

Maharishi University of Management & Technology, Bilaspur(Chhattisgarh)



FACULTY OF COMMERCE & MANAGEMENT

Master of Business Administration (M.B.A.)

Syllabus

2021

MBA SEMESTER – I

S.No	Paper Code	Name of Paper	Credits	Marks
1	MBA101	Principles and Practices of Management	4	100
2	MBA102	Managerial Economics	4	100
3	MBA103	Accounting & Finance for Managers	4	100
4	MBA104	International Business Environment	4	100
5	MBA105	Quantitative Techniques	4	100
6	MBA106	Business Communication	4	100
7	MBA107	Environment and Management	4	100
8	MBA108	Maharishi Vedic Science	4	100
Total			32	800

MBA SEMESTER – II

S.No	Paper Code	Name of Paper	Credits	Marks
1	MBA201	Human Resource Management	4	100
2	MBA202	Marketing Management	4	100
3	MBA203	Financial Management	4	100
4	MBA204	Production & Operations Management	4	100
5	MBA205	Operations Research	4	100
6	MBA206	Research Methodology	4	100
7	MBA207	Ethics, Corporate Governance & CSR	4	100
8	MBA208	Maharishi Vedic Science Practical	4	100
Total			32	800

MBA SEMESTER – III

S.No	Paper Code	Name of Paper	Credits	Marks
1	MBA301	Decision Support System and Management Information System	4	100
2	MBA302	Business Laws	4	100
3	MBA303	Summer Internship Project	4	100
4	FM 301 or MM 301 or HRM 301	Security Analysis and Investment Management Consumer Behaviour Industrial Relations	4	100

5	FM 302 or MM 302 or HRM 302	International Financial Management Advertising and Sales Promotion Compensation Management	4	100
6	FM 303 or MM 303 or HRM 303	Management of Financial Services International Marketing Training and Development	4	100
Total			24	600

MBA SEMESTER – IV

S.No	Paper Code	Name of Paper	Credits	Marks
1	MBA401	Business Policies & Strategic Management	4	100
2	MBA402	Decision Support System and Management Information System	4	100
3	MBA403	Project Report & Viva Voce	8	200
4	FM401 or MM 401 or HRM 401	Financial Derivatives Industrial and Services Marketing Organisational Development & Change Management	4	100
5	FM 402 or MM 402 or HRM 402	Corporate Taxation Logistics and Sales Management Human Resource Planning and Development	4	100
Total			24	600
Grand Total			112	2800

Note: Students may opt for any one of the three specializations of Finance, Marketing and HR. They have to take all the three papers of that specialization in III semester and both the papers of the same specialization in the IV semester. They are also advised to pursue their summer internship and final Project Work in their chosen specialization area.

Scheme of Examinations:

Internal assessment/ Assignment: 30 marks. External evaluation: 70 marks.

In External Theory Papers, students would be required to attempt SEVEN questions (out of Ten) of 10 marks each.

MBA 101 PRINCIPLES AND PRACTICES OF MANAGEMENT

Objectives– To familiarize students with comprehensive contemporary Management Principles and Practices.

Learning Outcomes: The student will be able to evaluate and integrate management principles into management practices in the global context.

Unit	Contents
I	Management: Objectives, Overview, Process and Functions; Skills and Roles of manager; Social Responsibility of Business; Ethics in Management.
II	Evolution of Management Thoughts: Weber, Taylor, Fayol, Elton Mayo; Globalization and Management.
III	Planning: Importance, Types of plans and Steps in planning, Setting Objectives, Nature of Objectives Strategies, Policies and Planning premises. MBO: Systems approach to MBO. Benefits and weaknesses of MBO, MBE. Decision making: rationality and bounded rationality, process, Techniques and importance of decision making.
IV	Organizing: Principles, Structure, Process, and Importance. Organizational designs, Departmentation: Span of Control, Line and Staff relationship, Delegation, Decentralization. Staffing- Meaning, Scope, Features, Steps and Process.
V	Directing and Controlling – Motivation: Concepts and process, Motivation theories: Maslow, McGregor X and Y Theory, Herzberg’s Two-factor Theory. Leadership Theories & Styles: Trait theory, Managerial grid, Fiedler’s Contingency approach to leadership; Situational, Charismatic & Transformational leadership. Ohio Studies and Michigan studies, Types of leader, Controlling- Nature, Process and Techniques; Coordination.

Suggested Readings:

1. Harold Koontz and Cyril O’Donnell, Principles of Management, Tata McGraw Hill, New Delhi, 2004.
2. James A.F.Stoner and Freeman, Management, 6th Edition, Prentice Hall of India, New Delhi, 2007.
3. Rao and Krishna: Management Text and Cases, Excel books, New Delhi
4. Chandan J.S. Management Theory and Practice, Vikas Publishing House, New Delhi.
5. Bhatt Anil & Arya Kumar, Management, Oxford New Delhi,2010.
6. Ramasamy T, Principles of Management, Himalaya Publishing House,2011
7. Rajesh Vishwanathan, Principles of Management: Concepts & Cases, Himalaya,2011
8. Nerkar, Principles & Practices of Management, Dreamtech Press, 2011

MBA102 MANAGERIAL ECONOMICS

Objectives: Managerial Economics presents the principles of economics, demand analysis, market structure and macro environment and its application in the decision making. It enables the students to learn the basic principles of economics and its application in the decision making in the business.

Learning Outcomes: Familiarizing the learners to learn basic micro and macroeconomic concepts, Understanding the internal and external decisions to be made by managers, Identifying the economic analysis in the formulation of business policies, Improving the ability with economic reasoning to solve the business problem, Analyzing the demand and supply conditions and assess the position of a company, Imparting knowledge of price concepts to the students, Analyzing real –world business problems with a systematic theoretical framework.

Unit	Contents
I	Managerial Economics: meaning, nature and scope - Managerial Economics and business decision making. Fundamental concepts of Managerial Economics- Marginal Analysis, Demand Analysis - meaning, determinants and types of demand - Elasticity of demand-Concept, determinants and importance of elasticity, demand functions, demand forecasting.
II	Production and Cost: theory of production and laws of production, returns to scale, break even analysis; economies and diseconomies of scale. Cost concepts and its types-cost-output relationship, Theories of firm-profit maximization, sales maximization.
III	Market structure: characteristics - Pricing and output decisions under perfect and imperfect competition, oligopoly and monopoly. Non-Price Competition and differential pricing. (Price Discrimination)
IV	Macro Economics: Aggregates and Concepts; GNP & GDP. National Income: Concept & Measurement of National Income.
V	Money Supply and Monetary, Fiscal Policy: Aggregate Consumption- Gross Domestic Savings, Gross Domestic Capital Formation-WPI, CPI and inflation, Consumption function

Suggested Readings:

1. Athmanand R., Managerial Economics, Excel, New Delhi, 2002.
2. P.L. Mehta, Managerial Economics, S. Chand and Sons Company Ltd., New Delhi, 2004.
3. Peterson Lewis, Managerial Economics, Prentice Hall of India, New Delhi, 2002.
4. Misra & Puri, Micro Economics, Himalaya Publishing House, New Delhi.
5. Joel Dean - Managerial Economics, Prentice Hall/Pearson.
6. Rangarajan - Principles of Macro Economics, Tata McGraw Hill.
7. Dwivedi D.N., Managerial Economics, Vikas Publications House, New Delhi, 2010.
8. Mithani DM, Managerial Economics, Himalaya Pub. House, 2011

MBA 103 ACCOUNTING AND FINANCE FOR MANAGERS

Objective: The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning decision-making and control.

Learning Outcome: Enable the students to develop the skills in concepts and conventions of accounting and the maintenance of accounts. Train the students to prepare the accounts of trading and non- trading concerns. Educate the students for the preparation of final accounts. Help them to acquire the skills in preparing the method of depreciation. Make the students to know the way of preparing income and expenditure account. Enrich the students to upgrade their knowledge in cash, bank transactions.

Unit	Contents
I	Book-keeping and Accounting : Accounting-definition, branches, role & functions, Accounting Principles-concepts & conventions, Double Entry Accounting System, Preparation of Journal(numerical), Ledger and Trial Balance (numerical).
II	Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet with adjustments of depreciation, provision for bad & doubtful debts, outstanding & prepaid income/expenses (numericals); Depreciation; Meaning and Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method.
III	Financial statement analysis: Ratio Analysis: Objectives, Uses and Limitations; Types- Liquidity, Profitability, Leverage and Activity Ratios(numerical), Fund Flow Statement- meaning, preparation of statement of change in working capital(numerical), managerial uses of F.F. Statement, Cash Flow Statement : meaning & uses.
IV	Management Accounting —concepts, need, importance; Reconciliation between Financial and Cost Accounts; Need, objectives, causes and procedure of reconciliation.
V	Cost Accounting - Meaning, Distinction between Financial Accounting and Cost Accounting – Basics, Budget, Budgeting, Types of Budgets (names only), Preparation of Flexible Budget (numerical).

Suggested Readings:

1. Bhattacharya S K and Dearden J. 'Accounting for Management'. Text and Cases. New Delhi, Vikas 1996.
2. Sharma & Gupta, 'Management Accounting' Kalyani Publication.
3. Pandey I. M. , 'Management Accounting', Vikas Publication.
4. Khan & Jain, Management Accounting, TMH, 2009.
5. CA C.Ramagopal, Financial Management & Management Accounting, New Age International, 2011.
6. Maheshwari.SN, Maheshwari.SK, Textbook of Accounting for Management, Vikas , 2009.

MBA 104 INTERNATIONAL BUSINESS ENVIRONMENT

Objectives: The objective of this course is to enhance students' knowledge and understanding of international business environment and expose them to concepts and practices of international trade.

Learning Outcomes: After completing this course the student will be able to explain the concept of communication and its importance in business. He will be able to identify the barriers and spell out the principles of effective communication and listening. He would also be able to write typical business letters and reports and use non verbal communication effectively.

Unit	Contents
I	International Business: Evolution and types, Domestic versus international business, Management Orientations (EPRG Concept), Modes of entry into international markets.
II	The External Environment: Political & Legal, Economic, Social & Cultural and Technological Environment.
III	WTO, IMF, World Bank (IBRD), Regional Blocks: EU, ASEAN, NAFTA, SAARC
IV	Exchange Rate Determination, Rupee convertibility and its implications, Balance of Payments, FDI, Foreign Institutional Investors, Euro Currency
V	Globalization, Importance of Multi National Corporations in international business, Internationalization of Service Firms, Social Issues in International Business.

Suggested Readings:

1. Rao P.Subba, "International Business", 2nd ed., Himalaya Publishing House, 2010.
2. Cherunilam Francis, "International Business Environment", 4th ed., Himalaya Publishing House, 2011.
3. Paul Justin, "International Business", 4th ed., PHI Learning Pvt. Ltd., 2008.
4. V.K. Bhalla, "International Business, Environment & Management", Anmol Publication Pvt. Ltd, New Delhi 2006.
5. Shrivastava O.S., "International Business Environment and International Business", 2nd edn., 2009. Quality Publication Ltd.
6. Daniels John D., Radebaugh Lee H., Sullivan Daniel P., "International Business Environments and Operations", 10th ed., Pearson Education 2007.
7. Sundaram Anant K., Black J. Stewart, "The International Business Environment", Prentice Hall of India Pvt.Ltd., 2008.
8. Aswathappa K., International Business, 4th Ed, Tata McGraw Hill, 2008.
9. Chandran R., International Business, II Ed., Jaico Publishing House.

MBA 105 QUANTITATIVE TECHNIQUES

Objectives: The objective of the course is to make the students familiar with some basic statistical and linear programming techniques. The main focus, however, is in their applications in decision making.

Learning Outcomes: This course enables the students to know the important concepts in Statistics. Impart the fundamental knowledge of measures of central tendency to the learners.

Unit	Contents
I	Quantitative Techniques for business: Meaning and Definition, Role in Management Decisions; Graphical Representation of Frequency Distribution; Measures of Central Tendency – Mean (Numerical), Median(Numerical) & Mode(Numerical), Requisite of ideal measures of Central tendency.
II	Measures of dispersion: Range (Numerical), Quartile Deviation (Numerical), Mean Deviation (Numerical), Standard Deviation (Numerical), Coefficient of Variation (Numerical), Skewness [Karl Pearson Coefficient (Numerical)].
III	Theory of Probability and probability distribution –Concepts, Probability Laws: Addition Law (Numerical), Multiplication Law(Numerical), Conditional Probability(Numerical), Baye’s Theorem (Numerical); Distribution- Binomial (Numerical), Poisson(Numerical), Normal distribution(Numerical) and their application in business decision making.
IV	Correlation & Regression Analysis : Correlation: Karl Person’s Method (Numerical), Spearman’s Rank Correlation(Numerical), Assumptions of Correlation Analysis; Regression: Regression equation(Numerical), Regression coefficient(Numerical), Time Series analysis: Meaning and its components, Measurement of Secular Trend: Moving Average(Numerical) and Least Square Method(Numerical), Measurement of Seasonal Variations: Ratio to Moving Average Method(Numerical).
V	Sampling and Sampling Distributions; Procedure of hypothesis testing: Testing of hypothesis concerning large samples- population means(Numerical), difference between two means(Numerical), Chi-square test: test for independence of attributes (Numerical) and T – test: Application of T-test: for test difference between means of two independent samples(Numerical) and two dependent samples(Numerical) and Application of these test in management.

Suggested Readings:

1. Gupta, S.P. and Gupta M.P. ‘Business Statistics’. New Delhi, Sultan Chand, 1997.
2. Levin Richard I and Rubin David S. ‘Statistics for Management’. New Jersey, Prentice Hall Inc., 1995
3. Jhunjhunwala Bharat, ‘Business Statistics’ S.Chand& Co.Ltd, New Delhi, 2008
4. Kothari, C.R, Quantitative Techniques, TMH, 2010.
5. Bjaradwak. Chetiya & Majumdar, QT for Business Managers, Himalaya Pub. House, 2009.

MBA 106 BUSINESS COMMUNICATION

Objectives: To train students to enhance their skills in written as well as oral communication with necessary principles and techniques of business communication.

Learning Outcomes: The student will be able to understand the meaning and concept of Communication and use written and oral communication effectively in business settings.

Unit	Contents
I	Concept of Communication and its importance, elements and process of communication, Models of communication, Feedback, Barriers to effective communication, making communication effective, Listening and its importance.
II	Types of Communication: Oral, Written, Upward, Downward, lateral and Grapevine, Effective listening. Non verbal communications: Kinesics, Proxemics, Chronemics & Paralanguage.
III	Written Communication: Types of business letters, Dos and Don'ts of business writing. Report Writing: Types & structure of Reports Inter Office Communication: emails, memos, circulars/notices, proposals.
IV	Resume writing and cover letter, Preparing for Group Discussions and Personal Interviews, Making effective Presentations, Negotiation.
V	Public speaking: Speeches for different occasions, social networking- concept & its importance, Negotiations.

Suggested Readings:

1. T.N. Chhabra – Business Communication: Concepts & Skills, Sun India Publications, New Delhi, 4th Edition, 2008
2. Varinder Kumar & Bodh Raj, Business Communication, Kalyani Publishers, New Delhi, 204
3. P.K. Oberoi & R.K. Shukla, Communication Skills, Shree Sai Prakashan, Meerut, 2010.
4. Rai Urmila & Rai S.M., Business Communication, Himalaya Publishing House.
5. Rodrigues, M.V. Effective Business Communication, Concept Publishing Company, Delhi, 2003.
6. Rajesh Vishwanathan, Business Communication, Himalaya, 2011

MBA 107 ENVIRONMENT AND MANAGEMENT

Objectives: To provide the candidates, the knowledge on the emergence of strategic option for environmental decision making.

Learning Outcomes: The student will be able to appreciate the importance of Environment and understand the various types of pollution and their management.

Unit	Contents
I	Environmental Management: Fundamentals Sustainable Development, Implications of human population growth, Limits to growth, Approaches to corporate Ethics, Bio-ethics and Environmental Ethics; Dams and their role.
II	Ecosystem Concepts: Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry; Environmental Management System: ISO 14000.
III	Industrial pollution- types of industrial pollution- air, water, soil & noise pollution; Prevention & control, Environmental Clearance/Permissions for establishing industry, EIA Report, Environmental Audit, Bhopal Gas Tragedy-A Case Study in Environmental Management
IV	Waste management – Trade in waste, Biodiversity management, Role of Biodiversity in International trade, Garbage disposal & management, option for waste minimization..
V	Global environment – Kyoto Protocol; Carbon Trading; Clean Development Mechanisms; Ozone depletion; Green House Effect; Global Warming,.

Suggested Readings:

1. Uberoi, N.K.; “Environmental Management”, Excel Books, A-45, Naraina Phase –1. New Delhi, 2000.
2. Pandey, G.N.: “Environmental Management”, Vikas Publishing House New Delhi, 1997.
3. Prabhakar V.K., “Environmental Analysis”, Anmol Pub.
4. Gupta N. Dass : “Environmental Accounting”, Wheeler Publishing, 19, K. G. Marg, New Delhi, 1997.
5. Satpathy Ipseeta, Environment Management, Excel Books, Delhi,2005.
6. Jadhav & Purohit, Environment Management, Himalaya, 2009

MBA 108 MAHARISHI VEDIC SCIENCE

UNIT - I

Meaning & importance of Guru Pujan.

Meaning of meditation, Mann, Intelligence, Chitta, Ego, Thought.

UNIT - II

Name of forty areas of Vedic Science and their expression in Human Physiology and characteristics of consciousness.

Consciousness, types of consciousness, characteristics of higher stages of consciousness.

Maharishiji's effect on Society, Environment, Behaviour and Moral Values.

UNIT - III

Maharishi's Yoga, Transcendental Meditation- a general Introduction, Types of Speech, TM Sidhi Programme, Principle of Yoga Asanas and their Concept.

Meaning of "Yogastha Kuru Karmani" and "Gyanam Chetanayaam Nihitam".

UNIT - IV

Introduction : Maharishi Vedic Management.

Fundamental elements of Vedic Management – Totality

Introduction to Absolute theory of Maharishi Government.

UNIT - V

Theory of Ayurved.

Vedic Management and Leadership.

Reference Books:

1. Maharishi Sandesh Part I and II.
2. Chetna Vigyan by His Holiness Maharishi Mahesh Yogi Ji.
3. Dhyana Shaileya by Brahmachari Dr. Girish Jii.

MBA 201 HUMAN RESOURCE MANAGEMENT

Course Objectives:

The objective of the course is to equip students with various human resource management concepts and current practices in managing human resources in knowledge based environment.

Unit	Contents
I	Nature and scope of Human Resource Management: An overview, Scope of HR. HR policies, types of policies, formulation of policies, Human Resource Management in a changing Environment. Human Resource Planning, Process of planning.
II	Manpower Search and its methods: Recruitment and Selection, Job Analysis, Job Description, Job specification, Job evaluation, Career and Succession Planning.
III	Contents of Induction programme, induction procedure, concept, phases of socialization, Training and Development. Objectives and Needs, Training Process, Methods of Training, Tools and Aids, Human resource information system (HRIS)
IV	Performance Appraisal and Potential Evaluation: Definition, Concepts, Different methods of Performance Appraisal- Rating Errors, Competency management, wage payment and incentive plans.
V	Industrial Relations & Trade Unions: Employee Welfare: employee Empowerment. Grievance Procedure, Collective Bargaining, Settlement of Disputes. Human Resource Accounting. Separation Retirement/.Voluntary Retirement Schemes, Resignation, Discharge, Dismissal, Suspension, Layoff.

Suggested Readings:

1. Gupta & Joshi, 'Human Resource Management', Kalyani Publication, 2nd Edition 2004.
2. Rao VSP, Human Resource Management, Excel Books, New Delhi 2005.
3. Aswathappa, K. 'Human Resource and Personnel Management', Tata McGraw-Hill, 1997.
4. Gupta, P.K., Human Resource Management, Dreamtech Press, 2011.
5. Mamoria C.B., 'Personnel Management', Himalaya Pub. House. 6. Khanka S.S, 'Human Resource Management' S.Chand, New Delhi, 2009.
7. Dessler Gary, 'Human Resource Management', PHI, New Delhi, 10th Edition, 2005.
8. Bhattacharya D.K. Human Resource Management, Excel Books, New Delhi, 2006.
9. Subba Rao, Essentials of HRM & Industrial Relations- Text & Cases, Himalaya Pub. House, 2011.
10. Gupta C.B., 'Human Resource Management', Sultan Chand & Sons, New Delhi, 2004.

MBA 202 MARKETING MANAGEMENT

Course Objectives:

The objective of the course is to expose students to various concepts of marketing, marketing mix and the analysis of the market, which enable the students to learn the basics of marketing, process, product mix, marketing channels and product promotion.

Unit	Contents
I	Marketing Concepts: Importance, what is Marketing, what is marketed, various demand states and marketing tasks, basic concepts, company orientations toward the market, Marketing vs. Selling, The Holistic Marketing Concept, Marketing Myopia.
II	Marketing Environment: Political, Economic, Socio cultural and Technical Macro Environment; Micro Environment: Industry & Competition; SWOT Analysis, Types of Market, Market Potential, Sales Potential & Sales Forecast.
III	Marketing Information System & Marketing Research, Market Segmentation, Targeting, Positioning and Differentiation, USP
IV	Marketing Mix, Services Marketing Mix, Packaging, Product Mix & Product Line, Promotion Mix, Price Setting Objectives & Methods. The New Product Development Process and Consumer Adaptation Process.
V	Product Life Cycle: Objectives, Characteristics & strategies; Marketing Channels: Roles, Functions, Levels and Flows; Marketing Audit, Green Marketing

Suggested Readings:

1. Kotler, Keller, Koshy & Jha, "Marketing Management: A South Asian Perspective" 13th ed. Pearson Education (Dorling Kindersley (India) Pvt Ltd) New Delhi, 2009.
2. Saxena, Rajan, "Marketing Management" 4th ed., Tata McGraw Hill, New Delhi, 2010.
3. Ramaswamy & Namakumari, "Marketing Management", McMillan India.
4. Jaychandran S., Marketing Management: Text & Cases, Excel Books, 2004.
5. Chopra P.K. & Mehra, Bhawna, Marketing Management, Dreamtech Press, 2010.
6. Karunakaran K, Marketing Management (Text & Cases in Indian Context), Himalaya Pub. House, 2011.
7. Govindarajan, Marketing Management, 2nd Ed., PHI Learning.
8. Venugopal P., Marketing Management, Sage Publication, 2010.
9. Subba Rao, Essentials of HRM & Industrial Relations- Text & Cases, Himalaya Pub. House, 2011
10. Gupta C.B., 'Human Resource Management', Sultan Chand & Sons, New Delhi, 2004

MBA 203 FINANCIAL MANAGEMENT

Course Objectives:

The objective of this course is to discuss the theory of finance that provides the framework for investment & financing decisions, expound several analytical methods used to cope up with varied problems in financial management and present information about the institutions and environment relevant to corporate finance.

Unit	Contents
I	Financial Management: Objective, importance, scope & function, Functions Du-Pont Analysis: Cost – Volume Profit Analysis (Numerical).
II	Instruments of Long Term Finance: Debt & Equity, internal financing, Leverage: operating, financial & combined Leverage (Numerical), Capitalization.
III	Capital Structure: Factors affecting Capital Structure, Optimum Capital Structure, Cost of Different sources of Capital, Weighted Average cost of Capital (Numerical).
IV	Budgetary Control, Capital Budgeting Methods (Numericals), Payback Period, NPV, Rate of Return, Profitability Index. Zero Base Budgeting.
V	Working Capital Management: Cash Management, Receivables management, Inventory Management – Objectives, Tools and techniques, Types of Dividend Policy, Forms of dividends.

Suggested Readings:

- 1 Gupta Shashi K & Sharma R K, 'Financial Management', Theory & Practice, Sixth Edition, Kalyani Publication.
- 2 Khan M Y & Jain P K , 'Financial Management', Text, Problems & Cases, Fifth Edition, Tata McGraw Hill.
- 3 Dhagat, Financial Management, Dreamtech Press, 2011.
- 4 Ramagopal C., 'Financial Management', New Age International Publishers.
- 5 Prasanna Chandra, 'Financial Management', Theory & Practice, 7th Edition, Tata McGraw Hill.
- 6 Pandey I M, 'Financial Management', Ninth Edition Vikas Publication.
- 7 Van Horne, James C 'Financial Management and Policy', 12th Edition, New Delhi, Prentice Hall of India.
8. Reddy, G.S, Financial Management, Principles & Practices, Himalaya Pub. House, 2010.
9. Sinha, Dr. Pradip Kumar, Financial Management, Excel Books, 2009

MBA 204 PRODUCTION & OPERATIONS MANAGEMENT

Course Objectives:

The Course is designed to acquaint the students with decision making in : Planning, scheduling and control of Production and Operation functions in both manufacturing and services, Productivity improvement in operations through layout engineering and quality management etc. effective and efficient flow, replenishment and control of materials with reference to both manufacturing and services organizations.

Unit	Contents
I	Production and Operations Management: Nature and Scope of Production and Operations Management; Facility Location; Types of Manufacturing Systems & Layouts; Layout Planning..
II	Material Handling Principles and Equipments. Line Balancing, Operations decisions-Production Planning and Control in Mass Production, in Batch/ Job Order Manufacturing.
III	Capacity Planning –Concept and Process: Aggregate Planning Concept & strategies, Work Study, Method Study, Work Measurement, Work Sampling
IV	Material Management: An Overview of Material Management, Inventory Control and Techniques; Purchase and Stores Management, Industrial Safety.
V	Total Quality Management: Just in Time (JIT), KANBAN, 5-S, Kaizen, and 3-M (Muri, Mura, Muda), Maintenance Management..

Suggested Readings:

1. Chunawalla, 'Production and Operations Management', 6th Rev. Edition, Himalaya Publication.2007.
2. Adam, E & Ebert, R.J. 'Production and Operations Management', 5th ed. New Delhi, Prentice Hall of India, 2006 (Indian Re-print).
3. Upendra Kachru, Production and Operations Management, Text and Cases, New Delhi. Excel Books, 2010
4. Chary, S.N. 'Production and Operations Management', New Delhi, Tata McGraw Hill, 1989.
5. Dr.K.Aswathappa, 'Production and Operations Management', Himalaya Publication.2011.
6. Buffa, E.S., 'Modern Production Management', New York, John Wiley, 1987.
7. Chase, Jacobs, Aquilamo, Operations Management for Competitive Advantage. 10th Ed., Tata McGraw Hill, New Delhi, 2005.

MBA 205 OPERATIONS RESEARCH

Course Objectives:

The objective of this course is to develop an understanding of basic operations research techniques and their role in managerial decisions.

Unit	Contents
I	Operations Research -Basic concepts, scope, applications and its role in decision making.
II	Linear Programming – General Linear programming problem, Basic Concepts, Mathematical Formulation of LPP(Numerical), Graphical method of solving LP Problem: Unbounded, infeasible, multiple optimal, maximization & minimization (Numericals), Duality: Construction of dual problem(Numerical).
III	Transportation & Sequencing Problem – Basic concept, North – West corner method (Numerical), Least cost method (Numerical), and Vogel’s Approximation method (Numerical). Sequencing problem: Problems with n jobs through 2 machines (Numerical) & n jobs through 3 machines (Numerical).
IV	Assignment Problem, Game – Basic concepts, Hungarian method of solving assignment problem: minimization, maximization and unbalanced problem (Numericals). Game theory: Meaning & features, two person zero sum game, strategy: types of strategy - pure and mixed strategy, games with mixed strategy: odds method and dominance method (Numericals).
V	PERT/CPM & Decision Theory: Introduction & Objectives, Frame a network (Numerical), Calculation of Critical Path: Earliest Start, Latest finish, Slack & Float (Numericals) Identification of Critical Path(Numerical), Project Evaluation & Review Technique: Estimate Activity times(Numerical). Decision Theory – Decision under Certainty, Risk: Expected Value(Numerical) & Uncertainty: Maximin, Maximax, Minimax, Hurwitz’s Criterion and Criterion of rationality (Numericals).

Suggested Readings:

1. Chawla, Gupta & Sharma “Operations Research. Kalyani Publishers
2. Heera & Gupta “Operations Research. S.Chand & Company Ltd., New Delhi
3. Kapoor, “Operations Research, Sultan Chand & Sons, New Delhi
4. Sharma J.K “Operations Research: Theory & Applications. New Delhi, MacMillan India Ltd.,1997
5. Hamdy A. Taha, “Operations Research : An Introduction” Pearson Education
6. Mishra & Sandilya “Principles of Operations Research. New Age International Publishers, New Delhi
7. Kalavathy S “Operations Research with C Programs, Vikas Publishing House Pvt Ltd
8. Sharma, Anand, Operations Research, Himalaya Pub. House, 2010

MBA 206 RESEARCH METHODOLOGY

Course Objectives:

This course enables the students to learn the importance of research, various methods of analysis of data and its applications in business management.

Unit	Contents
I	Introduction to Research Methodology: Meaning, objectives, scope, importance and types of Research.
II	Research Process: Identifying research problem, Setting of Hypothesis, Statement of Research Objectives; Research Designs - Exploratory, Descriptive and Experimental Research Designs.
III	Sampling Design: Meaning, Steps in sampling, Criteria of Sampling Procedure, characteristics of a good sample design; Types of sample designs.
IV	Methods of Data Collection: Primary and Secondary data; Observational and Survey Methods; Questionnaire Design; Data collection- Sources and Methods of Data collection, Data processing- coding - editing - and tabulation of data.
V	Analysis of Data and Report writing: Selecting an Appropriate Statistical Technique; Parametric Test for hypothesis testing- t-test, Chi Square test; Characteristics of Non-Parametric test; one way ANOVA, Report writing.

Suggested Readings:

1. Kothari C.R. Research Methodology Methods and Techniques, New Age International Publication, New Delhi, 2004.
2. Ramamurthy, GC, Research Methodology, Dreamtech Press, 2011.
3. Shajahan S, "Research Methodology for Management" 4th ed., Jaico Publishing, 2010.
4. Dipak Bhattacharya, Research Methodology, Excel Books Pvt. Ltd, 2006.
5. Chawla, Deepak & Sondhi, Neena, Research Methodology-Concepts & Cases, Vikas Pub. House, 2011
6. Santosh Gupta, Research Methodology & Statistical Techniques, Deep & Deep Pub. Pvt. Ltd. 2005
7. Kumar Ranjit, Research Methodology, Sage Publication 2011.
8. Donald R Cooper and Pamela S. Schindler- Business Research Methods, Tata McGraw Hill.
9. Dwivedi R.S. "Research Methods in Behavioral Sciences", McMillan India.
10. Sachadeva, JK, Business Research Methodology, Himalaya Pub. House, 2011.

MBA 207 ETHICS, CORPORATE GOVERNANCE & CSR

Course Objectives:

The objective of the course is to highlight the importance of values and ethics in business and make students aware of the concept of CSR so as to imbibe these in them and prepare them to be ethical managers.

Unit	Contents
I	Business Ethics: Introduction, Environmental Issues, Whistle Blowing, Ethical Dilemmas.
II	Global Ethics: Ethical issues in global business, Gifts, bribery, Sanctions
III	Indian Ethos: Core concepts: Karma Yoga, Nishkama Karma, Preventing work stress, Gandhi-ism in Ethics.
IV	Corporate Social Responsibility: Concepts, relevance and need for CSR, Triple Bottom Line (People, Planet & Profit), Bottom of the Pyramid- Social Responsibility or Market Opportunity, Social Audit.
V	Corporate Governance: Evolution, Principles, Main Drivers, Theories & Models, Global Practices on Corporate Governance and their impact.

Suggested Readings:

1. Bhatia, S.K., Business Ethics and Global Values, Deep & Deep Publication, 2008.
2. Murty CSV, Business Ethics, Himalaya Publishing House, 2011.
3. Khurana, Sumeet, "Corporate Governance", Dreamtech Press, 2011.
4. Badi, RV & Badi NV, Business Ethics, Vrinda Publications Pvt. Ltd, 2008.
5. Sherlekar S.A., "Ethics in Management", Himalaya Publishing House, 2007.
6. Kotler Philip & Nancy Lee, "Corporate Social Responsibility: Doing the most Good for your company and your cause", John Wiley & Sons.
7. Prahlad C.K. & Hammond Allen, "Serving the World's Poor, Profitably", Harvard Business Review, Sept. 2002.
8. Werther W.B. and Chandler David, "Strategic Corporate Social Responsibility: Stakeholders in a Global Environment," Sage Publications.
10. Rao AB, "Business Ethics & Professional Values", Excel Books, 2006.
11. Ghillyer, A.W., "Business Ethics", II Ed., Tata McGraw Hill, 2010.
12. Mandal S.K., "Business Ethics", Tata McGraw Hill, 2010.
13. Parthasarathy, "Corporate Governance", Biztantra

MBA 301 ORGANISATIONAL BEHAVIOUR

Course Objectives:

The objective of the course is to understand individual and group behavior in organizations and other organizational concepts to achieve organizational effectiveness

Unit	Contents
I	Understanding Organizational behaviour: Levels of OB – individual, group and organization. Challenges and opportunities for OB. Models of Organizational behaviour
II	Foundations of individual behaviour: Learning theories, Perception: factors influencing Perception, Personality, Attitudes, Job satisfaction and Values
III	Transactional Analysis: Johari Window, ego state, life positions. Groups: nature, functions & group development, types of groups, Group cohesiveness).
IV	Organizational Culture: Characteristics, types, levels, functions; creating and sustaining culture. Conflicts: Types, Causes and Management of conflict, Conflict resolution model. Power and Politics: Nature, bases & sources of power, difference between power and politics, Techniques of achieving power in the organization
V	Organizational Change: Forces of change, Resistance to change, Managing change. Stress Management, Concepts, Sources of Stress, Consequences, Management of Stress. Organization effectiveness and efficiency: Difference between efficiency and effectiveness, criteria for achieving organizational effectiveness.

Suggested Readings:

1. Luthans, F., “*Organizational Behaviour*”, 7th ed. New York, McGraw Hill, 1995.
2. Chandan, J., “*Organizational Behaviour*”, Vikas Publishing House, New Delhi
3. Udai Pareek, “*Organizational Behaviour*”, Oxford University Press, 2004.
4. Robbins, S.P., Judge, T. A and Sanghi, S. (2007). *Organisational Behaviour*, Pearson Education, Delhi.
5. Kondalkar, V.G. “*Organizational Behaviour*”, New Age International Publishers, New Delhi
6. Aquinas, P.G. “*Organizational Behaviour*”, Excel Books, New Delhi
7. Khanka, “*Organizational Behaviour*”, S. Chand & Company, New Delhi
8. Mishra, M.N. “*Organizational Behaviour*”, Vikash Publishing House, New Delhi

MBA 302 BUSINESS LAWS

Course Objectives:

This course is designed to assist the students in understanding basic laws affecting the operations of business enterprises.

Unit	Contents
I	An overview of laws related to promotion and incorporation of different types of companies.
II	Laws related to contract with special reference to its performance, breach and remedies.
III	Consumer protection laws and rights of consumers, Consumer Redressal Mechanism: Consumer Forum, Courts, Ombudsmen
IV	Basic provisions of pollution control, environment protection and intellectual property rights.
V	Laws related to mergers & acquisitions

Suggested Readings:

1. Bulchandani K.R, "Business law for management", 'Himalaya publication house', 6th edition, 2010.
2. Kapoor N.D, "Mercantile Law", Sultan chand & sons, New Delhi, 13th edition, 2008.
3. Chawla, Sareen, & Garg, "Mercantile Law", Kalayani publication, 13th edition, 2007.
4. Gulshan S.S, "Business Law", excel books, second edition, 2005.
5. Ramagopal CA.C. "New Age International Publishers"
6. Ravindra Kumar, "Legal Aspects of Business", Cengage Learning, Delhi, 2011.
7. Gulshan SS, Kapoor G.K, "Business Law, including company law, New Age International Publisher, Delhi, 2009.

FM-301 SECURITY ANALYSIS AND INVESTMENT MANAGEMENT

Course Objectives:

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and Investment Decision Making Process.

Unit	Contents
I	Investment – Return and Risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities; Cost of Investing in Securities;
II	Mechanics of Investing; Markets and Brokers; Investment Companies; Market Indices
III	Security Credit Ratings; Objectives of Security Analysis; Investment Alternatives; Valuation Theories of Fixed and Variable income Securities; The Return to Risk and the Investment Decision
IV	Government Securities; Non-Security Forms of Investment; Real Estate Investment; Investment Instruments of the Money Market;
V	Stock Market Analysis – Fundamental and Technical Approach, Efficient Market Theory; Recent Developments in the Indian Stock Market;

Suggested Readings:

1. Avadhani V A, Security Analysis & Portfolio Management, 9th Ed., Himalaya Pub. House, 2008.
2. Bhalla, V K, Fundamentals of Investment Management, New Delhi, S Chand, 2006.
3. Fischer, Donald E. and Jordan, Ronald J., Security Analysis and Portfolio Management. 6th ed. New Delhi, Pearson, 2004.
4. Khalsa Dharmesh K, Investment Management & Security Analysis, McMillan India, 2007.
5. Pandian P., Security Analysis & Portfolio Management, Vikas Pub.House, 2001.
6. Prasanna Chandra, Investment Analysis & Portfolio Management, Tata McGraw Hill, 2008.

MM-301 CONSUMER BEHAVIOUR

Course Objectives:

To develop an understanding of peoples' consumption-related behaviors and to develop and evaluate marketing strategies intended to influence those behaviors.

Unit	Contents
I	Introduction to Consumer Behavior: Types of Consumer Behavior, Consumer Involvement and Decision-Making Process, Factors Influencing Consumer Behavior
II	Information Search Process: Outline Model of Information Search, Types of Search-Internal and External, Evaluation Criteria and Decision Rules, Information Processing and Consumer Perception.
III	Consumer Attitude Change: Three Dimensions of Attitudes, Influence of Personality and Self Concept on Buying Behavior, Reference Groups, Consumer Motivation & Involvement.
IV	Psychographics and Lifestyle: Types of Psychographic Variables, Reference Group Influence, Diffusion of Innovation and Opinion Leadership Family Decision-Making.
V	Industrial Buying Behavior: Models of Consumer Behavior- Howard- Sheth and Nicosia Models, Consumer Behavior Audit

Suggested Readings:

1. Satish K.Batra, Kazmi S.H.H., "Consumer Behavior", Text and Cases, 2nd ed., Excel Books, 2008.
2. Roger D. Blackwell, Paul W. Miniard, James F. Engel, "Consumer Behavior", 9th ed., Vikas Publishing House, 2005.
3. Khan Matin, "Consumer Behavior and Advertising Management", New Age International (P) Ltd., Publishers, 2007.
4. Frank R. Kardes, "Consumer Behavior and Managerial Decision Making", 2nd ed., New Delhi, Prentice-Hall of India, 2002.
5. Schiffman L.G. and Kanuk L.L., "Consumer Behavior", New Delhi, Prentice Hall of India, 2009.

HRM-301 INDUSTRIAL RELATIONS

Course Objectives:

This paper aims to orient pupil to the realities of industrial relations in India.

Unit	Contents
I	Industrial Relations Management: Evolution and growth of Industrial labour forces, Industrial relations perspectives, ethical codes and industrial relations, industrial relations and the state
II	Industrial Relations legislation (legal framework): Trade unionism, role and future of Trade Unions, Trade Union and the employees, trade union and the management. Industrial Disputes: Meaning, nature and scope of industrial disputes–Cases and Consequences of Industrial Disputes -Prevention and Settlement of industrial disputes in India.
III	Employee Grievances: Causes of Grievances -Conciliation, Arbitration and Adjudication, procedural aspects for Settlement of Grievances -Standing Orders- Code of Discipline
IV	Resolution of Industrial Conflicts: tripartite and bipartite bodies, negotiation and Collective Settlements, participative management and co-ownership, productive bargaining
V	Labour welfare: workers participation, employees' empowerment and quality management, industrial relations and technological change.

Suggested Readings:

1. Mamoria and Gankar, 'Dynamics of Industrial Relations', Himalaya Publishing House, "16th edition" Mumbai", 2008.
2. Dwivedi R.S, 'Managing Human Resources Industrial relation ', "sixteenth edition" Mumbai", Galgotia Publication Company, 2002.
3. Pylee.M.V and a simon George, 'Industrial relation and personnel management', "Vikas Publishing House" 2003.
4. 'Sen Ratan' 'Industrial relations in India shifting paradigms', McMillan, 2003.
5. Subba Rao. P, 'Essentials of Human Resource Management and Industrial Relations', Himalaya Publishing House, 2007.

FM 302 INTERNATIONAL FINANCIAL MANAGEMENT

Course Objectives:

The objective of this course is to give students an overall view of the international financial system and how multinational corporations operate

Unit	Contents
I	Multinational Financial Management – an overview; International Monetary System: Gold Standard, The Inter war years, The Bretton Woods System, The Flexible Exchange Rate System. International Financial Institutions
II	Foreign Exchange Market, Managing Short Term assets and liabilities: Instruments of International Money Market, Euro Currency Market; Foreign Investment Decision - Factors influencing, FDI
III	Long-run Investment Decisions: Multinational Capital Budgeting, Application and Interpretation
IV	Cost of Capital and Capital Structure of the Multinational Firm; Dividend Policy of the Multinational Firm
V	Country Risk Analysis; Political Risk Management. Long-term borrowing in the global capital markets.

Suggested Readings:

- 1 Madhu Vij, International Financial Management, Excel Books, 2nd Edition, 2006.
- 2 Seth A. K. International Financial Management, Galgotia Publishers, 2nd Edition, 2006
- 3 Apte,P.G. International Financial Management, Tata McGraw Hill Pub,4th Revised,Edition,2007
- 4 Bhalla, V K International Financial Management 2nd ed. New Delhi, Anmol, 2001
- 5 Avadhani V A, International Financial Management, Himalaya Pub. House, 2011.
6. Madura Jeff, International Financial Management, Cengage Learning Indian Ed.

MM 302 ADVERTISING AND SALES PROMOTION

Course Objectives:

The broad purpose of this course is to expose students to the basic concepts of advertising and sales promotion.

Unit	Contents
I	Advertising: Definition, Types; Retail, National, Cooperative, Political, International, Public Service Advertising; Legal, Ethical and Social aspects of advertising, Process of Communication-Wilbur Schramm's Model, Two Step Flow of Communication.
II	Theory of Cognitive Dissonance and Clues of Advertising Strategists: Stimulation of Primary and Selective Demand-Objective Setting and Market Positioning, Dagmar Approach-Determination of Target Audience.
III	Building of Advertising Program: Unique Selling Proposition, Message, Headlines, Copy, Logo, Illustration, Appeal, and Layout; Campaign Planning; Media Planning; Budgeting.
IV	Evaluation: Advertising effectiveness; Presetting, Post testing, Rationale of Testing Opinion and Aptitude Tests, Recognition, Recall, Experimental Designs; Advertising Organization-Selection Compensation and Appraisal of an Agency; Electronic Media Buying.
V	Sales Promotion: 'Pull' Vs 'Push' Strategy, Consumer Promotions Trade Promotions, Promotions for Sales force, Sales Promotion Objectives and Budget, Characteristics of Successful Sales Promotions, Evaluation of Sales Promotions.

Suggested Readings:

1. Kazmi S.H.H., Batra Satish K., "Advertising and Sales Promotion", 2nd ed., Excel Books, 2006.
2. Chunawalla S.A., Sethia K.C., "Foundations of Advertising", 7th ed., Himalaya Publishing House Pvt. Ltd., 2009.
3. Batra Rajeev, Myers John G., David A., "Advertising Management", 5th ed., Prentice Hall Publishing, 2006.
4. George E.Belch, Michael A.Belch, "Advertising and Promotion", An Integrated Marketing Communications Perspective, 6th ed., Tata McGraw-Hill Publishing House, 2004.
5. Moriarty Sandra, Wells William, Burnett John, "Advertising Principles and Practice", 6th Ed. Prentice Hall Publishing, 2003.

HRM 302 COMPENSATION MANAGEMENT

Course Objectives:

The objective of the course is to various factors that go to formulate compensation and reward system.

Unit	Contents
I	Compensation: Definition, classification, types. Conceptual and theoretical understanding of economic theories related to rewards. Strategic perspectives in compensation
II	Wages and salary administration at macro (national) level: objective of wage policy, the social objectives, wage concepts, minimum wages and ILO, legal framework, collective bargaining. Wage Boards: Pay Commissions.
III	Compensation of special groups: Tools used in designing, improving and implementing compensation packages, compensation designs for specific type of human resources like compensation of chief executives, senior managers, R &D staff
IV	Compensation packages: understanding different component of compensation packages like fringe benefits, Incentives and Retirement plans, compensation practices of multinational corporations and strategic compensation systems
V	Statutory provisions related to compensation: Payment of wages Act, Payment of Bonus Act, Workmen's compensation act, EPF Scheme and Payment of Gratuity Act.

Suggested Readings:

1. Henderson Richard I "Compensation Management" in a knowledge based world 'ninth edition', Pearson Publication, 2007.
2. Singh B.D, "Compensation and Management", Excel Books, 2007.
3. Bhatia Kanchan, "Compensation Management", first edition 2009, "Himalaya Publishing House".
4. Bergess , Lenard R., 'wage and salary administration', London , George Aller and Unwin 1984.
5. Capeman, George, 'Employees share ownership', New York, Kogan page, 1991.

FM 303 MANAGEMENT OF FINANCIAL SERVICES

Course Objectives:

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Unit	Contents
I	Financial System and Markets: Concept, Nature and Scope of Financial Services; Regulatory Framework for Financial Services
II	Management of Risk in Financial Services; Stock Exchange Operations; Mutual Funds; Merchant Banking Services;
III	Managing of issue: Shares and Bonds, Mobilizing of Fixed Deposits, Inter-Corporate Loans
IV	Other Financial services- Leasing and Hire Purchase; Debt Securitization; Housing Finance, Credit Cards.
V	Banking and Insurance; Venture Capital, Factoring, Forfeiting and Bill Discounting;

Suggested Readings:

1. Bhalla, V.K. Management of Financial Services, Anmol Publishers, New Delhi, 2001
2. Gupta Shashi K & Agrawal Nisha, Financial Services, Kalyani Publishers, 2004.
3. Khan, M.Y. Financial Services, TMH, 4th Edition, 2008
4. Ramesh Babu, G, Financial Services in India, Concept Publishers, 1st Edition, 2005
5. Vasant Desai, Financial Markets & Financial Services, Himalaya Publishing House, 1st Edition, 2009
6. Sandeep Goel, Financial Services, PHI, 2012
7. Nalini Prava Tripathy, Financial Services, PHI, 2007

MM 303 INTERNATIONAL MARKETING

Course Objectives:

This course aims to build a foundation for marketing management with a particular focus on marketing in the global environment

.Unit	Contents
I	International Marketing: Overview; introduction to global marketing, Reasons / Objectives; Transnational marketing: Domestic to global, Modes of entry; EPRG framework.
II	International Marketing Environment ; Political, Economic , Legal ; Technological & Social Cultural.
III	International marketing channels & physical Distribution channel objectives & constrains Distribution channel ;terminology & structure physical distribution logistics containerization
IV	International pricing ; Price & non price factors, Pricing strategies
V	Segmenting , targeting & positioning for international markets, Global e- marketing, Relationship marketing

Suggested Readings:

1. Kumar N., Mittal R., "International Marketing", Anmol Publications Pvt. Ltd., 2002.
2. Vasudeva P.K., "International Marketing", 3rd ed., Excel Books, 2006.
3. Jain Subhash C., "International Marketing Management", 3rd ed., CBS Publishers & Distributors, 2000
4. Onkvisit Sak, Shaw John J., "International Marketing", Analysis and Strategy, 3rd ed., Prentice-Hall India, 2007.
5. Cateora Philip R., Graham John L., "International Marketing", 12th ed., Tata McGraw-Hill, 2006
6. Kumar V., "International Marketing Research, Pearson Education, 2003

HRM 303 TRAINING & DEVELOPMENT

Course Objectives:

This objective of the course is to expose students to various methods, concepts and processes of training and development of employees.

Unit	Contents
I	The Training Process: Concepts of Training, Establishing Objective and Preparing the Partners, designing the Program, Types of Training
II	Management of Training Function: Training Need Assessment (TNA), Levels Of Training Needs, Action Research. Managerial training methods, Management Development Programmes
III	Understanding the process of learning in a training programme: Instructional objectives and lesson planning, learning process, training climate and pedagogy, developing training modalities
IV	Training modules: Trainers and Training Styles, Methods and Techniques of Conducting Training, Facilities Planning and Training Aids, Training Communication
V	Training Evaluation: Levels of Training impact evaluation, Kaufman's Five Levels of Evaluation of Training impact, and the CIRO approach to evaluate training impact

Suggested Readings:

1. Vohra Munish "Management Training and development" Anmol Publication, New Delhi, 2006 .
2. Sahu R.K, "Training and development", Excel Books, New Delhi, 2005.
3. Lynton, R Pareek, U., 'Training for Development'. 2nd ed. New Delhi, Vistaar, 1990.
4. Senge, P., 'The Fifth Discipline: The Art and Practice of the Learning Organization'. London, Century, 1992
5. Dessler Gary, 'Human Resource Management', PHI, New Delhi, 10th Edition, 2005.

MBA 401 BUSINESS POLICIES & STRATEGIC MANAGEMENT

Course Objectives:

The objective of the course is to expose students to the process of strategic decision making and environmental scanning to enable them to formulate strategic business plans.

Unit	Contents
I	An overview of strategic management and business policy: nature, importance and purpose of business policy, vision, mission, objectives, policies and procedures in the field of business policy. Strategic management: Defining and explaining strategy, strategic decision making, the process of strategic management.
II	Environmental scanning and analysis: approaches to environmental scanning, SWOT analysis, environmental threat and opportunity profile (ETOP).
III	Analysis of strategies and choices: Tools and techniques for strategic analysis, impact matrix. The experience curve: BCG Matrix, GEC Model.
IV	Strategy formulation: Industry Analysis, concept of value chain, strategic profile of a firm. Strategy Implementation: Internal assessment, functional and operational implementation.
V	Strategic Evaluation and control: strategic control, operational control, techniques of strategic evaluation and control, framework for analyzing competition.

Suggested Readings:

1. Mishra P.K, Sukul Lomash, 'Business Policy & Strategic Management', "Vikas Publishing House", 2008.
2. Kazmi Azhar, 'Strategic Management and Business Policy', "McGraw Hill company", 3rd edition, 2008.
3. Budhiraja; S B and Athreya, M B. Cases in Strategic Management New Delhi, Tata McGraw Hill, 1996
4. Christensen, C. R. etc. Business Policy; Text and Cases, 6th ed., Homewood Illinois, Richard D. Irwin, 1987
5. Glueck, William F., Strategic Management and Business Policy, 3rd ed New York, McGraw Hill, 1988

MBA 402 DECISION SUPPORT SYSTEMS & MANAGEMENT INFORMATION SYSTEM

Course Objectives:

This paper aims to orient pupil to the realities of rural India its economic strengths, weaknesses, opportunities and threats in the changing global context.

Unit	Contents
I	Management Information System: basics; System Concepts; System entropy; Subsystems – basics, decomposition / simplification; System types; Value of Information
II	Frame works – major trends and applications of information technology; System Analysis & Design: Systems Development Methodologies – SDLC & Prototype approach
III	Managerial Decision Making : Decision basics; Decision types; Certainty, Uncertainty, Risk-taking, Decision making process; Problem solving techniques
IV	DSS – relevance, scope, characteristics, capabilities, components; DSS v/s MIS; DBMS : Sources of data – data file, database environment; data models – relevance of relational data base design in DSS
V	Dialog generation system : User interface – graphics, menus, forms; DSS generators; DSS development : steps in designing, identification of decision, building of DSS, implementation, performance testing

Suggested Readings:

1. Keen, Peter G. W. : Decision Support System an Organizational Perspective Addison-Wesley Pub.
2. Theierauff, Robert J. Decision Support System for- effective planning – Prentice Hall- 1982
3. Krober, Donald W., and Hugh. J. Watson Computer Based Information System New York, 1984
4. Davis L, Michael W. A management approach- Macmillan Publishing Company, Prentice Hall, New Jersey, 1988
5. Andrew P. Decision Support System Engineering Sage, John Wiley & Sons, New York, 1991
6. Leod, Raymond Me JR Management information systems – Macmillan Publishing Company, New York – 5th Edition- 1993
7. Turban, Efrain Decision Support& Expert Systems – Management Perspective – Macmillan Publishing Company, New York, 1988

FM 401 FINANCIAL DERIVATIVES

Course Objectives:

The objective of this course is to give an in depth knowledge of the functioning of derivative securities market

Unit	Contents
I	Forward Contracts; Future contracts; Other Derivative Securities;
II	Types of traders; Futures Markets and the use of Futures for Hedging. Forward and Future prices
III	Options Markets; Properties of Stock Option Prices; Trading Strategies involving Options;
IV	Black-Scholes Option Model; Binomial Model; Options on Stock Indices;
V	Currencies and Futures contracts; General Approach to Pricing Derivatives Securities; Interest Rate Derivatives; Derivatives Market in India.

Suggested Readings:

1. Bhalla, V K Investment Management: Security Analysis and Portfolio Management. 8th ed. New Delhi, S Chand, 2001
2. Bhalla, V K Investment Management: Financial Derivatives, New Delhi, S Chand, 2001
3. Bhalla V K , Financial Derivatives & Risk Management, S.Chand, 2001.
4. Kumar S S S, Financial Derivatives, PHI, 2010.
5. Hull, John C. Options, Futures and other Derivative Securities, 2nd ed. New Delhi, Prentice hall of India, 1996
6. Huang, Stanley S C and Randall, Maury R. Investment Analysis and Management. London, Allyn and Bacon, London, 1987
7. Sharpe, William F. etc Investment. New Delhi, Prentice Hall of India, 1997

MM 401 INDUSTRIAL & SERVICES MARKETING

Course Objectives: To adequately acquaint the students with the nuances of Service marketing as well as equipping them with the skills required for marketing goods and services to business or other organizations.

Unit	Contents
I	Industrial Marketing Nature and scope of Industrial Marketing, Industrial Marketing VS. Consumer Marketing Buying, Motives of Industrial consumer, Nature of Industrial Demand, Types & Attributes of Industrial Markets
II	Industrial Marketing Mix Classification of Industrial Products, Determinants of Industrial Policy Mix, Industrial Pricing, Factors Influencing Channel Decision for Industrial Products, Channel Alternatives, Industrial Marketing Communications.
III	Services Marketing Definition of Special characteristics of services, Classification of services, Reasons for growth of service sector, Service Marketing Environment, 7 P's of Marketing, Modern Trends in Service Marketing, Service Management Trinity
IV	Service Quality and Customer Focus Determinants of Service Quality with Core Features, Factors Influencing Customer Satisfaction, The Integrated Gaps Model of Service quality.
V	Services & Relationship Marketing Customer Acquisition & Retention Strategies, Service Recovery Designing Service Strategy, Marketing of Financial Services

Suggested Readings:

1. Bhattacharjee C., "Services Marketing, Concepts, Planning. and Implementation", Excel Books.
2. Zeithaml Valarie A., Bitner Mary J., Gremler Dwayne D., Pandit Ajay, "Service Marketing: Integrating Customer Focus across the Firm", 4th ed., Tata McGraw Hill, 2008.
3. Balaji Dr.B., "Services Marketing and Management", 2nd ed., S.Chand & Company Ltd., 2010.
4. Gupta SL, Ratna VV "Marketing of Services, An Indian Perspective", Wisdom Publications, Delhi, 2005.
5. Shanker Ravi, "Service Marketing, The Indian Perspective" Excel Books, 20046
6. Havaldar , K.K ., Industrial Marketing TMH , 2002
7. Cherunilum Francis, Industrial Marketing – Text & Cases, Himalaya Pub. House.
8. Wirtz, Lovelock & Chatterjee, Service Marketing, Pearson

HRM 401 ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT

Course Objectives: Objective of the course is to equip the students with various organizational development intervention strategies and change management.

Unit	Contents
I	Foundation of organization Development: An overview of Organizational development. Definitions of OD. Concepts. Meaning, Objectives of OD and Assumptions
II	Diagnostic Strategies and OD Processes: Diagnosis, Six Box Model. Action components of OD, Nature and Phases of OD Program. Management of Change: Understanding Change, Forces of Change, Force Field analysis, Change process, levels of change, Types of change, Steps in managing change, Resistance to change, Managing change. Change Agent
III	Organizational Development Intervention Strategies: Introduction to organizational intervention strategies, Action research and organizational development: Action research and Problem solving
IV	Team Building Interventions: Understanding Teams, groups, Characteristics of effective team. Team building interventions. Techniques of team building. Process consultation interventions. Consultant Client relationship.
V	Training and Development, and Structural Interventions: T group training, behaviour modeling, Coaching and mentoring, Instrumented training. Career anchors. Structural interventions: Job redesign, QWL, Quality circles, Six sigma TQM, Re-engineering, Systems approach, Bench marking.

Suggested Readings:

1. French, W.H Bell C.H and Arora, Organizational Development, Prentice Hall of India, New Delhi.1998
2. Kondalkar V.G., Organizational Development, New Age International Publishers, New Delhi First Edition (Reprint).2002
3. Kavita Singh Organizational Change Development, Excel books, New Delhi.
4. Organizational development by S Ramnarayan, TV Rao.2000
5. Organizational development and change by Cummings and Warley 2001

FM 402 CORPORATE TAXATION

Course Objectives:

The objective of this course is to acquaint the participant with the implications of tax structure and corporate profit planning in operational as well as strategic terms.

Unit	Contents
I	Basic Concepts of Income Tax; Residential status of a Company; Computation of Income. Set off and Carry forward of Losses, Deductions and Exemptions in Additional Tax on Undistributed Profits.
II	Computation of Tax Liability; Meaning and Scope of Tax Planning and Location of Undertaking
III	Tax Planning Regarding Dividends Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers.
IV	Tax Planning Relating to Amalgamation and Merger of Companies
V	Tax Considerations in respect of Specific Managerial Decisions like Make or Buy, Own or Lease, Close or Continue, etc.

Suggested Readings:

- 1 Mehrotra S C, Goyal S P, Corporate Tax Planning & Management, Sahitya Bhawan Pub., 2012.
- 8 Gaur V P, Narang D.B., Rajiv Puri, Corporate Tax Planning & Management, Kalyani Pub., 2009.
- 9 Ahuja Girish & Gupta Ravi, Simplified Approach to Corporate Tax Planning & Management, Bharat Law House, 2012.
- 10 Singhania Vinod & Singhania Monica, Corporate Tax Planning & Business Tax Procédures, Taxmann Pub. 2011.

MM 402 LOGISTICS & SALES MANAGEMENT

Course Objectives:

To make students aware with the finer aspects of building & managing team of effective sales force for addressing efficiently the distribution related objectives of business.

Unit	Contents
I	Distribution management & Logistics, Retailing, Wholesaling, Distributor selection & management, Importance of logistics management, Factors affecting logistics choice, Elements of distribution logistics, In bound & outbound Logistics, Models of Distribution Warehousing Management.
II	Sales management: Nature Scope & objectives, sales management: Recruiting & selecting sales persons, Qualities of a salesman , Sales organization – characteristics & functions
III	Sales training: Developing & conducting sales training Programs, ACMEE, Sales Compensation Plans: types, merits & demerits, Motivating Sales Persons
IV	Sales Meetings, Sales Budget, Sales Quotas, Sales Territories, Sales Audit & Sales Cost Analysis
V	Ethical Issues in Sales Management, Benefits of ethical Selling.

Suggested Readings:

1. Still , Cundiff & Govoni , Sales Management 5 th ed., TMH, 2008
2. Havaladar, KK & Cavale VM , Sales & Distribution management TMH., 2008
3. Gupta SL, Sales & Distribution management Excel books., 2006
4. G.Raghuraman, Logistics& supply Chain Management
5. Sontaki C.N & Deshpande R.G , Salesmanship & Advertising.
6. Chunawalla S A, Sales Management, Himalaya Pub. House.
7. Alam Aftab, Sales & Distribution Management, Wisdom Pub. , Delhi, 1995.

HRM 402 HUMAN RESOURCE PLANNING & DEVELOPMENT

Course Objectives:

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, and Development.

Unit	Contents
I	Human Resource Planning: Defining Human resource planning; Macro Level Manpower Planning and Labor Market Analysis; Organizational Human Resource Planning; Stock Taking
II	Work Force Flow Mapping: Age and Grade Distribution Mapping; Models and Techniques of Manpower Demand and Supply Forecasting
III	Behavioral Factors in Human Resource Planning – Wastage Analysis; Retention; Redeployment and Exit Strategies; Career Management and Career Planning: Transfer, promotion multi skilling.
IV	Performance Planning: Potential Appraisal and Career Development; HRD Climate; HR audit, HR Accounting
V	TQM and HRD Strategies: HRD in Strategic Organizations; Human Resource information System; Emerging trends and issues in HRD

Suggested Readings:

1. Shekri Arun, HR planning and Audit, Himalaya Publication (P) Ltd, New Delhi 1998.
2. Bhattacharya Depak, Human Resource Planning, Excel publication, New Delhi 2000.
3. Chopra P.K. & Mishra P.K., Human Resource Planning and Development, Dreamtech Press, New Delhi 2001
4. Walker, James W. Human Resource Management 1997