



Department of Management

School of commerce & Management

Syllabus Booklet
2019-2021

Central University of Rajasthan

NH-8 Jaipur-Ajmer Highway, Bandarsindari

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About Programme

MBA Programme

Course Structure Semester I & II

First Semester

Note: Total number of credits is 24; 20 credits for core papers and 04 credits for elective papers offered by the Department. In order to encourage interdisciplinary approach students may opt for elective courses of other Departments in lieu of elective papers offered by the Department. In addition to that students may also opt for audit courses in foreign languages and courses offered by other Departments.

Sr.	Subject Code	Course Title	Course Category	Credit	Contact Hours			EOS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EOS
1.	MBA 101	Management Principles and Organisational Behaviour	PC	4	4	-	-	3	0	40	60
2.	MBA 102	Managerial Economics	PC	4	4	-	-	3	0	40	60
3.	MBA 103	Accounting for Managers	PC	4	4	-	-	3	0	40	60
4.	MBA 104	Quantitative Techniques	PC	4	4	-	-	3	0	40	60
5.	MBA 105	Business Environment	PC	4	4	-	-	3	0	40	60
6	MBA 106	Business Communication	PE	4	4	-	-	3	0	40	60
Total				24							

Abbreviation: L: Lecture, T: Tutorial, P: Practical, IA: Internal Assessment, EOS: End of Semester, PC: Paper Core, PE: Paper Elective

Second Semester

Note: Total number of credits is 24; 20 credits for core papers and 04 credits for elective papers offered by the Department. In order to encourage interdisciplinary approach students may opt for elective courses of other Departments in lieu of elective papers offered by the Department. In addition to that students may also opt for audit courses in foreign languages and courses offered by other Departments.

Sr.	Subject Code	Course Title	Course Category	Credit	Contact Hours			EOS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA [#]	EOS
1.	MBA 201	Marketing Management	PC	4	4	-	-	3	0	40	60
2.	MBA 202	Human Resource Management	PC	4	4	-	-	3	0	40	60
3.	MBA 203	Financial Management	PC	4	4	-	-	3	0	40	60
4.	MBA 204	Production & Operations Management	PC	4	4	-	-	3	0	40	60
5.	MBA 205	Research Methodology for Business	PC	4	4	-	-	3	0	40	60
6.	MBA 206	Information Systems	PE	4	3	-	1	3	1	40	60*
Total				24							

Abbreviation: L: Lecture, T: Tutorial, P: Practical, IA: Internal Assessment, EOS: End of Semester, PC: Paper Core, PE: Paper Elective

*** There will be 30 marks practical examination based on the syllabus to be conducted by the external & internal examiners.**

Detailed Syllabus

MBA 101 Management Principles and Organizational Behaviour

Objective:

The objective of this paper is to familiarize the students with basic management concepts and behavioural processes in the organisation.

Unit I

Challenges and opportunities for Management/ OB; Overview and definition of Management, Managerial roles and skills; Evolution of management thought: scientific management, administrative approach, behavioural approach, systems approach, contingency approach.

Unit II

Management functions: Planning, Organizing, Controlling; Decision Making; Contemporary issues in management: Management by Objectives, Total Quality Management, Business Process Reengineering, Sustainable Business.

Unit III

OB: Overview and definition; Disciplines that contribute to OB; OB model; Individual behaviour: Biographical characteristics, intellectual and physical abilities, emotions, personality types, transactional analysis, Johari window. Perception: definition, process, factors influencing perception. Diversity management.

Unit IV

Leadership: Meaning and theories. Motivation: Meaning and theories. Groups and teams.

Unit V

Organisational culture, change management, conflict management, negotiation.

Suggested Readings:

1. Daft, Richard L. (2014) *Management*. 12th ed. South Western Cengage Learning.
2. Luthans, Fred, Luthans, Brett, C., & Luthans, Kyle W. (2015). *Organizational Behavior: An Evidence-Based Approach*. Information Age Publishing.
3. Robbins, Stephen P., & Coulter, Mary A. (2018). *Management*. 14th ed. Pearson.
4. Robbins, Stephen P., Judge, Timothy A., & Vohra, Neharika. (2016). *Organizational Behavior*. 16th ed. Pearson.

MBA 102 Managerial Economics

Objective:

The objective of the course is to provide insights to the students regarding tools and techniques of economics to enable them to appreciate its relevance in business decision-making

Unit I:

Meaning and scope of Managerial Economics, Role and responsibilities of Managerial Economist, Objectives of firm, Fundamental concepts of Economics - Incremental reasoning, contribution, Time perspective, Risk and uncertainty, Discounting principle, Opportunity cost, Profit maximization model, Growth maximization model and Behavioral model of firm

Unit II:

Demand and revenue, Elasticity of demand its significance and its applications in business, Demand function, Determinants of demand, Demand forecasting, Cost concepts relevant to business decisions, Cost Functions, Production function, Laws of returns and returns to scale, Estimation of production and Estimation of cost.

Unit III:

Theory of pricing, Perfect competition, Imperfect Competition, Monopoly, Monopolistic competition, Monopsony, Duopoly and Oligopoly

Unit IV:

Pricing decisions, General theory of pricing, Peak load pricing, Pricing over life cycle of a product, Cost plus pricing, Multi-product pricing, Transfer pricing and Cost oriented prices

Unit V:

National Income, its Components, Methods of measurement, Problems in estimating, economic welfare and industrial growth, The flat world economy, Characteristics of new economy, , Icons of new economy, Demographic dividend and Rules of the game in new economy .

Case studies based on above-mentioned curriculum

Suggested Readings:

1. Joel Dean, Managerial Economics
2. Paul A Samuelson, Economics, Mc Graw Hill International , New York
3. D.N. Dwivedi Managerial Economics, Vikas, New Delhi
4. N.D. Mathur,, Managerial Economics, Shivam Book Hous Pvt. Ltd, Jaipur
5. P.L. Mehta, Managerial Economics, Analysis and Cases ,Sultan Chand & Sons, N. Delhi
6. R.L. Varshney & K.L. Maheshwari, Managerial Economics, Sultan Chand & Sons, New Delhi
7. U.L. Mote, Samuel Paul and G.S. Gupta, Managerial Economics, Tata Mc Graw Hill, Mumbai

MBA 103: Accounting for Managers

Objective: The objective of the course is to understand the system of utilizing financial, costing, and other information to assist the management in the performance and evaluation of their functions. The Course will provide the students with a learning framework that will enable them to study the principles and procedures used in collection and analysis of accounting information.

Unit I:

Introduction : Objectives of accounting, Financial accounting, , Concept, Importance, Scope, Accounting as an information system, Accounting concepts & conventions and Generally Accepted Accounting Principles (GAAP)

Unit II:

Financial Statements: Nature and Usefulness of financial statements, Preparation of financial statements-Trading account, Profit & Loss a/c, Balance sheet and Adjustments in final accounts.

Unit III:

Management Accounting: Concept, Importance and Scope. Distinction between financial accounting, cost accounting and management accounting, Functions of management accountant.

Unit IV:

Cost Accounting: Concepts, , Cost Centre, Profit Centre & Investment Centre, Elements of Cost, Methods of costing, Techniques of costing, Preparation of cost sheet

Unit V:

Marginal costing, *Application of CVP analysis in business decision making*, Absorption costing, Standard costing & Variance analysis, Budget and Budgetary Control,

Case studies based on above-mentioned curriculum

Suggested Readings

Basic reading:

1. Maheshwari, S.N. (2001). Management Accounting and Financial Control. Sultan Chand and Sons, New Delhi.
2. Bhattacharya, S.K. and Dearden, J. (1996). Accounting for Management: Texts and Cases. Vikas Publishing, New Delhi.

Reference Books:

1. Wheldon : Cost Accounting and Costing Methods.
2. Homgren Charges I: Introduction to Management Accounting.
3. Keller and Ferrara: Management Accounting for Profit Control.
4. Accounting for Managers: S.K. Bhattacharya & John Dearden.
5. Management and Cost Accounting: Robert S. Kaplan.
6. Advanced Management Accounting: Robert S. Kaplan.
7. Robert Anthony: Management Accounting.

MBA 104 Quantitative Techniques

Objective:

The objective of the course is to equip the student with basic quantitative tools required to perform the role as a manager. This will enable him to do analytical evaluation and arrive at logical conclusions & inferences to the decisions.

Unit - I

Decision Theory, Decision making under uncertainty, Criterion of Maximin and minimax, Decision making under risk Bayesian approach, Criterion of Maximum likelihood, Decision Tree-Applications, Decision making in a Competitive Situation-Game Theory, Types of Games, Two person zero sum games, Mixed strategy and Method of solution.

Unit II:

Linear Programming, Problem formulation and graphical methods of solution, Simplex method, Elementary ideas about duality, Sensitivity Analysis, Integer Programming and Goal Programming.

Unit III:

Transportation Model, North West Corner Rule, Stepping Stone Method, VAM, MODI, Application of Transportation Model, Assignment Models, Transshipment and Routing Problems

Unit IV:

Waiting line, Characteristics, , Single and multiple channel models, business application of waiting lines, , Simulation for business, Monte Carlo method and application of simulation in business situations.

Unit V:

PERT & CPM, Network construction and analysis, Critical path, Time-cost trade off, Crash activity analysis, Planning and scheduling, Project costs, Controlling project costs

Case studies based on above-mentioned curriculum

Suggested Readings:

1. Anderson, Sweeney and Williams, An Introduction to Management Science
2. Vohra, N.D. Quantitative Techniques in Management, 3rd Edition, Tata McGraw Hill
3. Taha, H.A., An introduction to Operation Management
4. Tulsian and Pandey, Quantitative Techniques, Pearson Education
5. Sharma J. K., Operations Research

MBA 105: Business Environment

Objective: The primary objective of this course is to acquaint the students to the emerging trends in business environment. This will also help them to develop the ability to analyse the competitive business environment to appraise the environmental pressures on business, and to understand the government policies and current issues in Indian perspective.

Unit I

Business environment: internal and external environment (micro and macro environment), forces influencing industry competition, environmental analysis: SWOT, scanning, monitoring, forecasting steps and techniques.

Unit II

Economic environment: macro-economic scenario, issues and challenges for the Indian economy, monetary and fiscal policy, economic reforms, India in post-Liberalisation era, recent economic policy initiatives.

Unit III

Political environment: political system in India, shift from government to governance, role of public policy in promoting business, corporate political strategies, Competition Act 2002.

Unit IV

Socio-cultural and demographic environment: population, demographic dividend, social norms and trends, cultural values and traits, implications of socio-cultural and demographic variables for business.

Unit V

Natural environment and business sustainability. Technological environment: technology, innovation, S-curve of technology, technology and competitive advantage, appropriate technology and grassroots innovation, intellectual property rights. Globalisation, multinational corporations, foreign market entry strategies.

Case studies based on above-mentioned curriculum

Recommended Readings:

1. Mittal, Vivek, (2007). Business Environment, New Delhi: Excel Books.
2. Cherunilam, F. (2012). Business Environment – Text & Cases, New Delhi: Himaliya Publishing House.
3. Aswathappa, K. (2001). Essentials of Business Environment, New Delhi: Himaliya Publishing House.
4. Economic Survey (various years).

MBA 106: Business Communication

Objectives:

The major objective of this course is to develop communication skills in business communication. The course will acquaint the students with communication, the basic concepts and techniques of business communication.

Unit I:

Business Communication: Meaning, its concepts & objectives, Principles of effective communication (7 Cs), Media for communication (covering written, oral, face-to-face, audio-visual, computer aided, silence), model of communication process. Types of communication: Formal (upward, downward, horizontal, diagonal), Informal (grapevine, consensus), Ethics in communication. Communication in global scenario.

Unit II:

Barriers to communication: Faulty medium, physical barriers, semantic barriers, socio-psychological barriers, different comprehension of reality. Non-verbal communication: Kinesics, paralanguage, art factual communication, proxemics, Chronemics, silent communication

Unit III:

Business letters: Need, kinds of business letters, essentials of effective business letter, business letter styles (full block, semi-block, hanging indentation, special letter form), business enquiries and reply, purchase orders, complaints, payment collection letters, circular letters, sales letters, correspondence with banks, memos, office orders, circulars, application letters.

Unit IV:

Report writing: Definition, classification of business reports, essentials of a good report, steps of preparation of report, organization of report, tables, Visual illustrations (bar chart, pie chart, line chart, pictogram), reports by individual, committees, agenda and minutes of business meetings, limitations of report writing. Interviews: Its types & preparation.

Unit V:

Corporate communication: Press releases, speeches, negotiating & bargaining, business presentations, conferences (corporate, press). Means of communication: Telephone, fax, telex, email, voice mail, answering machine, teleconferencing, SMS, MMS, posters.

Case studies based on above-mentioned curriculum

Suggested Readings:

Basic Reading:

1. Robert L. Shurter and J Peter Williamson, Written Communication in Business
2. Heta A Murphy and Charles E Peck, Effective Business Communication
3. William C Hansturt and Wayen N Batty, Business Communications: Principles and Methods
4. C. C. Parkhurst, English for Business
5. Robert D Hay and P V Lesakar, Business Report Writing
6. Pal, Rajendra and Korlahalli, J.S., Essentials of business communication, Sultan Chand & Sons, New Delhi, 2009, 11th ed.
7. Lesikar, Raymond V. and Pettit, John D., Jr., Business communication Theory and application, A.I.T.B.S., 2003, 6th ed.
8. Additional reading:
9. Taylor, Shirley, Communication for business A practical approach, Pearson Education, Ltd., New Delhi, 2007, 4th ed.
10. Raman, Meenakshi and Singh, Prakash, Business communication, Oxford University Press, 2008.

Reference book:

11. Bahl, Sushil, Business communication today, Response books, New Delhi, 1996.

MBA 201: Marketing Management

Objective:

Marketing is no longer a company department charged with a limited number of tasks- it is a company wide undertaking. It drives the company's vision, mission and strategic planning. Marketing succeeds only when all departments work together to achieve goals. The student will be able to understand these concepts.

Unit I:

Marketing concepts: Definition, Marketing vs. Selling, Marketing concepts and types, Marketing management, Marketing mix, STP (Segmentation, Targeting, Positioning) concepts, Marketing planning, organization and control.

Unit II:

Product: Definition, classification, product line-concepts and decisions, differentiation, standardization vs. adaptation, new product development process, Product Life Cycle, Packaging, labeling, tags, quality standards.

Product portfolio decisions: Product portfolio matrices (BCG, GE)

Unit III:

Pricing: Meaning, pricing objectives, process, methods, price adaptation (geographical pricing, discounts & allowances, promotional pricing, discriminatory pricing, product mix pricing)

Unit IV:

Physical distribution: Definition, Channels, functions, levels of distribution channels, channel-management decisions, Vertical, Horizontal and Multi-channel marketing systems, Legal and ethical issues in channel relations.

Retailing: Meaning, types, functions of retailers, marketing decisions related to retailers.

Wholesaling: Meaning, types, functions of wholesalers, marketing decisions related to wholesalers.

Unit V :

Promotion : Definition, promotion mix concept ; Advertising: Meaning, advertising objectives, 5-M model ; Sales promotion: Meaning, tools and techniques ; Public relations: Definition, techniques and methods of PR ; Direct marketing: Concept, channels (face to face selling, Direct mail), catalogue marketing, telemarketing, e-marketing, m-commerce ; Personal selling: Meaning, process.

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham and Jha, Mithileshwar, Marketing Management A South Asian perspective, Dorling Kindersley (India) Pvt. Ltd., New Delhi, 2009, 13th ed.
2. Kothari, Rakesh, Mehta, Anil and Sharma, Ashok, Marketing management, Ramesh Book Depot, Jaipur, 2010.
3. Panda, Tapan K., Marketing Management Text and Cases, Excel Books, New Delhi, 2007, 2nd ed.

b) Additional reading:

1. Etzel, Michael J., Walker, Bruce J. and Stanton, William J., Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2004, 13th ed.
2. Kotler, Philip, Marketing Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 11th ed.

c) Reference book:

1. Czinkota, Michael R. and Kotabe, Masaaki, Marketing Management, Thomson Asia Pte Ltd., Singapore, 2nd ed.
2. Varshney, R.L. and Gupta, S.L., Marketing management Text and Cases An Indian perspective, Sultan Chand & Sons, New Delhi, 2005, 3rd ed.

MBA 202: Human Resource Management

Objectives: The objective of this course is to sensitize students to various facts of managing people and to create an understanding of the various policies and practices of human resource management.

By the end of the course the student will be able to:

- Appreciate the importance of human resource management as a field of study and as a central management function;
- Understand the implications for human resource management of the behavioral sciences, corporate decisions
- Know the elements of the HR function (e.g. – recruitment, selection, training and development, etc.) and be familiar with each element's key concepts & terminology; and
- Apply the principles and techniques of human resource management gained through this course to the discussion of major personnel issues and the solution of typical case problems.

Unit I:

Perspective of HRM: Conceptual foundations; Human aspect of management, Human Relations; Human Resource Management- Concept, Scope and Importance; Competencies of HR Manager: Employer branding and Competency mapping; changing role of HRM- Workforce diversity, HRM environment in India, Strategic HRM: Strategic role of HR, Approaches and models to SHRM

Unit- II:

Staffing: Human Resource Planning, Assessing Human Resource requirements; Human resource forecasting; Work load analysis ; Job Analysis, and Job Design; Job characteristic approach to job design, Factors affecting recruitment; Sources of recruitment (internal and external); Basic selection model; Psychological tests for selection; Interviewing; Placement and Induction; Job Changes- Transfers, Promotions, and Separations, Restructuring and rightsizing

Unit III:

Human Resource Development: An overview of Training and Development; Meaning, Importance & assessment of training needs, principles of effective training, Skills of an Effective Trainer, Designing Training and Development Program, Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training, Evaluation of Training program, Career planning and Development, Succession Planning

Unit IV:

Compensation and Performance Appraisal: Compensation Management, Job Evaluation, Base Compensation and Supplementary Compensation; Innovations in Compensation Management- Pay Band System, ESOP, Flexi-time Schedules, etc. Performance Appraisal- Concept, Objectives and Methods; Traditional and Modern Methods- MBO, 360 Degree Appraisal, Behaviourally Anchored Rating Scale, Potential Appraisal, Human Resource Audit

Unit- V:

International HRM- Human Resources in a Comparative Perspective, International Recruitment and Selection, Cultural Factors/Issues in Performance Management, Developing International Staff and Multinational Teams, Approaches to International Compensation, Repatriation, Industrial Relations in

a Comparative Perspective, Emerging Trends in Employee Relations and Employee Involvement, HR/IR issues in MNCs

Case studies some cases of real business world to supplement learning from the course

Recommended reading:

1. D'Cenzo, David A., Stephen P. Robbins, and Susan L. Verhulst, Human Resource Management, John Wiley and Sons, NewDelhi.
2. Gomez-Mejia, Luis R., D. B. Balkin, and R. L. Cardy, Managing Human Resources, Prentice Hall, NewJersey.
3. Ian, Beardwell, and Len Holden, Human Resource Management, Prentice Hall.
4. Dessler, Garry, Human Resource Management, Prentice Hall of India. Department of Commerce, University of Delhi 20
5. Saiyadain, Mirza S., Human Resource Management, Tata McGraw-Hill Pub. Co. Ltd., New Delhi.
6. Noe, Raymond A., John R. Hollenbeck, BarryGerhart and Patrick M. Wright , Human Resource Management, Tata McGraw Hill.
7. Chhabra T. N., Human Resource Management, DhanpatRai and Co. Pvt. Ltd. New Delhi.
8. Aswathappa, K., Human Resource Management-Text and Cases, Tata McGraw Hill
9. Bernardin ,H. John, Human Resource Management, Tata McGraw Hill.
10. Singh B. P. and T. N. Chhabra, Personnel Management & Industrial Relations, DhanpatRai and Co.Pvt. Delhi.
11. Flippo, Edwin B., Principles of Personnel Management, McGraw Hill, New York.
12. Harzing, A. W. and Joris Van Ruysseveldt, International Human Resource Management: An Integrated Approach, Sage Publication, London.
13. Dowling, Peter J., D.E. Welch and R. S. Schuller, International Human Resource Management: Managing People in a Multiple Context, South Western College Publishing, Cincinnati.

Note: Latest edition of the readings may be used.

MBA 203: Financial management

Objective:

The focus in this paper would be on issues related to financial management in the Indian Corporate Sector. The objective is to enable and equip the manager with basic tools for applying financial analysis.

Unit I:

Introduction: Concept, scope, classification of finance function, objectives of financial management, profit maximization vs. wealth maximization. Financial System

Unit II:

Sources of finance: Long term sources- Shares, Debentures/Bonds Term Loan, Retained Earnings, Leasing, Hire-purchase, Venture capital, Short term sources-Public deposits, Cash credit limit/Overdraft, Letter of credit, Commercial papers, Factoring. Emerging short-term and long term financial instruments.

Unit III:

Financing decisions: Cost of capital, Cost of debenture, Cost of Term Loan, Cost of equity, Cost of preference shares, Cost of retained earnings, weighted cost of capital. Leverage, Trading on equity, factors affecting trading on equity, operating leverage, financial leverage and combined leverage.

Capital structure: Concepts and determinants of capital structure, Approaches to establish appropriate capital structure- Net Income Approach, Net Operating Income Approach, Traditional Approach, MM Approach

Unit IV:

Investment decisions: Capital budgeting-Nature, scope, techniques Non Discounted and discounted techniques

Working capital management: Concept of working capital, Factors affecting working capital requirements, Computation of working capital requirements.

Unit V:

Dividend decision: Dividend and its types, Factors influencing dividend decision, Dividend payment-retention decision, Dividend theories of relevance: Walter's model, Gordon's model, Dividend theories of irrelevance: MM Hypothesis

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Pandey, I. M., Financial management, Vikas Publishing House Pvt. Ltd., Noida, 2005, 9th ed.
2. Mishra, R.C. and Pandey, R.S., Fundamentals of financial management, Global Vision Publishing House, New Delhi, 2010.

b) Additional reading:

1. Khan, M.Y. and Jain, P.K., Financial management Text, Cases and Problems, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007
2. Chandra, Prasanna, Financial management Theory and Practice, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2007

c) Reference book:

1. Kuchhal, S.C., Financial management, Chaitnya Publishing House, Allahabad.

MBA 204: Production & Operations Management

Objective:

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 I:

Production planning and control: Definition, production planning system, functions, Production control and steps.

Production processes: Manufacturing and Service operations, Differences between manufacturing and service operations, Classification of manufacturing processes.

Unit II:

Capacity planning: Short, Intermediate, Long range capacity planning, determinants of effective capacity, capacity planning decisions.

Plant location: Need, effect of location on costs and revenues, location selection procedure, factors affecting selection of location, Location models, Theories of industrial location.

Unit III:

Plant layout: Meaning, objectives, influencing factors, principles, types of layout (Process/Functional/Job shop, Product, Fixed position, Cellular manufacturing, Hybrid layouts)

Quality control: Benefits, Statistical Quality Control, Control charts, Acceptance sampling techniques, Elementary concepts of Total Quality Management (TQM), Business Process Reengineering (BPR), six sigma, 5 'S' Kaizen, Quality Circles, Indian Quality certifications (ISO, ISI, AGMARK, BIS Hallmark)

Unit IV:

Operations management: Definition, manufacturing operations vs. service operations, objectives, types of models in operations management, Financial and economic analysis in operations, Life of the asset.

Unit V:

Materials management: Function, scope, importance of materials management, inventory, types, material requirement planning system.

Case studies based on above-mentioned curriculum

Recommended reading:

a) Basic reading:

1. Adam, Everette E. Jr. and Ebert, Ronald J., Production and Operations management Concepts, Models and Behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 1994, 5th ed.
2. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2008, 2nd ed.

b) Additional reading:

1. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, Wiley India Pvt. Ltd., New Delhi, 2008, 8th ed.

c) Reference book:

1. Gopalakrishnan, P., Purchasing & Materials management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2001.
2. Datta, A.K., Materials management Procedures, Text and Cases, Prentice-Hall of India Pvt. Ltd., New Delhi, 2007.
3. Schroeder, Roger, Operations management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2009

MBA 205 Research Methodology for Business

Objective:

The objective of the course is to make the students familiar with basic research techniques and their applications in business decision making. The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, data analysis, and report writing .

Unit I:

Introduction : Introduction to Business Research, Research process and Types of Research, problem formulation and Statement of Research Objectives, Importance of literature review.
Business Research Design: Steps involved in a research design. Exploratory research, . Descriptive research, Causal research, Various types of experimental designs, types of errors affecting research design.

Unit II:

Sampling and Data Collection: Sampling and sampling distribution: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability Sampling Techniques, sample size determination.

Data collection: Primary and Secondary data – Sources, . Data collection Methods: Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection.

Measurement & Scaling Techniques: Nominal, Ordinal, Interval and Ratio Scale, Criteria for good measurement, attitude measurement – Likert's Scale, Semantic Differential Scale

Unit III:

Measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. Binomial, Poisson and Normal distributions- their characteristics and applications . Measures of Variation. Skewness, Moments and Kurtosis.

Unit IV:

Data analysis: Validity & normality of data, Qualitative vs Quantitative data analyses, Hypothesis testing,

Parametric and Non-Parametric Tests , t – test, Z test, ANOVA, Correlation & regression Analysis, chi square test, sign test, run test, Mann-Whitney U Test, Kruskal-Wallis H test.

Time Series Analysis

Unit V:

Report Design : Research report , Contents of report , need of executive summary – chapterization , contents of chapter , report writing , report format , Ethics in research.

Text Reading

- Schindler and Cooper, Business Research methods, TMH, New Delhi
- CR Kothari, Research Methodology, Remenyi, Williams, Money and Swartz,
- Doing Research in Business and Management, , Sage Publications , New Delhi K R Sharma,
- Business Research methods, National Publishing House, New Delhi
- David Levine, T. Krenbil, P.K.Viswanathan, Business Statistics, Pearson Education.
- S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
- S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
- T.N.Srivastava, Statistics for Management, TMH, 2008

MBA 206: Information Systems

Objective:

This course is designed to make the students of management familiar with the basic fundamentals and concept of computer. This paper shall prepare students to learn and acquire necessary computer skills required for day to day office application. The students will also be able to learn to solve business mathematical problems with the aid of computers.

Unit I:

Computer fundamentals: Definition of computer, types of computer systems for individuals (Desktops, Workstations, Notebooks, Tablet PCs, Handheld PCs, Smart phones) and organizations (Network servers, Mainframes, Minicomputers, Supercomputers)

Computer components: Hardware (Processing devices, memory (RAM, ROM), Input-Output devices, External storage devices), Software (System, Application software), Data, Humanware

Unit II:

Working with Windows: Desktop, anatomy of a Window, Menus, Start button, My computers, adjusting desktop properties, application switching, Windows explorer, opening, creating, renaming, deleting, finding, copying, moving files and folders, displaying and setting properties, Handling multimedia files, RUN window, command prompt, Using basic DOS commands (DIR, CD, MD, DEL, COPY)

Unit III:

Mastering MS-Office:

MS Word: Word window anatomy, opening and closing word document, creating a new document, entering, selecting, editing, formatting text, inserting date, saving word document, creating and formatting tables, bullets and numbering. **MS Excel:** Excel window anatomy, values vs. text concept, Entering & editing cell entries (text, numbers), inserting, deleting, copying, moving cells, rows, columns, text alignment, using autofill function, cell referencing, basic formula (SUM, COUNT, AVERAGE, MAX, MIN, PRODUCT, Subtract, divide), creating excel charts. **MS PowerPoint:** Auto content wizard, Using blank presentations, Selecting slide layouts, Formatting slides and text, Adding objects (pictures, sound & video clip, tables from word), graphical bullets, formatting slide header & footer, adding animations, drawing charts, preparing handouts. **MS Access:** Getting started with Access 2007, Using Tables & Queries, Using Forms, Using Reports, Modifying a relational database structure, creating multiple table queries, enhancing forms, analyzing data with reports, Importing and Exporting data, analyzing database design, creating advanced queries, creating advanced reports, managing database objects, creating macros, creating modules and VBA, Managing the database

Unit IV:

Internet: Basic concepts (Internet, World Wide Web, email), connecting to internet, opening a website, surfing internet, using search engines, making email address, sending, receiving and replying to emails, uploading and downloading attachments, Outlook express, managing address book, instant messaging, Video conferencing.

Unit V:

Development of MIS: Definition, role of MIS, need, Organizational pyramid & information concepts, general model of MIS, developing MIS plan, MIS plan contents, Ascertaining class of information, Determining information need, Implementation, MIS quality control, Factors contributing to success and failure of MIS.

Case studies based on above-mentioned curriculum

Suggested Readings:

Basic reading:

1. Courter, Gini and Marquis, Annette, Mastering Microsoft Office 2000 professional edition, BPB Publications, New Delhi, 2002.
2. Norton, Peter, Introduction to Computers, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2006, 6th ed.
3. Jawadekar, Waman S., Management Information Systems Text & Cases A digital-firm perspective, Tata McGraw-Hill Education Pvt. Ltd., New Delhi, 4th ed.

Additional reading:

1. Freeze, Jill T., Teach yourself Computer basics in 24 hours, Techmedia, New Delhi, 2nd ed.
2. PC Complete, BPB Publications, New Delhi, 2002, 2nd ed.

Reference books:

1. Sinha, P. K., Computer fundamentals Concepts, Systems & Applications, BPB Publications, New Delhi, 2002
2. Kanter, Jerome, Managing with information, Prentice-Hall of India Pvt. Ltd., New Delhi, 2006, 4th ed.
3. Murdick, Robert G., Ross, Joel E. and Claggett, James R., Information systems for Modern Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 2004, 3rd ed.

About Programme

MBA Programme

Course Structure Semester III & IV

Third Semester

Note: Total number of credits is 24; 08 credits for core papers and 16 credits for elective papers from any one of the elective groups/ Subjects offered by the Department.

Sr.	Subject Code	Course Title	Course Category	Credit	Contact Hours			EOS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EOS
1.	MBA 301	Strategic Management	PC	4	4	0	0	3	0	40	60
2.	MBA 302	International Business	PE	4	4	0	0	3	0	40	60
3	MBA 303	Summer Internship	PC	4	0	0	4	0	3	0	50* 50**
Total				12							

Abbreviation: L: Lecture, T: Tutorial, P: Practical, IA: Internal Assessment, EOS: End of Semester, PC: Paper Core, PE: Paper Elective

Note: An Elective group will be offered only if number of students opting for the group are at least 25% (rounded off to higher integer) of the students enrolled in 3rd semester

* **50 marks for Summer Internship Report, assessment by the Department (by constituting a panel of examiners including internal & external examiners).**

** **50 marks for viva voce to be awarded by internal & external examiners.**

Elective Group

Elective Group-1: Marketing											
4.	MBAM 304	Marketing of Services	PE	4	4	0	0	3	0	40	60
5.	MBAM 305	Sales & Distribution Management	PE	4	4	0	0	3	0	40	60
6.	MBAM 306	Integrated Marketing Communication	PE	4	4	0	0	3	0	40	60
Total				12							

Elective Group-2: Finance											
4.	MBAF 304	Security Analysis and Portfolio Management	PE	4	4	0	0	3	0	40	60
5.	MBAF 305	Financial Econometrics	PE	4	4	0	0	3	0	40	60
6.	MBAF 306	Financial Institutions & Services	PE	4	4	0	0	3	0	40	60
Total				12							

Elective Group-3: HRM											
4.	MBAH 304	Human Resource Planning & Development	PE	4	4	0	0	3	0	40	60
5.	MBAH 305	Organisational Change & Development	PE	4	4	0	0	3	0	40	60
6.	MBAH 306	Employee Relations and Labour Laws	PE	4	4	0	0	3	0	40	60
Total				12							

Fourth Semester

Note: Total number of credits is 24; 08 credits for core papers and 16 credits for elective papers from any one of the elective group/ Subjects opted by the student in third semester.

Compulsory Papers

Sr.	Subject Code	Course Title	Course Category	Credit	Contact Hours			EOS Exam. Duration (Hrs.)		Relative Weights %	
					L	T	P	Theory	Practical	IA	EOS
1.	MBA 401	Entrepreneurship	PC	4	4	0	0	3	0	40	60
2.	MBA 402	Business Ethics	PE	4	4	0	0	3	0	40	60
3.	MBA 403	MBA Project	PC	4	0	0	4	0	3	0	50* 50**
Total				12							

Abbreviation: L: Lecture, T: Tutorial, P: Practical, IA: Internal Assessment, EOS: End of Semester, PC: Paper Core, PE: Paper Elective

* **50 marks for Dissertation, assessment by the Department (by constituting a panel of examiners including internal & external examiners).**

** **50 marks for viva voce to be awarded by internal & external examiners.**

Elective Groups

Elective Group-1: Marketing											
4.	MBAM 404	Retail Management	PE	4	4	0	0	3	0	40	60
5.	MBAM 405	Consumer Behaviour	PE	4	4	0	0	3	0	40	60
6.	MBAM 406	Product and Brand Management	PE	4	4	0	0	3	0	40	60
		Total		12							

Elective Group-2: Finance											
4.	MBAF 404	Financial Engineering	PE	4	4	0	0	3	0	40	60
5.	MBAF 405	International Financial Management	PE	4	4	0	0	3	0	40	60
6.	MBAF 406	Corporate Tax Planning	PE	4	4	0	0	3	0	40	60
		Total		12							

Elective Group-3: HRM											
4.	MBAH 404	Performance & Compensation Management	PE	4	4	0	0	3	0	40	60
5.	MBAH 405	Leadership Development	PE	4	4	0	0	3	0	40	60
6.	MBAH 406	Strategic Human Resource Management	PE	4	4	0	0	3	0	40	60
		Total		12							

Detailed Syllabus

MBA-301: Strategic Management

Objective:

The course aims at imparting knowledge of formulation, implementation and evaluation of Business Policy and Strategies.

Unit I:

Business policy: Nature, Objectives and importance of business policy.

Strategic management: Strategic decision making; Approaches & Process of strategic decision making.

Unit II:

Strategy formulation: Company's vision, mission, objectives & goals; Environmental and organizational appraisal, Strategic alternatives and choice; Types of strategies; Business ethics and corporate strategy, Concept of value chain and competitive advantage.

Unit III:

Strategic Analysis: SWOT Analysis, BCG Matrix, GE- Nine Cell, Industry Analysis, Experience Curve, Impact Matrix.

Unit-IV:

Strategy implementation: Designing organizational structure and activating strategies; Matching structure and corporate strategy, Structural, Behavioural and Functional implementation.

Unit-V:

Strategy Evaluation: Strategic evaluation and Control, Strategic and Operational Control; Techniques of evaluation and control.

Case Studies based on above curriculum

Suggested Readings

1. Jauch & Glueck, Business Policy and Strategic Management
2. Thompson A.A. and Stickland A.J, Strategic Management- Concept and cases
3. Michael Porter, Competitive Advantage of Nations.
4. Azhar Kazmi, Business Policy and Strategic Management
5. Kenneth, A. Andrews, Concepts of corporate Strategy
6. Melvin J. Stanford, Management Policy
7. John A. Pearce II and R.B.Robinson, Strategic Management - Strategy Formulation and Implementation.

MBA 302: International Business

Objective:

With globalization markets are inching towards a global market rather than domestic market. This paper aims to expose the students to the international business environment and decision areas required to operate successfully in international businesses.

Unit I:

Concepts: Definition, importance, difference between International trade and International business, Major components of International business.

Unit II:

Multinational Corporations:

Concept of Multinational Corporations (MNCs) and transnational corporations, functions of MNCs, Role of MNCs in the process of development of the country.

Unit III:

International Marketing: Definition, Nature, Scope and Benefits; Reasons and Motives Underlying Global Trade and Global Business; Domestic Marketing versus Global Marketing, Global Marketing Environment; Issues in Global Marketing; Basic Modes for Entry, Factors Influencing Global Market Selection and Segmentation Strategies

Unit IV:

International Financial management: MNCs financial management, International financial system, Concept of Risks and rewards, Risk involved in International Business, International Sources of Finance

Unit V:

Human and Cultural variables in Global organizations; Cross Cultural differences and managerial implications, Role of financial and economic institutions, IMF, IFC, IDA, IBRD, WTO, UNCTAD

Case studies based on above-mentioned curriculum

Suggested Readings

1. Cherunilam, Francis, International business Text and Cases, Prentice-Hall of India, New Delhi, 2007, 4th ed.
2. Aswathappa, K., International business, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2008.
3. Paul, Justin, International business, Prentice-Hall of India Pvt. Ltd., New Delhi, 2008.
4. . Subba Rao, International business Text and Cases, Himalaya Publishing House, Mumbai, 2008, 2nd ed.

MBA 401: ENTREPRENEURSHIP

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

Unit I: Foundations of Entrepreneurship: Entrepreneurs and entrepreneurship: definition and meaning, qualities of successful entrepreneurs, benefits and potential drawback of entrepreneurship, how to be a successful entrepreneur, types of entrepreneurs.

Unit II: Creativity and Innovation: Creative thinking, barriers to creativity, how to enhance creativity, the creative process, innovation – meaning, types (incremental, radical, disruptive, etc.), grassroots innovation, process of innovation.

Unit III: Business Plan Formulation: Elements of a successful business plan: Executive summary, vision, mission and value statement, SWOT analysis, business strategy, company goals and objectives, company profile and management team, industry profile, product/service description, marketing strategy, competitor analysis, plan of operations/ production process, location and layout project financial statements, break-even analysis loan/ investment proposal.

Unit IV: Policy and Institutional Framework to Promote Entrepreneurship: Policies and schemes formulated and implemented by Government of India and State governments to promote entrepreneurship, for e.g., initiatives by DIPP, RIICO, RFC, and other institutions, SEZ policy, FDI, Make in India, Start-Up India, Skill India, etc.

Unit V: Emerging trends in Entrepreneurship: E-commerce, women entrepreneurs, franchising, social entrepreneurship.

Case studies based on above-mentioned curriculum

Suggested Readings

1. Zimmerer, T. H., Scarborough, N. M., & Wilson, D., Essentials of Entrepreneurship and Small Business Management, PHI Learning Private Limited, New Delhi, 2013, 5th ed.
2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, Tata McGraw Hill, 7th ed, ISBN: 9780071259521
3. Jeffrey Timmons, Stephen Spinelli, New Venture Creation: Entrepreneurship for the 21st Century, Tata McGraw Hill, 8th Edition, ISBN: 9780071276320
4. Charantimath, P. M., Entrepreneurship Development and Small Business Management, Pearson Education
5. Desai Vasant, The Dynamic of entrepreneurial development and management, Himalaya Publishing house (2010).
6. Murthy CBS, Entrepreneurship Development, Himalaya Publishing house (2009)
7. Taneja Satish, Entrepreneurship Development, Himalaya Publishing house (2009)
8. Gupta CB, Srinivasan NP, Entrepreneurship Development in India, Text & Cases, Sultan Chand & Sons.
9. Hisrich Robert D and Peters Michael P, Entrepreneurship, Tata McGraw Hill
10. Dollinger Marc J, Entrepreneurship-Strategy & Resource, Pearson

MBA 402 Business Ethics

The objective of this course is to orient and sensitise students towards ethical issues in business, and prepare them as future managers, with strong grounding in ethics. It aims to expand their awareness of social, environmental and ethical issues in order to enable them to take into account ethical considerations while making managerial decisions. It aims to make students responsive to complex social and ethical phenomena and enable them to resolve ethical dilemmas. It aims to equip students with practical knowledge of business ethics and enable them to create, manage and sustain ethical organisations.

Unit I

Definition and meaning of ethics; relationship of ethics with values, morals, science, religion and law. Stages of moral development. Theories of ethics: Consequentialist/result-based and non-consequentialist/duty-based theories. Theories of business ethics: shareholder theory, stakeholder theory, social contract.

Unit II

Indian ethical traditions and their relevance for managers, lessons in ethics from ancient Indian texts. Gandhian ethics, trusteeship. Ethics in different religions.

Unit III

Challenges to ethical decision-making. Ethical dilemma, how to resolve ethical dilemma. Creating ethical organisations/ building an ethical climate. Environmental ethics, sustainable development, business sustainability, triple bottomline.

Unit IV

Corporate social responsibility – definition, meaning, relevant legal provisions for CSR, critique of CSR. Creating shared value – definition, meaning, models of shared value creation. Corporate governance - definition, meaning, legal framework, challenges and opportunities.

Unit V

Ethics in functional areas of management: ethics in marketing, consumer protection, ethics in human resources and labour welfare, ethics in accounting and finance, ethics in information technology applications, ethics in supply chains.

Suggested Readings

1. Fernando, A.C. (2014) *Business Ethics: An Indian Perspective*. 2nd ed. Noida: Dorling Kindersley.
2. Chakraborty S.K., *Management by Values*, New Delhi, Oxford University Press, 1992.
3. Chakraborty S.K., Chakraborty Debangshu, *Spirituality in Management: Means Or End?*, Oxford University Press, 2008.

4. Crane, Andrew, and Matten, Dirk (2010) *Business Ethics*. 3rd ed. New Delhi, Oxford University Press.
5. Gini AI, Case Studies in Business Ethics, 6th edition, Pearson Education, 2009.
6. Velasquez, Manuel G. (2012) *Business Ethics: Concepts and Cases*. 7th ed. Pearson.
7. Weiss, *Business Ethics concept & cases*, 1st edition, Cengage Learning, 2009.
8. Tripathi, Dwijendra. *History of Indian Business* by Publisher, Oxford University Press India, 2004.
9. S. Radhakrishnan, The Bhagavad Gita.
10. Gandhi, Mahatma. *The Story of My Experiments with Truth*. Navjivan Publishing, Ahmedabad.
11. Pai, Roopa (2015). *The Gita for Children*. New Delhi: Hachette.
12. Chattopadhyay, Chandrani. 'Indian Philosophy and Business Ethics'.
Harvard Business Review articles:
13. Integrity and Management
14. Conflicting Responsibilities
15. 'Green and Competitive' by Michael Porter and Claas van der Linde
16. 'The parable of the sadhu' by Bowen H. McCoy
17. A Company's Ethical Climate
18. 'Why don't we try to be India's most respected company?'
19. 'Creating Shared Value' by Michael Porter

Marketing Group

MBAM-304 Marketing of Services

Objective:

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy and tackle issues involved in the marketing of services.

Unit I:

Emergence of Service Economy; Growth of Services in India and abroad; Characteristics of Services with reference to marketing; Challenges in marketing of services; Services Classification.

Unit II:

Marketing Mix framework for Service Organizations; Service Management Trinity: Internal, External and Interactive Marketing.

Unit III:

Service Product Development; Segmentation and service positioning; Advertising; Branding and Packaging of Services; Consumer Behavior in Services.

Unit IV:

Customer Expectation and Perception of Services; Quality Issues and Quality Models; Managing Productivity and Differentiation in Service Organizations; Demand-Supply Management; Service Failure and Service Recovery.

Unit V:

Marketing in banking & insurance, tourism, transport, healthcare, education and other sectors in India.

Case Studies based on above curriculum

Suggested Readings:

1. J. Zeithaml, V A and Bitner, M J. Services Marketing; 3rd edition; McGraw Hill, New Delhi; 2002.
2. Lovelock, Christopher H. Service Marketing: People, Technology Strategy; 4th edition; Pearson Education; New Delhi.
3. Hoffman & Bateson; Essentials of Service Marketing; Thomson Learning; Mumbai.
4. Shankar, Ravi, Service Marketing, Excel, 2002.
5. Rampal M.K. & Gupta S.C.; Service Marketing; Galgotia Publishing Company; New Delhi.
6. McDonald, Malcom and Payne, A. Marketing Planning for Services. Butterworth, Heinemann, 1996.

MBAM-305: Sales & Distribution Management

Objective:

The objective of this paper is to acquaint the students with the concepts which are helpful in organizing and managing sales force as well as enabling them understand the importance and dynamics of a firm's physical distribution functions and logistics.

Unit I:

Nature, Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling;

Unit-II:

Determination of size of sales force; Sales organization; Conducting sales training programs; Designing and Administering Compensation Plan; Motivating and Supervising sales personnel;

Unit-III:

Sales Meetings and Contests, Designing Territories and allocating sales efforts; Sales Quota; Sales evaluation Programme; Sales Budgeting and Control.

Unit-IV:

Distribution Channels: Role of Marketing Channels, Factors affecting choice of Distribution; Channel Structure; Channel Conflict and Co-ordination.

Unit-V:

Logistics: Nature, Importance and Scope; Transportation and Physical Distribution: Selection of transportation modes; Routing and scheduling in transportation; Warehousing: Role and modern concept of warehousing; Types of warehouse; Planning warehousing operations; Site selection, Warehouse layout, Packaging and material handling.

Case Studies based on above curriculum

Suggested Readings:

1. Anderson, R. & Hair, Professional Sales Management, Tata McGraw Hill; New Delhi. 2000.
2. Manning & Reece, Selling Today, Pearson Education Asia, 8th Edition.
3. Dalrymple, D J. ,Sales Management: Concepts and Cases. New York, John Wiley, 1989.
4. Still, R & Govoni ,Sales Management, Prentice Hall Inc., 1988.
5. Lancaster & Jobber, Selling and Sales Management, Macmillan India, 3rd edition.
6. Calvin; Sales Management; Tata McGraw Hill, New Delhi.
7. Futrell, Charles, Sales Management, Thomson Learning, Mumbai.
8. Bowersox and Others: Physical Distribution Management, Tata McGraw Hill, New Delhi.
9. Stern, Louis W. Adel, I.E.L. -Ansary, Anne T. Coughlan: Marketing Channels, Prentice Hall,
10. Glaskowsky N.A. Business Logistics, Dryden Press, Ohio.
11. Khanna, K.K. Physical Distribution Management, Himalaya Publishing House, New Delhi.
12. Lambert, D. et. al.: Strategic Logistics Management, Tata McGraw Hill, New Delhi.
13. Ballu, Ronald H.; Business Logistics Management, Englewood Cliffs, New York, Prentice Hall
14. Martin, Christopher and Gordon Wills: Marketing Logistics and Distribution Management.

MBAM-306: Integrated Marketing Communication

Objective:

The aim of this course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing effective communication programs.

UNIT I:

The Role of IMC in Marketing; Evolution and Reasons for Growing Importance of IMC; The Communication or Promotional Mix; The Role of IMC in the Marketing Process [Marketing Strategy and Analysis; The Target Marketing Process; Developing Marketing Planning Programme].

UNIT II:

Objectives, Budgeting and developing Communications for the IMC; Analyzing the Communication Process; DAGMAR Approach in Setting Objectives.

UNIT III:

Creative Strategy Planning and Development; Media Planning and Strategy; Developing, Monitoring and Evaluating the IMC Programme; Measuring the Effectiveness of Promotional Programme.

UNIT IV:

Future Perspectives of IMC; Direct Marketing; Sales Promotion; The Internet and Interactive Media; Personal Selling;

UNIT V:

Evaluating the Social, Ethical, and Economic Aspects of IMC; IMC Ethics & Government Regulations- IMC's Responsibility to Society; Current live Projects on IMC Practices

Case Studies based on above curriculum

Suggested Readings:

1. Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago; Irwin, 2002.
2. Arens and Bovee, Contemporary Advertising, Irwin, 1995.
3. Sandage and Fryberger, Advertising, AITBS, Delhi, 2000.
4. Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 2002.
5. O' Guinn, Advertising & Integrated Brand Production; Vikas Publishing House, New Delhi.
6. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
7. Wells, William, Burnett, John & Moriarty Sandra, PHI, 2002.
8. Kenneth E. Clow and Donald Baack (2004); Integrated Advertising, Promotion and Marketing Communications; PHI Ltd., New Delhi.
9. Boree, Thill, Dovee and Wood (1995); Advertising Excellence; International Edition; McGraw-Hill Ltd.

MBAM-404: Retail Management

Objective:

The course will focus on manufactures, perspective on retailers and understanding of the retail business.

Unit-I:

Retailing: Concept, Definition and Functions; Evolution of Retailing; Unorganized and organized retailing; Trends in Retailing in India and abroad.

Unit-II:

Retailing Mix: Social Forces, Economic Forces, Technological Forces, Competitive Forces; Retailing Structure and Different Formats: Super Market, Specialty Store, Departmental Store, Plaza, Mall, Emporium, Bazaar, Stop-Over, Single size Denomination, Kiosk etc.

Unit-III:

Retail Store Location, Design and Layout Decision: Traffic Flow and Analysis, Population and its Mobility, Exteriors and Layout. Customer Traffic Flows and Pattern, Creative Display;

Unit-IV:

Merchandise Planning: Stock Turns, Credit Management. Retail Pricing Policies and Strategies; Retail Promotion; Supply Chain Management; Warehousing; Staying Ahead of Competition.

Unit-V:

Franchising, Direct Marketing/Direct Selling, Exclusive Shops, Destination Stores, Chain Stores, Discount Stores and Other Current and Emerging non-store Formats like e- retailing, Television Home Shopping, Vender Machine Retailing etc. ; Retail Equity; Technology In Retailing; Live projects in Retailing.

Case Studies based on above curriculum

Suggested Readings:

1. Berman. Bell & Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi.
2. Levy Michael & Weitz Bartcn W.; Retailing Management; Tata McGraw Hill. New Delhi.
3. Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations: Vikas Publishing House; New Delhi.
4. Duane; Retailing; Thomson Learning; Mumbai
5. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.
6. Diamond. Jay and Gerald Pintel Retailing. Prentice-Hall, NJ, 1996.
7. Morgenstein, Melvin and Harriat Strong in Modem Retailing, Prentice-Hall, NJ. 1992.

MBAM-405: Consumer Behaviour

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:

Introduction to Consumer Behavior; Consumer Behavior and Marketing Strategy; Environmental factors affecting Consumers; Scope & applications of Consumer Research.

Unit-II:

Demographics, Psychographics & Lifestyle; Influence of Culture, Subculture and social class; Reference Group and Family Influence; Cross-Cultural Consumer Behavior.

Unit-III :

Consumer Motivation, Buying Motives; Information Processing and Consumer Perception; Consumer Learning; Brand Loyalty.

Unit-IV:

Consumer Attitudes & Beliefs: Formation and Change; Influence of Personality and Self; Concept on Buying Behavior; Brand Personality.

Unit-V:

Diffusion of Innovations and Opinion Leadership; Consumer Involvement & Buying Decision Process; Buying Roles; Models of Consumer Behavior.

Case Studies based on above curriculum

Suggested Readings:

1. Assael, H. Consumer Behavior and Marketing Action, Asian Books Pvt. Ltd., New Delhi, 2001.
2. Engle, J F. etc. Consumer Behavior. Chicago, Dryden Press, 1993.
3. Hawkins, D I. etc. Consumer Behavior: Implications for Marketing Strategy. TMH, 2002.
4. Schiffman. L G and Kanuk, L L. Consumer Behavior. New Delhi, Prentice Hall of India, 1994.
5. Loudon & Loudon; Consumer Behavior; TMH; New Delhi
6. Soloman, Michael E.; Consumer Behavior; Buying; Having, Being; PHI Pearson Edu., New Delhi.

MBAM-406 Product & Brand Management

Objective:

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of Product and Brand Management.

Unit-I:

Product Management: Product Concepts and Classification; Product Mix and Line Decisions; Managing Premium Products.

Unit-II:

Product & Technology Life Cycle; Product Development Process; New Product Launches; Pricing Decision & Strategies

Unit-III :

Concept and importance of Branding; Basic branding concepts: brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity;

Major Branding Decisions: Selecting a brand name; Brand extension decision; Family versus individual brand names; multiple branding; Private versus national branding, Handling brand name changes.

Unit-IV:

Brand Positioning and Re-launch: Brand building and communication. Branding in Specific Sectors: Consumer market, Industrial market, Retail, Service, E-branding, Branding for international marketing

Unit-V:

Brand Equity: Sources & Benefits; Designing Marketing Programs to build Brand Equity; Measurement of Brand Equity.

Case Studies based on above curriculum

Suggested Readings:

1. Lehman, Donald R. and Winer, Russel S., Product Management, Tata McGraw Hill, 3rd edition, 2002.
2. Aaker, David, A. Managing Brand Equity. New York, Free Press, 1991.
3. Cowley, Don. Understanding Brands, London, Kogan Page, 1991.4.
4. Czerniawskd, Richard D. & Michael W. Maloney Creating Brand Loyalty, AMACOM, NY,
5. Kapferer, J N. Strategic Brand Management. New York, Free Press, 1992.
6. Upshaw, Lyhh B. Building Brand Identity: A Strategy for success in a hostile market place. New York, John, Wiley, 1995.
7. Keller, Kevin Lana. Strategic Brand Management, Prentice Hall, 1998.
8. Sagar, Mahim et al. Brand Management, 2010.

Finance Group

MBAF 304 Security Analysis & Portfolio Management

Objective:

This course aims at providing a clear understanding of the changing domestic and global investment scenario with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment.

Unit I:

Investment , types of investment , Process of Investment in Financial Assets, Salient Features & Operations of Stock Exchanges, Changing Scenario of Indian Stock Market

Unit II:

Risk and Return in the Context of Portfolio, Common Stock Valuation Models, Bond Valuation, Term Structure of Interest Rates, Macaulay's Duration., Redington 's Immunization.

Unit III:

Fundamental Analysis – Economic, Industry & Company Analysis, Technical Analysis., Efficient Market Theory

Unit IV

Traditional Portfolio Theory, Markowitz's Risk-Return Optimization, Generating the Efficient Frontier, Sharpe Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit V

Managed Portfolios and Performance Examination - Sharpe's, Treynor's, Jensen's and Fama's Performance Measures, Portfolio Revision & Re-balancing, Mutual Funds & Portfolio Management.

Case Studies based on above mentioned Curriculum

Suggested Readings :

1. Chandra, P. 2002, Investment Analysis, Tata McGraw Hill
2. Bhalla, V.K. 2001. Investment Management: Security Analysis & Portfolio Management, S. Chand and Company, 8th Ed.
3. Fischer, D.E. and Jordan, R.J. 1995, Security Analysis & Portfolio Management, Prentice Hall of India
4. Fuller, R. J. and Farrel, J.L. 1987, Modern Investment & Security Analysis, McGraw Hill International.
5. Avdhani V.A. 1994, Security Analysis & Portfolio Management, Himalaya
6. Hull, J.C. 1995, Introduction to Futures & Options Markets, Prentice Hall, Eaglewood Cliffs, New Jersey.

MBA 305: Financial Econometrics

Objective:

The objective of this paper is to understand the different economics and mathematical tool that are applied to business problems to find their solutions.

Unit I:

Introduction. Financial Econometrics, Steps involved in Econometrics, The Nature of Stochastic Regression Analysis, Two-Variable Regression: Basic Ideas, Estimation, Hypothesis Testing. Assumptions of Classical Linear regression Model

Unit II:

Multiple Regression Analysis: Estimation, Inference and Application in Business Modelling and Forecasting.

Unit III:

Dummy Variable Regression Models.

Elements of Multicollinearity, Autocorrelation and Heteroscedasticity useful in business & financial modelling.

Unit IV:

Qualitative Response Regression Models: Applications in Business & Finance.

Panel Data Regression Models: Applications in Business & Finance.

Unit V:

Time Series Econometrics: Basic Concepts, Unit Root Test and Cointegration. ARIMA models, Vector Autoregression (VAR), ARCH and GARCH Models: Applications in Business & Finance.

Non-Linear Regression Models: Applications in Business Modelling and Forecasting. Application in Business & Finance.

Suggested Readings

1. Koutsoyiannis A. – Theory of Econometrics E L B S/Macmillan, Latest Edition
2. Schmidt P. – Econometrics, Marcel Dekker, N.Y. Latest Edition
3. Maddala, G.S., Econometrics, McGraw Hill, Latest Edition
4. Rao & Miller, Applied Econometrics, Prentice-Hall, Latest Edition
5. Damodar and Gujrati – Basic Econometrics, Tata McGraw-Hill Education, latest Edition

MBAF 306 Financial Institutions & Services

Objective:

The aim of the course to familiarize the students with working and management of the financial institutions and their role in economic development. The course also aims at making the students understand the role of Financial Services in producing and maximizing value, understanding basic Financial Services and their need

Unit I:

Financial institutions and economic development, Regulatory Institutions, Development Institutions, Banking Institutions, Investment Institutions, Non- Banking Finance Companies

Regulatory Institutions: RBI SEBI & IRDA, PFRDA

Development Institutions: Challenges faced by development institutions

Unit II:

Banking Institutions : Evolution and growth of banking system , Project Appraisal Criteria, Narsimhan Committee Recommendations, Management of NPA , Banking Innovations, Basle Committee Recommendations, CAR - Risk Weighted Assets, Asset Liability Management in Commercial Banks, Retail and Wholesale Banking, , Bank assurance, Universal Banking, Payment Banks, Small Finance Banks

Unit III:

Investment Institutions : Role of Insurance companies, Life Insurance & general Insurance, Recent developments in insurance sector ,Mutual Funds , types, Organization and Management, Regulations of Mutual Funds Recent Development in Mutual Fund Sector

Non-Banking Finance Companies : Nature, types, performance, salient features of NBFC , challenges and recent development in NBFC Sector

Unit IV:

Financial services : Role of Financial Services in Economic Development,

Merchant Banking : Meaning, Importance , Corporate Counselling, Project Counselling and Appraisal, Loan Syndication. Procedural aspects of public issues, bought out deals, Book Building, Pre-Issue Decision; Post Issue Decisions. **Leasing & Hire Purchase :** Types of Leasing, types , Leasing Vs. Buying. **Securitization ,** Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India.

Unit V

Venture Capital : Financing, Process, benefits, Exit routes, Venture Capital Financing in India

Factoring Services: Features, Merits and Demerits, Cost Benefit Analysis, Forfeiting : Features, Merits and Demerits. **Credit Rating:** Concept of Credit Rating, Types of Credit Rating, Advantages and Disadvantages of Credit Rating, Credit Rating Agencies and Their Methodology and Process,

Depository: Concept, Depository participants; Functions of depository system.

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Khan M Y, 1999, Indian Financial System, 2nd Ed., Tata McGraw Hill
2. Chandra, P. 1999, Financial Management: Theory and Practice, 4th Ed., Tata McGraw Hill.
3. Dietrich J Kimball, 1996, Financial Services & Financial Institutions, Value Creation in theory and Practice, 10th Ed., Prentice Hall
4. Pandey, I.M. 1999, Financial Management, 8th Ed., Vikas Publishing House
5. Sriram, K. 1996, Handbook of Leasing, Hire Purchase and Factoring, ICFAI.
6. Bhole L M, 2000, Financial Institutions and Markets: Structure, Growth & Innovations, TMH
7. Regular reading of the Financial & Business Journals, Analyst, Economist is essential.
8. Chandra, P. 1997, Financial Management: Theory & Practice, Tata McGraw Hill Publishing Company Limited.
9. Grundy, T., Johnson, G and Scholes, K. 1998, Exploring Strategic Financial Management, Prentice Hall Europe.
10. Sadtler, D; Campbell, A. and Koch, R. 1997, Break Up: When Large Companies are More worth Dead than Alive.
11. Stephen H Archer and Charles D'Ambrosio, The Theory of Business Finance, Collar McMillan

MBAF 404 Financial Engineering

Objective:

The objective of the course is to enable the students to think in terms of innovative solutions to financial problems with particular emphasis on understanding new risks, which the changing scenario of finance is creating for individuals and firms and equip them with innovative tools of financial engineering called derivatives and skills to use them in forming effective strategies to cope with the changing environment and hedge against the financial risks.

Unit I

Changing Environment and Increasing Price Risks, Financial Engineering as a response to Increased Risks, Types of Risks and Risk Management, Tools of Risk Management, Conceptual and Physical Tools of Financial Engineering, , Derivative Market in India

Unit II

Future Markets; The Futures Markets, Buying and Selling Futures, Devising a Hedging Strategy Using Futures, Stock & Index Futures, Interest Rate Futures, Foreign Currency Futures and Commodity Futures Direct and Cross Hedges

Unit III:

Options Markets; Properties of Stock Option Prices; Single Period Options – Calls and Puts, Payoff Diagrams of Simple and Complex Option Strategies,, Option Pricing Models – Binomial Model, Black-Scholes; Model, Multi-Period Options – Caps, Floors, Collars, Captions, Swaptions.

Unit IV:

Swap Markets ; Structure of a Swap, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Other Swaps, Role of a Swap Dealer.

Unit V

Debt Market Innovations, Exotic Options, Option Greeks, Value at Risk, Future Trends and Issues in Financial Engineering.

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Marshall, J. F. and Bansal, V. K. 2006. Financial Engineering: A Complete Guide to Financial Innovation, Prentice Hall of India.
2. Edwards, F. R. and Ma, C. W. 1992, Futures and Options, McGraw-Hill International.
3. Rebonato, R. 1996, Interest Rate Option Models: Understanding, Analyzing and Using Models for Exotic Interest Rate Options, John Wiley and Sons.
4. Kolb, R. W. 1997, Understanding Futures Markets, Prentice Hall of India.
5. Hull, J. C. 1999, Introduction to Futures and Options Markets, Prentice Hall of India.
6. Articles from selected journals and magazines.

MBAF 405 International Financial Management

Objective:

This course offers an understanding of the conceptual framework within which the key financial decisions of multinational firm are analysed.

Unit I:

Multinational Financial Management : Growth and importance of international finance;

Types of risk in international finance; Benefits of international finance.

Unit II

Foreign Exchange market: .International monetary system, Balance of Payment, Spot rate & Forward rate, Exchange rate Quotations

Unit III:

International Financing & Investment Decisions: Long term and short term sources of finance in International financing, Cost of capital for international financing , Capital Budgeting for multinational corporations. . International management of cash, accounts receivables and inventory management.

Unit IV:

Portfolio Investment : Benefits of international portfolio investment, spreading risk through International Diversification, international capital asset pricing, Withholding Taxes duties and tariffs; Tax havens.

Unit V:

International Accounting and Reporting : Foreign currency Exposures; Multinational transfer pricing; Consolidated financial reporting; International accounting standards.

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley.
4. Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill,
5. Levi, Maurice D: International Finance, McGraw- Hill, International Edition.
6. Rodriqufe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.

MBAF 406 Corporate Tax Planning

Objective:

The course aims at making the students understand various tax provisions enabling them to make use of legitimate tax shelters, deductions, exceptions, rebates and allowances; with the ultimate aim of minimizing the corporate tax liability.

Unit I:

Basic Concepts: Introduction to Income Tax Act, 1961, Residential Status, Exempted Incomes of Companies. Concept of avoidance of double taxation.

Unit II:

Assessment of Companies: Computation of taxable income, MAT, Set off & carry forward of losses in companies, Tax planning with reference to new projects/expansions/rehabilitation / mergers, amalgamation / de-mergers of companies,

Unit III:

Indirect Taxation: Merging of Indirect taxes like Excise duty, Service tax, VAT, CST in to GST, Structure of GST, Working Mechanism of GST, filing of GST return.

Unit IV:

Other taxes: Wealth Tax, An overview of wealth tax provisions to the extent applicable to companies. Short term and long term capital gain tax, Dividend distribution tax

Unit V:

Recent Developments: Procedure of filing of company's tax returns , Impact of Recent annual union budget on tax structure , Recent changes in taxation system

Case Studies based on above mentioned Curriculum

Suggested Readings:

1. Singhania V.K. & Singhania Kapil, Direct taxes law & practices, Taxmann.
2. Lakhotia, R.N. & Lakhotia, Corporate Tax Planning, Vision books.
3. Singhania, V.K., Student's guide to Income Tax, Taxmann.
4. International dictionary of taxation by Indian Tax Institute, 1st Edition.

MBAH 304 Human Resource Planning & Development

Objective:

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning in the organizations. It also aims to facilitate an understanding of the concepts, methods and strategies for HRD. By the end of the course the student will be able to:

- To familiarize the students with the basic concepts, tools and techniques of work study to assess the human resources requirements quantitatively
- Tools and techniques of qualitative measurement of human resources requirements.
- To enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.
- To train them in application of human resource development interventions and strategies

Unit – I Evolution of Human Resource Planning (HRP)–Contemporary approach to HRP, Macro level planning, Process of HRP–Relation between HRP and other HR Functions, Productivity and Cost Considerations, Manpower Stock Taking, Work Force Flow Mapping, Age and Grade Distribution Mapping, Impact of Technology on HRP

Unit – II Human Resource Planning: Tools, Methods and Techniques of forecasting manpower demand and supply, Behavioral Factors in the Application of Work Study and Work Measurement , Wastage Analysis, Employee Retention, Labour Turnover, Succession Planning, Replacement Charts

Unit – III Action Planning: Matching Requirement and Availability, Resourcing, Flexibility and Downsizing, Managing Redundancy and Alternatives to Redundancy, Recruitment planning and operations, Current practices in Recruitment: Outsourcing, e-recruitment etc. Succession Planning, Redeployment and Exit Strategies

Unit – IV HRD Process: Roles and competencies of HRD professionals, Assessing need for HRD, Designing and developing effective HRD programs, Implementing HRD programs, Evaluating effectiveness of HRD Programs, HRD culture and climate, Performance Management, Potential Appraisal, Human Resource Accounting and Human Resource Audit

Unit – V HRD Applications and Trends: HRD Dimensions, TQM and HRD strategies, HRD intervention, HRD mechanisms, processes and outcomes, HRD matrix, HRD Approaches, Career management and development, Employee counselling, Competency mapping, PCMM, Balanced Score Card, Appreciative inquiry, Integrating HRD with technology, Employer branding and other emerging trends.

Case Studies based on above curriculum

Suggested Readings:

1. John Bramham, Human Resource Planning, Universities Press.
2. Paul Turner, HR Forecasting and Planning, CIPD.
3. Edward, Leek, et al.: Manpower Planning, Strategy and Techniques in Organizational Context, Wiley
4. J.W. Walker: Human Resource Planning, Mc Graw Hill.
5. Werner J. M., DeSimone, R.L., Human resource development, South Western.
6. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
7. Mankin, D., Human resource development, Oxford University Press India.
8. Haldar, U. K., Human resource development, Oxford University Press India.
9. Rao, T.V., Future of HRD, Macmillan Publishers India.
10. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications.
11. Rao T.V. (1998) HRD Missionary, Oxford & IBH.
12. Tripathi P.C. (2002) Human Resource Developemnt, Sultan Chand.
13. T. V. Rao, Readings in Human Resource Development, Oxford & IBH.
14. Dayal, Ishwar. Successful Applications of HRD. New Concepts, New Delhi, 1996.
15. Dayal, Ishwar, Designing HRD Systems, Concept, New Delhi, 1993.
16. Kohli, Uddesh & Sinha, Dharni P. HRD - Global Challenges & Strategies in 2000 A.D. ISTD, New Delhi, 1995.

MBAH-305 ORGANISATIONAL CHANGE AND DEVELOPMENT

Objective:

The objective of this paper is to make the students learn about the organizational change and prepare them as change facilitators using the knowledge and techniques of behavioral science.

Unit I

Organizational change – definition and meaning. Models of organizational change – systems theory, Lewin’s three-step model, Kotter’s model, Nadler-Tushman model, Burke-Litwin model, Weisbord’s six box model, institutional theory, social construction approach. Role of change agent in creating, leading and managing change.

Unit II:

Organization development: definition, meaning. History of organization development – laboratory training, T-groups, action research, survey feedback, management practices, quality and employee involvement, organisational culture. Learning organisations. Core values of OD, ethics of OD practitioners.

Unit III:

Role of OD practitioner/ consultant, types of consulting. Consulting models – expert model, doctor-patient model, mechanic model, OD consulting model. Action research.

Unit IV:

Steps in OD – entry, contracting, data gathering – process and methods, diagnosis and feedback, evaluation and exit.

Unit V:

OD interventions –definition and meaning. Types of OD interventions – individual interventions (instruments and assessments, coaching, mentoring, 360 feedback, career planning and development), group interventions (team building, inter-group interventions), and organizational level interventions (organisational culture assessment and change, organisational design and structure, total quality management). Future of OD in the changing global, demographic, technological and work environment.

Case Studies based on above curriculum

Suggested Readings:

1. Anderson, Donald L. (2017). *Organization Development: The Process of Leading Organizational Change*. New York: Sage.
2. Ramnarayan, S. & Rao, T.V. (2011). *Organization Development: Accelerating Learning and Transformation*. New Delhi: Response.
3. Abad, Ahmad. Etc; *Developing Effective Organization*; Sri Ram Center for Industrial Relations; New Delhi; 1980.
4. De Nitish; *Alternative Designs of Human Organizations*; Sage; London; 1988.
5. French, W. H. and Bell; CH. *Organisation Development*; Prentice Hall of India; New Delhi; 1991.

MBAH 306 Employee Relations and Labour Laws

Objective:

Organizational efficiency and performance are intricately interlinked with industrial relations. This course inculcates to appreciate the conceptual and practical aspects of industrial relations at the micro and macro levels. Understanding of the legal framework is important for the effective and efficient decision making relating to human resource management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations.

Unit -I

Philosophy of labour welfare, Marxism, theories of labour welfare. Overview of Indian judicial system. Constitution: Preamble and other relevant provisions for labour welfare. Principles of industrial jurisprudence.

Unit - II

Factories Act 1948, Employees' Compensation Act 1923, EPF and Miscellaneous Provisions Act 1952, ESIC Act 1948, Payment of Gratuity Act, 1972.

Unit –III

Minimum Wages Act 1948, Payment of Wages Act 1936, Payment of Bonus Act 1965, social and economic security for migrant labourers, women labourers and unorganised sector workers.

Unit –IV

Trade Unions Act 1926, Industrial Disputes Act 1947, conflict management, collective bargaining, negotiation.

Unit –V

Industrial relations: meaning and scope, systems framework, theoretical perspectives. Employee participation. International Labour Organization: Role, functions and international labour standards.

Case Studies based on above curriculum

Suggested Readings :

- 1 Sarma, AM (2015) *Industrial Jurisprudence and Labour Legislation*. Mumbai: Himalaya.
- 2 Sarma, AM (2015) *Aspects of Labour Welfare and Social Security*. Mumbai: Himalaya.
- 3 Venkata Ratnam, C.S. (2014) *Industrial Relations*. New Delhi: Oxford.
- 4 Niland, J R. etc., *The Future of Industrial Relations*, Sage, New Delhi. 1994.
- 5 Papola, T S & Rodgers. G. *Labour Institutions and Economic Development in India*, ILO, Geneva, 1992.
- 6 Ramaswamy, E A. *The Strategic Management of industrial Relations*, Oxford University Press, New Delhi, 1994.
- 7 Virmani. B R. *Participative Management vs. Collective Bargaining*. New Delhi. Vision Books,

1988. Webb, Sidney & Webb, Beatrice. Industrial Democracy. Longman. Melbourne, 1987.
- 8 Pylee, M.V. and George Simon; Industrial Relations and Personnel Management; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
 - 9 Davar; R.S; Personnel Management and Industrial Relations; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
 - 10 Manappa Arun; Industrial Relations; Tata Mc Graw Hill Publishing Company Ltd., New Deelhi.
 - 11 Drivedi; R.S.. Managing Human Resources and Industrial Relations. Galgotia Publishing Company; New Delhi. 2005
 - 12 Srivastava; SC; Industrial Relations and Labor Laws; Vikas Publishing House Pvt Ltd., New Delhi; 2003.
 - 13 Venkata Ratnam; C.S; Industrial Relations; Oxford university Press; New Delhi; 2006
 - 14 Ghaiye, B R. Law and Procedure of Department Enquiry in Private and Public Sector, Eastern Law Company, Lucknow, 1994.
 - 15 Malhotra, O P. The Law of Industrial Disputes, Vol. 1 and 2. N M Tripathi, Bombay, 1985.

MBAH 404 Performance & Compensation Management

Objectives: The course has been designed for giving Human Resource practitioners an idea of Performance Appraisal, Demands of the organization and how the Environmental factors affect performance. The course will also promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skill in designing, analyzing and restructuring reward management systems, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security

UNIT I

Performance Management Vs Performance Appraisal, Need for Performance Appraisal, Realistic appraisal, Steps and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, Paired Comparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized and Web-based, Problems in appraisal, Supervisor's role in appraisal, employees' responsiveness to performance feedback, achieving work/life balance.

UNIT II

Nature and scope of Performance Management System, Process and elements of Performance Management, Effectiveness in Performance Management, Importance of documenting employee performance, Building a High Performance culture-Performance Management & Employee Development, Performance Management and Rewards, Ethics in Performance Management. Alternative models for Assessing Performance-Balance score card, EFQM Model, Outcome metrics—Economic Value Added (EVA), other economic measures.

UNIT III

Conceptual and Theoretical Understanding of Concept of Wages & Salary, Minimum Wage, Fair Wage and Living Wage, Theories of Wages & Salary, Pay and Social Class, Salary Benchmarking, designing KRA & KPI, Determination of Inter and Intra-Industry Compensation Differentials, Internal and External Equity in Compensation System, Internal Pay Structure, Designing Pay Level, Pay Mix and Pay Structures—Grade and Pay structures: Types, Design and Implementation—Group/Individual Incentive

UNIT IV

Compensation Design for Specific Types of Human Resources like Compensation of Chief Executives, Senior Managers, R&D Staff, etc. Reward for Special groups– Directors, Chief executives, Senior Managers, professionals and knowledge workers, Scientists and Engineers, Sales Staff, contingent workers, Components of Executive Compensation package. Employee Benefits & Services–Rationale for employee benefits–Types of benefits, Choice of benefits

UNIT V

Machineries for Wage Fixation– Statutory provisions governing different components of reward systems Working of Different Institutions Related to Reward System Like Wage Boards, Pay Commissions. Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Equal Remuneration Act 1976, Determination of wages D.A., administering employee benefits, Tax considerations, Flexible benefits/Cafeteria Plans, Pension Schemes, ESOP, Computations of taxable income, overtime, etc.

Case Studies based on above curriculum

Suggested Readings:

1. Performance Management : Herman Aguinis Pretince Hall New Delhi
2. Performance Management System & Strategies: Dipak Bhattacharyya Pearson Education ND
3. Performance Management : Robert Bascall McGrawHill
4. Strategies for Performance Management : Excel Books New Delhi
5. Employee Reward Management and Practice, Armstrong & Stephens, Kogan Page
6. Compensation Management, Henderson, R.O. Englewood Cliffs, Prentice Hall
7. Reward Management, Armstrong, M and Murlis H, Kogan Page.
8. Strategic Compensation-A Human Resource Management Approach, Martocchio Joseph J., Pearson
9. Compensation Management in a Knowledge-Based World, Richard I Henderson, Pearson Education.

MBAH 405 Leadership Development

Objective- This course offers a comprehensive review of contemporary issues and perspectives on leadership, including multidisciplinary and systems-oriented approaches as well as classic theory, moving to the examination of evolving contemporary beliefs.

By the end of the course the student will be able to:

1. Develop the analytical ability of understanding the multifaceted role of leaders.
2. Interpret and apply central dimensions and skills related to different leadership tasks and situations.

3. Find their own value-based leadership and style, related to employees, external stakeholders, superiors or owners.

Unit- I

Conceptual background of Leadership- Leadership and Management, Leadership Fundamentals: Individual Factors and Situational factors, Approaches to defining leaders and leadership under leadership theories and principles, the Trait Approach, the Style Approach, the Contingency Approach, the dark side of leadership

Unit-II

Contemporary models of leadership- gender and power, culture, values and ethics, charisma, ethical leadership, transactional and transformational leadership, cross-cultural/ multicultural leadership, instrumental leadership, authentic leadership, women in leadership, spiritual leadership, everyday leadership and servant leadership

Unit-III

Followership Culture and Leadership- interaction and expectations from followers- including their own leadership responsibility, Developing Leaders: Leadership Assessments Leadership Training, Coaching, Diversity and Leadership, Mentoring and Experiential Learning, Attributes for being an effective leader

Unit-IV Leadership in groups- building and leading efficient teams and groups, Conflict management and handling difficult conversation, Communications skills, especially listening skills, Giving/receiving feedback, emotional intelligence, Coaching skills, Guiding and offering perspective on career development

Unit-V

Organizational Leadership- developing and implementing vision and strategy, organizational design and organizational change management, Self-leadership for creativity and innovation, Corporate Governance, Corporate Social Responsibility and Network Interventions

Case Studies based on above curriculum

Suggested Readings:

Leadership: Theory and Practice, Peter G. Northouse Publisher: SAGE, Edition: Seventh, SBN: 978-1-4522-0340-9

MBAH 406 Strategic Human Resource Management

Objective:

This subject provides an understanding of the contribution to strategies to Human Resource Management (HRM) function. This course will place previous studies of human resource management within a strategy, dimension so as to illustrate the concept of competitive advantage applied to human resources. The emphasis will be on the strategic significance of HRM.

Unit I:

Issues and challenges for HRM in the modern world, evolution of SHRM. HRM models – hard HRM and soft HRM.

Unit II:

Introduction to business strategy, basic concepts of strategy, competitive advantage, core competency, strategic management. Resource-based view of the firm, SHRM and the resource-based view of the firm.

Unit III:

SHRM basic concepts – strategic fit and strategic flexibility. SHRM perspectives – universalist perspective, contingency perspective, configurational perspective.

Unit IV:

HR strategies – human capital management strategy, high-performance strategy, employee engagement strategy, knowledge management strategy, employee resourcing strategy, talent management strategy, learning and development strategy, reward strategy, employee relations strategy.

Unit V:

Contemporary approaches to HR evaluation. career stages and career management, mentoring, work-life integration.

Case Studies based on above curriculum

Suggested Readings :

- 1 Tanuja Agarawala (2007) Strategic Human Resource Management, Thompson Press Publishing.
- 2 Michael Armstrong, Strategic Human Resource Management: Strategy and Action, Kogan Page
- 3 Mello Jeffrey A., 2001, Strategic Human Resource Management, Thompson Press Publishing.
- 4 Mahey C and Salman G., 1996, Strategic Human Resource Management, Oxford Blackwell.
- 5 Srinivas R. Kandula, 2002, Strategic Human Resource Development, Prentice Hall of India.
- 6 Beardwell and Holden, 1996, Human Resource Management, London Pitman.
- 7 Gary Dessler, 1997 Human Resource Management, Prentice Hall of India.