV Semester**

**(Elective)**

**INFORMATION TECHNOLOGY GROUP**

**E-COMMERCE**

**Objective** - A student should become familiar with mechanism for conducting business transactions through internet and appreciate the internet technology and its infrastructure and understand the methodology for online business dealings using E-Commerce infrastructure.

**UNIT-1 : An introduction to Electronic commerce**

Introduction to E-commerce, Evolution of e-commerce, Role of e-commerce and framework, E-commerce Categories.

**UNIT-2 : The Internet and WWW**

Introduction and evolution of internet, How to internet work and Internet services, Concept of WWW and search engine, Working of email and how to download files.

**Unit-3 : E-Banking**

Introduction to EPS (Electronic Payment system), EFS (Electronic fund system), SET (Secure Electronic System), SITA and SWIFT.

**Unit-4 : E-Governance**

Introduction E-Governance, E-governance model G2B, G2C and C2G, Strategies for implementation of e-governance.

**Unit-5 : E-Security**

Firewalls, Types of security, Security tools and network security

**Recommended Books –**

1. E-Commerce Concepts, Models, Strategies- :- G.S.V.Murthy Himalaya Publishing
2. E- Commerce :- Kamlesh K Bajaj and Debjani Nag

**MBA**  
**IV Semester**  
**(Elective)**

**INFORMATION TECHNOLOGY GROUP**  
**CYBER SECURITY AND LAWS**

**Objectives :-** To teach the students about the overview and practical knowledge of the cyber security and they will be able to secure their cyber space too. Further to inculcate a culture of cyber security among the students.

**UNIT -1**

Introduction to computer security, security implication, threats and security, information system threats and attacks, classification of threats, government requirement, information protection, access control, computer security efforts, security mandates and legislation, privacy consideration, international security activity, assessing damages, authentication service, E-governance IT ACT 2000

**UNIT-2**

Secure System Planning and administration. Introduction to orange book, security policy requirement, accountability, assurance and documentation requirement, network security, the red book, government network evaluations, certifying authorities and power, function of controller, digital signature certification, suspension and revocation of digital signature certificate

**UNIT-3**

Information security policies and procedures, corporate policies tier -1, tier -2, tier -3, process management, planning and preparation, developing policies, asset classification policy, developing standards, concept of domain names, new concept in trademark and dispute, cyber squatting, reverse hijacking, spamming, framing

**UNIT-4**

Information Security functions, employee responsibilities, information classification, information handling, tools of information security, information processing, secure program administration, cyber crime S-65 to S-74, tampering with computer source document, hacking with computer system, publishing of information in obscene form, offences: breach of privacy and confidentiality, offences: related to digital signature certificate

**UNIT-5**

Organizational and human security, adoption of information security management standard, human factors in security, role of information security professional overview of Indian IT ACT, Ethical Issues in intellectual property right, copy right, patent, data privacy and protection, DNS, software piracy, plagiarism, ethical hacking.

**Text book**

1. Information Security & Cyber Laws [Kindle Edition] by Pankaj Agarwal
2. Cyber Law and Cyber Security in Developing and Emerging Economies by Zeinab Karake-Shalhoub & Sheikha Ai Qasim.

**MBA**

**IV Semester**

**(Elective)**

**AGRI BUSINESS GROUP**

**FARM MANAGEMENT**

**UNIT 1**

What Is Farm Management? What Makes A Successful Farm Manager? Importance , Scope And Nature And Characteristics Of Farm Management . Farm Management Problems And Decisions . Primary Forces Of Production . Size Of Production Unit. Changing Economic Environment Of Farming , Farmer's Lack Of Knowledge. Objective And Languages Of Production Economics. Production Functions , And Relationship Between Total , Average And Marginal Production. Technological Changes In Production Function.

**UNIT 2**

Concept and Categories Of Cost. Opportunity Costs. Cost Functions, Zones And Variables Of Cost. Isoquants, Types Of Factor – Factor Relationship . Isoclines. Product – Product Relationship. Principles Involved In Farm Management Decisions. Farm Planning – Its Importance, Objectives , And Characteristics Of Good Farm Planning, Types And Steps Of Farm Budget.

**UNIT 3**

What Is Farm Business Analysis. Advantages Of Farm Records And Accounts System Of Book Keeping. Types of Farm Records And Accounts. Measures Of Farm Income & Efficiency. Role Of Credit In Production And Marketing . Farm Credit Proposals , Land Management, Labour Management, Classification Of Farm Labour. Improving Labour Efficiency. Farm Work Simplification.

**UNIT 4**

Farm Machinery And Power Management. Tractor V/S Bullock Power . Hiring V/S Owning A Machine . Estimation Of Break-Even Points For A Farm Machinery , Purchase Of Old V/S New Machinery Management Decision.

**UNIT 5 :**

Farm Building As An Input , Cost Benefit Analysis , Design , Flexibility And Durability .

Product Price Uncertainty , Yield Uncertainty . Profitability A Catch – All Factor . Uncertain Availability Of Inputs , And Its Application On Growing Plantation Crops.

**MBA**  
**IV Semester**  
**(Elective)**

**AGRI BUSINESS GROUP**

**AGRI MARKETING**

**Objective :** The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

**UNIT I**

Rural marketing management perspectives, challenges to Indian marketer. Rural – urban disparities, policy interventions required rural face to reforms, towards cyber India.

**UNIT II**

Rural marketing – concept, scope, nature, taxonomy attractiveness. Urban vs. rural marketing. Rural consumer behavior – buyer characteristics, decision process, and behavior patterns, evaluation procedure, brand loyalty, innovation adoption.

**UNIT III**

Information system for rural marketing – concepts, significance, internal reporting system, marketing research system, decision support system. Selecting and attracting markets – concepts and process, segmentation, degrees, bases, and guides to effective segmentation, targeting and positioning.

**UNIT IV**

Product strategy for rural markets. Concept and significance. Product mix and product item decisions. Competitive product strategies. Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy. Promotion towards rural audience, exploring media, profiling target audience, designing right promotion strategy and campaigns. Rural distribution – channels, old setup, new players, new approaches, coverage strategy. Case studies.

**Text Reading:**

1. Badi & Badi : Rural Marketing
2. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
3. Arora, R.C. : Integrated Rural Development

**Reference books**

1. Rajgopal : Managing Rural Business
2. Gopaldaswamy, T.P. : Rural Marketing