



Department of Business Management
Assam Women's University

Master of Business Administration
CBCS (MBA) syllabus 2022-24
session

Manoj

SALIENT FEATURES OF THE MBA PROGRAMME

About the programme

The two year Master of Business Administration (MBA) programme is being offered by the Department of Business Management, Assam Women's University primarily for the purpose of providing a jumpstart to the corporate ambitions of the young and dynamic female students of the country, and prepare them to face the rigours of a successful corporate career. The program will provide an exhaustive coverage of the theories and concepts of the various management functions, and ensure thorough assimilation of the same by providing the students with adequate scope of putting their knowledge to practice via continuous practical assignments and projects.

Objectives of the programme

- O1-To equip the students with the necessary skills for effective decision making and problem solving in a real-world situation.
- O2-To instil entrepreneurial abilities and ambitions in the heart of the students.
- O3-To ensure an all-round character development through value-based education.
- O4-To develop ethical and socially conscious business leaders for the future.
- O5-To create able and successful women managers who will be able to shatter the glass-ceiling and become a force to reckon with in the world of tomorrow.

Programme outcomes

- PO 1-Develop strong foundation of theoretical knowledge of business management and ability to apply the same in actual business situation
- PO 2-Develop critical thinking
- PO 3-Develop problem solving ability
- PO 4-Develop technical skills
- PO 5- Ability to communicate effectively with different stakeholders
- PO 6- Capability to work in diverse teams
- PO 7- Develop value based leadership
- PO 8- Foster professionalism at work
- PO 9- Imbibe ethical and socially responsible behavior in all dealings
- PO 10- Keep the knowledge of global business environment updated
- PO 11- To inculcate the spirit of entrepreneurship

Teaching methodology

To make the stated objectives a reality, and in order to ensure that there aren't any gaps in learning, a wide variety of teaching methodologies are used in the programme which include lecture, case study, group discussion, management games, presentation, audio visuals, and seminars to just name a few.

Programme requirements

The entire MBA programme comprises of 99 credits including the summer and final year dissertation. During third semester students have to opt for specialization(s) and study the specialization courses in depth. The Summer Internship / Summer Training is of 60 days. The courses offered Includes Core Courses, Discipline Specific Courses, Generic Electives, Ability Enhancement Courses and Skill Enhancement Course. The students have to take the generic elective from

other Departments or MOOCS (Massive open online course) in the second and fourth semesters.

Compulsory project requirements

1. **Summer project (6 credits):** The students need to take up a compulsory eight weeks internship at the end of the 1st year in any corporation, so as to provide them with a practical exposure to the nitty-gritty of management in the real world. A report based on summer training shall be submitted within 6 weeks from the commencement of third semester.
2. **Final year dissertation (6 credits):** Final year dissertation aims to provide in depth knowledge of research in various emerging areas of business management.

Scope of courses

The core courses are offered in a variety of domains which include, but are not restricted to:

- General Management
- Finance
- Marketing
- Human Resource Management.
- Production and Operations Management
- Organisational Behaviour
- Computer applications
- Strategic Management
- Research Methodology
- Economics
- Ethics and Law

Specializations offered

Students are also required to choose any two specialization for their second year from the list given below.

1. Finance
2. Marketing
3. Human Resource

The university is providing three specialisations at present although the list is liable to be expanded in the future. The details of the core and elective courses provided in the subsequent sections of the booklet and are also subject to change from time to time.

Course Matrix

	Core Courses			Discipline Specific Courses			Generic Elective			Ability Enhancement Courses			Skill Enhancement Courses			Total Credits
	no of courses	credit	total credit	no of courses	credit	total credit	no of courses	credit	total credit	no of courses	credit	total credit	no of courses	credit	total credit	
1st sem	4	4	16	1	4	4				1	2	2	1	2	2	22
	1	2	2													
2nd Sem	4	4	16	1	4	4				1	2	2	1	2	2	20
3rd sem	2	4	12	4	3	12	1	4	4			0				30
	1	6														
4th sem	2	4	14	4	3	12	1	4	4			0				30
	1	6														
	Total credits														102	

COURSE TYPE	ABBREVIATION USED
CORE COURSE	C
DISCIPLINE SPECIFIC COURSE	DSC
GENERIC ELECTIVE	GE
ABILITY ENHANCEMENT COURSE	AEC
SKILL ENHANCEMENT COURSE	SEC

LIST OF COURSES

First Semester

SUBJECT CODE	SUBJECT NAME	L-T-P	TYPE	CREDITS	CREDIT HOURS	REMARKS
MBAC1401	Managerial Economics	4-0-0	C	4	4	
MBAC1402	Financial Accounting	4-0-0	C	4	4	
MBAC1403	Quantitative Methods	4-0-0	C	4	4	
MBAC1404	Organisation Behaviour	4-0-0	C	4	4	
Will be same for the entire university	Gender sensitization	2-0-0	C	2	2	
MBAE1401	Management Fundamentals	4-0-0	C	4	4	
MBAS1201	Computer Application in Management	1-0-1	SEC	2	3	CREDITS NOT COUNTED FOR SGPA
MBAA1201	Managerial Skill Development	2-0-0	AEC	2	2	
TOTAL				22		

Second Semester

SUBJECT CODE	SUBJECT NAME	L-T-P	TYPE	CREDITS	CREDIT HOURS	REMARKS
MBAC2406	Research Methodology in	3-1-0	C	4	4	

	Business					
MBAC2407	Human Resource Management	4-0-0	C	4	4	
MBAC2408	Business Law	4-0-0	C	4	4	
MBAC2409	Marketing Management	4-0-0	C	4	4	
MBAE2402	Financial Management	3-1-0	C	4	4	
MBAA2202	Business Society & Ethics	2-0-0	AEC	2	2	CREDITS NOT COUNTED FOR SGPA
MBAS2202	Supply Chain Management	2-0-0	SEC	2	2	
Total credits				20		

Third Semester

Subject Code	Subject Name	L-T-P	Type	Credit Hours	Credits
MBAC3410	Business Environment and Strategic Management	3-1-0	C	4	4
MBAC3411	Operation Management	3-1-0	C	4	4
MBAC3412	Summer Internship Project	0-0-6	C	12	6
DEPARTMENT ELECTIVES					
Specialization A1		3-0-0	DSE	3	3
Specialization B1		3-0-0	DSE	3	3
Specialization A2		3-0-0	DSE	3	3
Specialization B2		3-0-0	DSE	3	3
CBCS (Optional MOOCS)		4-0-0	GE	4	4
Total credits					30

Fourth Semester

Subject Code	Subject Name	L-T-P	Type	Credit Hours	Credits
MBAC4412	International Environment & Management	4-0-0	C	4	4
MBAC4413	Innovation & Entrepreneurship Development	4-0-0	C	4	4
MBAC4514	Final year Dissertations	0-0-6	C	12	6

DEPARTMENT ELECTIVES				
Specialization A3		DSE		3
Specialization B3		DSE		3
Specialization A4		DSE		3
Specialization B4		DSE		3
Open Elective (Optional MOOCS)		GE		4
	Total credits			30

Total credit for MBA Programme = 22 + 20 + 30 + 30 = 102

MOOCS (Massive Online Open Courses): The University Grant Commission by clause (f) and (g) of sub-section (1) of 26 of the UGC Act 1956 (No. 3 of 1956), has in its 515 Meeting on 25th May 2016, approved the “Credit Framework for online learning courses through SWAYAM” regulation 2016. It states: The parent Institution shall give the equivalent credit Weightage to the students for the credit earned through online learning courses through SWAYAM platform in the credit plan of the program.

Note: Students are to take any two specializations from the areas mentioned below. Students can choose the credit requirements out of the basket of papers offered within a specialization in a particular semester.

Area 1: Finance

(Total of 12 credits spread over semester 3 & 4)

SL	Course code	Subject Name	L-T-P	Credit Hours	Credits
1	MBAEX301	Security Analysis and Portfolio Management	3-0-0	3	3
2	MBAEX302	Financial Markets and Services	2-1-0	3	3
3	MBAEX303	Direct Taxes and GST	2-1-0	3	3
4	MBAEX304	Banking and Financial Institutions	2-1-0	3	3
5	MBAEX305	Derivatives and Risk Management	3-0-0	3	3
6	MBAEX306	Cost and Management Accounting	2-1-0	3	3
7	MBAEX307	Spreadsheet for Finance	3-0-0	3	3
8	MBAEX308	Behavioural Finance	3-0-0	3	3

Area 2: Marketing

(Total of 12 credits spread over semester 3 & 4)

SL	Course code	Subject Name	L-T-P	Credits	Credit Hours
1	MBAEX311	Product and Brand Management	2-1-0	3	3
2	MBAEX312	Sales and Distribution Management	2-1-0	3	3
3	MBAEX313	Advertising & Sales Promotion Management	2-1-0	3	3
4	MBAEX314	Digital Marketing and e-Commerce	2-1-0	3	3
5	MBAEX315	Services Marketing	2-1-0	3	3
6	MBAEX316	Rural Marketing	2-1-0	3	3
7	MBAEX317	Consumer Behaviour	2-1-0	3	3
8	MBAEX318	Social Media Marketing	2-1-0	3	3

Area 3: Human Resource

(Total of 12 credits spread over semester 3 & 4)

SL	Course code	Subject Name	L-T-P	Credits	Credit Hours
1	MBAEX321	Human Resource Development	2-1-0	3	3
2	MBAEX322	Industrial Relations	2-1-0	3	3
3	MBAEX323	Leadership	2-1-0	3	3
4	MBAEX324	Compensation Management	2-1-0	3	3
5	MBAEX325	Organisational Change and Development	2-1-0	3	3
6	MBAEX326	International Human Resource Management	2-1-0	3	3
7	MBAEX327	Labour Laws	2-1-0	3	3

8	MBAEX328	Performance Management	2-1-0	3	3
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Detailed Course Syllabus

FIRST SEMESTER

Semester 1

Course Name: MANAGERIAL ECONOMICS

Course code: MBAC1401

Total Credit : 4

L-T-P: 4-0-0

Credit Hours : 4

Course Objective: The purpose of this paper is to accustom the students with various theories of economics (mathematics and statistics) in order to take optimal business decision.

Course Outcome: At the end of the course, the participants of the course would be able to:

1. Take optimal managerial decisions by applying economic reasoning and analytical tools in various functional areas of management.
2. To know the different demand situations and critical variables determining the demand and how to estimate the demand and finally how elasticity of demand can be applied in taking the pricing decisions.
3. Understand different cost concepts and behavior of the production in relation to inputs and its implications on costs and to know the production efficiency.
4. Understand how output and price decisions are taken by a firm in different market structure in order to maximize the profits beside different price tactics adopted by firm.
5. Knowledge of macroeconomics such as national income and its determinants besides implications of inflation, trade cycle on the business prospects of the firm.

Contents:

Unit 1

Definition, nature and scope of managerial economics; distinctive features and practical application of managerial economics.

Unit 2

Demand: Demand function, demand schedule and determinants; types of elasticity of demand: price elasticity, income elasticity, cross elasticity; demand forecasting: Qualitative and quantitative methods.

Supply- its law, elasticity and curve; equilibrium between demand and supply; Risk, uncertainty and profit.

Unit 3

Production and Cost concepts: Production function, Law of variable proportion and Law of return to scale, economies and diseconomies of scale. **cost concepts:**-Total, average and marginal, concept of long run and short run associated with revenue and cost; different types of cost(opportunity cost, social cost, private cost, fixed cost, variable cost etc.)

Unit 4

Market Structure :Study of market and price output determination under different market conditions; perfect competition and imperfect markets (Perfect competition, Monopolistic, monopoly, oligopoly), price leadership, price discrimination, cartel formation, dumping

Unit 5

Instability: Inflation: meaning and type, inflationary gap, causes and steps to control inflation. Business Cycles and business decisions. Economic stability: Monetary and Fiscal policy.

Unit 6

Contemporary Indian Economy: LPG Policy 1991,Urbanization, Employment: Informal, organized, unorganized, Public, Private.

Suggested Readings

- 1.Business Economics: Microeconomic Analysis by H.L. Ahuja, S.Chand Publisher.
2. Business Economics, M. Adhikari, Excel Books.
- 3.Managerial Economics by Damodaran, Oxford Publisher.

Semester: 1

Course: FINANCIAL ACCOUNTING

Course Code: MBAC1402

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 40

Course Objective : This course is intended to introduce the basic theory, concepts and practice of financial accounting and to enable students to understand information contained in the published financial statements of companies and other organisations.

Course Outcome: At the end of the course, the participants of the course would be able to

1. Acquire conceptual knowledge of basics of accounting (from primary accounting to preparation of financial statement).
2. Identify events that need to be recorded in the accounting records.
3. Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP.
4. Equip with the knowledge of accounting process and preparation of final accounts of sole trader as well as corporate.
5. Interpret and communicate the information contained in financial statements

Contents:

Unit 1: Conceptual basis of Accounting

Foundation of accounting, Development of accounting ,Meaning of Accounting, Accountancy & Book Keeping ; and relationship between Accounting, Accountancy & Book keeping; Accounting Cycle; Users of Accounting Information; Objectives of Accounting ; Types of Accounting information; Advantages & Limitation of Accounting, Double entry system of Book Keeping.

Meaning of Generally Accepted Accounting Principles (GAAP), Accounting Principles, Accounting Conventions and Policies, Accounting standard. Accounting and management control, Branches of Accounting.

Unit 2: Basis Accounting

The Accounting Process, Identification and Documentation and Recording of Business Transaction, Golden rules of accounting, The journals and subsidiary books, ledger accounts-posting of transactions.

Unit 3: Cash Book

Cash Book: Cash Book: Meaning and types of Cash book, Single Column, Double Column and Triple Column Cash Book.

Unit 4: Trial Balance

Trial balance-meaning and importance, adjusted trial balance, Difference in trial balance, Errors in trial balance, Rectification of trial balance.

Unit 5: Depreciation

Depreciation: Meaning, Depreciation Accounting, Causes for Depreciation and Method of allocating Depreciation.

Unit 6: Final Account

Conceptual concept of a balance sheet, Balance sheet equation, Classification of items in a balance sheet, Formats of a company Balance sheet, Need and Meaning of Profit and Loss Account, Concept of Gross profit and Net Profit, Trading account, Adjustments, forms and contents of P/L account, Preparation of Final accounts.

Unit 6 Accounting standards and emerging concepts in accounting

Indian accounting standards and IFRS, Human Resource Accounting, Environmental Accounting, Inflation Accounting.

Suggested Readings

1. Financial Accounting, P.C.Tulsian, Pearson Education.
2. Financial Accounting, Principles and Practices by Prof. Jawahar Lal and Dr. Seema Srivastava, S.Chand.
3. Financial Accounting for Management, Ambrish Gupta.
4. Modern Accountancy, Amitabh Mukharjee & Mohammed Hanif.

Course Objective: The objective of this paper is to equip students with important statistical techniques required for managerial decision making and help them develop the ability to analyse and interpret data in a meaningful manner.

Course Outcome:

- To demonstrate an understanding of probability and probability distributions.
- To comprehend the decision-making process under uncertainty using statistical tools.
- To appreciate the concepts in sampling and estimation.
- To execute the process of hypothesis testing including one-sample and two-sample tests.
- To appreciate the importance and application of non-parametric tests in hypothesis testing.
- To understand correlation and regression analysis and their importance in decision making.

Contents:

Unit- I Theory of Probability and Probability Distributions

Approaches to calculation of probability; Marginal, joint and conditional probabilities; Probability rules; Bayes' theorem; Expected value and standard deviation of a probability distribution; Standard probability distributions - Binomial, Poisson, and normal.

Unit II-Statistical Decision Theory

Measures of central tendency and measures of dispersion, Decision-making process; Decision rules under risk and uncertainty; Expected value approach and EVPI; Marginal analysis; Decision-tree analysis.

Unit III-Sampling, Estimation

Types of Sampling; Sampling distribution; Estimation; Confidence intervals for means; Confidence intervals for proportions; Sample size determination.

Unit IV-Hypothesis Testing

Steps of hypothesis testing; One and two-tailed tests; Type I and type II errors.

One Sample Tests: Means and proportions.

Two-sample Tests: Tests for difference between means – Independent samples; Small samples; Dependent samples; Testing of difference between proportions

Unit V-Analysis of Variance and Non-parametric Tests

F-test of equality of variances; One-factor ANOVA; Chi-square test for Independence and for Goodness-of-fit; Sign test; One-sample runs test.

Unit VI-Correlation and Regression Analysis

Simple and partial correlation analysis; Rank correlation; Simple and Multiple linear regression analysis (involving up to three variables).

Suggested Readings

1. Aczel, A. D., Sounderpandian, J., Saavanan, P. & Joshi, R. (2012). Complete Business Statistics. New Delhi: McGraw Hill Education (India) Pvt. Ltd.
2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D. & Cochran, J.J. (2014). Statistics for Business & Economics. Cengage Learning Custom Publishing.
3. Black, K. (2012). Applied Business Statistics. Wiley
4. Levin, R.I. & Rubin, D.S. (1997). Statistics for Management. Prentice-Hall of India.
5. Vohra, N. D. (2012). Business Statistics. New Delhi: McGraw Hill Education (India) Pvt. Ltd.

Semester: 1

Course: ORGANISATIONAL BEHAVIOUR

Course Code: MBAC1404

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 40

Course Objectives:

1. To understand the Organizational concept and models of OB.
2. To understand and learn the effective interpersonal, team building and leadership skills.
3. To familiarized to adjust better in organizational settings (by developing an understanding of how and why others behave in a particular manner).
4. To improve the organizational performance through the effective management of human resources.

Course Outcomes:

1. To understand the development of organizational behaviour and its importance in managing people at the workplace.
2. To understand human behaviour as an individual.
3. To learns the foundation of group dynamics and management of different types of conflict at the workplace.
4. To understand overlapping role of manager, boss and leader and to develop required skills.
5. To understand different types of organizational structures, organizational climate and to appreciate the importance of organizational culture and learn to deal with change and stress.

Contents:

Unit 1

Introduction

Organization-Meaning and Types, Organizational Behaviour-Meaning and Significance, Challenges and Opportunities, Research in OB, Models of OB, Dependent and Independent Variables

Unit 2

Determinants of Individual Behaviour

Personality - Concept, Determinants, Theories and Measures. Emotions – Types and Theories. Perception – Process and Management. Attitudes and values - Sources and Change, Learning – Concept and Theories

Unit 3

Motivation

Concept, Relevance for Individual and Organization, Theories of Motivation - Early vs Contemporary/ Content vs Process, Application

Unit 4

Groups and Teams

Group - Types, Stages of Development, Roles and Norms, Group Decision Making. Team – Difference with Group, Types, Team Effectiveness

Unit 5

Leadership and Communication

Leadership - Concept, Theories, Measures and Contemporary Issues. Communication - Concept, Process, Barriers, Strategies and Skills

Unit 6

Stress and Conflict

Stress – Nature, Sources, Indicators, Assessment and Management, Stress and Personality. Conflict – Meaning, Views, Management. Negotiation

Unit 7

Power and Politics

Power – Concept, Bases and Tactics, Contrast with Leadership. Politics – Political Behaviour and its Influencing Factors, Ethicality and Impact

Suggested Readings

1. Organizational Behavior, Stephen P. Robbins, PHI.
2. Organizational Behavior, F. Luthans, TMH.
3. Organizational Behavior, Udai Pareek, Himalaya Publication.
4. Organizational Behavior, Robbins, Judge & Vohra, Pearson.
5. Organizational Behavior and Management, Ivancevich, Konopaske & Matteson, McGraw-Hill.

Course: GENDER SENSITIZATION

Course Code: Will be decided later as it will be same for the entire university

Total credits: 2

L-T-P: 2-0-0

Credit Hours: 20

WILL BE OFFERED BY DEPARTMENTS SPECIALIZED IN THE SAME HENCE SYLLABUS CURRENTLY NOT AVAILABLE

Course: MANAGEMENT FUNDAMENTALS

Course Code: MBAE1401

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 40

Course Objectives: This course introduces the basic topics of management. It provides the students with an understanding of what the key competencies needed to be an effective manager. In addition to covering the basic theoretical concepts, the course also allows the students to have some hands-on practice as an effective manager. It develop the students' ability to work in teams.

Course Outcome: By the end of the course, students should be able to

1. Demonstrate critical thinking when presented with managerial problems.
2. Express their views and opinions on managerial issues in an articulate way.
3. Students will be able to identify and explain the importance of the management process.
4. Identify the key skills required for the contemporary management practice.

Unit 1

Introduction

Definition & Concept of Management, Characteristics of Management, Management vs Administration, Levels of Management, Roles of Manager, Functions of Management.

Unit 2

Theories of Management

Classical Theories - Scientific Management, Administrative Theory, Bureaucracy. Neo-Classical Theories – Human Relations Movement, Behavioural Approach – Hawthorne Studies, Douglas McGregor, Abraham Maslow, Chester Barnard, Mary Parker. Modern Theories - Quantitative Approach, Management Science Approach, Systems Theory, Decision Theory, Contingency Theory.

Unit 3

Planning

Definition & Nature of Planning, Characteristics & Importance of Planning, Types of Planning, Process of Planning.

Unit 4

Organizing

Concept, Process and Importance of Organizing, Forms of Organizational Structure, Formal and Informal Organization, Line and Staff Functions, Levels in Hierarchy, Span of Control, Authority, Responsibility, Accountability, Delegation of Authority, Departmentalization, Decentralization.

Unit 5

Directing

Meaning & Importance of Directing, Sub-functions of Directing – Communication, Motivation, Leadership.

Unit 6

Controlling

Definition & Importance of Controlling, Characteristics and Process of Controlling, Planning vs Controlling, Types of Control System, Essentials of Good Control Systems, Techniques of control.

Suggested Readings

1. Organization and Management, R.D. Agarwal, TMH.
2. Principles and Practices of Management, L.M. Prasad, Sultan Chand & Sons.
3. Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets, Hillier Frederick S. and Hillier Mark S, McGraw Hill.
4. Principles of Management, Gilbert, McGraw Hill.
5. Principles of Management, Tripathi and Reddy, McGraw Hill.

Semester: 1

Course: COMPUTER APPLICATION IN MANAGEMENT

Course Code: MBAA1201

Total credits: 2

L-T-P: 1-0-1

Credit Hours: 3

Course objective: Through this course it is intended to familiarize the students with the computer hardware and software applications for data/file management and exchange through net.

Course Outcome: Students will learn how to format a worksheet , Format numbers in a worksheet , Create an Excel table , Filter data by using an AutoFilter , Sort data by using an AutoFilter and to Analyze Data with the Analysis Tool like ANOVAs, Correlation, Covariance, Descriptive Statistics.

Unit 1: Computer Fundamentals Basics of Computer Hardware and its functional units, Concept of Software Application and System Software, Basics of Operating Systems, with exposure to DOS, UNIX and Windows, Computer Codes.

Unit 2: Networking and Basics of Ecommerce

Networking Basics: Computer Network, Network Categories, Network Structure, TCP/IP Reference Model, IP address

Ecommerce Basics: Meaning of Ecommerce, Benefits of Ecommerce, Classification of Ecommerce, Electronic Market, B2B and B2C Business Models, Framework for Electronic Commerce.

Unit 3: Handling Packages

Handling MS Office: MS Word, MS Excel and MS PowerPoint.

Handling Web Designing Packages like Microsoft FrontPage.

Unit 4: Database Concepts

Introduction to Database, DBMS vs RDBMS concepts, Creating Tables using MS Access, Creating Relations between Tables in MS Access, Designing Forms, Queries and Reports in MS Access.

Practical:

Hands-on training on MS Word, MS Excel, MS PowerPoint, MS Access and Microsoft FrontPage.

Suggested Readings

1. Computer Fundamentals, Anita Goel.
2. Foundation of Computing, P.K. Sinha & Priti Sinha, BPB Publications.
3. Behl, R. Information Technology for Management (Second Edition), Tata McGraw Hill, New Delhi, 2012.
4. Goel, A. Computer Fundamentals (Third Edition), Pearson Education, New Delhi, 2010.
5. Balagurusamy, E. Fundamentals of Computers, Tata McGraw Hill, New Delhi, 2009.
6. Rajaraman V. Computer Basics and C Programming, Prentice Hall of India, New Delhi, 2008.
7. Kanter J. Managing with Information, Prentice Hall of India, New Delhi, 2003.

Semester: 1

Course: MANAGERIAL SKILL DEVELOPMENT

Course Code: MBAS1201

Total credits: 3

L-T-P: 2-0-0

Credit Hours: 2

Course Objectives:

1. To study the communication skills
2. To understand the proper tone of language required in writing and speaking.
3. To familiarize the speech structures and developing the speech outline.
4. To communicate and develop presentation skills
5. To apply it in practical business situations, written exercises & e-mails and letters:
Re-writing and reframing of sentences are being delivered..

Course Learning Outcomes:

1. Understanding the role of communication in the organizational and Global Context.
2. Understanding the basics of effective written and verbal communication.
3. Understanding the theoretical models of communication and development in communication research.
4. Analyzing one's own communication style in different contexts and mediums.
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Contents:

Unit 1: Introduction

Meaning of communication, process of communication, importance and role of communication, forms of communication: verbal, non-verbal, written, visualizations; comparative analysis of the forms, channels of communication

Unit 2: Barriers and Gateways to Communication

Meaning of barriers and gateways, problem with barriers, importance of gateways, types of barriers, implications for contemporary business organizations and managers

Unit 3 : Oral/Verbal communication:

Principle and structure, Barriers, Art of listening, Feedback, Presentation techniques, Telephonic conversation

Unit 4: Non-verbal communication:

Meaning & importance, Role of mannerism and attitude, Body language, Eye contact, Expressions and gestures

Unit 5: Written communication:

Principles, Structure & mechanics of writing, Report writing, Circulars, Notices, Memos, Minutes of meeting, Styles of writing letters, Common errors in writing

Text Books:

1. Business Communication Today, 10th edition, Courtland L. Bovee, John Thill, Abha Chaterjee, Pearson Education
2. Business Communication, 2009, Anjane Sethi, Bhavana Adhikari, Tata McGraw Hill
3. The Art of Negotiation: How to Improvise Agreement in a Chaotic World, Michael Wheeler, 2013, Harvard Business School Suggested Readings

SECOND SEMESTER

Semester: 2
Course: RESEARCH METHODOLOGY IN BUSINESS
Course Code: MBAC2406

Total credits: 4

L-T-P: 3-1-0

Credit Hours: 4

Course Objectives:

The course aims at exposing the students to the concepts, tools and techniques of research and to train students to execute research in Business.

Course Learning Outcomes:

The successful completion of this course shall enable the student:

1. To get an overview of research, its scope and approaches.
2. To skill the students with different method of conducting scientific research.
3. To determines data sources for research and learn the art of designing a questionnaire.
4. To skill them to conduct surveys and other data collection procedures with proper sampling techniques.
5. To apply software in conducting business research.
6. To acquaint with various data analysis techniques and report writing.

Contents:

Unit 1- Introduction to Research: Introduction to Research and Statistics: Role of Research in Business, Value of information, Cost of information, Ethics in Research. Research Process, Decision to undertake research, Introduction to Research Design, Types of research. Problem specification- management problem specification, formulating research problem, developing research proposal.

Unit 2- Source of Data: . Sources of Data, Sources of Secondary data in India, How to evaluate sources of secondary data. Scales of Measurement, Validity and reliability.

Unit 3- Determining Data Sources: Secondary data sources and their usefulness; How to evaluate secondary data. Primary data collection – observation, Qualitative research methods: Focus group, Behaviour Mapping, Consumer Journey and Delphi study.

Quantitative Research Method: Various types of Interviews: Mail Interview, Person to Person Interviews, Telephonic Interviews.

Data collection using electronic interface like the Internet.

Unit 4: Questionnaire

Components of the questionnaire, steps in questionnaire design, Question content, Response format- Open ended question Vs. Multiple choice questions including various types for question formats. Question wordings. Questionnaire preparation with google forms.

Unit 5- Sampling

Population defined, Sampling Frame, Sampling Vs. Census, Steps in selecting a sample. Various types of Sampling Methods –Probabilistic: Simple Random Sampling Stratified Random Sampling, Cluster Sampling.

Non-Probabilistic: Convenience Sampling, Judgment Sampling and Quota Sampling. Dangers of using Non-Probabilistic Sampling procedures.

Sample Size determination. Concepts of errors in research – Sampling and Non sampling errors and measures to reduce errors.

Unit 6- Data Analysis and Reporting

Introduction to Data Analysis, Introduction to SPSS package. Data Processing: Editing, Coding, Decoding, and Data Entry. Hypothesis formulation. Hypothesis Testing, type I error, type II error.

Univariate Data Analysis Techniques: t-test (independent sample t- test, one sample t-test). Bivariate Data Analysis Techniques: Chi Square, Z- test for difference between means, Paired Sample T test (t- tests for difference between means). Introduction to Multivariate Data Analysis Techniques
Research Report Writing: The format, Bibliography.

N.B: Assignment using SPSS will be part of internal assessment.

Suggested Readings

1. Business Research Methods, D. R. Cooper and P. S. Schindler, TMH.
2. Research Methodology, C. R. Kothari, New Age International (P) Ltd. Publishers.
3. Business Research Methods, S. N. Murthy and U. Bhojanna, Excel Books.

Course: HUMAN RESOURCE MANAGEMENT

Course Code: MBAC2407

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 4

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention.

Course Outcome: At the end of this course, the participants of the course would be able to

- To understand HRM and the role of HRM in effective business administration.
- To understand the role that HRM has to play in manpower planning, job analysis and forecast the human resource requirements.
- To understand the role of recruitment and selection in relation to the organization's business and HRM objectives.
- To understand job-based compensation scheme and performance management system and appraisals.
- To recognize the emerging horizons of HRM and also enduring international HRM, e-HRM, HRIS.

Contents:

Unit I- Introduction

Conceptual foundations; Human aspect of management; Human resource management- concept, scope and importance; Competencies of HR manager- employer branding and competency mapping; Changing role of HRM- workforce diversity, technological change, restructuring and rightsizing, empowerment; TQM; Management of ethics.

Unit II- Human Resource Planning, Job Analysis, and Job Design

Assessing human resource requirements; Human resource forecasting; Work load analysis; Job analysis; Job description and specifications; Job design; Job characteristic approach to job design.

Unit III- Recruitment, Selection, Training, and Development

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; An overview of training and development; Emerging trends in recruitment, selection, and development.

Unit IV- Compensation Management, Performance Appraisal, and Audit

Compensation management- Job evaluation, base compensation and supplementary compensation; Innovations in compensation management- Pay band system, ESOP; Performance appraisal- concept, traditional and modern methods- MBO, 360 degree appraisal, behaviourally anchored rating scale, balanced scorecard; Potential appraisal.

Unit V- Emerging Horizons of HRM

International HRM, challenges of international HR managers; Green HRM; E-HRM; HRIS (Human Resource Information System); Human resource audit; Contemporary issues in human resource management- moonlighting phenomenon, employee engagement, flexi timing, psychological contract, managing protean career, layoffs.

Suggested Readings

6. Armstrong, M., & Taylor, S. (2017). Armstrong's Handbook of Human Resource Management Practice. BOOK, Kogan Page.
7. Aswathappa, K. (2013). Human Resource Management: Text and Cases. BOOK, McGraw Hill Education.
8. Gary, D. (2011). Human Resource Management. BOOK, Pearson.
9. Leatherbarrow, C., & Fletcher, J. (2018). Introduction to Human Resource Management: A Guide to HR in Practice. BOOK, Kogan Page.

Course: BUSINESS LAW

Course Code: MBAC2408

Total credits: 4

L-T-P: 3-1-0

Credit Hours: 4

Course Objective: To provide basic concepts business law in India and to discuss various ways to settle legal disputes.

Course Outcome: At the end of the course, participants of the course would be able to:

1. Explain the concepts in laws with respect to business dealings.
2. Apply the national business laws to current business environment.
3. Analyses the principle of business and strategies adopted by business houses for various business decisions.
4. Integrate concept of business law with day-to-day business dealings.
5. Understand the concept of consumer protection Act and functioning of redressal mechanism for protecting consumers.
6. Comprehensively understand with basic legal formalities for incorporation of a company and different types companies that exist, meetings, constitution and power of board of directors etc.

Contents:

Unit 1

The Indian Contract Act, 1872: Introduction : Nature of contract, Definitions, Classification of contracts ; Essentials of valid contract: Offer and Acceptance, Considerations, Capacity to contracts, Free consent, Legality of object, Void agreement, Contingent contracts; Performance of contracts; Discharge of contract; Breach of contract; Quasi Contracts; Special contracts: Indemnity and Guarantee: Meaning, Right of indemnity holder; Bailment and Pledge: Classification of bailment, Duties and right of bailor and bailee; Law relating to lien, Finder of goods, Pledge, Difference between bailment and pledge.

Unit 2

The Sale of Goods Act, 1930: Introduction, Formation of contract of sale, Types of goods, Sale and agreement to sell, sell and hire- purchase agreement; Subject- matter of contract of sale, Conditions and Warranties: Meaning; Express and implied conditions and warranties, Caveat emptor; Transfer of ownership; Performance of contracts: Delivery of the goods, Rights and Duties of the buyer.

Unit 3

The Companies Act, 2013 : Companies Act, 2013: Introduction, Definitions, Classifications; Members and Directors of Companies, MoA, AoA; Directors of companies: Introduction, Appointment, Duties, Remuneration and Removal of Director; Meeting of the board: Introduction, Time for holding meeting, quorum, Committees of the board; General Meeting: Introduction, Types: SM, AGM, EGM; Corporate Social Responsibility.

Unit 4

Consumer Protection Act, 1986 : The Consumer Protection Act 1986: Introduction, Definitions; Objectives of CPA; Redressal Agency: District, State and National forum; Councils: Central, State and Districts.

Unit 5

Law of Partnership: Definition of partnership, Formation of partnership, Essential elements of partnership; Advantage and Rights and Duties of partners; Types of partnership: Partnership at will, particular partnership, Partnership for fixed term; Classes of partners: Active partner, sleeping partner, Nominal partner, Partner for profit only, Incoming and outgoing partner; Dissolution of firm and partnership.

Unit 6 :

The Right to Information Act, 2005

Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions,

Suggested Readings

1. Mercantile Law by P.P.S.Gogna, S.Chand Publisher.
2. Business Laws, Chandra Bose, PHI.
3. Business Laws; Mathur, Satish B.; Tata McGraw Hill; 2nd Edition, 2010
4. Commercial Law (including Company Law) and Industrial Law; Sen&Mitra;World Press ; 27th Edition, 2018
5. Business Laws; Gulshan, S.S; Excel Books; 5th Edition, 2015.

Semester: 2

Course: MARKETING MANAGEMENT

Course Code: MBAC2409

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 4

Course Objective:

1. Understanding the nature and scope of marketing,
2. Develop an understanding of various marketing philosophies, Understanding the marketing mix and marketing environment,
3. Understanding segmentation, targeting and positioning,

4. Understanding consumer behavior and its application in marketing.
5. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion and understanding contemporary issues in marketing.

Course Outcomes:

1. To understand the concepts of marketing management.
2. To understand the marketing environment.
3. To critically analyses the marketing environment.
4. To develop marketing strategies for different products and under different market situations.

Contents:

Unit 1

Introduction to Marketing, Nature, Scope and Importance, Marketing Philosophies, Marketing Vs Selling, Marketing Philosophies, Marketing environment: Analyzing macro marketing environment– PESTLE model; Impact of micro and macro marketing environment on marketing decisions, Porter Value Chain Analysis Model, Challenges of modern marketing, Customer value and satisfaction, holistic marketing concept

Unit 2

Industrial and Consumer Markets, Buyer behaviour- Social, Cultural, Personal and Psychological factors affecting Consumers behaviour, Models of Consumer Behaviour, Market Segmentation-procedure basis for consumer or Industrial Market Segmentation, Market targeting, Niche Marketing, Social Marketing , Customization.

Unit 3

Marketing mix (7 P's & 7 C's), basic issues of the marketing mix variables, 4Ps, product and service portfolio, pricing strategies, designing and managing marketing channels, communication and promotion Mix, Concept of Product- Classification of products, Product levels, Product mix, New Product Development, Product life cycle, Stages and strategies for different stages of PLC, Product Positioning, Differentiating the product- Concept and strategies.

Unit 4

Concept of Pricing-Factors affecting Price determination, Pricing Policies, Pricing Methods, Channel of Distribution and factors affecting the same, Management of Channels, Selection, Training, Motivation and Evaluation of Channel Members, Retailing, Wholesaling and Teleshopping

Unit 5

Developing the Product and Branding Strategy, Service marketing, Sales management, Rural marketing, marketing strategy implementation and control, Green Marketing.

Suggested Readings

1. Marketing Management, Philip Kotler, Kevin Keller, Abraham Koshy, Mitileshwar Jha, Pearson.
2. Marketing Management: Planning, Implementation and Control, V.S. Ramaswamy and S. Namakumari.
3. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). *Basic Marketing*. McGraw-Hills Education. *Unit(s) - I, II, and III*

Semester: 2
Course: FINANCIAL MANAGEMENT
Course Code: MBAE2402

Total credits: 4

L-T-P: 3-1-0

Credit Hours: 4

Course Objective: To acquaint the students with essential tools and techniques necessary for making sound financial decisions in a company.

Course Outcome:

- To understand the foundations of financial management, financial decisions, and role of a finance manager.
- To analyse and evaluate capital projects under different situations using appropriate capital budgeting techniques.
- To critically examine various theories and determinants of capital structure, analyse financial plans and determine optimal capital structure.
- To critically examine various theories and policies of dividend and determine optimal pay-out policy.
- To understand the intricacies of working capital management and effectively manage cash and receivables.

Contents:

Unit I-Introduction

Nature, scope and objective of financial management; Concept of risk and return; Time Value of Money; Finance as a strategic function; Role of a finance manager; Financial decisions and risk return trade-off; Agency problem and agency costs; Recent trends and developments in Indian capital market.

Unit II-Capital Budgeting Decision

Nature, significance and process of capital budgeting decision; Types of capital projects; Principles of cash flow estimation; Estimation of cash flows; Capital budgeting techniques; Non-discounted techniques-Accounting Rate of Return (ARR), Pay Back Period (PB); Discounted cash flow techniques-Discounted Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR) and Profitability Index; Capital budgeting under constraints (capital rationing and inflation); Techniques for incorporating risk and uncertainty in capital budgeting- Risk adjusted discount rate method, Certainty equivalent method, Probability distribution method, Decision tree analysis, Simulation method, Sensitivity analysis and Scenario analysis.

Unit III-Cost of Capital and Financing Decision

Specific Cost of Capital; Weighted Average Cost of Capital (WACC) and Weighted Marginal Cost of Capital; Concept of capital structure; Capital structure theories – Net Income (NI) Theory, Net Operating Income (NOI) Theory, MM Hypothesis without and with taxes, Traditional theory, Trade off theory, Evaluation of financial plans using EBIT-EPS analysis; Financial leverage and optimal capital structure; Factors affecting choice of capital structure in practice.

Unit IV-Dividend Decision

Issues in dividend decision; Theories of dividend - Pure residual theory, Walter's model, Gordon's model, Bird in hand theory, MM Hypothesis and Dividend theory; Types of dividend policies; Determinants of dividend in practice; Lintner's model of corporate dividend behaviour.

Unit V-Working Capital Management and Contemporary Issues in Finance

Concept, need and significance of working capital management; Estimation of working capital requirement; Operating and cash cycle; Determinants of working capital; Cash management and

receivables management; Socially responsible investing, ethical investing and other contemporary issues in finance.

Suggested Readings

1. Annual report of SEBI.
2. Brealey, R.A. & Myers S. C. (2017). Principles of Corporate Finance. McGraw Hill.
3. Chandra, P. (2017). Financial Management-Theory and Practice. Tata McGraw Hill.
4. Ehrhardt, M. C. & Brigham E. F. (2003). Corporate Finance. Cengage Learnin
5. Khan, M.Y. & Jain, P.K. (2017). Financial Management: Text, Problems and Cases. Tata McGraw Hill.
6. Pandey, I. M. (2016). Financial Management. Vikas Publishing

Semester: 2

Course: BUSINESS, SOCIETY AND ETHICS

Course Code: MBAA2202

Total credits: 2

L-T-P: 2-0-0

Credit Hours: 2

Course Objective: The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions.

Course Outcome:

- To understand the requirement of studying ethics in business.
- Learn the philosophy of ethics and the relation with theology.
- To understand the stakeholders, Corporate Governance and CSR.
- To understand how to deal with different stakeholders in business situation from ethical point of view.

Contents:

Unit I-Introduction: Ethics, business ethics, difference between ethics and law, business ethics in different contexts, globalization, sustainability, corporate social responsibility

Unit II-Ethical Theories & Ethical Decision-making : Normative philosophical theories, western theories, key criteria concepts, descriptive theories, stakeholders and corporate citizenship, codes of ethics, assessing ethical performance, how to assimilate, models of ethical decision-making, ethically sound business decision-making, managing business ethics: formal and informal ethics management

Unit III- Stakeholder theory, Corporate Governance & CSR : Moral responsibility of organizations, private and public organizations, stakeholders, conflict and trade-offs among different stakeholder groups, executive accountability, remuneration, insider trading and other issues, concept of balanced score card and other means of appraisal of ethical performance of an organization, ethical investing, shareholder activism and sustainable corporate ownership, global terrorism, money laundering, corporate tax, corporate social responsibility and corporate moral responsibility

Unit IV- Natural Environment & Business Ethics: Pollution, depletion of natural resources, global warming, carbon trading, greenhouse emission caused by business activities, grounding responsibility about protection of environment, various theories, steps towards remedy in business activities: pollution control, conservation, clean energy, the debate on development and environmental damage: developed, developing and emerging economies, cost effectiveness and environmental considerations

Unit V- Government, Civil Society and Business Ethics: Relation between government and business, government as regulator, corporate citizenship, public support, NGOs and pressure groups (civil society organizations), self-regulation

Unit VI- Employees & Business Ethics: Rational, political and caring model, employee rights and fair wages, work safety, downsizing, due process, discrimination at workplace, gifts, bribes, employee theft, multinationals and global employees, and outsourcing, national culture and corporate culture, tools for ethical decision-making, sustainable employment, human resource and humanization of workplace

Unit VII- Consumers and Business Ethics: Product safety and theories about extent of responsibility of the manufacturer, consumer rights, consumerism, global market place and cultural homogenization, ethical consumption, challenges of sustainable consumption and measures to be taken, global marketplace, ethical marketing management and marketing strategy

Unit VIII- Supply Chain, Competitors and Business ethics: Suppliers, competitors, and chains of responsibility, espionage, conflict of interest, divided loyalty, mergers, acquisitions, ethics of negotiation, overly aggressive competition, inadequate competition, sustainable business relation system

Suggested Readings

1. AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.
2. Blair, M. M. (1995). Ownership and control: rethinking corporate governance for the 21st century. Washington: Brookings Institution.
3. Carrol, S. J., & Gannon, J. J. (1997). Ethical dimensions of international management. New Delhi: Sage.
5. Chakraborty, S. K. (2001). The Management and ethics omnibus. New Delhi: Oxford University Press.

Semester: 2

Course: SUPPLY CHAIN MANAGEMENT

Course Code: MBAS2202

Total credits: 2

L-T-P: 2-0-0

Credit Hours: 2

Course objective:

1. Identify and Analyze Business Models, Business Strategies and, corresponding Competitive Advantage.
2. Formulate and implement Warehouse Best Practices and Strategies.
3. Plan Warehouse and Logistics operations for optimum utilization of resources.

Course outcome:

1. Describe distribution and service delivery practices.
2. Reduce inventory holding cost through innovative optimization and feed forward control.
3. Identify market linkages that make firms strategically competitive.
4. Define SCM best practices aimed on seamless logistics.
5. Understand SC strategy to create competitive advantages for clusters & nations.
6. Calculate parameters for effective inventory management and forecasting.

Contents:

Unit 1: Introduction to Supply Chain Management

Supply Chain Management in business vertical & Supply Chain Integration;
Process Views, Activities, Vertical versus Horizontal Integration;
Supply-chain operations reference model;

Implications of Globalization, Uncertainty and Risk Analysis.

Unit 2: Inventory Management practices & Logistics

Customer Value & Total Cost of Ownership;

Inventory Management, Policies, Forecasting, Levers, Echelon Inventory;

Inventory classification techniques;

Reverse logistics; Resolving misalignment & Risk Pooling;

Bullwhip Effect; Replenishment lead time; CPFR practices;

Logistic Mixes, Global Logistic, Third Party Logistics, Warehousing Decisions;

Product Life Cycle and Distribution Challenges, Transportation Decisions.

Unit 3: Supplier Relationship Management

Strategic Alliances, Procurement & Outsourcing Strategies;

Coordinated product & supply chain Design;

Legal Aspects of Purchasing, Sourcing & Contracts, Purchasing Performance Evaluation,

Supplier Price & Cost Analysis, Value Analysis.

Unit 4: Controlling practices in SCM

Resilient supply network & High-impact practices;

ICT infrastructure and Macro processes;

Performance measures in designing SCM;

Financial control practice, Regulatory concerns, Free Trade Zones & WTO;

Six sigma & Lean-Management, E-commerce, Technology, GST, Game Theory.

Suggested Readings

1. Logistics and Supply Chain Management, G. Raghuram (I.I.M.A.), Macmillan.
2. A Text Book of Logistics and Supply chain management, D.K. Agarwal., Macmillan.
3. Supply Chain Management, B.S. Sahay, Macmillan.
4. Simchi Levi, D., Kaminski, P., Simchi Levi, E. & Shankar, R. (2015). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. McGraw Hill, New Delhi. ISBN 9780070666986
5. Donald J. Bowersox & David J. Closs. (1996). Logistical Management: The Integrated Supply Chain Process. McGraw-Hill. ISBN 9780070068834

THIRD SEMESTER

Semester: 3

Course: BUSINESS ENVIRONMENT AND STRATEGIC MANAGEMENT

Course Code: MBAC3410

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 4

Course objective: To provide basic concepts of Strategic Business Environment proposal preparation, with emphasis on Feasibility Studies and to provide academic exposure to tools and techniques of strategy preparation and implementation.

Course outcome: At the end of this course, the participants of the course would be able to

- The outcome of this course would be to expose the students to different aspects of Strategy formulation as well as implementation of the same.
- This course would benefit students to formulate and shape organizational strategies and help in the part of business environment and its effect.
- Develop skills for applying these concepts to the solution of business problems.
- Master the analytical tools of strategic management.

Unit 1

Introduction

Concept, evolution, characteristics and objectives of strategic management, strategic decision - making, Mintzberg's 5P's of strategy. **Strategy Formulation:** Stakeholders in business, concept of stretch, leverage and fit, vision and mission, goals and objectives of business organization, need for balanced scorecard

Unit 2

Environmental Appraisal

Concept, importance, strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis, SWOT analysis, Porter's five forces model of competition, McKinsey's 7S framework, GE nine cell model, distinctive competitiveness.

Unit 3

Strategic Implementation

Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioural issues, leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies

Unit 4

Strategy Evaluation

Importance and nature, symptoms of malfunctioning of strategy, operations and strategic control, measurement of performance, analysing variances, role of organizational systems in evaluation. **Strategic Analysis and Choice:** Process of strategic choice, corporate-level strategic analysis, business-level strategic analysis, subjective factors in strategic choice,

Unit 5

Introduction to Business Environment

Concept and significance of business environment; Nature, Scope and Objectives of Business; Economic and Financial Environment; Political and Government Environment; Natural and Technological Environment.

Unit 6

Industrial Policy and licensing policy

Meaning and Objectives of Industrial policies; Industrial Policies; Industrial Policy of 1991; Recent policies for Micro and Small Enterprises sector; Industrial Licensing in India; Objectives of Industrial licensing; Industrial licensing policies in India.

Suggested Readings

1. Business policy and strategic management, Azhar Kazmi, Tata McGraw-Hill.
2. Strategic management and business policy, William F. Glueck, Tata McGraw –Hill.
3. Strategic Management, Michael Porter, PHI.
4. Business Environment, Shaikh & Saleem, Pearson.
5. Business Environment, Text and Cases, Francis Cherunilam, Himalaya Publishing House.

Semester: 3

Course: OPERATION MANAGEMENT

Course Code: MBAC3411

Total credits: 4

L-T-P: 3-1-0

Credit Hours: 4

Course Objective: The course is designed to familiarize the students with decision making in planning, scheduling, control and productivity improvement in production and operations function in both manufactories and service organizations.

Course Outcome:

- To understand the evolution of the subject and its contribution to society.
- To understand the how production units are planned and what are the factors responsible.
- To understand the arrangement of the machines or service area to add productivity.
- To understand the requirement of resources and materials management.
- To understand the production controls and the quality measures available.

Contents:

Unit I- Introduction

Nature, Evolution and scope of Production and Operations management, Operations as a competitive strategy,

Unit II- Facilities planning:

product selection and design, service design, process and technology selection, location of manufacturing / service facility - quantitative (Centre of gravity model, median model, dimensional analysis, Brown & Gibson model) and qualitative model

Unit III- Layout Planning

Plant layout, process layout, fixed position and group layout, layout design: relationship based and load-distance cost matrix, materials handling concepts, layout of manufacturing/service facility: facility location and facility layout.

Unit IV- Resources requirement planning

Capacity planning, concept and application of learning curve; aggregate sales and operations planning

Unit V- Materials management

Functions – material planning and budgeting – value analysis - purchase functions and procedure - inventory control – types of inventories – safety stock – inventory control systems – perpetual – periodic – JIT – kanban, managing vendors; vendor analysis, rating and selection – procedure and criterions

Unit VI- Production planning and control

Aggregate production planning - chase strategy, level production strategy, mixed strategy, materials requirement planning

Unit VII- Quality management

Evolution of quality concept, TQM: statistical process control, process capability improvement, sampling inspection, quality circle, kaizen quality gurus (Juran, Crosby, Deming), statistical process control

Suggested Readings

1. Bozarth, C. C., & Handfield, R. B. (2007). Introduction to operation and supply chain management (2nd ed.). New Delhi: Pearson Education.
2. Chary, S. N. (2007). Production and operations management (3rd ed.). New Delhi: Tata McGraw Hill.
3. Davis, M. M., Aquilano, N. J., & Chase, R. B. (2003). Fundamentals of operations management (4th ed.). New York: McGraw- Hill.
4. Gaither, N., & Frazier, G. (2005). Operations management (9th ed.). USA: Thomson South –Western.
5. Greasley, A. (2009). Operations management in business (2nd ed.). London: Sage.

FOURTH SEMESTER

Semester: 4

Course: INTERNATIONAL ENVIRONMENT AND MANAGEMENT

Course Code: MBAC4412

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 4

Course objective: An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

Course outcome: At the end of the course, the participants of the course would be able to

- Understand the most widely used international business terms and concepts.
- Identify the role and impact of political, economical, social and cultural variables in international business.
- Analyse international business from a multi-centric perspective, avoiding ethnocentrism.

Contents:

Unit 1

Introduction

Definition of international business, changing environment of international business, globalization of markets, trends in globalization, effects and benefits of globalization

Unit 2

Foreign trade policy; policy making body and institution, developing countries' concerns; exchange rate policy of developing economies, India's exchange rate regimes and experiences, nominal vs real exchange rates, bilateral vs effective, exchange rates and the economy

Unit 3

Import substitution and export promotion policies; role of commercial bank and NBFC in export promotion, infrastructure support for export promotion: export processing zones, special economic zones, export oriented units.

Unit 4

Emerging market analysis, country risk analysis, foreign investment analysis: direct and portfolio, currency convertibility: current account and capital account, South Asian currency crisis.

Unit 5

International trade: developments in international trade theory, trade policy instruments and liberalization, World Trade Organization, IMF, ASEAN, SAARC, BRIC

Unit 6

Social responsibility of business, country evaluation & selection – international asset protection, foreign trade policy, social issues in international business, labour issues, and environmental issues

Suggested Readings

1. International Business, Shyam Shukla, Excel Books.
2. International Business, Rakesh Mohan Joshi, Oxford University Press.

3. International Business Environment, Dr. Francis Cherrunilam, Himalaya Publishing House.

Semester: 4

Course: INNOVATION AND ENTREPREUNERSHIP DEVELOPMENT

Course Code: MBAC4413

Total credits: 4

L-T-P: 4-0-0

Credit Hours: 4

Course Objective: This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalize the process of setting up a business.

Course Outcome:

- To be familiar with the fundamentals of entrepreneurship and its role in economic development and to motivate them towards entrepreneurial activities.
- To understand the concept of entrepreneurial leadership and stimulate them to think innovative as entrepreneurs.
- To write effective business plans for establishing and managing any business venture.
- To know how to raise the funding for the business from different sources for a start-up venture.
- To form a business entity in the light of the legal and regulatory framework in India.

Contents:

Unit I- Introduction

Concept of entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

Unit II- Entrepreneurship Development and Leadership

Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; Characteristics of entrepreneurial leadership; Components of entrepreneurial leadership; International Entrepreneurship- opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, impediments to creativity.

Unit III- New Venture Planning

Methods to initiate ventures; Acquisition- advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

Unit IV- Financing Venture

Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs.

Unit V- Special Issues for Entrepreneurs

Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and

copyrights – importance for startups, legal acts governing business in India; Opportunities and challenges; Intrapreneurship.

Suggested Readings

1. Arya, K. (2016). Entrepreneurship: Creating and Leading an Entrepreneurial Organization. Pearson.
2. Ramachandran, K. (2014). Entrepreneurship Development: Indian cases on Change Agents. Tata McGraw Hill.
3. Robinson, P. J. (2017). A Guide for Writing Your Business Plan. Independently published.
4. Drucker, P. (2014). Innovation and Entrepreneurship. Taylor & Francis.
5. Shane, S. A. (2003). A General Theory of Entrepreneurship: The Individual-opportunity Nexus.
6. How India Earns, Spends and Saves - Unmasking the Real India by Rajesh Shukla

LIST OF ELECTIVES

FINANCE:

Course: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: MBAEX301

Total credits: 3

L-T-P: 3-0-0

Credit Hours: 3

Course Objective: This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Outcome:

- To understand the rules and regulations relating to financial markets.
- To understand different financial instrument and the risk associated with each instrument.
- To understand the portfolio theories and how portfolio allocation should take place.
- To understand construct and construct portfolio and also manage portfolio.

Contents:

Unit I-Introduction

Concept of investment, investment vs. speculation, financial markets; approaches to investment decision making and common errors in investment management. Investment alternative and various investment opportunity

Unit II- Securities Market

Participant -trading and settlement, buying and selling of shares, buying on margin and short sale, stock market quotations and indices, SEBI, corporate debt market

Unit III- Risk and Return

Return: meaning, type measuring historical and expected return, Risk: type of risk, measuring historical risk and expected risk.

Unit IV- Portfolio Theory

Diversification and portfolio risk, measurement of movements in security returns, calculation of portfolio risk, efficient frontier, optimal portfolio, riskless lending and borrowing, single index model, capital asset pricing model and arbitrage price theory.

Unit V- Bond Price and Yields

Bonds characteristics, bond price, yield, risk in bonds, rating of bond and yield curve, the determinants of interest curve.

Unit VI- Equity Valuation

Fundamental analysis: macro-economic and industry analysis, company analysis like strategy analysis, accounting analysis, financial analysis etc. technical analysis: meaning, charting technique, technical indicators

Unit VII- Portfolio Management

Specification of investment objective and constraints, selection of asset mix, formulation of portfolio strategy, selection of securities, portfolio execution and portfolio revision

Suggested Readings

1. Damodaran, A. (2016). Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. BOOK, Wiley.

2. Graham, B., & Dodd, D. (2008). Security Analysis: Sixth Edition, Foreword by Warren Buffett. BOOK, McGraw-Hill Education.
3. M. Ranganatham, R. M. (2012). Security Analysis and Portfolio Management: Second Edition. BOOK, PEARSON EDUCATION INDIA.

Finance Specialization

Course: FINANCIAL MARKETS AND SERVICES

CourseCode: MBAEX302

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 45

Course Objective: The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.

Course Outcome: At the end of the course, participants of the course would be able to

1. Understand the role and function of the financial system in reference to the macro economy.
2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
3. Evaluate and create strategies to promote financial products and services.

Contents:

Unit 1

Introduction

The Financial system: Role, regulation and structure and functions. – Characteristics of Financial services – role of financial services sector in the Economy Reforms in financial system.

Unit 2

Financial Market and their role

Broad classification of financial markets, Financial Instruments – Financial Markets – Capital Markets & Money Markets – Interlink Between Money Market & Capital Market – Characteristics of Financial Markets – Functions of Stock Exchange – Introduction to Forex.

Unit 3

Mutual funds

Mutual funds: concepts and objectives – functions and portfolio classification-guidelines for mutual funds – working of public and private mutual funds in India – debt securitisation – demat services – need and operations –role of NSDL & CSDL, SEBI regulation of AMCs, Evaluating mutual fund performance, asset securitisation.

Unit 4

Merchant banking

Objective, Scope and Functions of merchant bankers – SEBI guidelines on merchant bankers. Leasing-Types; Hire purchase.

Unit 5

Factoring

Concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.

Unit 6

Credit rating

Features and advantages – credit rating process. Venture capital: growth of venture capital in India- financing pattern – legal aspects and guidelines for venture capital – leasing- types of leases – leasing vs borrowing - credit rating : CRISIL, ICRA & care.

Suggested Readings

1. Financial Institution and Markets, L.M. Bhole, Tata McGraw Hill.
2. Financial Service, M.Y. Khan, Tata McGraw Hill.
3. Financial Services, R. Shanmugham, Wiley India Pvt. Ltd.

Finance Specialization

Course: DIRECT TAXES AND GST

Course Code: MBAEX303

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: 1. To acquaints the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.2. To introduce practical aspects of tax planning as an important managerial decision-making process.

Course Outcome: At the end of the course, participants of the course would be able to

1. Providing an overview of the direct taxation system of India Knowledge of computation of income tax.
2. Providing an idea on various avenues for tax planning and tax management.
3. Creating Awareness on the compliance of tax laws .
4. Enabling to file income tax returns.
5. Taking occupation as tax consultants.

Contents

Unit 1 : Income Tax Act, 1961 (Basic Concepts and Definition)

Income Tax Act, 1961, Basic Concepts and definitions, Capital and revenue – receipts, expenditures, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Planning, Tax Evasion and Tax Management persons, Assessment year; previous year, assesses, Residential status; Incidence of tax, income exempt from tax.

Unit 2

Computation of Income under Various Heads

Income under head salary: Introduction, Meaning of Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions against Salary

Income from house property, Income from profits and gains of business or profession, Income from capital gains, Income from other sources, computation of net taxable income

Unit 3 Permissible deductions under section 80C to 80U

Permissible deductions under section 80C to 80U, computation of tax liability of Individuals. Setoff and carry forward of losses

Unit 4: Computation of taxable income of a company

Computation of taxable income of a company with special reference to MAT

Unit 5

Goods & Services tax Law i. GST Laws: An introduction including constitutional aspects **ii.** Levy and collection of CGST & IGST **iii.** Basic concept of time and value of supply **iv.** Input tax credit **v.** Computation of GST Liability **vi.** Registration

Suggested Readings

1. Direct Taxes – Law and Practice, Vinod Singhnia.
2. Direct Taxes, J. P. Jakhotiya.
3. Direct Taxes Law & Practice, Bhagwati Prasad, Wishwa Prakashan.
4. Handbook of Corporate Tax Planning, E. A. Srinivas, Tata McGraw Hill.

Finance Specialization.

Course: BANKING AND FINANCIAL INSTITUTIONS

Course Code: MBAEX304

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: To make the students understand the various services offered and various risks faced by banks.

Course Outcome: At the end of the course, participants of the course would be able to

1. Describe and interpret banking operations.
2. Demonstrate understanding of credit and risk management of banks.

Contents

Unit 1

Introduction

Introduction, types, evolution of commercial banks-banking system-structure of commercial bank-RBI role & functions- method of credit control-- banking regulation act –recent trends in Indian banking sector; Banking systems: Unit banking, Group banking, Chain Banking, Relationship Banking, Universal Banking, Regional Banking, Local Area Banking, Retail Banking, Wholesale Banking and Private Banking.

Unit 2

Functions of Commercial Banks

Schedule and Non-Schedule Banks, Functions of Commercial Banks: Agency services – general utility services-credit creation- banker–customer relationship-bankers as a trustee & an agent-appropriation of payment- right of lien & set off– garnishee order-law of limitation. Lending to sensitive sectors, Balance sheet of Commercial Banks.

Credit creation: Multiple credit creation and Formula for credit creation.

Unit 3: Central Banking

Nature of Functions of Central banks, Central Banking and credit control: Meaning of credit control, Methods: quantitative method: Bank rate policy, OMO, Variation in cash reserve ratio, Repo transactions; Qualitative Methods: Fixation of margin requirement, credit rationing, consumer credit regulation, Moral suasion, Direct action and Control through directives.

Role played by them-salient features of status governed by them- monetary policy, objectives and Benefits.

Unit 4: Customer Service and Ombudsman Scheme in Banking Sector:

Customer orientation, Basic aspects of Customer service: Deposit Account, Remittance services, Collection services, Loan and Advances, Complaints. KYC Policy: Objective of KYC, Elements of KYC Policy, KYC and customer education; Banking Ombudsman: Scope of Complaints and present scenario.

Unit 5: Banking Technology: Delivery Channels of Banking sector, Internet Banking, E-Banking, Electronic banking-core banking –distribution channels- remittance facilities & clearing system-online banking- electronic fund transfer system; Electronic Banking in India: RTGS, NEFT, NSS, SFMS, SWIFT, Cheque Truncation.

Unit 6 : Evaluating Banking Performance

ROE Model- CAMEL rating-GAAP probability analysis- balance score card-asset liability management- NPA- BASEL norms

Unit 7: International Banking

Types-offshore banking- Bank for International Settlement (BIS)-London Inter Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO, VOSTRO, LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – facilities to exporters & importers

Suggested Readings

1. Indian Banking, S. Natarajan and Dr. R. Parameswaran, S.Chand.
2. Financial Institutions & Markets, L.M. Bhole.
3. Indian Financial System, M.Y. Khan
4. Management of Indian Financial Institution, R.M. Srivastava, Himalaya Publication.

Course: DERIVATIVES AND RISK MANAGEMENT**Course Code: MBAEX305****Total credits: 3****L-T-P: 3-0-0****Credit Hours: 3**

Course Objective: This course sets up study in the field of investments related to options, futures and other derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Outcome:

- To understand the rules and regulations in India regarding Derivatives
- To understand how risk management can be achieved using derivatives.
- To understand the derivatives and their pricing.
- To understand hedging strategies.

Contents:**Unit I-Introduction**

Definition, types of derivatives, SEBI guidelines, sources and types of business risk – implications of business risk-risk perception of individuals and institutions-alternatives for managing financial risk –diversification –reinsurance –contingency contracts- derivatives in the Indian context

Unit II- Risk Management using derivatives

Forwards and futures – commodity futures- financial derivatives- stock futures and index futures – interest rate futures – currency futures –designing futures contracts – hedging positions in futures

Unit III- Option: Introduction, Basic Properties of Options

Stock and index options valuation–sensitivity of option prices - binomial option pricing – Black and Scholes option pricing using Black and Scholes formula-trading strategies using options –hedging positions in options - synthetic options and portfolio insurance

Unit IV- Interest Rate Derivatives & Euro

Dollar derivatives, forward rate agreement, duration, convexity

Unit V- Hedging

Using Greeks (Delta-Gamma Hedging), hedging with futures (strategies of hedging, speculation and arbitrage): Index options and futures, VaR, historical simulations, risk management structure and policies in India

Suggested Readings

1. Avellaneda, M., & Laurence, P. (2000). Quantitative models of derivative securities .USA: International standard books.
2. Bhalla, V. K. (2008). Investment management. New Delhi: Sultan Chand.
3. Chance, D. M. & Brooks, R. (2009). Derivatives and risk management (8th ed.). USA: Cengage Learning.
4. Hull, J. C. (2009). Options futures and other derivatives (7th ed.). New Delhi: Prentice Hall of India.
5. Jarrow, R., & Stuart, T. (2000). Derivative securities (2nd ed.). Cincinnati: South-Western.

Finance Specialization

Course: COST AND MANAGEMENT ACCOUNTING

Course Code: MBAEX306

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 45

Course objective: The course is designed to accustom the students with various techniques and methods of cost and management accounting in organization to take better decision with limited resources.

Course Outcome: At the end of the course, participants of the course would be able to

1. Evaluate the nature of costs in a given business situation and identify the business drivers behind those cost.
2. Evaluate capital budget alternatives and apply managerial accounting concepts to management decision making.
3. Apply key types of financial performance measurement tools to analyse financial statements.

Contents

Unit 1

Nature and Scope of Management Accounting

Meaning, difference and relation between various branches of accounting, tools and technique or system for management accounting, limitation, function and duties of management accountant, Strategic Decisions and The Management Accountant, Decision making, Planning and control, Cost-Benefit Approach.

Unit 2

An Introduction to Cost Terms and Purposes

Costs And Cost Terminology, Direct Costs and Indirect Costs, Cost Allocation, Variable Costs and Fixed Costs, Cost Drivers, Relevant Range, Total Costs and Unit Costs, Inventoriable Costs and Period Costs, Prime Cost and Conversion Cost, Relationship of Types of Costs.

Unit 3:

Financial Statement and Ratio Analysis

Introduction, meaning and concept of financial analysis, type of financial analysis; ratio analysis, classification of ratios, advantage and limitation of accounting ratios

Unit 4

Cost-Volume Profit Analysis

Essentials of CVP analysis, CVP assumptions, Breakeven point and target income, CVP analysis for decision making, Sensitivity analysis and Margin of safety, cost planning and CVP, Effects of sales mix on income, Contribution margin Vs Gross margin

Unit 5

Budgeting and Budgeting control

Meaning of budget and budgetary control, objectives, merits and limitation, types of budget – fixed, flexible and zero base budget, performance budget

Suggested Readings

1. Management Accounting, Shashi K. Gupta & R.K.Sharma.
2. Management Accounting and Control Systems, Norman.B Macintosh & Paolo Quattrone, John Wiley and Sons.

Course: SPREADSHEET FOR FINANCE

Course Code: MBAEX307

Total credits: 3

L-T-P: 3-0-0

Credit Hours: 3

Course Objective: This course is designed to give the basic skills required to make financial models. Spreadsheet is one of the most powerful tools used in data analysis. Whether major organizations or small all use spreadsheets models to determine key business decisions. The course will help you learning the basics.

Course Outcome:

- To understand the judgments and their relations to emotions.
- To understand how our brain comes to a rational decision.
- Understand different theories of neuroscience.
- To understand the errors resulting from irrationality of mind.
- To know how group behaves and how it impacts financial decision making.

Contents:

Unit I-Introduction to spreadsheet

Spreadsheets, their basic capabilities, different types of data used in spreadsheets, spreadsheet notations for mathematical operations, common built-in formulas and functions, conditional expressions, relative and absolute references, use built-in formulas and functions in spreadsheets, create your own simple formulas, and identify and correct common errors.

Unit II- From Spreadsheet to Model

Organize and lay out model elements, as well as the types of objective functions and their use, what-if analysis and scenarios, sensitivity analysis, and other classic models, design a spreadsheet reflecting assumptions, decision variables, and outcomes, create a basic cash flow model, evaluate a small business opportunity, conduct what-if analysis, identify key variables using sensitivity analysis, and linear programming models and deterministic models.

Unit III- Addressing Uncertainty and Probability in Models

Use spreadsheets to address uncertainty and probability, random variables, probability distributions, power, exponential, and log functions in model formulas, models for calculating probability trees and decision trees, use regression tools to make predictions, as well as multiple regression, measure correlations between variables using spreadsheet statistical functions, understand the results of functions that calculate correlations, use regression tools to make predictions, and improve forecasts with multiple regression

Unit IV- Simulation and Optimization

Use spreadsheets to implement Monte Carlo simulations as well as linear programs for optimization, examine the purpose of Monte Carlo simulations, how to implement Monte Carlo simulations in spreadsheets, the types of problems you can address with linear programs, model uncertainty and risk in spreadsheets, and use Excel's solver to optimize resources to reach a desired outcome.

Suggested Readings:

1. Fairhurst, D. S. (2015). Using Excel for Business Analysis: A Guide to Financial Modelling Fundamentals. BOOK, Wiley.
2. Jackson, M., & Staunton, M. (2006). Advanced Modelling in Finance using Excel and VBA. BOOK, Wiley.
3. Proctor, K. S. (2009). Building Financial Models with Microsoft Excel: A Guide for Business Professionals. BOOK, Wiley.
4. Swan, J. (2009). Practical Financial Modelling: A Guide to Current Practice. BOOK, Elsevier Science.

Course: BEHAVIOURAL FINANCE

Course Code: MBAEX308

Total credits: 3

L-T-P: 3-0-0

Credit Hours: 3

Course Objective: This course is designed to give the students the idea of the newly developed field of behavioural finance. Students will learn how despite trying best to rational our brain ends up taking illogical decision which may not be irrational at all to our mind.

Course Outcome:

- To understand the judgments and their relations to emotions.
- To understand how our brain comes to a rational decision.
- Understand different theories of neuroscience.
- To understand the errors resulting from irrationality of mind.
- To know how group behaves and how it impacts financial decision making

Contents:

Unit I-

Investment Decision Cycle

Judgment under uncertainty, utility/ preference functions: expected utility theory [EUT]

Unit II

Brief History of Rational Thought

Pascal-Fermat to Friedman-Savage paradoxes (Allais and Others)

Unit III

Theories related to Behavioural Finance

Prospect theory, information screening biases, and information processing: bayesian decision making, heuristics and cognitive biases.

Unit IV

Forecasting errors due to biases

Forecasting biases, emotion and neuroscience

Unit V

Group behavior and finance

Group behaviour: conformism, herding, fatal attractions, investing styles and behavioural finance.

Suggested Readings

1. Behavioural Finance: Insights into Irrational Minds and Markets, James Montier, Wiley.
2. Inefficient Markets: An Introduction to Behavioral Finance, Andrei Shleifer, Oxford University Press.
3. Behavioral Corporate Finance: Decisions that Create Value, Hersh Shefrin, Mcgraw-Hill/Irwin.

MARKETING:

Course: PRODUCT AND BRAND MANAGEMENT

Course Code: MBAEX311

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objectives:

1. Demonstrate knowledge of the nature and processes of branding and brand management.
2. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.
3. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.
4. Formulate and justify brand development decisions.
5. Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

Course Outcomes: The successful completion of this course shall enable the student:

1. Making the students learn fundamentals of Product and Brand Management
2. Understanding the significance of product strategy as a critical source of business competitiveness.
3. Understanding the theoretical and practical foundations to product management
4. Familiarising students with the concepts of brand building and management to keep brands strong over the years.

Contents:

Unit 1

Product Management : Product development, product focused organization; market focused organization, factors influencing design of the product, changes affecting product management

Unit 2

Developing Product Strategy : Setting objectives & alternatives, product strategy over the life-cycle, customer analysis, competitor analysis, design of manufacture, new product development

Unit 3

Market Potential & Sales Forecasting: Forecasting target market potential and sales, methods of estimating market and sales potential, sales forecasting, planning for involvement in international market

Unit 4

Brand & Brand Management : Commodities Vs brands, the role of brands, the brand equity concept, brand equity models – brand asset valuation, aaker model, BRANDZ, brand resonance, building brand equity, brand identity and brand image

Unit 5

Brand Leveraging & Brand Performance :Establishing brand equity management system, measuring sources of brand equity and consumer mindset, co-branding, celebrity endorsement.

Unit 6

Brand Positioning & Brand Building :Brand knowledge, brand portfolios and market segmentation, steps of brand building, identifying and establishing brand positioning, defining and establishing brand values

Unit 7

Designing & Sustaining Branding Strategies :Brand hierarchy, branding strategy, brand extension and brand transfer, managing brand over time

Unit 8

Measuring Brand Equity :Brand value chain, brand audits, brand tracking, brand valuation, managing brand equity.

Suggested Readings

1. Product management, Donal R. Lehmann & Russel S. Winer.
2. Strategic Brand Management, Kevin Lane Keller.
3. Branding Concepts & Process, Debashish Pati.
4. Marketing Management, Philip Kotler.

Course: SALES AND DISTRIBUTION MANAGEMENT

Course Code: MBAEX312

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: The objective of the course is to provide a customer centric approach to the sales and distribution function. The Indian context is mostly considered.

Course Outcome:

- Understand the roles and responsibilities of the Sales Managers.
- Manage and enhance the sales force productivity and performance.
- Plan and implement an effective sales strategy for their organizations.
- Design and implement distribution channel strategy.
- Manage the Channels efficiency and effectiveness; wholesaling, and retailing.

Contents:

Unit I- Introduction to Sales Management

Definition and meaning, sales vs. marketing, scope of sales management, objectives & functions of sales department, theories of sales - concept, nature, role of sales management in marketing, salesmanship, specific characteristics of a successful salesman, the evolving face of personal selling

Unit II- Sales Forecasting

Concept of forecasting, sales forecasting methods, quantitative and qualitative methods

Unit III- Sales Organization and Developing the Sales Force

Sales department organization, sales management structure, sales management positions, role and functions of sales manager, inter department relations : characteristics of a successful salesman, recruiting, selection and training of sales force , work assignment to sales personnel : routing and scheduling of sales force , objectives of sales quotas : types of quotas, quota setting and administration : concept, objectives and procedure of setting sales territories

Unit IV- Managing the Sales force

Recruiting, selection and training of sales force: procedures and criteria extensively used as selection tools for recruiting and testing sales ability, sales force job analysis and description; Areas of sales training: company specific knowledge, product knowledge industry and market trend knowledge, customers and technology – relationship selling process and customer education, value added selling; Motivating the sales team: motivation programs - sales meetings,

sales contests, sales compensating, (monetary compensation, incentive programs as motivators, non-monetary compensation – fine tuning of compensation package, supervising; Evaluating sales force performance and controlling sales activities: sales records and reporting systems, improving sales productivity, ethical and legal issues in sales management.

Unit V- Distribution Channels

Physical distribution - definition, importance – participants in physical distribution process - marketing channels – definition and importance - different forms of channels - functions of marketing channels - unconventional channels - channels for consumer goods, industrial goods and services – integrated marketing channels – horizontal, vertical, multi-channel marketing systems - channel selection process and criteria, channel conflicts and resolution - channel effectiveness evaluation - international marketing channels

Suggested Readings

1. Dent, J. (2011). Distribution Channels: Understanding and Managing Channels to Market. BOOK, Kogan Page.
2. Singh, r. (2008). Sales and Distribution Management. BOOK, Vikas Publishing House.
3. Venugopal, P. (2008). Sales and Distribution Management: An Indian Perspective. BOOK, SAGE Publications.

Course: ADVERTISING AND SALES PROMOTION

Course Code: MBAEX313

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 30

Course Objectives:

1. To familiarize the students with the role of advertising in the in context of promoting products and services.
2. To understand the advertising process and key decision areas for effective management of this function and also
3. To develop an understanding about concepts, methods and strategies of sales promotion.

Course Learning Outcomes:

1. To examine the reasons for the increasing importance of advertising.
2. To know the various decision areas under each element of the marketing mix and how they influence and interact with advertising and promotional strategies.
3. To understand the process of developing and implementing media strategies.
4. To evaluate alternative methods fro measuring promotional program effectiveness.
5. To help the students learn to participate in a group setting as they have to work in teams in their business careers.

Contents:

Unit 1

Introduction, various types of advertising, its role in the marketing process; legal, ethical and social aspects of advertising, marketing and the communications mix

Unit 2

Communication: introduction, processes of communication; integrated marketing communications, marketing and the communications mix its evolution, reasons for its growth and its role in branding

Unit 3

The promotional mix; segmentation, targeting and positioning and their role in promotion, promotional objectives, determination, types and approaches, planning communications DAGMAR approach, problems in setting objectives; advertising budget, establishment and allocation, budgeting approaches

Unit 4

Advertisement copy, its components and types; the importance of creativity in advertising, creative strategy and process, implementation and evaluation

Unit 5

Media planning, establishing media objectives, media strategies, the message, the target and the media mix, reach vs. frequency, creative aspects, budget considerations, evaluation of broadcast media, print media, support media, internet and interactive media etc.; computers in media planning

Unit 6

Measuring the effectiveness of the promotional program, advertising research, market testing, testing via internet, pre testing, post testing, laboratory tests, field tests, PACT

Suggested Readings

1. Advertising Management, Rajeev Batra, John G. Myers & David A. Aaker, Pearson Education.
2. Advertising: Principles and Practices, W. Wells, J. Burnet & S. Moriarty, Pearson Education.
3. Managing Brand Equity, David Aaker, PHI.

Course: DIGITAL MARKETING AND E-COMMERCE

Course Code: MBAEX314

Total credits: 3

L-T-P: 2-1-0 Credit Hours: 3

Course Objective: The objective of the course is to enable students to become familiar with the mechanism for conducting business through electric means. The course also aims to develop understanding about digitalization of marketing environment and its dimensions

Course Outcome:

- To know the concept of e-business and its various aspects.
- To know about electronic payment system and associated security issues.
- To learn about digital marketing strategy and tools.
- To analyse digital marketing activities and measure its effectiveness.
- To understand role of digital marketing in e-business.

Contents:

Unit I- Introduction to E-Business

Overview of e-business; Origin and need of e-business; Factors affecting e-business; Major requirements in e-business; Emerging trends and technologies in e-business; E-business models; E-market and its types; E-government services; Management challenges and opportunities; Impact of e-commerce on business.

Unit II- Payment Gateways Management

Electronic payment system, electronic cash, smart cards, risk and electronic payment system, unified payment interface, mobile wallets; Application and management; Role of National Payments Corporation of India.

Unit III- Introduction to Digital Marketing

Digital marketing plan and strategy; Competitive strategy in the digital era; Digital marketing mix; Digital marketing channels- digital advertising, e-mail marketing, online marketing, viral marketing, social media marketing, search marketing, influencer marketing, affiliate marketing.

Unit IV- Marketing Analytics

Digital marketing media; Budget allocation; ROI for digital marketing; Analytics and Key Performance Indicators (KPI); Attribution models and frameworks; Digital marketing in governance; Emerging technologies for digital marketing; Leading and managing digital marketing teams.

Unit V- Digital Marketing in E-Business

Role of digital marketing in e-business; Latest developments and strategies in digital marketing; Business model for aggregators; E-business for start-ups.

Suggested Readings

1. Chaffey, D. (2011). E-Business and E-Commerce Management: Strategy, Implementation and Practice. Pearson Education India
2. Ian Dodson, I. (2016). The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Wiley
3. Kotler, P., Kartajaya, H. & Setiawan, I. (2017). Marketing 4.0: Moving from Traditional to Digital. Wiley
4. Marilyn Greenstein, M. & Feinman, T. (2000). Electronic Commerce: Security Risk Management and Control. McGraw-Hill Inc.
5. Winston, W.L. (2016). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley

Course: SERVICES MARKETING

Course Code: MBAEX315

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objectives:

1. To demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities;
2. To understand the marketing mix for services;
3. To understand the Marketing planning and control systems.
4. To apply relevant services marketing theory, research and analysis skills to contemporary case studies and communicate outcomes employing professional discourse and formats.

Course Outcomes:

1. To make the students understand the differences between goods and services, and the importance of services marketing.
2. To prepare the students in order to evaluate different components of the elements of services marketing mix.
3. To equip the students in preparing special service marketing strategies

Contents:

Unit 1

Introduction to Services Marketing :Services marketing – characteristics – classification of services – role of services in economy – factors stimulating the transformation of service

economy – growth of services in indian economy – differences between goods and services marketing

Unit 2

Customer Behaviour & Strategic Issues: Customer decision making – customer expectations and perceptions – components of customer expectations – service encounters – high contact services and low contact services – market segmentation and targeting – positioning and differentiation of services – managing demand and capacity

Unit 3

Services and the Marketing Mix: Traditional marketing mix applied to services – inadequacy of 4Ps – developing service concepts – service product development – branding of services – pricing of services – and promoting services – managing people for service advantage - difference between mediocrity and success – process in services, service blueprinting – crafting the service environment – servicescape – physical evidence

Unit 4

Managing Relationships and Service Quality :Relationship marketing and building loyalty – achieving service recovery – service quality and its significance – measuring service quality – service quality gap model SERVQUAL – strategies for improving service quality – monitoring service quality

Unit 5

Marketing Services

Specific industries: tourism, travel & transportation services marketing – marketing of financial services: banking, insurance, mutual funds – communication and information services: telecom, courier – media services – professional services marketing: healthcare, consultancy, information technology, advertising – marketing of educational services – charities marketing

Suggested Readings

1. The Essence of Services Marketing, Adrian Payne, Prentice Hall of India.
2. Services Marketing, V. A. Zeithaml and M. J. Bitner, McGraw Hill.

Course: RURAL MARKETING

Course Code: MBAEX316

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective The objective of the course is to familiarize students to appreciate the difficulties of rural markets and be able to analyse strategic issues facing these markets.

Course Outcome:

- Understand the rural markets and potentials.
- Understand the rural environment and the differences from urban markets.
- Understand the consumers of rural India.
- Understand strategies to market products and services in rural India and also learn strategies to communicate

Contents:

Unit I- Introduction to Rural Marketing

Rural Marketing – Opportunities and Challenges, defining rural markets, understanding rural products, consumers and distribution channels

Unit II- Rural Marketing Environment

Evolution of rural marketing, rural demographic, physical, economic, political and cultural environment

Unit III- The Rural Consumer

Consumer buying behavior models, factors affecting consumer behavior, Characteristics of rural consumer, Consumer buying process, Opinion Leadership Process, Diffusion of innovation

Unit IV- Targeting, Segmenting and Positioning in Rural Markets

Introduction of Segmentation, Degrees of segmentation, Basis of segmentation in rural markets, Targeting and positioning in rural markets

Unit V- Product Strategy for Rural Marketing

Marketing mix challenges in rural India, Product concepts and classification, rural product categories, New Product development, Product adoption process, Branding in rural India, Pricing

Unit VI- Rural Distribution Strategy and Evaluation

Channels of distribution, Evolution of rural distribution channels, Behaviour of the channels. Emerging channels and their reach

Unit VII- Rural Distribution Strategy and Evaluation

Developing effective communications, Creating advertisement for rural markets, the media model, influence of consumer behavior on communication channels

Suggested Readings

1. The Rural Marketing Book by Pradeep Kashyap & Siddhartha Raut Rural Marketing by Sanal Kumar Velayudhan
2. Marketing as Strategy by Nirmalya Kumar
3. We are like that only – Understating the Logic of Consumer India by Rama Bijapurkar
4. How India Earns, Spends and Saves - Unmasking the Real India by Rajesh Shukla

Course: CONSUMER BEHAVIOUR

Course Code: MBAEX317

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objectives:

1. To highlight the importance of understanding consumer behavior in Marketing.
2. To study the environmental and individual influences on consumers
3. To understand consumer behavior in Indian context.

Course Learning Outcomes:

1. Appreciate the fascinating field of consumer behaviour with the consumer at its center.
2. Get a full grasp of quantitative and qualitative consumer research.
3. Understand the reasons for mass marketing and segmentation of markets.
4. Get a feel of the internal processes like consumer perception, learning and memory attitudes, motivation and emotion, personality, self-concept and lifestyle.
5. Acquire insights into the social and cultural influences on behaviour.
6. Understand how communication combines the individual's inner influences to the social and cultural influences for an adequate decision-making and adoption of products, ideas or services.

Contents:

Unit 1

Introduction : Scope & relevance, consumer research process: quantitative and qualitative, market segmentation: importance and use, buying decision process, basic model of consumer behaviour

Unit 2

Consumer Motivation, Perception and Attitudes

Needs, wants, demands, and motives, motivational research, personal and psychological influences, absolute and differential threshold, attention and perception, perceptual selection, organisation and interpretation, product and service positioning, perceived price, quality and risk, attitude formation, strategies for attitude change

Unit 3

Communication and Consumer Behaviour : Celebrity influence, word of mouth, opinion leaders, use of unconventional communication methods, influence of social media on consumer purchase behaviour, e-buying behaviour

Unit 4

Personality and Consumer Learning : Nature of personality and self-concept, Freudian and non - Freudian concept, personality traits and its marketing significance, product personality and brand personification, elements of consumer learning, marketing applications of learning theories

Unit 5

Socio-Cultural Influences : Socialisation, classes in society, life-style profiles, reference groups, family buying decision, family life cycle, culture and sub-culture, measurement of culture, cultural aspects of emerging markets, cross-cultural consumer behaviour

Unit 6

Decision Making and Innovation : Decision making: Concept of consumer decision making, models of decision making; Innovation: meaning, process of diffusion and adoption, decision process, innovator profiles; Consumer gifting behaviour

Unit 7

Consumer and Society : Consumerism, consumer protection, consumer right and consumer, education, legal consideration

Suggested Readings

1. Consumer Behavior, Schiffman & Kanuk, Pearson.
2. Consumer Behaviour, L.G. Schiffman & L.L. Kanuk, Prentice Hall of India.
3. Consumer Behaviour, Kazmi & Batra, Excel Books.
4. Consumer Behavior, Engel & Blackwell, Thomson.
5. Consumer Behaviour, D.J. Loudon & A.J. Dellabitta, Tata McGraw Hill.

Course: SOCIAL MEDIA MARKETING

Course Code: MBAE4318

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective:

1. To understand the important concepts related to e-marketing
2. To learn the use of different electronic media for designing marketing activities.
3. To acquaint the students with the latest techniques of e-marketing.

Course Outcome

1. Define social media marketing goal setting necessary to achieve successful online campaigns.
2. Describe the history of social media marketing, its rapidly evolving role in public relations, advertising, and marketing, as well as the merging of social media marketing with all facets of business.
3. Explain how to develop effective social media marketing strategies for various types of industries and businesses.
4. Define target markets for specific social media platforms.
5. Use social media platforms (e.g., blogs, microblogs, social networks, bookmarking, social news, Q&A sites, photo & video sharing, and podcasting) to influence consumer and promote a company, brand, product, service or person.

Contents:

Unit I-

Introduction

The Role of Social Media Marketing, Goals and Strategies, Identifying Target Audiences, Rules of Engagement for SMM

Unit II-

Sites, Apps and Contents

Social Media Platforms and Social Network Sites, Microblogging, Content Creation and Sharing: Blogging, Streaming Video, Podcasts, and Webinars

Unit II-

Introduction to Social Media Marketing

Video Marketing, Marketing with Photos Sharing Sites, Discussion, and News, Social Bookmarking, and Q&A Sites, Content Marketing: Publishing Articles, White Papers, and eBooks, Mobile Marketing on Social Networks

Unit IV

Social Media Marketing Analytics

Suggested Readings

1. Bettinger, J. (2018). Word-of-Mouth Marketing on Social Media. Influence on Buying Decisions, Evolution and Recommendations for Companies. BOOK, Studylab.
2. Dahl, S. (2018). Social Media Marketing: Theories and Applications. BOOK, SAGE Publications.
3. Heinze, A., Rashid, T., Fletcher, G., & Cruz, A. (2016). Digital and Social Media Marketing: A Results-Driven Approach. BOOK, Taylor & Francis.
4. Tuten, T. L., & Solomon, M. R. (2017). Social Media Marketing. BOOK, SAGE Publications.

HUMAN RESOURCE

Course: HUMAN RESOURCE DEVELOPMENT

Course Code: MBAEX321

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations. This paper will help to understand different growth strategies and model to development and retention.

Course Outcome: At the end of the course, the participants of the course would be able to

1. To understand HRD and the role of HRD in effective business administration. Develop an understanding of theoretical knowledge and its application for identifying training and developmental needs of the individuals and organization from strategic point of view.
2. To understand the role that HRD has to play in manpower planning, job analysis and forecast the human resource requirements. Laying down plans to address these needs effectively for the benefit of the organization as well as the individuals.
3. To understand the effectiveness of Coaching, counselling, management development etc. Develop capability to design HRD plans for organizations.

Unit 1

Introduction

Definition and evolution of HRD, relationship between HRD and HRM, developmental perspective of HRD, HRD at macro and micro levels, qualities and competencies required in a HRD professional, importance of HRD in the present context, functions of HRD, organizational structure of HRD department, challenges for HRD, model of HRD

Unit 2

Training

Meaning and scope of training and development, education and learning; Objectives and principles of training; Stages of training; Training needs assessment: types of need, levels of needs assessment, prioritization of needs; Designing a training program: make vs buy decisions, steps in designing a training program

Unit 3

Coaching

Concept and need, role of supervisor and HRD professional, coaching and performance appraisal, coaching analysis, approaches to coaching, coaching skills, effectiveness of coaching

Unit 4

Counselling

Concept and need, counselling program, responsibility for counselling, features of effective counselling programs, counselling session, employee assistance programs, stress management interventions, employee wellness and health promotion

Unit 5

Management development

Techniques of management development, evaluation of management development programs, mentoring: concept and implementation

Unit 6

Career Planning and Development

Concept of career, career development, career planning and career management, new employment relationship, stages of career: various approaches, career management model, responsibility of career management, current issues in career development

Unit 7

Learning Organization

Organizational learning, importance of experiential learning, learning organization, Senge's model, knowledge management, achieving organizational effectiveness and excellence.

Suggested Readings

1. Human Resource Development, Werner and DeSimone, Cengage Learning.
2. Employees Training and Development, Raymond Noe, McGraw Hill Publication.
3. Training for Organizations, O' Connor, Browner & Delaney, Thompson Learning Press.

Course: INDUSTRIAL RELATIONS

Course Code: MBAEX322

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: The objective of the course is to familiarize the students about the different aspects of managing people in the organizations through different laws related to industrial relations.

Course Outcome:

- To understand the different aspects of employee relations in today's organization.
- To understand the role of trade union in human resource management.
- To understand the role of collective bargaining and its role at different negotiation process.
- To understand how workers participation in management helps an organization in growth prospective.
- To create IR systems for different business ventures to promote team work and productivity.

Unit 1

Introduction

Concept and importance of industrial relations, impact of industrial revolution, approaches to industrial relations, Dunlop's system theory, parties to industrial relations, objectives of industrial relations, factors affecting industrial relations, reasons of poor industrial relations, effects of poor IR, aspects of industrial relations- cooperation and conflict

Unit 2

Trade Unions

Concept & features, evolution, functions and types, white-collar trade unions, employers' associations, union security, methods of achieving trade union objectives, trade union movement in India, central trade unions in India, problems of trade unions in India

Unit 3

Collective Bargaining

Definition and features, classification and principles, objectives and importance, steps in collective bargaining process, factors affecting collective bargaining, conditions for effective collective bargaining

Unit 4

Industrial Disputes

Concept and nature, classification, causes, resolution, prevention, typology of strikes, legality and justification of strikes, condition for good industrial relations

Unit 5

Discipline

Concept and aspects, features and objectives, theories, principles of natural justice, possible reasons for misconduct, disciplinary action procedure, penalties and punishment, rewards of discipline

Unit 6

Workers' Participation in Management

Meaning and need, evolution of concept, objectives and forms, schemes of participation in India, demerits of the schemes, bipartite and tripartite bodies

Unit 7

Concepts Related to Industrial Relations

Code of conduct, code of discipline, National Commission on Labour, New Economic Policy, technological change and industrial relations, recent trends and future direction

Suggested Readings

1. Dynamics of Industrial Relations, Mamoria, Mamoria and Gankar, Himalaya Publishing House.
2. Industrial Relations and Labour Laws, B.D. Singh, Excel books.
3. Essentials of Human Resource Management and Industrial Relations, P. Subba Rao, Himalaya Publishing House.

Course: LEADERSHIP **Course Code: MBAEX323**

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objectives:

Gain greater understanding of a leader's responsibilities, Create and maintain an efficient, effective, and motivated team. This course will also help students on, maximize team performance by understanding human behaviour and focusing on the needs of the individual and the team. Improve ability to communicate with the team and Strengthen techniques for managing the performance of the team.

Course Outcome:

- Students will develop critical thinking skills.
- Able to know behavioural theories related to leadership.
- Students will be able to develop factors responsible for leadership.

Unit 1

Introduction

Concept of leadership, difference between leadership and management, factors affecting leadership effectiveness, creating a leadership culture, utility of studying leadership, classification of leadership theories

Unit 2

Leadership Traits and Skills

Nature of traits and skills, leadership traits and effectiveness, leadership skills and effectiveness, leadership competencies, implication for managers, shortcomings of trait approach

Unit 3

Behavioural Theories of Leadership

Ohio state studies, University of Michigan studies, Managerial grid, Scandinavian studies, specific task and relations behaviours, evaluation of behavioural approach

Unit 4

Contingency Theories of Leadership

LPC model, situational leadership theory, path-goal theory, cognitive resource theory, normative decision model, evaluation of contingency approach

Unit 5

Process Theories of Leadership

Leader-member exchange theory, attributions and followership, integrating leader and follower roles

Unit 6

Charismatic, Transformational and Transactional Leadership

Early theories, attribution theory, self-concept theory, psychodynamic processes, social contagion theory, multifactor leadership questionnaire, transformational, transactional and passive leadership, evaluation of the theories

Unit 7

Other Theories of Leadership

Drucker's leadership practices, seven transformations of leadership, level 5 leadership, crucibles of leadership, authentic leadership, ethical leadership, spiritual leadership, servant leadership, Kouzes and Posner's five leadership practices

Unit 8

Recent Trends in Leadership

Cross-cultural leadership, strategic leadership, change leader, leadership in teams, leadership training and development

Suggested Readings

1. Leadership in Organizations, Gary Yukl, PHI.
2. HBR's 10 Must Reads: On Leadership, Harvard Business Review Press.

Course: COMPENSATION MANAGEMENT

Course Code: MBAEX324

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objectives: Course Objective:

The objective of the course is to familiarize the students about the different aspects of managing people in the organizations through wage structure to payment of bonus.

Course Outcome:

At the end of the course, the participants of the course would be able to

1. To examine the importance of compensation in growing global economy.
2. To understand the components of a compensation system.
3. To assess the process of determination of compensation.
4. To design a strategic pay model for various jobs of an organisation.

Unit 1

Introduction

Concept of compensation and reward, system of compensation and reward, 3 P compensation concept, concept of CTC

Unit 2

Theoretical Background

Wage theories, theories of motivation, relationship of rewards and behaviour

Unit 3

Macro-level Compensation

Differences between nations, wage and salary administration at national level, wage policy and concepts, wage influencing variables in Indian context, legal framework, wage fixation at national level

Unit 4

Micro-level Compensation

Compensation strategy at company level, developing a total compensation strategy, determinants of individual financial compensation, compensation surveys, compensation policy, job evaluation

Unit 5

Compensation Structure

Salary structures, financial and non-financial components, methods of payment, basic, allowances, reimbursements, seniority-based pay

Unit 6

Employee Equity in Compensation

Performance-related pay, individual plans, team plans, company-wide gainsharing and profit sharing plans, short-term vs long-term plans, wage incentive plans, types of incentive systems, skill-based pay, competency-based pay

Unit 7

Benefits and Services

Fringe benefits, employee benefits and services, voluntary and statutory welfare benefits, social security benefits, administration of benefits and services, cafeteria approach

Unit 8

Executive compensation

Current trend, logic behind executive pay, components of executive compensation, issues and criticisms

Suggested Readings

1. Compensation and Reward Management, B.D. Singh, Excel Books.
2. Compensation Management: Rewarding Performance, Richard I. Henderson, PHI.
3. Rethinking Rewards and Incentive Management, C.S. Venkatratnam, Excel Books.

Course: ORGANIZATIONAL CHANGE AND DEVELOPMENT

Course Code: MBAEX325

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: The objective of the course is to familiarize the students about the different aspects of change in the organizations. How change in the organizations can develop the whole work culture is one of the motive of this paper.

Course Outcome:

- To understand entering and contracting in an organizations.
- To understand the role of change agent as a catalyst in organizational development.
- To understand the role of diagnosis in an organization.
- Develop clarity of the concept as well as different components of Organization Effectiveness as well as that of change.
- Develop skill to diagnosis problems and management of change that would include action planning, implementation and evaluation.

Unit 1

Introduction

Definition of organizational change and development, evolution and relevance of organizational development, models of change: Lewin's model, Buchanan & McCalman's model, Beckhard & Harris' model, action research model, general model of planned change, classification of change models

Unit 2

Entering and Contracting

Identification of organizational issues: internal and external trigger, determination of relevant clients, selection of change agent, establishment of mutual expectations, allocation of time and resources, setting of ground rules, possible issues in entering and contracting

Unit 3

Diagnosing for Change

Need for diagnosis, levels of diagnosis: organizational level, group level and individual level, diagnostic models: organizational and componential, boundary less organization

Unit 4

Planning and Implementing

Gap analysis, creating a change vision, action planning, organizing the team, fostering readiness and overcoming resistance to change, communication strategies and skills

Unit 5

OD Interventions

Human process interventions: interpersonal, group and organizational process approaches; Techno-structural interventions: restructuring organizations, employee involvement, work design; HRM interventions: performance management, talent development, managing workforce diversity and wellness; Strategic change interventions: transactional change, transformational change, mid-range change, punctuated-equilibrium model of change

Unit 6

Evaluating and Institutionalizing

Implementation and evaluation feedback, measurement, research design, institutionalization framework

Unit 7

Current Scenario and Future Trends

Impact of national culture and economic development on OD, OD in the public sector, trends within and in the context of OD

Suggested Readings

1. Organizational Change: An Action-oriented Toolkit, Cawsey, Deszca and Ingols, SAGE Publications.
2. Organizational Development and Change, Cummings & Vorley, Cengage Learning.
3. Essentials of Organizational Development, Anjali Ghanekar, Everest Publishing House.
4. Organizational Change-Themes & Issues, Jim Grieses, Oxford.

Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code: MBAEX326

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: The objective of the course is to familiarize the students about the different aspects of Global Human Resources in organizations. How globalization plays role in the organizations development.

Course Outcome

At the end of the course, the participants of the course would be able to

- To outline the main aspect of globalisation and its implication for international human resource management. (PO10)
- To develop a global mind-set for managing international human resource management activity (PO10)
- To assess the nuance of international human resource management activity. (PO 4)
- To synthesize a global mind set to cope with cultural diversity and its challenges (PO 4, PO10)

Unit 1

Introduction

Globalization and its aftermath, role of various environmental dynamics in international business, issues in international business, HRM in international context, domestic vs international HRM, strategic view and context of IHRM, IHRM activities, model of IHRM

Unit 2

Staffing in International Context

Approaches to international staffing, roles and comparative analysis of expatriates, inpatriates and third-country nationals, dilemma over inpatriates vs expatriates, ROI of international assignments, factors determining performance, selection criteria and possible issues, case of dual career couples

Unit 3

Training and Development in International Context

Need for expatriate training, essential components of pre-departure training programs, effectiveness of pre-departure training programs, international assignment and personnel development, recent trends

Unit 4

Compensation Management in International Context

Objectives of international compensation, key components of international compensation program, approaches to international compensation, challenges and choices

Unit 5

Performance Management in International Context

Performance appraisal and management of international employees, barriers to effective performance management, performance management system in MNCs

Unit 6

Industrial Relations in International Context

Issues and concerns with international IR, response of trade unions to multinational corporations, impact of regional integration on IR, country specific IR practices, recent developments

Unit 7

IHRM in Host-Country Context

Standardization vs localization, merits, demerits and factors of standardization and localization, case of offshoring countries, thinking globally and acting locally

Suggested Readings

1. International Human Resource Management, Nilanjan Sengupta, Excel Books.
2. International Human Resource Management, Dowling, Festing and Engle, Thomson Learning.

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: The objective of the course is to familiarize the students about the different aspects of laws related to labour management. How to work in an organization with the help of labour laws is the major motive of this paper.

Course Outcome:

- The outcome enhances understanding the interaction of legal analysis with human behaviour. Students learn to think from a legal point of view.
- The learners will understand the development and the judicial setup of Labour Laws and also learn the enquiry procedural and industrial discipline.

Unit 1

Introduction

Need for labour legislations, factors influencing labour legislations, nature of labour legislations, principles of modern labour legislations, Indian constitution and labour legislations, classification of labour legislations

Unit 2

Regulative legislations

Trade Unions Act, 1926; Acts related to recognition of trade unions; Industrial Disputes Act, 1947; Industrial Employment (Standing Orders) Act, 1946

Unit 3

Protective Legislations

Factories Act, 1948; Mines Act, 1952; Plantations Labour Act, 1951; Motor Transport Workers Act, 1961

Unit 4

Wage Legislations

Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976

Unit 5

Social Security Legislations

Workmen's Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees PF and Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972

Unit 6

Miscellaneous Legislations

Contract Labour (regulation and Abolition) Act, 1970; Child Labour (Prohibition and Regulation) Act, 1986; Apprentices Act, 1961

Unit 7

Emerging Trends

New trends in judicial pronouncement, latest judgements of Supreme Court and High Courts, simplification and codification of labour laws, restructuring labour policy

Unit 8

ILO

Origins, conventions and recommendations, issues with adoption and ratification of international labour standards, influence on Indian labour legislations, from international labour legislations to corporate codes

Suggested Readings

1. Industrial Relations and Labour Laws, B.D. Singh, Excel books.
2. Bare Acts, Manupatra.

Course: PERFORMANCE MANAGEMENT

Course Code: MBAEX328

Total credits: 3

L-T-P: 2-1-0

Credit Hours: 3

Course Objective: The objective of the course is to familiarize the students about the different aspects of Performance and feedback management. Importance of performance in an organization and its growth strategies will be focus through this paper.

Course Outcome:

- To understand Performance Management and Performance Appraisal
- To understand the role of Goal Setting and Feedback in an organization
- To understand the role and importance of TQM, Six Sigma etc. in an organization.

Unit 1

Introduction

Concept of performance, performance appraisal & performance management, difference between performance appraisal and performance management, philosophy behind performance management, evolution of performance management, scope and significance of performance management, Armstrong's model of performance management

Unit 2

Goal setting and Feedback

Principles of goal-setting, types of goals, SMART objectives, nature and use of feedback, guidelines on providing feedback, feedback expert systems, 360-degree feedback: concept, methodology, merits and demerits

Unit 3

Performance appraisal

Objectives of performance appraisal, steps in the appraisal process, responsibility of appraisal, self-assessment, methods of performance appraisal, issues with performance appraisal, ethics and performance appraisal, competency-based performance assessment, appraisal interview, effectiveness of performance appraisal system

Unit 4

Managing Performance

Performance management documentation, web-enabled performance management, analysis of appraisal result, problem of under-performance, dealing with under-performers, coaching and counselling, stress management interventions, training and mentoring, role of HR

Unit 5

Rewarding Performance

Significance of pay for performance, linking performance with compensation, forms and types of performance-based pay, failure of pay for performance, current scenario

Unit 6

Organizational implication

Managing organizational performance, organizational capability, business performance management systems, performance management, human capital management and talent management, developing a high-performance culture, team oriented organizations, managing team performance, performance management and learning, strategies for improving workplace productivity and performance, relationship between workplace variables and performance, legal & ethical issues

Unit 7

Concepts related to Performance Management

Benchmarking, TQM, six sigma, pygmalion effect, performance management surveys, potential appraisal

Suggested Readings

1. Armstrong's Handbook of Performance Management, Michael Armstrong, Kogan Page India.
2. Performance Management, Armstrong and Baron, Jaico Publishing House.
3. Performance Management System: A Holistic Approach, B.D.Singh, Excel books.
4. Performance Management: It's About Performing – Not Just Appraising, Prem Chadha, Macmillan India Ltd.

GENERIC ELECTIVES:

Course Name: Soft Skill for Employability

Course code: MBAGX401

Total Credit: 4

L-T-P: 4-0-0

Credit Hours : 4

Course Objective:

1. The course aims to acquaint the students with some very relevant and necessary soft skills and also
2. To help them to develop their personality as well as to be self-motivated.
3. The different units are designed in such a manner so as to give the students input on meditation techniques, mental conditioning, social skills, etiquette, communication and negotiation skills, preparation of resumes, appearing for interviews and handling both after campus issues that people normally face while setting foot on the professional sphere

Course Outcome: At the end of the course, the participants of the course would be able to:

1. to appreciate the significance of soft skills and personality augmentation with reference to their personal as well as professional lives.
2. The course module will enhance the employability quotient of the students as well. In a nutshell, the module is on the lines of the ‘finishing schools’

Contents:

Unit – I: Minding the Mind: This Unit will focus on meditation techniques and mental conditioning

- 1.1 Understanding YOU, which denotes ‘Your Own Universe’, wherein a person will be encouraged to self-introspect and critically analyse oneself.
- 1.2 Self-Analysis
- 1.3 Ice Breaker
- 1.4 Warming Up

Unit –II: The Charming Skills: This Unit will focus on training the students to develop and enhance their social skills, etiquette and basic personal grooming.

- 2.1 Introduction
- 2.2 Social Skills
- 2.3 Etiquette (This will be broad-based delving on various etiquettes necessary for varied areas such as general conversation, table party, official meets and social media)

Unit III: The Communication Mechanism & the Negotiator: This Unit will focus on developing skills in both verbal and non-verbal communications (body language, framing emails, and social media communications). Moreover, inputs on importance of graphology will be taught. Moreover, focus will also be laid on inculcating good negotiations and conflict management skills.

- 3.1 Introduction to Communication
- 3.2 Types of Communication
- 3.3 Public Speaking
- 3.4 Group Conversation
- 3.5 Letter writing and email
- 3.6 Introduction to Negotiation
 - 3.6.1 The Negotiation Clock Face
 - 3.6.2 Assertiveness Matters

- 3.6.3 Traits of Negotiations
- 3.6.4 Factors that Make a Difference
- 3.6.5 Tactics and Values

Unit – IV: Campus to Corporate: This Unit will focus on training about preparation of resumes, appearing for interviews and handling both after campus issues that people normally face while setting foot on the professional sphere.

- 4.1 The Doorstep
- 4.2 Resume Preparation / Portfolio Management
- 4.3 Interviews: The Different Types and How to face the same

Suggested Readings

Reference Books

- Amen, K. K. and Ruiz, M. S., Hand Writing Analysis – The Complete Basic Book. New Page Books, New Jersey.
- Gates, S., The Negotiation Book. T J International Limited, Cornwall.
- Wainright. G. R., Understand Body Language. Hodder Education, London.

Text Books

- Bezborah, P., Soft Skills and Personality Development. Banalata, Dibrugarh.
- Hartely C. B., The Gentlemen's Book of Etiquette and Manual of Politeness. Julia Miller.
- Rai, U., English Language Communication Skills, Himalaya Publishing House

N.B: Soft copies of Study Materials will be provided to the students of relevant modules as well.

Subject: BASICS OF MANAGEMENT

Subject Code: MBAGX402

Total credits: 4

L-T-P: 4-0-0

Contact Hours: 40

Course Objectives: This course introduces the basic topics of management. It provides the students with an understanding of what the key competencies needed to be an effective manager. In addition to covering the basic theoretical concepts, the course also allows the students to have some hands-on practice as an effective manager. It develop the students' ability to work in teams.

Course Outcome: By the end of the course, students should be able to demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way. Students will be able to identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.

Unit 1

Introduction

Definition & Concept of Management, Characteristics of Management, Management vs Administration, Levels of Management, Roles of Manager, Functions of Management.

Unit 2

Theories of Management

Classical Theories - Scientific Management, Administrative Theory, Bureaucracy. Neo-Classical Theories – Human Relations Movement, Behavioural Approach – Hawthorne Studies, Douglas McGregor, Abraham Maslow, Chester Barnard, Mary Parker. Modern Theories - Quantitative Approach, Management Science Approach, Systems Theory, Decision Theory, Contingency Theory.

Unit 3

Planning

Definition & Nature of Planning, Characteristics & Importance of Planning, Types of Planning, Process of Planning.

Unit 4

Organizing

Concept, Process and Importance of Organizing, Forms of Organizational Structure, Formal and Informal Organization, Line and Staff Functions, Levels in Hierarchy, Span of Control, Authority, Responsibility, Accountability, Delegation of Authority, Departmentalization, Decentralization.

Unit 5

Directing

Meaning & Importance of Directing, Sub-functions of Directing – Communication, Motivation, Leadership.

Unit 6

Controlling

Definition & Importance of Controlling, Characteristics and Process of Controlling, Planning vs Controlling, Types of Control System, Essentials of Good Control Systems, Techniques of control.

Suggested Readings

1. Organization and Management, R.D. Agarwal, TMH.
2. Principles and Practices of Management, L.M. Prasad, Sultan Chand & Sons.
3. Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets, Hillier Frederick S. and Hillier Mark S, McGraw Hill.
4. Principles of Management, Gilbert, McGraw Hill.
5. Principles of Management, Tripathi and Reddy, McGraw Hill.

Course Code: MBAGX403

Course Name: Personal Finance for Everyone

L-T-P: 4-0-0

Total Credits:4

Course Objective:

- To teach the importance of planning and a basic understanding of planning techniques.
- To help them identify and develop of analytical skills through lecture and class discussion to enable efficient financial decision-making, including informed decisions regarding budgets, investments, insurance, retirement, and estate planning.

Course Outcome:

- The students would be able to make better financial decision.
- They would have the understanding of the various debt and investment instruments.
- It will be help them in their future financial planning and achieve happiness.

Course Contents

Unit 1. Understanding Personal Finance

The Building Blocks to Achieving Personal Financial Success
The Economy Affects Your Personal Financial Success
Think Like an Economist When Making Financial Decisions
The Time Value of Money: Setting Rupee Values on Financial Goals

Unit 2. Financial Statements, Tools, and Budgets

Financial Values, Goals, and Strategies
Financial Statements Measure Your Financial Health and Progress
Financial Ratios Assess Your Financial Strength and Progress
Financial Record Keeping Saves Time and Makes You Money
Reaching Your Goals Through Budgeting: Your Spending/Savings Action Plan

Unit 3. Managing Checking and Savings Accounts

What Is Monetary Asset Management?

Tool #1—Interest-Earning Checking Accounts
Tool #2—Savings Accounts
Tool #3—Money Market Accounts
Electronic Money Management
The Psychology of Money Management

Unit 4. Building and Maintaining Good Credit

Reasons For and Against Using Credit
You Should Set Your Own Debt Limit
Obtaining Credit and Building a Good Credit Reputation
Sources of Consumer Loans
Dealing with Overindebtedness

Unit 5. Credit Cards and Consumer Loans

Types of Consumer Credit
Credit Card Accounts
Managing Credit Cards Wisely
Understanding Consumer Installment Loans

Unit 5. Managing Property and Liability Risk

Risk and Risk Management
Understanding How Insurance Works
Homeowner's Insurance
Automobile Insurance
Protection for Other Property and Liability Loss Exposures
How to Collect on Your Property and Liability Losses

Unit 6. Managing Health Expenses

Addressing the Financial Burdens of Illness or Injury

Sources of Protection from Direct Health Care Costs
Making Sense of Your Health Plan Benefits
Protecting Your Income During Disability
Planning for Long-Term Care

Unit 7. Life Insurance Planning

How Much Additional Life Insurance Do You Need?
There Are Only Two Basic Types of Life Insurance
Understanding Your Life Insurance Policy
Step-by-Step Strategies for Buying Life Insurance

Unit 8. Investment Fundamentals

Starting Your Investment Program
Discover Your investment Philosophy
Identify the Kinds of Investments You Want to Make
Risks and Other Factors Affect the Investor's Return
Establishing Your Long-Term Investment Strategy
Creating Your Own Investment Plan
Investing in Stocks and Bonds
The Role of Stocks and Bonds in Investments
The Major Characteristics of Common Stocks
How to Evaluate Stock Values
Calculating a Stock's Potential Rate of Return
Use the Internet to Evaluate and Select Stocks
Buying and Selling Stocks
Investing in Bonds

Unit 9. Investing Through Mutual Funds

Why Invest in Mutual Funds?
Fund Objectives, Types, and Characteristics
Mutual Fund Investing Fees and Charges
Selecting Funds in Which to Invest
Real Estate and High-Risk Investments
Making Money Investing in Real Estate
Pricing and Financing Real Estate Investments
Disadvantages of Real Estate Investing
Investing in Collectibles, Precious Metals, and Gems
Investing in Options and Futures Contracts
Calculating Interest on Consumer Loans

Unit 7. Vehicle and Other Major Purchases

Do Your Homework
Use Comparison Shopping to Find the Best Buy
Negotiate Effectively and Decide at Home
Evaluate Your Decision

Unit 8. Obtaining Affordable Housing

Should You Rent or Buy Your Home?

What Does It Cost to Buy a Home?

The Steps of Home Buying

Financing a Home

Selling a Home

Course Name: Research Methods in Social Sciences

Course code: MBAGX402

Total credit: 4

L-T-P: 4-0-0

Credit Hours: 4

Course Objectives:

The course aims at exposing the students to the concepts, tools and techniques of research and to train students to execute research in Business.

Course outcome:

1. To get an overview of research, its scope and approaches.
2. To formulate the research problems and understand the major research designs.
3. To determine data sources for research and learn the art of designing a questionnaire.
4. To become familiar with various sampling techniques and develop an understanding of data collection and fieldwork.
4. To acquaint with various data analysis techniques and report writing.

Contents

Unit I- Introduction to Social Research: Meaning and role of social research; Social research philosophies; Scope of social research; Terminology of research; Research process- An overview; Research approaches; Characteristics of good research; Ethical issues in research; Problem specification- management problem specification, formulating research problem, developing research proposal – research objectives, research hypotheses.

Unit II- Research Design: Explorative research – major techniques and their evaluation; Descriptive research– case study, survey method and observation method; Causal research– major experimental designs and their evaluation; Reliability and validity in experimentation; Quantitative vs. qualitative research; Case methods of research.

Unit III- Determining Data Sources: Secondary data sources and their usefulness; Primary data collection – observation and questioning methods; Questionnaire preparation; Scaling techniques and attitude measurement; Reliability and validity assessment.

Unit IV- Measurement and scaling; Sample Design: Designing sample survey – defining universe, determining sampling frame, sampling unit, sampling method and sample size for cross-sectional; Data collection– organizing fieldwork – selection, training, supervision and evaluation of fieldworkers, survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

Unit V- Data Analysis and Report Writing: Data editing and coding, data cleaning, frequency distribution and descriptive statistics; Hypothesis testing– parametric and non-parametric test; Introduction to multi-variate analysis; Major orientation towards statistical packages; Report writing.

Note: Relevant software will be used for pedagogical purposes. Evaluation of practical exercises (if any) using software will be part of the internal assessment.

Suggested Readings

4. Business Research Methods, D. R. Cooper and P. S. Schindler, TMH.
5. Research Methodology, C. R. Kothari, New Age International (P) Ltd. Publishers.
6. Business Research Methods, S. N. Murthy and U. Bhojanna, Excel Books.