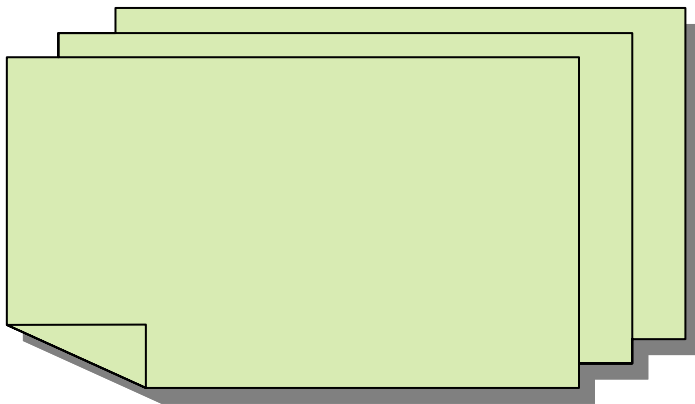


JIWAJI UNIVERSITY

MBA [Full Time]

Syllabus



2012-2013

SCHOOL OF STUDIES IN MANAGEMENT, JIWAJI UNIVERSITY,
CITY CENTRE, GWALIOR-474002 (M.P.)

**MASTER OF BUSINESS ADMINISTRATION
SYLLABUS AND EXAMINATION SCHEME
(FOUR SEMESTER PROGRAMME)
(w.e.f. july 2012)**

SEMESTER: I

Paper Code	Course	Marks		Max. Marks
		Internal	External	
MBA-101	Management Process	30	70	100
MBA-102	Quantitative Techniques	30	70	100
MBA-103	Managerial Economics	30	70	100
MBA-104	Business Environment	30	70	100
MBA-105	Accounting for Managers	30	70	100
MBA-106	IT for Managers	30	70	100
MBA-107	Business Communications	30	70	100
MBA-108	Comprehensive Viva-voce	25	25	50
Total				750

SEMESTER:II

Paper Code	Course	Marks		Max. Marks
		Internal	External	
MBA-201	Organizational Behavior	30	70	100
MBA-202	Research Methodology	30	70	100
MBA-203	Marketing Management	30	70	100
MBA-204	Financial Management	30	70	100
MBA-205	Human Resources Management	30	70	100
MBA-206	Productions and Operations Management	30	70	100
MBA-207	Business Legislations	30	70	100
MBA-208	Comprehensive Viva-voce	25	25	50
Total				750

SEMESTER:III

Paper Code	Course	Marks		Max. Marks
		Internal	External	
MBA- 301	Management Science	30	70	100
MBA- 302	Total Quality Management	30	70	100
MBA- 303	International Environment and Management	30	70	100

Optional-Specialization Areas:

Students are required to select any One Specialization out of Four specialization areas:-

- (A) Marketing Management(MM)
 (B) Financial Management(FM)
 (C) Human Resources Management(HRM)

(A) Marketing Management(MM):

MBA -MM-304	Consumer Behavior	30	70	100
MBA- MM-305	Advertising Management	30	70	100
MBA-MM -306	Strategic Marketing	30	70	100
MBA- MM-307	Sales and Distribution Management	30	70	100

(B) Financial Management(FM)

MBA- FM-304	Security Analysis and Portfolio Management	30	70	100
MBA- FM-305	Indian Financial System	30	70	100
MBA- FM-306	International Financial Management	30	70	100
MBA- FM-307	Insurance and Risk Management	30	70	100

(C) Human Resource Management(HRM)

MBA-HRM-304	Compensation Management	30	70	100
MBA- HRM-305	Industrial Relations	30	70	100
MBA- HRM-306	Legal framework Governing human relations(Part-I)	30	70	100
MBA- HRM-307	HR Planning and Team Management	30	70	100
MBA- 308	Summer Training Project Report	25	25	50

SEMESTER:IV

Paper Code	Course	Marks		Max. Marks
		Internal	External	
Compulsory Papers:				
MBA-401-	Strategic Management	30	70	100
MBA- 402-	Information Systems Management	30	70	100
MBA- 403-	Entrepreneurship And Small Business Management	30	70	100

Optional-Specialization Areas:

Students are required to select any One Specialization area according to Third Semester out of Three:-

(A) Marketing Management(MM)

(B) Financial Management(FM)

(C) Human Resources Management(HRM)

(A) Marketing Management(MM):

MBA-MM-404	Retailing		70	100
MBA-MM-405	Services Marketing	30	70	100
MBA-MM-406	Rural and Agriculture Marketing	30	70	100
MBA-MM-407	Export, Import Policies, Procedures, and Documentation	30	70	100

(B) Financial Management(FM)

MBA-FM-404	Strategic Financial Management	30	70	100
MBA-FM-405	Project Management	30	70	100
MBA-FM-406-	Export, Import Policies, Procedures, and Documentation	30	70	100
MBA-FM-407-	Strategic tax planning and management	30	70	100

(C) Human Resource Management(HRM)

MBA-HRM-404	Strategic Human Resource Management	30	70	100
MBA- HRM-405	Human resource and Organizational Development	30	70	100
MBA- HRM-406	Legal Framework Governing Human Relations (Part-II)	30	70	100
MBA- HRM-407	International HRM	30	70	100
MBA- HRM-408	Comprehensive Viva –voce	25	25	50
Total				750
Grand Total				3000

IMPORTANT NOTES:

- 1 The Summer Training Project Report will be based on the in-plant training of the students in between II and III Semester for a minimum period of six weeks.
- 2 Evaluation of the papers MBA-108, MBA-208 and MBA-408 will be jointly conducted by one internal and one external examiner. Evaluation of MBA-308 will be conducted by external examiner. External examiner will be appointed by the University and Internal Examiner can be of concerned College/Institute.
- 3 The Summer Training Project Report of MBA III Semester will be prepared by the student himself. Institute/College will not provide any guide for this purpose.

SCHEME OF ASSESSMENT:

The MBA programme is based on continuous internal assessment as well as end-semester external examination. The scheme of internal assessment is as follows: -

MARKS OF SESSIONALS:

Class tests during the semester will be conducted by the teacher concerned and the sessional marks of internal assessment will be finalized by the teacher concerned. The sessional marks shall be based on: -

- (a) Marks of two best class test out of three tests conducted during Marks 20 the semester will be sent to the University.
- (b) Class Participation/Attendance/General Discipline Marks 10

Candidate is required to secure a minimum of 40% marks in individual course in order to pass the internal assessment. The students must be very punctual and attentive to tests as there is no provision for make-up test on any ground.

MINIMUM PASS MARKS:

In order to pass the semester, an examinee shall have to secure minimum 40% marks in individual papers. He/She will also be required to obtain a minimum 40% marks in sessional, separately. Beside securing 40% marks in each paper and sessional. The candidate will have to secure a minimum of 50% marks in aggregate.

DIVISION IN EXAMINATION:

A candidate having secured 60% marks or above will be awarded first division, Candidates securing 50% but less than 60% marks in aggregate will be placed in second division. There will be no third division in the programme.

SCHEME OF PROMOTION TO NEXT SEMESTER:

The student failed in more than two papers in a semester (either in internal or external) will not be promoted in the next semester. Thus, in order to get promotion to the next semester, candidates will have to clear at least 6 papers in each of the first to fourth semesters.

The Back papers of students failing in 1st and 2nd Semester will be conducted along with their 3rd and 4th semester examinations respectively. However, student failed in one / two papers (External / Internal) in IIIrd Semester and promoted to IV Semester will be given a chance to clear his papers under special back with his IV semester examinations. Similarly, student failed in one or two papers (External / Internal) in IV semester will be given a chance to clear his papers through special back that will be conducted after six months i.e. next semester examination. The student having semester back will give his papers with next concerning semester examination. An examinee who has failed in internal examination shall be required to register himself fresh for doing the sessional work in the next concerning semester in the paper. He will also be required to submit his examination form for internal assessment.

The internal assessment awarded to a candidate who fails in the University end semester examination shall be carried forward to the next semester, but marks obtained in the papers MBA-108, MBA-208, MBA-306 and MBA-406 will not be carry forwarded if a student appear as an ex-student in full semester. In case a candidate fails in any internal / end semester examination (either in one paper or in all), he will be allowed two more attempts to clear that paper. However, if a candidate fails to pass in semester examination even after the two additional attempts other than the original one, he will be required to leave the course.

COURSE TITLE	MANAGEMENT PROCESS
CODE	MBA-101
STATUS	Core
SYNOPSIS	The objective of the course is to help the students to gain an understanding of the functions and responsibility of the managers which will serve as a foundation for the study of most of the functional areas in the MBA programme.
READING	
Main Texts Reading	Main Text/s Stephen P. Robbins and Mary Coulter, <i>Management</i> , Prentice Hall of India.
Reference Reading	Supplementary Texts Koontz O'Donnel and Heinz Weilrich, <i>Essentials of Management</i> , McGraw Hills. James A.F. Stoner, R. Edward Freeman and Daniel R. Gilbert, <i>Management</i> , Pearson Education. L.M. Prasad, <i>Principles of Management</i> , Sultan Chand Co.
PEADAGOGY	Lectures accompanied by presentations. · Case Studies. · Role Plays
LINKAGE WITH OTHER COURSES	
Vertical	Vertical Business Environment
Horizontal	Horizontal Financial Management, Marketing Management, Human Resource Development, Strategic Management, Management Science, Management Information System.

Course Contents

UNIT - I	Introductory – Concept of Management and its significance, Managerial Roles, Evolution of Management Theory – Classical School, Scientific Management School, Human Relations School, Behavioral School. Approaches to Management – Commodity, Paternalistic, Behavioral, Process, Systems and Contingency. Management Process, Micro and Macro Environment for Managers, Management level and Management skills, Functional Areas of Management. Professionalization of Management in India.
UNIT –II	Planning – Concept, Process, Types and Significance, Types of Plan, Objective Setting : Concept, Types and Process of Setting Objectives; Operational Planning Tools, M.B.O. : Concept, Process and Managerial Implications, Decision Making : Concept, Process, Types and Styles of Decision Making. Decision Making in Risk and Uncertainty.
UNIT–III	Organizing – Nature Principles, Process and significance of organizing, Building Vertical Dimension of Organization, Building Horizontal Dimension of Organizations, Principles of Organizational Designing, Contingency Approach to Organization Design, Learning Organizations.
UNIT – IV	Directing – Concept, Nature, Scope, Principles of Direction, Manager versus Leaders, Leadership Theories – Trait Theories, Behavioral Theories and Contingency Theories, Leadership Styles, Contemporary Approaches to Leadership, Motivation Concept, Theories and Implications,
UNIT–V	Communication and Controlling: Communication Concepts, Process, Barriers to Communication and Building an effective system of Communication, Media and Channels of communication. Nature, Process and Aspect of Control, Types, Areas of exercising control, Major Control System, and their designing, Control Tools and Techniques – Information Controls, Financial Controls, Operations Controls and Behavioral Controls.

COURSE TITLE	QUANTITATIVE TECHNIQUES
CODE	MBA-102
STATUS	Core
SYNOPSIS	The objective of this course is to acquaint the students with simple quantitative techniques that are helpful in Managerial decision making and problem solving. Emphasis is to be given on application rather than on theoretical derivation.
READING	
Main Texts Reading	<ol style="list-style-type: none"> 1. S. P. Gupta, Statistics, S. Chand & Sons 2. D. C. Sanchetti, Business Mathematics, S.Chand & Sons 3. Sanchetti and Kapoor, Statistical Theory, method and application.
Reference Reading	<ol style="list-style-type: none"> 1. J I T S Chandan, Statistics for Business and Economics- Vikas Publication 2. R. S. Bhardwaj, Business Statistics, Excel Books 3. Levin and Rubin, Statistics for management, Pearson Publication
PEADAGOGY	Concept based lectures accompanied by practical problems or Numerical. Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.
LINKAGE WITH OTHER COURSES	
Vertical	Research Methodology, Management Science.
Horizontal	Managerial Economics.

COURSES CONTENTS:

Unit I	Mathematical Basics of Managerial Decisions -Meaning and scope of Quantitative Techniques in Management, Managerial application of AP and GP, Addition, subtraction and Multiplication of matrices, Inverse of a matrix, Solution of linear simultaneous equations with the help of matrix. Limits, Differentiation of single variable (excluding trigonometric functions) ,Theory of maxima and minima for functions of one variable.
Unit II	Statistical Averages and Dispersion -Measures of Central Tendency - Mean, Mode, Median, Geometric and Harmonic Mean Measures of Dispersion - Standard Deviation, Quartile Deviation, Coefficient of Variation
Unit III	Correlation and Regression Analysis -Correlation: Karl Pearson’s Coefficient of Correlation, Rank correlation, Probable error, Regression analysis: Regression lines, Regression Equations, Regression Coefficients- by using means, SD, and Coefficients of Correlation and by using Method of Least Square.Analysis of Time Series: Computation of first degree trend by using least squares, Problems of seasonal variation by using simple average method.
Unit IV	Probability and its Applications -Concept and Importance of the probability, Calculation of Probability, Addition Theorem, Multiplication Theorem, Simple problems of Bayes theorem, Association of Attributes, Theoretical Distribution, Binomial, Poisson and Normal Distribution.
Unit-V	Tests and Hypothesis -Statistical Testing- Hypothesis and Errors, Parametric Tests - Z-test, t-test, F-test, ANOVA Non-parametric tests: Managerial applications of Chi-square test, sign test for paired data, Ranks sum test, kruskal wallis test and one sample run test.

COURSE TITLE	MANAGERIAL ECONOMICS
CODE	MBA-103
STATUS	Core
SYNOPSIS	To provide the students an application and the use of the concepts and tools of economic analysis in relation to managerial decisions making and to enable them to understand the economic governing industry and business.
READING	
Main Texts Reading	H.Craig Peterson, W. Chris Lewis, Sudhir K. Jain, Parsons Education.
Reference Reading	Atmanand, Managerial Economics, Excel Books. Salvatore Dominiek, Managerial Economics in Global Economy, Oxford University Press. P.L. Mehta, Managerial Economics, Sultanchan. D.N. Diwedi, Managerial Economics, Vikas Publications R.L.Varshney, Managerial Economics, Sultanchand.
PEADAGOGY	Concept Based Lectures Practical Problems Case Studies-Contemporary issues relevant to the subjects.
LINKAGE WITH OTHER COURSES	Security Analysis and Portfolio Management, Management Science, financial Management, Computers in Business Management. Quantitative Techniques.
Vertical	
Horizontal	
Course contents	
Unit-I	Basic Principles in the Application of Managerial Economics Definition and Scope of Managerial Economics, Economic Analysis and Business Decisions, Principles of Managerial Economics, Role and Responsibilities of managerial economists, Time Perspective in Business Decisions, Utility Analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium-Budget Line and consumer's surplus.
Unit-II	Demand and Supply Analysis Demand, Law of demand, Demand Function-Linear Demand Function, Dynamic Demand Function, Elasticity of Demand-Types, Demand forecasting, Techniques of Demand forecasting-Survey and statistical methods. Supply, Law of supply, Elasticity of supply-Types, Supply Function.
Unit-III	Production Analysis Production Function with one variable or Law of variable proportions, Production function with two variable inputs or Iso-quant, Optimal Input Combinations, Returns to Scale, Cobb-Douglas Production function, Costs and classification of cost, Practical Problems.
Unit-IV	Market Structure and Profit Management Different market structures, Price and output determination (Short run and Long run) under perfect competition, Monopolistic competition, Monopoly, Oligopoly. Concept and Measurement of profit, risk and Uncertainty, Theories of profit, Profit planning and forecasting.
Unit-V	Economic and Social Environment Types of economies, Socio-cultural and Political-Legal Environment, Changing role of Government, Industrial sickness, India's Foreign Trade, Export-Import Policy, Economic Reforms and social justice.

COURSE TITLE	BUSINESS ENVIRONMENT
CODE	MBA-104
STATUS	Core
SYNOPSIS	This course aims at acquainting the students with the working of financial markets and role of ethics in business organizations in India.
READING	
Main Texts Reading	Business Environment ,Francis Cherunilam (Himalaya Publishing House) Manuel G. Velasquez, Business Ethics (Concepts and cases), Pearson Education.
Reference Reading	Essentials of Business Environment, K.Aswathappa (Himalaya Publishing House) Business Environment, Gupta & Benerjee(Kalyani publication) C.S.V. Murthy, Business Ethics Text & Cases, Himalaya Publishing House. Dr. B.H. Agalgatti and Krishna, Business Ethics (Concepts & Practices), Nirali Prakashan.
PEADAGOGY	(1) Lectures accompanied by presentations. (2) Case Studies on contemporary relevant issues.
LINKAGE WITH OTHER COURSES	
Vertical	All functional areas
Horizontal	All papers taught in first semester

Course Contents

UNIT-I	Introduction -Concept, Nature and Significance of business environment, Social responsibilities of business, Social Interest and Values, Consumerism, Technological Environment and environmental Management.
UNIT-II	Industrial Environment -New Industrial policy, IDRA act of 1951, recent five year plan-Achievement and Impediments, Industrial sickness, MRTP Act, FIPB and its role, Company Law board.
UNIT-III	Economic Environment - SEBI, Indian Fiscal and Monetary Policy, Recent Union budget, Liberalization, Globalisaiton, FDI, Basic Foreign Trade Policies, Competition Act 2005, FEMA, Role of Multinationals in Indian Economy.
UNIT IV	Business Ethics - Business Ethics – Nature, Characteristics and Needs, Loyalty and Ethical Behavior, Values across Cultures. Arguments for and against business ethics. Theories of Ethics: Virtue Ethics Theories, System Development Ethics theories, Deontological Ethics Theories and Teleological Ethics Theories.
UNIT V	Individual & Organization -Individual in the organization: Rational Organization, Employee’s obligation to the firm, firms duties to the Employee, Political Organization, Employee Rights, Organizational Politics, the caring organization, Corporate Governance.

COURSE TITLE	ACCOUNTING FOR MANAGERS
CODE	MBA-105
STATUS	Core
SYNOPSIS	Through this course students are introduced to the concept of accounting. They are exposed to the latest trends in corporate accounting practices & will also learn how to apply various accounting control measures.
READING	
Main Texts Reading	S.N .MAHESWARI, Corporate Accounting, VIKAS Publishing .I.M. PANDEY, Management Accounting, VIKAS PUBLICATION, SHASHI K. Gupta, Management Accounting, KALYANI PUBLICATION.
Reference Reading	Supplementary Texts SUBHASH SHARMA, Financial Accounting for Management, MACMILLAN, MARGARET NICHOLISON, Mastering Accounting Skills, MARGARET NICHOLISON. CHARLES T. HOMGREEN, Introduction To Management Accounting, PEARSONPUBLICATION, Brand R. ALLONE Richard BROWNLESS Mark, E Haskins Luann J. Lynch, MY Khan, Management Accounting, Tata McGraw-Hill, International Financial Reporting Standards (IFRSs), Published by TAXMANN Publications p Ltd.
PEADAGOGY	Cases in Management Accounting and Control Systems, Pearson Education concept based lectures accompanied by practical problems or numerical. Case Studies – Contemporary issues relevant to the subject accompanied by presentations
LINKAGE WITH OTHER COURSES	Security Analysis and Portfolio Management, Management Science, financial Management, Computers in Business Management. Quantitative Techniques.
Vertical	Financial Management
Horizontal	Indian Financial System, Research Methodology.
Course Contents	
UNIT-I	Introduction to Accounting Introduction and Scope of Accounting, Meaning, Scope, Functions, Importance, Advantages, Disadvantages of Financial, Cost and Management Accounting, Relation between Financial, Cost and Management Accounting, Concept Conventions and Principles of Accounting, Journal, Ledger, Trial Balance.
UNIT-II	Financial Statements and Financial Analysis Financial Statements and Financial Analysis : Meaning, Objectives, Preparation of Final Account – Profit & Loss Account, Balance Sheet (with problems & Adjustments) comparative & common size statement, Ratio Analysis, Trend Analysis.
UNIT-III	Financial Analysis & Introduction To Emerging Dimensions In Accounting Statement of changes in Financial Position – Funds Flow Statement – Meaning, Significance, Limitations, Preparation. Cash Flow Statement – Meaning, Significance, Limitations, Preparation as per AS-3 (direct & indirect method). Introduction to International Financial Reporting Standards (IFRSs) price level accounting & Human Resource accounting.
UNIT-IV	Cost Analysis, Control and Profit Planning Concept Elements and Classification of cost, Methods and Techniques of costing, Marginal costing and Break-Even Analysis, Advantages & Disadvantages of cost-volume profit analysis. Concept Of Responsibility Accounting & Corporate Governance.
UNIT-V	Control and Profit Planning Budgeting and Budgetary Control – Concept, Types, Advantages, Disadvantages, Preparation of Budget – Sales, Flexible, Cash Budget, Production Budget, Concept of Zero Based Budgeting and Performance Budgeting, Standard Costing and Variance Analysis- Material and Labour

COURSE TITLE	IT FOR MANAGERS
CODE	MBA-106
STATUS	Core
SYNOPSIS	The aim is to make the students familiar with the fundamentals of Computer and with the working of the Computer and the different uses of the Computer in industry.
READING	
Main Texts Reading	Sanjay Saxena & Prabhpreet Chopra, <i>Comuter Applications in Management</i> , VikasPublications, Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Pearson Education,Reprint 2009, Rayudu C. S. e-Business , 2007, Himalaya Publishing House.
Reference Reading	P K Sinha & Priti Sinha, <i>Computer Fundamentals</i> , BPB Publications. Murthy C. S. V., e-Commerce , 2007, Himalaya Publishing House.
PEADAGOGY	Lecturers and Hands on experience in computer lab.
LINKAGE WITH OTHER COURSES	
Vertical	Management Information Systems, Research Methodology.
Horizontal	Quantitative Techniques.

Course Contents

UNIT-I	Introduction to Computer system-components and functions of each unit. I/O devices and storage devices, mass storage devices- RAID. Memory, types of memories. Software: System and Application Software. Operating Systems: functions of OS, types of Operating System, Introduction to Windows and Control panel.
UNIT-II	Application Software-I (MS-Office 2007)MS Word: word basics, formatting text and documents, introduction to mail merge & macros, printing and page setup, Page layout & references.Ms-Power Point: Creating slides with different layouts and templates, inserting charts pictures and tables, running slideshow, presentation setup and Animation.
UNIT-III	Application Software-II (MS-Office 2007)MS-Excel : Workbook & worksheets, Formulas & functions, Cell references ,formatting and working with Data, Charts and graphs, filters: simple & advanced, data validation, what-if analysis, h-lookup & v-look up. MS Access: Database creation, screen/form design, report generation using wizard
UNIT-IV	Internet: Concepts & Services, Hardware and software requirements, type of Internet connections, Search engines, e-mails; Overview of E-Commerce: Meaning. Importance in the context of today's business. Advantages of e-commerce(as compared with traditional system of commerce). E-commerce and e-business. Internet and its relation to e-business; Mobile Commerce-Basic Idea; Categories of E-Commerce (Models): Business to Consumer (B to C) model – Basic idea, major activities, major challenges. Models of B to C [portals, e-tailer, content provider, transaction broker] Business to Business (B to B) model – Basic idea, major activities, types of B to B market [independent, buyer oriented, supplier oriented, vertical and horizontal e-market place]. Other models – Business to Government (B to G), Consumer to Consumer (C to C), Consumer to Business (C to B).
UNIT-V	E-Payment: types of E-Payments – Payment cards[credit card and debit card], Electronic or digital cash. Electronic or digital wallet. Stored value card [smart card]; Basic idea of online banking [core banking solution or CBS]; Security Environment: Security Threats, Technology Solutions, Client–server security, data and message security, document security, firewalls. Ethical social and political issues in e-commerce; Inter-organization Business: EDI application in business, EDI: legal, security, standardization and EDI, EDI software implementation, VANs (value added net work) Internet based EDI

COURSE TITLE	Business Communication
CODE	MBA-107
STATUS	Core
SYNOPSIS	Through this course students are introduced to the different Communication skills, which are essential to survive in corporate world.
READING	
Main Texts Reading	R.K.Madhukar, Business Communication, Vikas Publishing House.
Reference Reading	Texts Rajendra Pal and J.S. Korlahalli, Essential of Business Communication, S.Chand & Sons. P.D.Chaturvedi and Mukesh Chaturvedi, Business Communication, Pearson Education. Courtland L.Bovee and John V. Thill, Business Communication Today , Pearson Education.
PEADAGOGY	1) Lectures accompanied by presentations. (2) Role Plays, Extempore, and Group Discussions (3) Case Studies on contemporary relevant issues (4) Management and Grammatical Games.
LINKAGE WITH OTHER COURSES	
Vertical	All papers
Horizontal	All papers

Course Contents

UNIT I	FUNDAMENTALS -Communication in Business: Communication definition, process, Communication through social networking, Communication among young generation, challenges in Communication at workplace; Non Verbal Communication: types, Importance, enhancing sensitivity to non verbal messages, improving body talk; Team Communication: Elements of team Communication, leadership, team management and Communication, improving team and interpersonal Communication; Listening skills: effective listening, types of listening, improving listening skills; Persuasive Communication: understanding persuasion in business.
UNIT II	BUSINESS WRITING: INTERACTIVE COMMUNICATION -Managerial writing process, writing routine business messages, E mail communication; Business reports: nature, importance, types and formats; Business proposals writing; Job Applications and Resume; Business Plan: Development and writing; Mass communication: Advertisement, Publicity, press Releases, media mix, public relation.
UNIT III	BUSINESS LETTERS -Business letters, essentials, types, forms, parts, importance; Business letters related to tenders, quotations, enquiry, order, sales, and complaints; Internal Communication: Letters to staff, circulars, memos, notices, office notes, representations and suggestions, motivational communication, letters from top management, reminders and follow ups, employee news letter.
UNIT IV	BUSINESS ORAL COMMUNICATION -Business speech and oral interaction, business meetings and discussions, Conferences, Telephonic conversation, Humor in communication; Interviews: types, Job Interviews, effective conduction of interview, do and don'ts; telephonic interview, video interview; Business presentations: Presentation skills, professional presentation, pictorial presentation.
UNIT V	NEW ISSUES IN COMMUNICATION -Communication Overload, BPO/ Call center communication, cardinal Principles of communication, communication, communication breakdown, communication policy and ethical dimensions;Conversational skills, Cross cultural communication, negotiation skills, conflict resolution, new trends in business communication, communication in the era ahead.

COURSE TITLE	ORGANIZATIONAL BEHAVIOR
CODE	MBA-201
STATUS	Core
SYNOPSIS	
READING	
Main Texts Reading	Stephen P. Robbins, <i>Organizational Behaviour</i> , Pearson Education., John W. Newstrom, Keith Davis, <i>Organizational Behaviour</i> , Tata Mc-Graw-Hill Publishing Co.
Reference Reading	Fred Luthans, <i>Organizational Behaviour</i> , Mc-Graw Hill Publishing Co., K. Aswathappa, <i>Organizational Behaviour</i> , John Newstrom, <i>Organizational Behaviour</i> , Tata McGraw Hill, Dr.S.S.Khanka, <i>Organizational Behavior (Text And Cases)</i> , S.Chand
PEADAGOGY	Class Room lectures accompanied by case studies on relevant topic Presentations on case studies by students Regular group exercise and class discussions. Role plays, group presentations. Written assignment.
LINKAGE WITH OTHER COURSES	
Vertical	Human resource management, international environment and management, management of industrial relations, compensation planning and related wage laws
Horizontal	Human resource training and development, human resource and organization development

Course Contents

UNIT-I	Introduction Organizational Behaviour– Concepts and Importance, Historical Development of O.B., Contributing Disciplines To The O.B. Field, Challenges and Opportunities For O.B., Models of O.B.
UNIT-II	Individual Behaviour Values – Importance, Types, Values Across Culture, Values And Behaviour Personality – Meaning, Determinants, Traits, Major Personality Attributes Influencing O.B. Perception – Meaning, Factors Influencing Perception, Person Perception, Perception Process and Perceptual Error Learning -Concept, Determinants, Theories, Principles
UNIT-III	Individual And Interpersonal Behavior Attitudes – Types, Cognitive Dissonance Theory, Measuring Attitude. Job Satisfaction - Concept, Determinants, Measuring, Effects Of Job Satisfaction Organizational Commitment - Concept, Dimensions, Factors Influencing Job Involvement Concept , Interpersonal Behaviour, Transactional Analysis, JOHARI Window,
UNIT-IV	The Group Behavior Foundations of Group Behaviour, Defining and Classifying Groups, Stages of Group Development, Group Structure, Group Decision Making, Group Dynamics Work Stress and Its Management
UNIT-V	Key Issues in Organisational Behaviour Power and Politics – Dynamics of Power, Sources, Use of Power, Types Of Political Activity, Ethics Of Power And Politics. Conflict And Negotiation – Concept And Nature, Functional And Dysfunctional Conflict, Process of Conflict, Level Of Conflict, Resolving Conflict. Negotiation -Strategies and Process, Organizational Citizenship Behavior – Concept

COURSE TITLE	RESEARCH METHODOLOGY
CODE	MBA-202
STATUS	Core
SYNOPSIS	The aim is to make the students familiar with the process and tools of research methodology so that they can take up serious research projects during their degree and when in job.
READING	
Main Texts Reading	<ol style="list-style-type: none"> 1. William G. Zikmund, Business Research Methods, 7th ed. Cengage Learning, India. 2. K.N. Krishnaswamy, Appa Iyer Sivakumar, M.Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education 2008 3. J. K. Sachdeva, Business Research Methodology, 2008, Himalaya Pub. House 4. Paul E. Green, Donald S. Tull, Research for Marketing Decisions, PHI. 5th edition 2008 5. Ranjeet Kumar, Research Methods, Pearson Education 2009
Reference Reading	<ol style="list-style-type: none"> 1. Donald S. Tull, Del I. Hawkins, Marketing Research, Measurement and Methods, 6th edition, PHI Learning, 2009, 4 Naresh Malhotra and Satya Bhushan Das, Marketing Research: An applied Orientation, Pearson Education, 2008., 5 Mcburney, Research Methods, 7th edition, Cengage Learning, India.
PEADAGOGY	
LINKAGE WITH OTHER COURSES	
Vertical	
Horizontal	

Course Contents

- Unit I** **Introduction.**-Business Research, Meaning and methods of research, Scientific method: significance, Research Process, Identification and formulation of Research Problem, Variables and types of variables.
- Unit II** **Research Design:**-Hypothesis, Types and formulation of Hypothesis, Research Design: Need for Research Design, Features of a good research design and Types of research designs: Exploratory, Descriptive and Experimental Research.
- Unit III** **Measurement Methods:**-Population, Sampling issues: Representative data, sample size, frame, techniques. Methods of data collection: Primary and secondary, Types of data and Scales, Techniques of Developing Scales: Reliability and Validity.
- Unit IV** **Data Analysis**-Hypothesis Testing (assumptions), test of significance for two or more variables: Parametric: Chi-square, t-test, ANOVA and Non-Parametric Tests: signed test, U-test, Wilcoxon test, Kruskal Wallis test, testing variables: Univariate, Bivariate, Multivariate (Correlation, Regression, Factor Analysis).
- Unit V** **Sharing the Results**-Editing, Coding, Footnotes, Reference styles, Reporting Research, Types of reports and Characteristics of a research report.

COURSE TITLE	MARKETING MANAGEMENT
CODE	MBA-203
STATUS	Core
SYNOPSIS	This course introduces the learners to the basic marketing concepts, functions; Market environment and decision variables; sensitize the learners as to how Marketing has an important role to play in the overall strategy of an Organization.
READING	
Main Texts	Keller Kotler, <i>Marketing Management</i> , Prentice Hall of India., 3th Edition.
Reading Reference Reading	Tapan Panda, <i>Marketing Management: Indian Context</i> , Excel Books. Rajendra Nargundkar, Tapan K Panda, <i>Marketing Strategies for Emerging Markets</i> , Excel Books. Ramaswamy and Namakumari, <i>Marketing Management</i> , Macmillan India. Kumar, A. and Meenakshi, N., <i>Marketing Management</i> , Vikas Publishing House Pvt. Ltd. Ranjan Saxena, <i>Marketing Management</i> , Tata-McGraw Hill. Stanton, Etzel, Walker, <i>Fundamentals of Marketing</i> , Tata-McGraw Hill, New Delhi. McCarthy, E.J., <i>Basic Marketing: A Managerial approach</i> , Irwin, New York.
PEADAGOGY	Case Studies – Contemporary issues relevant to the subject accompanied by Routine based presentations.
LINKAGE WITH OTHER COURSES	
Vertical	Managerial Economics, Consumer Behavior, Advertisement and Sales Management, International Marketing, Rural and Agricultural Marketing, Strategic Marketing; Marketing of Services.
Horizontal Course Contents	Research Methodology
Unit - I	Marketing: An Overview Introduction: Concept, nature, Scope & importance of Marketing; Marketing Concepts & its evolution; Marketing – Mix, Marketing Vs Selling; Strategic Marketing Planning-an overview. MARKET ANALYSIS & SELECTION: Marketing Environment-macro & micro components & their impact on marketing decisions; Market segmentation, targeting & positioning; Differentiating the product; Buying behavior; Consumer versus organizational buyers; Consumer decision making process.
Unit – II	PRODUCT DECISIONS: Concept of a product, Classification of products; Levels of product; Major product decisions; Product line & Product Mix, Branding; Packaging & Labeling; Product life Cycle, New product development & Consumer adoption process. PRICING DECISIONS: Pricing Objectives; Factors affecting price determination; Pricing Policy and Methods, Pricing Strategies or Tactics.
Unit – III	DISTRIBUTION CHANNELS & PHYSICAL DISTRIBUTION DECISIONS: Factors affecting choice of distribution channel, Levels and Types of Channels, Functions and Management of Channel Members, Channel management decisions; Management of Physical Distribution; Retailing and Whole Selling. PROMOTION DECISIONS: Marketing Communication; Promotion-Mix- Advertising, Personal selling, Sales promotion, Publicity & Public relations; Direct Marketing and Relationship Marketing
Unit – IV	Marketing Research: Meaning & scope of marketing research; Marketing research process; Marketing Information System; MARKETING ORGANIZATION & CONTROL: Organizing & controlling marketing operations.
Unit – V	ISSUES & DEVELOPMENTS IN MARKETING: Social, ethical & legal aspects of marketing; Consumerism; Rural Marketing, CRM, Services Marketing, B2B Marketing; International Marketing; Green Marketing ; Cyber Marketing; Relationship Marketing; Kiosk Marketing; Concept of E-Commerce; Network Marketing; Data Base Marketing and other developments of marketing.

COURSE TITLE	FINANCIAL MANAGEMENT
CODE	MBA-204
STATUS	Core
SYNOPSIS	To provide an understanding of the function, the roles, the goals, and the process of corporate financial management, covering the sourcing of finances and their issues in investments and operations.
READING	
Main Texts	James C. Van Home, Financial Management & Policy, Pearson Education
Supplementary Texts	Prasanna Chandra, Financial Management, Tata McGraw Hill IM Pandey, Financial Management, Vikas Pub. House Pvt.Ltd. M.Y. Khan and Jain, Financial Management, Tata McGraw Hill Ravi M Kishore, Financial Management, Taxmann M.Y. Khan, Text, Cases and Problems Tata McGraw Hill Sudhindra Bhat, Financial Management, Excel Books.
PEDAGOGY	(1) Lectures accompanied by presentations. (2) Role Plays (3) Case Studies on contemporary relevant issues.
LINKAGE WITH OTHER COURSES	
Vertical	Strategic Financial Management, Indian Financial System
Horizontal	Research Methodology, Quantitative Techniques.
Course Contents	
UNIT-I	Introduction -Financial Management: Meaning, Scope, and Objectives, Evolution, Corporate Finance, Financial management process and Methods; Finance Functions: Investment, Financing, and Dividend decisions; Changing Scenario of Financial Management in India.
UNIT II	Fundamental Concept in Financial Management -Risk and Returns: Definition of Risk, Measurement of risk, Risk and Expected returns, Risk return relationship, Time Value of Money: Valuation concepts and techniques, valuation of bonds, debentures, preference shares and equity shares.
UNIT III	Investing In Long Term Assets: Capital Budgeting Cost of Capital: Meaning and Significance, Cost of debt, preference capital, equity capital and retained earnings, Weighted average cost of capital; Financial, operating and combined leverage: their measurement and effect on profit. Capital Budgeting: Nature of Investment Decisions, Investment evaluation criteria: Payback period, Accounting rate of return, Net present value, Internal rate of returns, Profitability index, Capital Rationing, Capital Budgeting under Risk and Uncertainty.
UNIT-IV	Capital Structure and Dividend Policy Capital Structure: Concept and significance, Optimum Capital Structure, Capital Structure in Practice; EBIT-EPS Analysis, ROI-ROE Analysis; Leverage: Financial and Operating Leverage; Theories of Capital Structure Dividend Policy: Forms of dividend, stability in dividend policy, Dividend theories, Dividends policy in practice.
UNIT V	Working Capital Working Capital: Meaning, significance and types, Factors affecting working capital requirements, Determining working capital needs, Working capital management, Sources of working capital, Financing of working capital, Management of Cash, Receivables and Inventories; Special Topics in Finance: Financial Planning and Forecasting, Shareholder Value Creation, Green Finance, Venture Capital Finance, Financial Engineering

COURSE TITLE	HUMAN RESOURCE MANAGEMENT
CODE	MBA-205
STATUS	Core
SYNOPSIS	To provide an understanding of various facets of managing people along with knowledge of various policies and practices of Human Resource Management to students.
READING	
Main Texts Reading	Main Texts Gary Dessler <i>-A framework for Human Resource Management</i> , Pearson Education, Ltd. K. Aswathappa <i>,Human Resource and Personnel Management</i> , Tata Mc-Graw Hill Publishing Co.
Reference Reading	John Bernardin <i>,Human Resource Management</i> , Tata Mc-Graw Hill Publishing Co. Wayne Mondy & Robert M. Noe <i>,Human Resource Management</i> , Pearson Education. William B. Werther & Keith Davis, <i>Human Resource Management</i> , Mc Graw-Hill. Biswajeet Pattanayak <i>,Human Resource Management</i> , Prentice Hall of India Pvt.Ltd. Edwin B.Flippo, <i>Personnel Management</i> , McGraw Hill. V.S.P.Rao, <i>Human Resource Management</i> , Excel Books
PEADAGOGY	- Class room lectures accompanied by case studies on relevant topics - Regular group exercises and class discussions. - Role Plays, Group presentation by students along with written assignments.
LINKAGE WITH OTHER COURSES	
Vertical	Legal Framework Governing Human Relations, Compensation Planning, Human Resource and Organizational Development, Human Resource Training & Development, International Human Resource Management.
Horizontal	Organizational Behaviour

Course Contents

UNIT-I	Introduction -Meaning of Human Resource Management, Evolution of HRM, Functions of HRM, Nature, Scope and significance of HRM. The changing environment and duties of HR Management, HRM in Indian scenario.
UNIT-II	Recruitment and Selection -HR planning, Job Analysis, Recruitment, Methods and Techniques of Selection. Internal Mobility and Separation of Employees Transfer, Promotion and Separation of employees
UNIT-III	Training and Appraisal -Training –concept, training process, techniques; Performance Appraisal – Concept, Process, Appraisal Techniques
UNIT-IV	Managing employee relations -Labour relations, dispute and their resolution, collective bargaining, employee welfare a brief introduction, Employee grievances and their redressal, worker’s participation in Management.
UNIT-V	Other contemporary issues in HRM -Employee compensation-concept, factors affecting employee compensation, components of employee pay, HR Audit, Human Resource Information System- A Brief Introduction.

COURSE TITLE	PRODUCTIONS AND OPERATIONS MANAGEMENT
CODE	MBA-206
STATUS	Core
SYNOPSIS	The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems. The course is oriented towards the exposition of the various operational problems in the area of Production and Management and the tools and the techniques used in the process of decision making in the area.
READING	
Main Texts Reading	R. Paneerselvam, <i>Production and Operational Management</i> , New Delhi, Prentice Hall of India Publications.,B. Mahadevan, <i>Operations Management: Theory and Practice</i> , Pearson Education, New Delhi.,Joseph G. Monks, <i>Operations Management</i> , New York, Mcgraw Hill Publications.,James R. Evans, David R. Anderson, Dennis J. Sweeney and Thomas A Williams, <i>Applied Production and Operations Management</i> , New York, West Publishing Company.,Lee Krajewski, Larry Ritzman, Manoj Malhotra, <i>Operations Management</i> 8th Edition, PHI, New Delhi.
Reference Reading	Joseph S. Martinich, <i>Production and Operations Management (An Applied Modern Approach)</i> , John Willey and Sons: Singapore.,Gaither N. and Frazier, G., <i>Operations Management</i> , ed. ix, 2002, Thomson.,Krajewski, L.J. and Ritzman, L.P., <i>Operations Management: Processes and Value Chains</i> , ed.vii, First impression, 2006, Pearson Education. Buffa: Operations Management
PEADAGOGY	Lectures, Presentations, Case Studies
LINKAGE WITH OTHER COURSES	
Vertical	Vertical: Strategic Management, Total Quality Management, Management Concepts and Process, Managerial Economics, Financial Accounting, Quantitative Techniques.
Horizontal	Human Resource Management.
Courses Contents:	
UNIT -I	Introduction to Production and Operations Management: Nature of Production / Operations Management, Production Function and its Environment, Functions of Production/Operations Manager, Organization of Production Function; Manufacturing systems (Standardized Products, Assemble-to-Order Products, Customized Products), Emerging trends in operations management. Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods for improving Productivity.
UNIT -II	Facilities Location: Product Selection and Design, Service Design, Process and Technology Selection, Location of Manufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis) and Qualitative Models (Scoring Model).
UNIT -III	Layout of Manufacturing/service facility: Need for good layout, Type of layouts (Product based layout, process based layout, fixed position and group technology layout), layout design models: Relationship based and Load-Distance cost matrix. Materials handling concepts. Resources Requirement Planning: Capacity Planning, Concept and Application of Learning Curve.
UNIT-IV	Production Planning and Control: Aggregate Production Planning-(Chase strategy, Level production strategy, Mixed strategy), Master Production Scheduling, Materials Requirement Planning. Inventory Management: Fundamentals of inventory, Inventory costs, Inventory Models (Simple EOQ, EOQ with discounts, EBQ, Periodic Model, Single Period Model, safety stock computations), Just-in-Time Manufacturing.
UNIT -V	Operations Scheduling: Production Activity Control for Mass Manufacturing(Assembly line balancing using priority Rules – Rank Positional Weight, Longest Activity Duration and Largest Number of Successors), Batch Processing (sequencing Using Run–out time) and Job Shop-(N jobs on single Machine using EDD, SPT, FCFS, ST, CR, N-jobs on Two/Three Machines by Jhonson’s Rule, 2-jobs on M-Machines by graphical Method-Aker’s Alogrithm). Quality Management: Statistical Process Control - Control Charts and their Applications, Acceptance Sampling, Operating Characteristics Curve and its applications.

COURSE TITLE	BUSINESS LEGISLATIONS
CODE	MBA-207
STATUS	Core
SYNOPSIS	To provide knowledge of various business laws prevalent in the country so that students can have better perspective of legal side of business.
READING	
Main Texts Reading	(1) N.D.Kapoor-Mercantile Law-Sultan Chand and Sons (2) K.C.Garg,R.C.Chawla, Mercantile Law –Kalyani Publishers
Reference Reading	(1) M.C. Kuchhal, <i>Business Law</i> –Vikas Publishing House Ltd. (2) A.K. Mazumdar& G.K. Kapoor , <i>Corporate Law</i> – Taxmann Publishers (3) V.S. Datey , <i>Corporate Law</i> — Taxmann (4) D. Chandra Bose , <i>Business Law</i>
PEADAGOGY	-Class room lectures accompanied by relevant case laws - Group exercises and presentations by students - Written assignments and projects
LINKAGE WITH OTHER COURSES	
Vertical	Indian Financial System, Entrepreneurship Management, Advertising and Sales Management, International Environment and Management
Horizontal	Environment and Management

Course Contents

UNIT-I	Introduction, Indian Contract Act, 1872 -Meaning of Law, Object of law, Indian contract Act, 1872 – Definition of contract, valid contract, offer and acceptance,consideration, capacity to contract, free consent, legality of object, discharge of contract, Remedies for breach of contract, Quasi contract. Contract of Agency- modes of creating anagency, rights and duties of agent and principal, termination of agency.
UNIT-II	Sale of Goods Act, 1930, Partnership Act, 1932, Consumer Protection Act, 1986 Sale of Goods Act, 1930 - Essentials of a contract of sale, conditions and warranties, rights and duties of buyer, Rights of an unpaid seller and buyer’s beware. Partnership Act, 1932 - Concept of partnership and its major provisions- Partnership Deed, Incorporation and Dissolution. Consumer Protection Act, 1986 : Definitions, Objectives and Commissions and Provisions (District Forum, State Commission and National Commission.
UNIT-III	Negotiable Instrument Act, 1881 -Definition, types and characteristics of promissory note, bills of exchanges and cheque, Holder and holder in due course, Endorsement, Instruments obtained by unlawful means, Dishonor and discharge of negotiable instrument, Banker and customer.
UNIT-IV	Indian Companies Act, 1956 -Definition, characteristics and kinds of company, formation of a company, Memorandum of Association and its contents, Articles of Association and its contents, Prospectus, registration of prospectus, statement in lieu of prospectus, Right sand liabilities of members of company. Company Management – Appointment of directors, power, duties and liabilities of a director and managing director.
UNIT-V	Intellectual Property Rights Acts -Meaning of IPR, The Patent Act 1970 – Introduction, History, Meaning of patent, kinds, procedure for grant of patent, Right of patentee, infringement of patent. The Copyright Act, 1957 – Introduction, History, Meaning of copyright, registration of copyright, terms of copyright, infringement of copyright

COURSE TITLE	MANAGEMENT SCIENCE
CODE	MBA-301
STATUS	Core
SYNOPSIS	The objective of this course is to acquaint the student with simple quantitative technique that are helpful in Managerial decision-making & problem solving Emphasis will be given on application rather than on theoretical derivation. To provide a tool that, students can use to solve management problems.
READING	
Main Texts Reading	<ol style="list-style-type: none"> 1. J. K. Sharma, Operations Research: Theory and Applications, Mcmillan 2. S. D. Sharma, Operations Research, KedarNath Ramnath & Co. 3. V. K. Kapoor, Operations Research, Sultan Chand and Sons.
Reference Reading	<ol style="list-style-type: none"> 1. Anderson, Introduction to Management Science Cengage Learning 4thedi, 2008 2. Chawla, Operations Research, Kalyani Publication Ludhiyana, 2009 3. Krajewski, ritzmen, Malhotra, Operations Management: Process and value, Pearson 2008
PEADAGOGY	Lectures, Presentations, Live Projects.
LINKAGE WITH OTHER COURSES	
Vertical	Productions and Operations Management, Strategic Management, Total Quality Management, Marketing Management, Project Management.
Horizontal	Computer Applications for Business II

COURSES CONTENTS:

UNIT-I	Concept and Characteristics of Operations Research, Model of Operations Research, Operations Research Methodology, Operations Research techniques. Linear programming: Formulation, Graphic method and simplex method, concept of Duality, Dual Simplex, Limitations of LPP.
UNIT-II	Transportation Model: Mathematical Formulation, Initial basic Feasible Solution, North West Corner, Least Cost Method and Vogel Approximation Method, Optimum solution of Transportation Problem by using MODI method. Assignment Model: Assignment Model as a particular case of Transportation Model, Hungarian method, Maximization Case, Travelling Salesman problem.
UNIT-III	Sequencing Problem: Johnson's Algorithm for n-jobs and two machines, n jobs and three machines, two jobs and m machines problems. Replacement Problem: Individual Replacement, Group Replacement Project Management: Rules for drawing the network diagrams, CPM, Calculation of earliest path, Applications of CPM and PERT techniques in Project Planning and Control
UNIT-IV	Game Theory: Introduction to Games: Maximin and Minimax Principles, Pure Strategies and Mixed strategies, Solution of Games using dominance and Graphic Methods and Linear Programming. Queuing Theory: Queuing models, M/M/1 (Infinite and finite Population)
UNIT-V	Decision Theory and Simulation: Decisions under risk, Decision trees, Decisions under Uncertainty, Introduction to Simulation, Use of Simulation techniques for decision making, Monte Carlo Technique and its applications.

COURSE TITLE	TOTAL QUALITY MANAGEMENT
CODE	MBA-302
STATUS	Core
SYNOPSIS	To course aims at sensitizing students towards concept of quality, issues, mechanism to Achieve and implement them in today's business organizations.
READING	
Main Texts Reading	Main Texts Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield and Mary Besterfield-Sacre, Total Quality Mangement, Pearson Education.
Reference Reading	Supplementary Texts Joseph M. Juran and A. Blanton Grodfrey, Juran's Quality Handbook, McGraw Hill. D.D. Sharma, <i>Total Quality Management: Principles, Practice and Cases</i> , Sultan. Peter S. Pande, Robert P. Neuman, Roland R. Cavanagh, <i>The Six Sigma Way</i> , McGraw Hill.
PEADAGOGY	Lecturers, Presentations, Case Studies, Visit of Plant and selected service outlets.
LINKAGE WITH OTHER COURSES	
Vertical	Management Concept and Process, Marketing Management.
Horizontal	Strategic Management

Course Contents

UNIT-I	Principles of Quality Management Definitions of Quality, Quality philosophies of Deming, Juran and Cross by, Concept of Cost of Quality, Dimensions of quality, Service vs. Product quality, Customer focus, Quality and Business performance, Vision, Mission statements and Quality policy.
UNIT-II	Total Quality Management Evolution of TQM, TQM models, Human and System components, Continuous improvement strategies, Deming wheel, Customer concept, Customer satisfaction index, Quality circle, 5S principle, Top management's Commitment and Involvement.
UNIT-III	Quality Management Tools for Business Applications Principles and applications of Quality Function Deployment, Failure mode and Effect Analysis, Taguchi Techniques, Seven old QC tools, Seven new management tools, Statistical quality control techniques, Mistake proofing, Capability Analysis, Reliability prediction analysis, Total productive maintenance.
UNIT-IV	Quality Imperatives for Business Improvement Leadership for quality management, Quality planning, Designing for quality and Manufacturing for quality, Malcolm Baldrige National Quality Award, Rajeev Gandhi National Quality Award, Quality assurance and ISO 9000, QS 9000 certification, ISO 14000.
UNIT-V	TQM Implementation Strategies Organisational Structure and Mindset of individuals, Motivational Aspects of TQM, Change management strategies, Training for TQM, TQM Road map, Quality improvement index, Bench marking. Contemporary Issues in Quality – Benchmarking, JIT, Six Sigma. Definitions of Quality, Quality philosophies of Deming, Juran and Crossby, Concept of Cost of Quality, Dimensions of quality, Service vs. Product quality, Customer focus, Quality and Business performance

COURSE TITLE	INTERNATIONAL ENVIRONMENT AND MANAGEMENT
CODE	MBA-303
STATUS	Core
SYNOPSIS	This course aims at Acquitting the students with the working of financial markets in India and make them to learn about advertisement concepts process and practices.
READING	
Main Texts Reading	1. International Business Environment, Francis Cherunilam: Text & Cases, PHI Learning Pvt. Ltd. 2. International Marketing: Analysis and Strategy, Sak Onkvisit and John J. Shaw, PHI Learning Pvt. Ltd.
Reference Reading	1. International Business, K. Aswathappa, Tata McGraw-Hill Publishing Company Limited. 2. International Marketing, Phillip R. Cateora, John L. Graham and Prashant Salwam, Tata McGraw Hill Publishing Company Limited.
PEADAGOGY	Case Studies, Presentations, Research Papers.
LINKAGE WITH OTHER COURSES	
Vertical	Vertical: All Functional Areas/ Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.
Horizontal	All Papers taught in first semesters/ Consumer Behavior.
Course Contents	
UNIT I	Introduction to International Environment Nature, Scope, Characteristics, Objectives, Significance, Elements, Salient features of Capitalism, Socialism and Mixed Economy.
UNIT II	World Market Environments Social/ Cultural Environment, Economic Environment, Technological Environment, Political Environment, Legal Environment; Trading Environment-Trade Strategies, Trade Barriers, Trade Agreements, Trading Blocks, Multinational Trade Negotiations.
UNIT III	Introduction to International Business: The growing relevance of Globalization, International / Global Marketing, Why Go international, International Orientation, Internationalization and Stages, International Market Entry Strategies, Concepts of Balance of Trade and Balance of Payments.
UNIT IV	International Trade Theories- Production Possibility Curve, Absolute Advantage Theory, Comparative Advantage Theory, Modern Theory of International Trade, Factor Endowment Theory; International Marketing Mix Decisions; IPLC.
UNIT V	Economic Institutions: IMF, WTO, WB, WIPO, and IBRD.Regional Economic Integration: Free Trade Area, Custom Unions, Monetary Unions, Common Markets and the Global Economy.

COURSE TITLE	CONSUMER BEHAVIOR
CODE	MBA-MM-304
STATUS	Elective- Marketing
SYNOPSIS	The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.
READING	
Main Texts Reading	Schiffman LG and Kanuk LL Consumer Behaviour Engel, Kollat and Blackwell Loudan,
Reference Reading	David L and Bitta, A.J. Della Consumer Behaviour Nair, Suja R, Consumer Behaviour in Indian Perspective Bennet and Kasarjian Consumer Behaviour Mowen, John Consumer Behaviour
PEADAGOGY	Case studies- contemporary issues relevant to the subject accompanied by routine based presentations.
LINKAGE WITH OTHER COURSES	
Vertical	Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.
Horizontal	Advertisement and Sales Management, International Marketing.

Course Contents

Unit-I	Introduction to Consumer Behavior: -Nature and Importance of CB, Application of CB in Marketing Consumer Research Process: ,Various Methods and techniques of consumer research, Consumer Research Process, New developments in the field of consumer research.
Unit-II	Individual Determinants of CB:- Perception: Elements of Perception, Dynamics of Perception, Consumer Imagery ,Learning: principles, theories, Personality: Theories, Personality and understanding Consumer Diversity, Brand Personality, self and Self Image, Attitude: Structural model of attitude, attitude formation & change, Motivation: needs/motives & goals, dynamic nature of motivation, Arousal of motives, theories
Unit-III	Group Determinants of CB:- Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept., Family: functions of family, family decision making, family life cycle(FLC),Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process Environmental Influences on CB:- Social class, Measures of Social Class, Life style Profile of Social class, application to CB, Culture, Sub Culture and Cross Cultural Consumer Behavior
Unit- IV	Communication and Persuasion:- Components of Communication, The Communication Process, Designing Persuasive Communication Consumer Decision making Process:- Problem recognition, Information Search and Evaluation, Outlet Selection and Purchase Post purchase behavior, Customer Satisfaction and Customer Commitment
Unit-V	Models of CB: -Traditional Models of Consumer Behavior: Economic, Social and Psychological Contemporary Models of Consumer Behavior: Nicosia, Howard & Sheth, Engel-Kollat Blackwell, Input Process Output Model Industrial Markets and Consumer Behavior- Meaning, scope and characteristics of industrial markets Factors affecting industrial buying, Participants in Industrial Buying, Industrial buying process

COURSE TITLE	ADVERTISING MANAGEMENT
CODE	MBA-MM-305
STATUS	Elective
SYNOPSIS	The main objective of the course is to make students familiarize with concepts, tools and techniques of advertising management.
READING	
Main Texts Reading	Rajeev Batra, John G. Myers and David A. Aaker, <i>Advertising Management</i> , Prentice Hall of India.
Reference Reading	William Wells, Sandra Moriarty, John Burnett, <i>Advertising: Principles & Practice</i> , Prentice Hall of India. George E. Belch & Michael A. Belch, <i>Advertising and Promotion</i> , Tata McGraw Hill. S.A. Chunawalla and K.C. Sethia, <i>Foundations of Advertising: Theory and Practice</i> , Himalaya Publishing House. Belch, Belch, <i>Advertising & Promotion: An Integrated Marketing Communication Persp.</i> , 7e- TMH-2009. Keller, <i>Strategic Brand Management</i> , 3/e, Pearson 2010. Kazmi & Batra <i>Advertising & Sales Promotion</i> , Excel Books, 2010. Harsh Verma <i>Brand Management</i> , Excel Books, 2010. Sengupta - <i>Brand Positioning</i> , 2e TMH 2008. Shah, Kruti, <i>Advertising and Promotions : An IMC Perspective</i> , 1e TMH 2009
PEADAGOGY	Case Studies – Contemporary issues relevant to the subject accompanied by routine based presentations.
LINKAGE WITH OTHER COURSES	
Vertical	Managerial Economics, Research Methodology, Rural and Agricultural Marketing, Strategic Marketing, Marketing of Services.
Horizontal	Consumer Behavior

Course Contents

UNIT - I	FIELD OF ADVERTISING MANAGEMENT Field of Advertising Management, Advertising Planning & Decision–Making. The types & Classification of Advertising; Major institutions involved in Advertising; Roles of Advertising & marketing strategy. Organizing for Advertising & Promotion, Advertising Agency setup & agency compensation, the role & functions of an integrated advertising marketing communication program. Legal, Ethical and social aspects of advertising
UNIT – II	The Promotional Mix, Segmentation, Targeting, Positioning & their role in promotion. Promotional objectives, determination, types & approaches, DAGMAR approach, problems in setting objectives; Advertising Budget, establishment & allocation, budgeting approaches.
UNIT – III	Communication- processes of communication; Objectives of Marketing Communication; Integrated Marketing Communications, Its evolution, reasons for its growth & its role in branding, IMC Management & Planning Model, Challenges in IMC, Tools of IMC. Advertising Copy; its components & types; the importance of creativity in advertising, creative strategy & process, implementation & evaluation.
UNIT – IV	Media planning, Establishing Media objectives ,Media Strategies ,Media Mix, Reach Vs Frequency, Creative Aspects, Budget Considerations, Evaluation of Broadcast Media, Print Media, Support Media, Internet & Interactive media etc.; Computers in Media Planning.
UNIT - V	Measuring the Effectiveness of the advertising Program, International Advertising, Regulation of Advertising, Public Relations, Publicity & corporate Advertising. Measuring the Effectiveness of the promotional program, Advertising Research, Market Testing, Testing via internet, Pretesting, Post testing, Laboratory Tests, Field Tests, PACT (Positioning advertising Copy Testing)

COURSE TITLE	STRATEGIC MARKETING
CODE	MBA-MM-306
STATUS	Elective
SYNOPSIS	The objective of the course is to provide an understanding about the issues associated with the planning, implementing and controlling the marketing strategic and to make them familiar with the various dimensions of marketing.
READING	
Main Texts Reading	1.Strategic Market Management, David A. Aaker, Wiley. 2, Marketing Strategy, Orville C. Walker, John W. Mullins, Harper W. Boyd and jean claude Larreche
Reference Reading	1.Tata McGraw hill, Strategic Marketing for Non Profit Organizations, Alan R. Andreasen And Philip Kotler Printice Hall of India. 2.Business Policy & Strategic Management – Azar Kazmi, Tata McGraw Hill
PEADAGOGY LINKAGE WITH OTHER COURSES	

Course Contents

- UNIT I:** **Marketing Strategy:** An Overview- Strategic Marketing Management: Concept, Characteristics and trends; Marketing issues at different level of Strategy; Process of formulating and implementing Marketing Strategy; Hierarchy of Strategic intent.
- UNIT II:** **Strategic Analysis and Choice:** Process of Strategic Choice; Strategic Analysis: Tools and Techniques, External and Customer Analysis, Competitor Analysis, Market Analysis, Environmental Analysis and strategic Uncertainties, Internal Analysis, Corporate Portfolio Analysis, SWOT Analysis, Experience Analysis, Life Cycle Analysis, Strategic Group Analysis; Corporate Restructuring.
- UNIT III:** **Decisions in Marketing Strategy:** Corporate Objectives and growth strategies- their marketing implications, Business Strategies and their marketing implications; Opportunity Analysis- understanding and measuring market Opportunities; Constraints in Marketing Strategy Implementations.
- UNIT IV:** **Formulation of Marketing Strategy:** Marketing Strategies for new market entries, New Product Development, Growth markets, mature and decline markets; Transnationalization of World economy- Liberalization Measures and Macro Economic Reforms and Structural Adjustments.
- UNIT V:** **Implementation and the planning process:** Designing appropriate structures and process of implementing different strategies; marketing plans; marketing matrices- process of designing marketing metrics, strategic monitoring systems and marketing metrics.

COURSE TITLE	SALES AND DISTRIBUTION MANAGEMENT
CODE	MBA-MM-307
STATUS	Elective
SYNOPSIS	<ul style="list-style-type: none"> To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution. To pay special emphasis on the practicing manager's problems and dilemmas To develop skills critical for generating, evaluating and selecting sales and distribution
READING	
Main Texts Reading	<ol style="list-style-type: none"> Distribution Management – S. Eliton Sales and Distribution Management – S. L. Gupta Channel Management & Retail Management – Meenal Dhotre Sales And Distribution Management Text And Cases-Krishna K.Havaldar, Vasant M.Cavale
Reference Reading	<ol style="list-style-type: none"> Still , Cundiff & Govani Sales management & Cases McMurry & Arnold How to build a dynamic Sales Organisation Pradhan , Jakate & Mali Elements of Salesmanship and Publicity Anderson R Professional Sales Management F.L. Lobo Successful Selling Channel Management –Stern – El Ansary
PEADAGOGY	Lecturers, Presentations, Case Studies, Visit of Plant and selected service outlets.
LINKAGE WITH OTHER COURSES	
Vertical	
Horizontal	
Course Contents	
Unit- I	Sales Management and Organization: Objectives and sales management, sales executive as a coordinator sales management and control, sales organization - it's purpose, setting up a sales organization, types of sales organization Personal Selling: Objectives and theories of personal selling, analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies
Unit- II	Sales Operations: Sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibitions Salesmanship: Sales manager- Qualities and functions , types of salesman , prospecting , pre-approach & approach , selling sequence, psychology of customers
Unit-III	Sales force Management: Recruitment & selection, training, formulation & conduction of sales training programme, motivation of sales personnel, and compensation of sales personnel, evaluation and supervision of sales personnel
Unit-IV	Physical distribution - Definition, Importance – participants in physical distribution process Marketing Channels – Definition & Importance - Different forms of channels -Functions of Marketing Channels Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi channel marketing Systems - International Marketing Channels
Unit-V	Wholesaling – Importance & Types - Functions of Wholesaler – Wholesaler Marketing Decisions – Trends in Wholesaling Channel Management - Channel Selection Process & criteria – Performance appraisal of Channel Members – Channel Conflicts & Techniques to resolve channel conflicts

COURSE TITLE	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
CODE	MBA-FM-304
STATUS	Elective
SYNOPSIS	To familiarize with the various techniques and areas of SAPM. To have exposure relating to investment management along with taking optimum decisions in addressing the management problems.
READING	
Main Texts	Alexander, Sharpe, Bailey – Fundamentals of Investment – Pearson / PHI, 3/e, 2011 Punithavathy Pandian – Security Analysis & Portfolio Mgmt. – Vikas, 2/e 2010
Supplementary Texts	Investment Analysis & Portfolio Management – Reilly – 8/e –Thamson / Cengage Learning. Security Analysis & Portfolio Management – Fisher and Jordan , 6/e Pearson, PHI. Investment science – David G.Luenberger. Oxford. Portfolio Management – Barua, Verma and Raghunathan (TMH), 1/e, 2003 Portfolio Management –S. Kevin – Prentice Hall India. Reilley & Brown – Investment Analysis & Portfolio Mgmt. – Thomson Learning, 7/e, 2004 Ranganathan & Madhumathi – Investment Analysis & Portfolio Mgmt. – Pearson, PHI. V A Avadhani – Securities Analysis & Portfolio Mgmt. – HPH Practical Investment Arrangement – Strong – Thomson / Cengage Learning 3/e
PEDAGOGY	<ol style="list-style-type: none"> (1) Concept based lectures with practical problems and practical examples. (2) Case studies relating to core topics along with contemporary issues accompanied by routine based presentations. (3) Activities-Extempore, Current stock reading, CD (4) Projects-Minor
LINKAGE WITH OTHER COURSES	
Vertical	Management Eco., Financial Management, Business Environment, Indian Financial System
Horizontal	International Financial Management

Course Contents

Unit I	Introduction Concepts of investment- Financial and non-financial forms of investment – Objectives of financial investment, types of instruments, Financial markets – primary and secondary markets – major players and instruments in secondary market - Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. Functions of SEBI
Unit II	Utility Analysis Analysis of risk & return, types of risk, Valuation – bond and fixed income instruments valuation –bond pricing theorems, duration of bond and immunisation of interest risk, term structure of interest rate, determination of yield curves, Capital allocation between risky & risk free assets-Utility analysis
Unit III	Investment Analysis Fundamental & Technical Analysis of equity stock, Concept of intrinsic value, Objectives and beliefs of fundamental analysts., Economy-Industry- Company framework, Economic analysis and forecasting, Theory of Technical analysis, points and figures chart, bar chart, contrary opinions theory, confidence index RSA, RSI, Moving average analysis, Japanese Candlesticks. Behaviour of stock market prices – The market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis for security analysis and portfolio management, Asset pricing theories,CAPM & Arbitrage pricing theories.
Unit IV	Modern portfolio theory Asset allocation decision. Dominant & Efficient portfolio – simple diversification, Markowitz diversification model, selecting an optimal portfolio – Sharpe single index model. Determination of corner portfolio. Process of portfolio management – International Diversification.
Unit V	Portfolio performance evaluation Sharp & Treynor & Jensen’s measure,Portfolio revision – Active and passive strategies & formula plans in portfolio revision. Mutual funds- types, performance evaluation of mutual funds, functions of Asset Management Companies.

COURSE TITLE	INDIAN FINANCIAL SYSTEM
CODE	MBA-FM-305
STATUS	Elective-Finance
SYNOPSIS	This course aims at acquainting the students with the working of financial markets in India.
READING	
Main Texts	<p>Saunders, Anthony, Cornett, Marcia Millon (5th ed., 2005). Financial Institutions Management. Tata McGraw Hill.</p> <p>Bhall, L.M. (4th ed., 2004). Financial Institutes & Markets. Tata McGraw Hill.</p> <p>Fabozzi, Frank J. (2002). Foundations of Financial Markets and Institutions. Prentice Hall.</p> <p>Kohn, Meir (2000). Financial Institutions and Markets. Tata McGraw Hill.</p> <p>Mishkim, Frederics, Eakins, Stanley, G (5th ed., 2006). Financial Markets Institutions. Prentice Hall.</p> <p>M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi, 2004.</p> <p>Frank.J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3/e, Pearson Education Asia, 2002.</p>
Reference Reading	<p>Pathak : Indian Financial Systems Pearson Education</p> <p>H.R Machiraju, Indian Financial Systems, Vikas Publishing House Pvt. Ltd.2002</p>
PEDAGOGY	<p>(1) Lectures accompanied by presentations.</p> <p>(2) Role Plays.</p> <p>(3) Case Studies on contemporary relevant issues.</p>

Course Contents

UNIT I	<p>Financial Markets in India</p> <p>Financial System: Meaning, nature, structure, role, flow of funds in financial system, financial systems and economic development. An overview of Indian Financial System. Reforms in the financial system.</p> <p>Financial Markets: Meaning, nature, structure, significance of financial markets. Financial Markets in India: an Overview. Money market and Capital Market in India. Recent trends in Indian money market and Capital market, International Stock Exchanges. Fixed Income Securities - Bonds - valuation - Govt. Securities Foreign Exchange Markets.</p>
UNIT II	<p>Operations Financial Assets/ Instruments Rights issues, issue of Debentures, issue of Equity shares - pre-issue activity, post-issue activities. The regulatory framework: SEBI and Regulation of Primary and Secondary Markets, Disinvestment of PSU's . Financial Regulation</p>
UNIT III	<p>Financial & Banking Institutions Financial Institutions: Banking System in India- Brief history and present structure of commercial banks in India, Importance of banking business. Development Banks- concept, objectives, & functions, promotional role, resource mobilization, project evaluation & follow up. Role played by IFCI, SIDBI, SFCs SIDCs in Development of various sectors of Indian economy. NBFCs- concept, nature, role, sources of finance, RBI guidelines. Regulatory Bodies: RBI: Organization, functions, credit creation, credit control, Recent Monetary Policy. NABARD- role & functions, SEBI- Organisation, Functions, SEBI as a regulator.</p>
UNIT IV	<p>Financial Services Insurance: The Economics of Insurance; Life Insurance; Reinsurance; The Insurance Industry and its regulation. Efficiency and the Structure of the Insurance Industry; Pension funds; Pension plans today. Financial services: Asset/fund based Financial services - lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating. Merchant Banking: Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. MF: History, types, organization, Risk and Return from MF, NAV, AMFI, Unit Trust of India and Mutual Funds.</p>
UNIT V	<p>Derivative market Concept, Need & types. Derivative trading in India Forward, Futures, options Strategies and Arbitrage opportunities, Future Trading Strategies and Option trading strategies. Black Scholes Model Implications to hedge and position through derivative products.</p>

COURSE TITLE	INTERNATIONAL FINANCIAL MANAGEMENT
CODE	MBA-FM-306
STATUS	Elective
SYNOPSIS	To provide appreciated use of concepts and techniques of Financial Management in relation to global financial market as well as financial transactions relating to international market.
READING	
Main Texts Reading	Eun & Resnick – International Finance Management ---(Tata McGraw Hill), 4/e, Jeff Madura International Finance Management ---(Thomson), 7/e, 2004, P.G. Apte-International Finance Management- (Tata McGraw Hill), 4/e
Supplementary Reading	V. Sharan – International Finance Management- 3/e, Madhu Vij- Multinational Financial Management – Excel, Jain, Periyad, & Yadav – International Finance Management ---(McMillan) P G Apte – International Finance-A Business Perspective – TMH, 1/e, V K Bhalla– International Finance Management ---(Anmol), S P Srinivasan & Dr B Janakiram - International Finance Management ---(Biztantra Wiley Dreamtech, 2005), Exchange Rate & International Finance – Copland – Pearson, PHI., David Eieteman – Multinational Business Finance – Pearson Education, 10/e, 2003, Allan C Shapiro – Multinational Financial Management – John Wiley, 2004
PEDAGOGY	Concept based lectures accompanied by practical examples and exercises., Case studies relating to core topics along with contemporary issues accompanies by routine based presentations. Activities – Activities concerning foreign exchange rates., Projects-Major and Minor
LINKAGE WITH OTHER COURSES	
Vertical	Financial Management, International Marketing, International Business Environment
Horizontal	SAPM
Course Contents	
Unit- I	Introduction of International Financial Management and Balance of Payment Concept, scope and importance of international financial management, IFM Vs. Domestic Financial Management, Role and Responsibility of International Financial Manager, International flow of funds:- Balance of payments(determination of current account, capital account & ORA)-International Trade flows-International Capital Flows-Agencies that facilitate International flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.
Unit-II	International Financial Environment and International Monetary Fund International financial Environment- Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk. International Monetary system, Multilateral financial institution, World bank- objectives, organization, structure and finance. International Monetary Fund- objectives, organization, structure and finance. Asian Development Bank- objectives, organization, structure and finance.
Unit-III	International Financial Market and Foreign Exchange Rate International Financial Markets:- Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism. Forecasting foreign Exchange rate: - Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects.
Unit-IV:	Exposures: Nature and Risk and Exchange Rate Forecasting Foreign Exchange exposure:- Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure. Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward market- Futures Market- options Market- Currency Swaps-Interest rate Swap- Cross currency Swaps-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Hedging through selection of supplying country. Country risk analysis, Need of exchange rate forecasts and its techniques.
Unit-V	Multinational Capital Budgeting and Long and Short Term Assets and Liability Management International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value. Long term Asset & Liability management:- Foreign Direct investment – Foreign portfolio investment- International Financial instruments : International Bond & Equity market. Short term Asst & liability management:-Working Capital Policy-Cash management –Receivable Management- Inventory Management- Short term financing decision – international Banking and money market.

COURSE TITLE	INSURANCE AND RISK MANAGEMENT
CODE	MBA-FM-307
STATUS	Elective
SYNOPSIS	The objective of this course is to acquaint the student with the knowledge of risks and how those can be covered with the help of depth study of the insurance management and risk management.
READING	
Main Texts Reading	Principles of Risk Management and Insurance (11th Ed.), Rejda, George E., Addison Wesley publishers, Boston,
Supplementary Reading	ICFAI Publishers Principles of Risk Management & Insurance – George E. Rejda. Risk Management & Insurance- Scott Harington. Risk Management & Insurance- C. Arthor Willams
PEDAGOGY	Case Studies with practical orientation. Presentations Lectures
LINKAGE WITH OTHERCOURSES	
Vertical	Business Law, Environment and Management, Financial Management
Horizontal	Insurance Management

Course Contents

Unit I	Introduction to Risk Management Risk in Our Society, Insurance and Risk, Types or lines of insurance, Value of insurance, Insurer side: public policy and affordability/availability, indemnification, insurance product overview, Introduction to Risk Mgmt- Client Side: Components of the cost of risk, Risk management process and analysis, Valuing losses to property, legal risk, Partnership between parties in commerce, Advanced Topics in Risk Mgmt- Analysis of Strategies for client v. insurer.
Unit II	The Private Insurance Industry Insurance- Definition, Purpose & need of Insurance, Insurance as risk transfer & risk sharing mechanism, Insurance as contract- Essential elements, Fundamental principles of insurance, Types of Insurers & Marketing Systems, Insurance Company Operations, Documents - binder, loss report, proof of loss, claim draft, Loss Control - prevention, reduction/mitigation, Reinsurance - use, cost, alternatives, Financial Operations of Insurers, Government Regulation of Insurance- Advisory organizations, rating bureaus, data sharing, exchange of underwriting information, Taxation policy, licensing policy, domiciles.
Unit III	Legal Principles in Risk & Insurance Fundamental Legal Principles, Contract of insurance versus work agreements, lease agreements, waivers, warranties of fitness, quality, use, workmanship, Structure of insurance contract, use of endorsements, warranties, v. bonding, vacancy, lien holders, vendors, subrogation, and First party v. third party analysis, waiver & estoppels. Analysis of Insurance Contracts- C.O.P.E. and building code / location / jurisdiction, Other Insurance, Transfer of Rights of Recovery
Unit IV	Life Insurance and Risk Management Definition, History & need of life insurance, Premature death & its financial impact, Principles of life insurance, Important activities of life insurance company, Theory of Probability, Mortality table, Types of life insurance, Special purpose life insurance policies.
Unit V	Commercial Property and Liability Risks Meaning & Types of General Insurance, Principles of General Insurance, Fire Insurance, Marine Insurance, Motor Insurance, Rural & Agricultural Insurance, Claim settlement in General Insurance, Prevention of all risks. Commercial Property Insurance- Coinsurance Commercial Liability Insurance, Social Insurance & Workers' Compensation

COURSE TITLE	COMPENSATION MANAGEMENT
CODE	MBA-HRM-304
STATUS	Elective
SYNOPSIS	To provide understanding of compensation planning in corporate sector and to provide skills in formulating compensation policy, systems and strategies
READING	
Main Texts Reading	George T Mulkovich & Jerry M. Newmann, <i>Compensation Planning</i> , McGraw Hill Publishing Co Ltd., B.D. Singh, <i>Compensation and Reward Management</i> , Excel Books., N.D. Kapoor, <i>Hand Book of Industrial Law</i> , Sultan Chand and Sons.
Reference Reading	Richard & Henderson, <i>Compensation management in a knowledge based world</i> , Pearson Education, Ltd., K.N. Subramaniam, <i>Wages in India</i> , A.M. Sharma, <i>Understanding wages system</i> , Himalaya Publishing Co.
PEADAGOGY	Lectures accompanied by case studies on relevant issues, Presentations by students, Class discussions and Written assignments
LINKAGE WITH OTHER COURSES	
Vertical	International Human Resource Management, Human Resource Management
Horizontal	Industrial Relations.

Course Contents

UNIT-I	Introduction- Compensation- concept, System, Dimensions, New trends in Compensation Management, The 3-PCompensation Concept
UNIT-II	Wages And salary administration at Macro(national) level- Economic objectives of wage policy, social objectives, key considerations, Five year plans and wage policy, Pay commissions, Wage Boards, Adjudication, Pay Revision in Public Sector – Issues and Considerations. Industry’s compensation Policy (micro level). Compensation Strategy at Micro(company)level, Concept of Internal Equity and External Parity
UNIT-III	Job Evaluation Methods and Systems of Job Evaluation, Job Pricing, Designing Pay Ranges and Bands. Compensation Structure – Indian practices. Salary Progression, Methods of Payment
UNIT-IV	Concept of reward Financial and Non Financial Compensation System Incentives Merits and Demerits of Incentives, Types of Incentives Employee benefits - Classification of Employee Benefits
UNIT-V	Wage Laws in India The Payment of Wages Act, 1936 – Definitions, Provisions regarding rules for Payments of wages, Deductions from wages. The Minimum Wages Act, 1948 – Definitions, Provisions regarding fixation and revision of wages, Advisory Board and Central Advisory Board, Safeguards in Payment of Minimum wages. The workmen’s Compensation act, 1923 - rules regarding workmen’s compensation, amount of compensation, distribution of compensation, notice and claim, commissioners

COURSE TITLE	INDUSTRIAL RELATIONS
CODE	MBA-HRM-305
STATUS	Elective
SYNOPSIS	To enable students to deal with particular industrial relations situations with special reference to Indian conditions and to acquaint them with IR scenario prevalent in country.
READING	
Main Texts Reading	Main Texts Arun Monappa , <i>Industrial Relations</i> , Tata Mc-Graw Hill Publishing Co. Ratna Sen , <i>Industrial Relations in India -Shifting paradigm</i> , Mac Millan India
Reference Reading	Sinha, Sinha and Shekhar , <i>Industrial Relation, Trade Union and Labour Legislation</i> , Pearson Education, Ltd.Mamoria, Mamoria & Gankar, <i>Dynamics of Industrial Relations</i> , Himalaya Publishing HouseDale Yoder , <i>Personnel Management and Industrial Relations</i> , Prentice Hall of India
PEADAGOGY	Class room Lectures accompanied by case studies on relevant topics. - Class discussions, presentations by students - Group exercises like role plays, GD's etc. - Written Assignments.
LINKAGE WITH OTHER COURSES	
Vertical	Human Resource Management, Compensation Planning.
Horizontal	Labour Laws Governing Human Relations.

Course Contents

UNIT-I	Indian Industrial Relations -Industrial relations: Origin, Definition, Scope, Determinant, Industrial Relation system in India, industrial relations and the five year plans, Approaches to IR.
UNIT-II	Industrial Conflicts/ disputes -Industrial Conflicts/Dispute, Concept, causes, Forms: Strike, Lockout & other measures, Settlement of disputes, Industrial Unrest in India, India and the ILO.
UNIT-III	Trade Union & Employer's Federations ,Trade Unions in India- Registration and of Recognition of Unions, working of trade unions: INTUC, CITU, HMS, BMS, Employer's Federations-in India.
UNIT-IV	Collective Bargaining and Worker's Participation in Management -Collective Bargaining, Analysis of collective agreements, Worker's participation in Management, Human Relations.
UNIT-V	Other Relevant Issues in Industrial Relations -Industrial health and safety, Recent Trends in IR, Grievance handling, Discipline, Labour welfare and social security, Recommendations of NCL and ILC

COURSE TITLE	LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (Part – I)
CODE	MBA-HRM-306
STATUS	Elective-HRM
SYNOPSIS	To provide understanding, interpretation and application of various labour laws and their implications for industrial relations and labour management issues.
READING	
Main Texts Reading	P.K. Padhi , <i>Labour and Industrial Law</i> , Prentice Hall of India Ltd. P.L. Malik , <i>Handbook of Industrial Law</i> ,Eastern Book
Reference Reading	Texts N.D. Kapoor , <i>Handbook of Industrial law</i> , Sultan Chand & Sons Sinha, Sinha & Shekhar , <i>Industrial Relation, Trade Union and Labour Legislation</i> ,Pearson Education,Ltd. Ratna Sen , <i>Industrial Relation in India</i> , MacMillan India. Dr. V. G. Goswami , <i>Labour and Industrial Law</i> ,Central Law Agency.
PEADAGOGY	Class room lectures accompanied by relevant case laws - Group exercise and presentation by students - Class discussions along with written assignments.
LINKAGE WITH OTHER COURSES	
Vertical	Human Resource Management.
Horizontal	Management of Industrial Relations.

Course Contents

UNIT-I	The Factories Act, 1948 -Major provisions of factories Act with licensing, registration, health, safety and welfare, working hours of adult, Penalties and procedure.
UNIT-II	The Mines Act, 1952 - Major provisions of Mines Act with registration, health & safety, working hours, Leave with Wages, Penalties and procedure. The Plantation Labour Act, 1951 -Major provisions of Plantation Labour Act with registration, health, welfare, working hours and Limitations of Employment, Leave with wages, Penalties and procedure.
UNIT-III	The Industrial Dispute Act, 1947 - Concept, Settlement of Industrial dispute – procedure, powers and duties of authorities, strikes and lockouts, retrenchment and lay off provisions.
UNIT-IV	The Trade Union Act, 1926 - Definition of a trade union, Registration of trade union, rights and duties of registered trade union, regulation, penalties.
UNIT-V	Industrial Employment (standing orders) Act, 1946 - Certificate, applicability, interpretation, appeal, disciplinary actions and grievance procedure. The Apprentices Act, 1961

COURSE TITLE	Human Resource Planning and Team Management
CODE	MBA-HRM-307
STATUS	Elective-HRM
SYNOPSIS	To provide understanding, interpretation and application of various labour laws and their implications for industrial relations and labour management issues.
READING	
Main Texts Reading	Gary Dessler, human resource management R.K.Chopra Organizational Behavior (Text And Cases) Sun India Publication
Reference Reading	A.M.Sharma, Personnel and human resource management, himalaya publishing house
PEADAGOGY	Class room Lectures accompanied by case studies on relevant topics. Group exercises like role plays, team building , team exercise, GD's etc. Class discussions, presentations by students Written Assignments
LINKAGE WITH OTHER COURSES	
Vertical	Human Resource Management
Horizontal	Human Resource Training And Development

Course Contents

Unit I	Human Resource Planning -Concept, Nature, Importance, Factors Affecting Human Resource Planning, Planning Process, Human Resource Forecasting Techniques, Requisite For Successful HRP , Barriers To HRP
Unit II	Job Designing Job Analysis - Concept, Job Analysis Information, Benefits Of Job Analysis, Methods, Job Description And Job Specification, Job Evaluation Job Redesign -Concept, Factors Affecting Job Design, Job Design Approaches, Contemporary Issues In Job Design
Unit III	Training and Development- Training -Concept, Objectives And Needs Training And Development, Training Process, Methods Of Training And Development, Training Evaluation Methods , How To Make Training Effective
Unit IV	Competency and Knowledge-Employee Competency - Concept, Classification Of Competency, Knowledge Management : Concept, Importance, Talent Management : Concept And Importance
Unit V	Team Management -Team Concept, Types of Team: Face To Face And Virtual Teams, Stages Of Team Building, Building High Performance Teams: Skills; Engagement; Accountability; Commitment, Self-Managing Work Teams

COURSE TITLE	STRATEGIC MANAGEMENT
CODE	MBA-401
STATUS	Core
SYNOPSIS	<ul style="list-style-type: none"> To help students sharpen their analytical abilities in integrating strategic marketing decision in a comprehensive manner. To become familiar with the concepts and framework in marketing strategy, strategic market planning, competition analysis and in creating competitive advantage To relate marketing in the context of the whole organization with special emphasis on strategic management
READING	
Main Texts Reading	<ol style="list-style-type: none"> Marketing Strategy, TMH Ed. - Orville C. Walker, John W. Mullins, Harper W. Boyd and Jean-Claude Larreche Marketing Management: Analysis, Planning & Control: - Phillip Kotlar Business Policy & Strategic Management – Azar Kazmi Strategic Marketing-David W.Cravens, Nigel f.Piercy Alan R. Andreasen and Philip Kotler, Strategic Marketing for Non Profit Organisations, Printice Hall of India. Case Studies in Strategic Marketing Management: For contemporary case studies students should refer to the periodicals and journals
Reference Reading	<p>George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing A. J. Lamba- The Art of Retailing Barry Berman, Joel R Evans- Retail Management; A Strategic Approach</p>
PEADAGOGY	Lectures accompanied by presentations.· Case Studies.· Role Plays
LINKAGE WITH OTHER COURSES	
Vertical	Marketing management
Horizontal	Strategic management, Advertising management, Rural Marketing
Course Contents	
Unit I	Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution
Unit II	Strategic Marketing Management – Objectives & concept of Strategic Marketing Management - Strategy Definition Strategic Marketing analysis – SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey’s 7s framework for analyzing and improving organizational effectiveness
Unit III	Marketing Strategy Implementation – Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation
Unit IV	Specific strategy initiatives – New product development and introduction strategies, Planned or unplanned strategy withdrawals / obsolescence, Contingency / alternative strategic planning, Brand Strategies in FMCG markets, Rural and export marketing strategies, Marketing strategies for IT and ITES industries
Unit V	Marketing Strategy Evaluation – Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year’s Marketing strategy formulation. Marketing Strategy Case Studies - (One contemporary case study to be incorporated in the question paper) One case study on each of the strategy initiatives (Product, Price, Promotion and Distribution as well as People, Process & Physical Evidence) for different business sectors.

COURSE TITLE	INFORMATION SYSTEMS MANAGEMENT
CODE	MBA-402
STATUS	Core
SYNOPSIS	The objective of the course is to develop understanding among the student regarding the management information system.
READING	
Main Texts Reading	Gordan B. Davis and Margrethe H. Olson, Management Information Systems – Conceptual Foundation, Structure and Development, McGraw Hill. D. P. Goyal, Management Information Systems, McMillan. E. M. Awad, System Analysis and Design, E. M. Awad
Reference Reading	
PEADAGOGY	Case Studies. Lectures. Presentation.
LINKAGE WITH OTHER COURSES	
Vertical	Business Environment, Management Concept and Process, Financial Management,
Horizontal	Marketing Management, Human Resource Development. Strategic Management

Course Contents

- UNIT-I An Overview** MIS – Definition of MIS, MIS as an evolving concept, MIS and other Academic Disciplines, Subsystems of an MIS, Operating Elements of an Information System, MIS Support for Decision Making,
- UNIT-II Management Information System Structure Based on Management Activity** – Hierarchy of Management Activity, Information Systems for Operation Control, Information Systems for Management Operation Control, Information systems for Strategic Planning Based on Organizational Function – Sales and Marketing Subsystems, Production Subsystem, Logistics Subsystem, Personnel Subsystem, Financial and Accounting Subsystem, Information Processing Subsystem, Top Management Subsystem, Synthesis of MIS Structure, Some Issues in MIS Structure.
- UNIT-III Concept of Information:** Definition, Information Presentation, Quality Information, Value of Information in Decision Making and Other Value, Age of Information Human as an Information Processor – General Model, Newell Simon Model, Limits and Characteristic of on Human Information Processing Managers as Information Processors
- UNIT-IV System Concepts:** Definition, General Model and Types of System, Subsystems, System Stress, System Change, Preventing System Entropy, System Concept and Organization, System Concept Applied to MIS,
- UNIT-V Systems Analysis and Design:** System Development Life Cycle Stages – Initiation/ Planning, System Analysis, Design, Coding and Testing Implementation and Training, Main **Textstenanc,,** Prototyping, Rapid application Development (RAD), End – User Computing, Object Oriented Programming.

COURSE TITLE	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
CODE	MBA-403
STATUS	Core
SYNOPSIS	To provide understanding about innovation, developing projects, creating new ventures, and development of entrepreneurial skills.
READING	
Main Texts Reading	Dynamics of Entrepreneurship Development – Vasant Desai, Entrepreneurship: New Venture Creation – David H. Holt, Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta,
Reference Reading	Project management – K. Nagarajan, Entrepreneurship: Strategies and Resources – Marc J. Dollinger, The Culture of Entrepreneurship – Brigitte Berger, Innovation and Entrepreneurship – Peter F. Drucker, Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship As Strategy – G. Dale Meyer, Kurt A. Heppard, New Vistas of Entrepreneurship: Challenges & Opportunities – A. Sahay, The Entrepreneurial Connection - Gurmeet Naroola, Lead like an Entrepreneur – Neal Thornberry, You Too Can Become an Entrepreneur – Nalinaksha Mutsuddi, Baumback C.M. & Mancuso, J.R., Entrepreneurship and Venture Management, Entrepreneurial Development, S. Chand & Company, New Delhi, 2001.
PEADAGOGY	Class room lectures accompanied by relevant case laws - Group exercise and presentation by students - Class discussions along with written assignments.
LINKAGE WITH OTHER COURSES	
Vertical	Business Organization,
Horizontal	Innovation and Entrepreneurship
Course Contents	
Unit 1	Evolution and concept of Entrepreneurship, Concept of Entrepreneur, Manager, Intrapreneur, individual and corporate entrepreneurs, characteristics of successful entrepreneurs. Need of Entrepreneurship Development, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Entrepreneurship as a career, Entrepreneurship as a style of management, the changing role of the entrepreneur.
Unit 2	Theories of Entrepreneurship: - Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen Entrepreneurial Traits, External Influences on Entrepreneurship Development: Socio-Cultural, Political, Economical, Personal. Entrepreneurial Success and Failure: Reasons and Remedies. Scope of small business activities; place in national economy; institutional support programmes; role and functions of major support institutions such as SIB, CSIO, SSDO, SISIs, etc; entrepreneurship development programmes and management education for entrepreneurs Women Entrepreneurs: Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs.
Unit3	Different Aspects of Entrepreneurial Organisations. Entrepreneurship and Management; Training and Development Programme; Evaluation of Entrepreneurship Development; Development of Support System, Need of License, Capital Issues and Legal Environment of Business. Entrepreneurial Planning and Monitoring, Entrepreneurship Development During Planned Economy
Unit 4	Creating Entrepreneurial Venture - Entrepreneurship Development Cycle. The business plan as an entrepreneurial tool. Elements of Business Plan, Objectives, Market Analysis, Development of product / idea, Marketing, Finance, Organization & Management, Ownership, Critical risk contingencies of the proposal, Scheduling and milestones. Project Management-Technical, Financial, Marketing Personnel and Management feasibility Reports, Financial schemes offered by various financial institutions like -Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angel Capitalist.
Unit 5	Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’ Role of the following agencies in the Entrepreneurship Development 1. DIC – District Industrial Center, 2. SISI – Small Industries Services Institute, 3. EDII – Entrepreneurship Development Institute of India, 4. NIESBUD – National Institute of Entrepreneurship and Small Business Development 5. NEDB – National Entrepreneurship Development Board

COURSE TITLE	RETAILING
CODE	MBA-MM-404
STATUS	Elective
SYNOPSIS	<ul style="list-style-type: none"> • To understand the concept, process and management of retail business • To develop an understanding of the retail strategy and planning process • To have an understanding of merchandise process • To focus on the emerging issues in retailing
READING	
Main Texts Reading	<ol style="list-style-type: none"> 1. David Gilbert, Retail Marketing Management, Edition II, Pearson India 2. Robert f. Lusch, Patrick Dunne, Myron Gable, Retail Management, South western Pub.Co. Ohio 3. Pradhan Swapna, Retailing Management Text & Cases,2000, TMH Publications, NewDelhi 4.Witz, Levy. Retail Management, Edition III, Pearson Publication
Reference Reading	
PEADAGOGY	
LINKAGE WITH OTHER COURSES	
Vertical	
Horizontal	

Course Objectives

Unit I	Nature and Importance of Retailing -Retailing and Retailers, Place Of Retailing in Marketing Mix, Retailing Economical And Social Importance, Value Added By Retailing Economic Justification, Size of Retail Market, Operating Expenses and Profits. Retailing in India. Classifying Retail Firms: Firm of Ownership, Operational Structure, Service And Price Orientation, Merchandise Offering.
Unit II	Store & Non Store Retailing -Type of Merchandiser, Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In Home Retailing, Telephone Retailing, Catalogue Retailing, Direct Response Retailing, Wholesalers-Sponsored, Voluntary Chain, Retailers –Sponsored Cooperative Chain, Manufacturers - Sponsored Franchising System.
Unit III	Retail Strategy and Planning -Retail Perspective, International Expansion- Growth Strategy, Understanding the Retail Customer, Store Locations
Unit IV	Merchandise Management and Retail Decisions -Target Market Selection, Merchandise, Merchandise Planning and Management, Merchandise Buying, Retail Pricing and Merchandise Performance. Location, Size, Store Image, Design, Layout and Shop Design, In Store Promotion, Credit and Collections, Front Office Management: Personnel-Selection, Recruitment and Motivation.
Unit V	Creating & Sustaining Value and Trends in Retailing -Retail Marketing Communication, Servicing the Retail Customer, Supply Chain Management. Growth of Shopping Malls, Factory Outlet, Discount and Discount Malls, Power Retailer, Increasing Power Of Retailer Brand V/S Manufacturer Brand, Green Retailing, e-Tailing, ethical and legal issues in retailing.

COURSE TITLE	SERVICE MARKETING
CODE	MBA-MM-405
STATUS	Elective
SYNOPSIS	The objective of the course is to provide an understanding about the issues associated with the planning implementing and controlling the marketing strategies and to make them familiar with various dimension of marketing.
READING	
Main Texts Reading	M.K. Rampal and S.L. Gupta: Service Marketing Concepts, Applications and Cases Zeithmal, Bitner, Service Marketing (SIE), 4e Tata Mcgraw Hill Hoffman, Marketing of Service 1st 2008 Cengage Learning
Reference Reading	Lovelock, Wright, Principles of Service marketing and Management Prentice hall Nimit Chowdhary, Service Marketing, McMillan India. H.V. Verma, Services Marketing: Test and Cases, Pearson Education.
PEADAGOGY	Case Studies – Contemporary issues relevant to the subject accompanied by routine Based presentations.
LINKAGE WITH OTHER COURSES	
Vertical	Managerial Economics, Consumer Behaviour, Advertisement and Sales
Horizontal	Management, International Marketing, Rural and Agricultural Marketing, Strategic Marketing, Research Methodology

Course Contents

- UNIT I **Basics of Services:****
Service Sector and Economic Growth, Service Concept, Characteristics And Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation, Differentiation and Positioning of Services.
- UNIT II **Marketing Mix in Services Marketing:****
Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.
- UNIT III **Designing a Service Strategy:****
Service Management Process; Internal, External and Interactive marketing strategies. Consumer Behavior in Service Encounter; Demand Management in Services.
- UNIT IV **Managing Service quality and Productivity****
Concept, Dimensions and process; service quality models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.
- UNIT V **Applications of Service Marketing and CRM****
Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs; Relationship Marketing(CRM)and Customer Satisfaction Measure.

COURSE TITLE	RURAL AND AGRICULTURAL MARKETING
CODE	MBA-MM-406
STATUS	Elective - Marketing
SYNOPSIS	The objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.
READING	
Main Texts Reading	Badi & Badi : Rural Marketing, Arora, R.C. : Integrated Rural Development, Rajgopal : Managing Rural Business, Gopaldaswamy, T.P. : Rural Marketing, Agricultural Marketing in India – S. S Acharya and N L Agarwal -Oxford & IBH Publishing Co Pvt Ltd Calcutta Mamoria,
Reference Reading	C.B. & Badri Vishal : Agriculture problems in India Agribusiness Management in India – Text & Cases - Dr. Subhash Bhave Agriculture Today Magazine
PEADAGOGY	Case studies – Contemporary issues relevant to the subject accompanied by routine based presentations.
LINKAGE WITH OTHER COURSES	
Vertical	Managerial Economics, Research Methodology, Strategic Marketing, Marketing of services.
Horizontal	Consumer behavior.

Course Contents

Unit-I	Concept & scope of rural market, Rural development as a core area, Efforts put for rural development in Five years plans. Rural markets' Characteristics, Rural markets. Environmental factors, Image of Indian Rural Marketing
Unit-II	Rural Consumer Behaviour, Rural Consumer Vs Urban Consumers – a comparison, Problems in rural market, Market forces, components of different Product Strategies, Pricing Strategies, Promotional Strategies & Distribution Strategies for Rural consumers
Unit-III	Segmentation, Targeting & Positioning for rural and agricultural market, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their market
Unit-IV	Major of Government and Non-Govt. Agencies in the development of Rural and Agricultural, Sector Marketing Strategies for Seed; Fertilizers; Pesticides; Farm equipment Agribusiness – Emerging Branches- Non Conventional forms of Agribusiness – Export potential for farm products - Supporting Services, Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector
Unit V	Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, Recruitment of Human Resources in Agri marketing and new trends in Agri Marketing, SCM In Agri Business i.e. Cold Chains, Grading and Standardization, Storage, Organized procurement & warehousing, Processing and Selling

COURSE TITLE	EXPORT, IMPORT POLICIES, PROCEDURES AND DOCUMENTATION
CODE	MBA-MM- 407
STATUS	Elective
SYNOPSIS	To impart knowledge about import and export procedures and to make the students familiar with related documents which are used for Export and Import.
READINGS	
Main Texts Reading	Deb. Kalipade: Export Strategy in India – (Delhi, S. Chand). Gerhard M.S.: Export Import Financing – (New York, Ronal Press Co.
Reference Reading	Rathorx, R. S.: Export Marketing – Bombay, Himalaya Publishing House. Jain O.P.: Small Industrial Export – Delhi S. Chand. Majaro: International Marketing: A strategic Approach to world Market, Delhi,S. Chand. Francis, C: International trade & Export Management – Bombay, Himalaya Publishing House. Balgopal, T. A. S. P: Export Management – Bombay Himalaya PublishingHouse. Agrwal P. N.: India’s Export Strategy, Delhi, Vikas Publishing House Upadhyaya, K. K.: Import Financing in India – Allahabad, Chugh Publication. Dagli V.: India’s Foreign Trade – Bombay, Vohra & Co.
PEADAGOGY	<ul style="list-style-type: none"> • Concept based lectures accompanied by practical examples and exercises. • Case studies relating to core topics along with contemporary issues accompanied by routine based presentations. • Activities- Activities concerning Export and Import. • Projects- Major and Minor
Vertical	Export Marketing, India’s Foreign Trade
Horizontal	International Marketing and Trade

COURSE CONTENTS

UNIT I	Introduction Preliminaries for exports, Registration – IEC, RCMC, EPC, Central Excise, Categories of Export, Physical – Direct & Indirect, Deemed Exports, Merchant & Manufacturer Exports, Shipping documents and terms used in shipping, Export Procedures, EGC Services, Benefits of Exports, Excise clearance Benefit / Rebate, Income Tax Benefit. Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Commercial practices.
UNIT II	Export Procedures Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit , Export Credit Guarantees and Policies, Forward Exchange over, Finance for export on deferred payment terms, Duty draw-backs.
UNIT III	Import Procedure Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing / Export Houses/ Trading Houses.
UNIT IV	Export-Import and Marketing issues Definition of cross-cultural environment, characteristics of doing business in a cross-cultural environment. Import or export trade process from locating an opportunity, through payment, shipping, and customs, and culminating with marketing and sales. Export by post parcel and by Air, GSP Certificates of origin, Custom’s clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing, EXIM Bank.
UNIT V	Import Management in a Developing Economy Foreign Exchange budgeting, Import procurement, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts. SEZ, EHTP, EPZ, STP & EOU’s, Types of Export Houses. Free Trade Agreement (FTA), Export Promotion Councils of India.

COURSE TITLE	STRATEGIC FINANCIAL MANAGEMENT
CODE	MBA-FM-404
STATUS	Elective
SYNOPSIS	The objective of the course is to develop understanding among the students regarding strategic financial engineering and ethical aspects.
READING	
Main Texts	Prasanna Chandra, <i>Financial Management</i> , McGraw Hill G.P. Jakhotiya, <i>strategic financial management</i> , vikas publishing house Shashi K Gupta and R.K. Sharma, <i>Financial Management</i> , Kalyani Publishers
Supplementary Texts	I.M. Pandey, <i>Financial Management</i> , Vikas Publishing House
PEDAGOGY	Concept based lectures accompanied by practical examples and exercises Case Studies and Presentations
LINKAGE WITH OTHER COURSES	
Vertical	Financial Management, Quantitative Techniques
Horizontal	Project Management, Business Policy and Strategic Analysis.

Course Contents

UNIT I	Overview: Introduction - Broad overview of Financial Restructuring Changing shape of the corporates, Developments in the competitive environment, Meaning of corporate restructuring, need, scope and modes of restructuring, historical background, global scenario, national scenario. Core competency-driven restructuring, Circumstances in which financial restructuring takes place, Factors governing the M&A processes in India Forms of Corporate Restructuring- Expansion- Mergers and Acquisitions - Tender Offers - Joint Ventures - Sell-Offs - Spinoffs - Split offs - Split ups - Divestitures - Equity Carve-outs - Corporate Control - Premium Buy-backs - Standstill Agreements - Anti-Takeover Amendments - Proxy Contests - Changes in Ownership Structures - Share Repurchases - Exchange Offers - Leveraged Buy-out - Going Private - Issue Raised by Restructuring - History of Merger Movements.
UNIT II	Mergers and Acquisition Economic Rationale for Major Types of Mergers - Horizontal Mergers - Vertical Mergers - Conglomerate Mergers - Concentric Mergers Legal Issues: Companies Act, 1956, Sick Industrial Companies Act, 1985, FEMA, Listing Agreement, SCRA, Takeover Code, Tax Provisions Mergers - Organization Learning and Organization Capital The Role of Industry Life Cycle - Product Life Cycle and Merger Types. Mergers & Acquisitions- Strategic Perspectives: SWOT Analysis of the company, Identification of the Target Company, Due Diligence Inquiry, Selection of methods for merger or takeover, financing the acquisition
UNIT III	Valuation of Target Company Valuation and Pricing of a company: Modes Valuation Earnings basis, Asset basis, Discounted Cash Flows (DCF), Return on Investments (ROI), Return on Equity (ROE) Procedures and Processes in an M& A: Step-by-step approach, Negotiating the acquisition agreement, Finalising the deal, etc .Analysis of M&A Transactions - Case Study, Experiences in an M&A deal
UNIT IV	Corporate Demergers and Reverse Mergers Concept of demerger; modes of demerger - by agreement, under scheme of arrangement; demerger and voluntary winding up; legal and procedural aspects; tax aspects and reliefs; reverse mergers – procedural aspects and tax implications. Post Merger Re-organization Factors in post merger reorganization: integration of businesses and operations, financial accounting, taxation, post merger valuation, human and cultural aspects; assessing accomplishment of post merger objectives; measuring post merger efficiency.
UNIT V	Venture Capital, Financial Restructuring, and Entrepreneurship Reduction of capital; reorganization of share capital, Buy-back of shares – concept and necessity; procedure for buy-back of shares by listed and unlisted companies. Ethical Aspects related to restructuring: Ethical Dilemma faced by Financial Managers, Need for corporate social responsibility, Corporate governance. Sickness Prediction and Distress Restructuring

COURSE TITLE	PROJECT MANAGEMENT
CODE	MBA-FM-405
STATUS	Elective
SYNOPSIS	To expose students to all aspect of Project Management covering Project formulation, evaluation, implementation and control. This course will help students to prepare projects reports for project selected by them.
READING	
Main Texts	<ol style="list-style-type: none"> 1. Project Management by K. Nagarajan 2. Project Management by Harvey Maylor 3. Vasant Desai- <i>Project Management</i>- Himalaya Publishing House
Supplementary Texts	<ol style="list-style-type: none"> 1. Prasanna Chandra, <i>Project Planning Analysis Selection Implementation and Review</i>-Tata Mc Graw Hill 2. G.B. Goel, <i>Project Management</i>, National Publishing House.
PEDAGOGY	<ul style="list-style-type: none"> • Concept based lecture accompanied unit issues. • Case studies and presentations • Live Projects
LINKAGE WITH OTHER COURSES	
Vertical	Financial Management, Production and Operation Management
Horizontal	Entrepreneurship Management, Strategic Financial Management

Course Contents

Unit I	<p>Project Management Concepts</p> <p>Introduction, project characteristics, taxonomy of projects, project identification and formulation, Establishing the project and goals, Nature & context of project management; phases of PM, A framework for PM issues, PM as a conversion process, project environment & complexity, Organizing human resources, organizing systems & procedures for implementation, Project direction.</p>
Unit II	<p>Project Organization & Project Contracts</p> <p>Introduction, functional organization, project organization, matrix organization, modified matrix organization, pure project organization, selection of project organization structure, project breakdown structures, project contracts, types of contracts, types of payments to contractors.</p>
Unit III	<p>Project Appraisal & Cost Estimation</p> <p>Introduction, technical appraisal, commercial appraisal, economic appraisal, financial appraisal, management appraisal, social cost/benefit analysis, project risk analysis. Cost analysis of the project, components of capital cost of a project, modern approach to project performance analysis.</p>
Unit IV	<p>Project Planning & Scheduling</p> <p>Introduction to PERT & CPM, planning and scheduling networks, time estimation, determination of critical path, CPM model, event slacks & floats, PERT model, expected time for activities, expected length of critical path, calculating the project length and variance, PERT & CPM cost accounting systems, lowest cost schedule, crashing of networks, linear programming formulation of event oriented networks, updating of networks, LOB technique.</p>
Unit V	<p>Contracting and Risk Management for Project Managers</p> <p>Contract Management Planning- Contract administration and its role in project management, steps in planning for contract administration, Procurement Process, procurement cycle, Contract administration policies and procedures, Contract Proposal Development, Contract Negotiation Problems and Remedies of Contracts, Contract Completion, Risk Management Process, using observation or case study, role of risk management in overall project management, risk management activities throughout the project life cycle, risk management process.</p>

COURSE TITLE	EXPORT, IMPORT POLICIES, PROCEDURES AND DOCUMENTATION
CODE	MBA-FM- 406
STATUS	Elective
SYNOPSIS	To impart knowledge about import and export procedures and to make the students familiar with related documents which are used for Export and Import.
READINGS	
Main Texts Reading	Deb. Kalipade: Export Strategy in India – (Delhi, S. Chand). Gerhard M.S.: Export Import Financing – (New York, Ronal Press Co.
Reference Reading	Rathorx, R. S.: Export Marketing – Bombay, Himalaya Publishing House. Jain O.P.: Small Industrial Export – Delhi S. Chand. Majaro: International Marketing: A strategic Approach to world Market, Delhi,S. Chand. Francis, C: International trade & Export Management – Bombay, Himalaya Publishing House. Balgopal, T. A. S. P: Export Management – Bombay Himalaya PublishingHouse. Agrwal P. N.: India’s Export Strategy, Delhi, Vikas Publishing House Upadhyaya, K. K.: Import Financing in India – Allahabad, Chugh Publication. Dagli V.: India’s Foreign Trade – Bombay, Vohra & Co.
PEADAGOGY	<ul style="list-style-type: none"> • Concept based lectures accompanied by practical examples and exercises. • Case studies relating to core topics along with contemporary issues accompanied by routine based presentations. • Activities- Activities concerning Export and Import. • Projects- Major and Minor
Vertical	Export Marketing, India’s Foreign Trade
Horizontal	International Marketing and Trade

COURSE CONTENTS

UNIT I	Introduction Preliminaries for exports, Registration – IEC, RCMC, EPC, Central Excise, Categories of Export, Physical – Direct & Indirect, Deemed Exports, Merchant & Manufacturer Exports, Shipping documents and terms used in shipping, Export Procedures, EGC Services, Benefits of Exports, Excise clearance Benefit / Rebate, Income Tax Benefit. Export documentation; Foreign exchange regulations, Quality control and pre-shipment inspection, Export trade control, Commercial practices.
UNIT II	Export Procedures Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit , Export Credit Guarantees and Policies, Forward Exchange over, Finance for export on deferred payment terms, Duty draw-backs.
UNIT III	Import Procedure Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing / Export Houses/ Trading Houses.
UNIT IV	Export-Import and Marketing issues Definition of cross-cultural environment, characteristics of doing business in a cross-cultural environment. Import or export trade process from locating an opportunity, through payment, shipping, and customs, and culminating with marketing and sales. Export by post parcel and by Air, GSP Certificates of origin, Custom’s clearance of Import Cargo, Documents – prescribed by Importing countries, Standardized Export Documentation, Packing, EXIM Bank.
UNIT V	Import Management in a Developing Economy Foreign Exchange budgeting, Import procurement, Import financing, Purchase contract, Import Canalization, Import under counter-trade, Monitoring and follow up of import contracts. SEZ, EHTP, EPZ, STP & EOU’s, Types of Export Houses. Free Trade Agreement (FTA), Export Promotion Councils of India.

COURSE TITLE STRATEGIC TAX PLANNING AND TAX MANAGEMENT

CODE MBA-FM-407

STATUS Elective

SYNOPSIS To familiarize with the management tax to various financial framework to take important tax decisions accompanied by various tax laws.

READING

Main Texts Reading V.P.Gaur, corporate tax planning and management- Dr. H.C. Mehrotra and Dr. S.P.Goyal, DirectTaxes- G. Sekar, Professional Approach to direct Taxes Law and practice-Dr. GirishAhuja and Dr. Ravi Gupta

Reference Reading Supplementary Texts Corporate tax planning willy publishers, corporate tax planning – kalayani, Corporate tax planning & business tax procedures- Dr. Vinod . K. Singhaniania

PEADAGOGY Concepts base lecture accompanied by practical examples and exercise. Case studies relating to core topics along with contemporary issue accompanied by routine based presentation.

LINKAGE WITH OTHER COURSES

Vertical Financial Management, Indian Financial System
Horizontal International Marketing

Course contents

- Unit-1 Introduction**
Concept of income and its components, concepts of tax planning- Tax avoidance, Tax evasion, tax management, Tax planning with reference to location, Nature of business, Forms of business organization.
- Unit -2 Tax planning – Financial management Decisions and managerial Decisions**
Taxes planning in respect of Capital Structure Decision, Dividend policy, inter corporate Dividend, Bonus Share, own or lease, Make or Buy decisions, repair, Replacement, Renewal, Renovation of an Assets, shut down or Continue Decision
- Unit-3 Computation of Total Income**
Tax liabilities of Companies, Minimum Alternate Tax, Dividend Tax, and Dividend Tax on Mutual funds, Double Taxation Avoidance Agreements, Fringe Benefit Tax and Taxation of International Transactions
- Unit-4 Tax provision**
Tax provision relating to FTZ, Infrastructure sectors, backward areas, Tax incentives to exporters
- Unit-5 Tax Management**
Return of Income and Assessment procedure, Tax Deducted at Source, Tax Collection of Source, Advance payment of tax, Collection and Recovery of Tax, Refund of tax, Appeals and Revisions, Income Tax authorities and their powers.

COURSE TITLE	STRATEGIC HUMAN RESOURCE MANAGEMENT
CODE	MBA-HRM- 404
STATUS	Elective
SYNOPSIS	To make students understand human resource management from strategic point of view. It makes students learn formulation and implementation of human resource policy at the strategic level.
READING	
Main Texts Reading	<ol style="list-style-type: none"> 1. Strategic Human Resource Management, William P. Anthony, Pamela L. Perreve 2. & K. Michael, Kacimar – The Dryden Press
Reference Reading	<ol style="list-style-type: none"> 1. Strategic Human Resource Management – Charles and Greer – Pearson Education 2. Strategic Human Resource Management – Tanuja Agarwala- Oxford University Press 3. Strategic Human Resource Management – Jeffrey A. Mello- Cengage Learning 4. Strategic Human Resource Development – Srinivas R. Kandula – Prentice hall of India Pvt.Ltd.
PEADAGOGY	Class room lectures accompanied by presentations. Case studies on relevant topics. Group exercises and class presentation by students. Role plays, extempore, class discussions on relevant topics .Written assignments.
LINKAGE WITH OTHER COURSES	
Vertical	Human Resource Management
Horizontal	Human Resource Training and Development, Global Human Resource Management Business Policy and Strategic Analysis

Course Contents

UNIT-I	The Strategic Approach The Strategic Approach to HRM – Overview of SHRM, Integrating HR strategy with corporate and functional strategies, strategy formulation, External Environment for HR, Role of HR in strategy formulation.
UNIT-II	Strategies for Human Resource Acquisition and Placement -Strategic HR planning and staffing – nature of HR planning, Job analysis, conducting a job analysis. Job design –strategic guidelines, Strategies for Recruitment and selection– Recruitment Methods, Selection process.
UNIT-III	Strategies for Maximizing Human Resource Productivity -Training and Development – Orientation, Training and Development Methods, Evaluation of T & D, Strategies for Effective performance appraisal systems – Performance Appraisal Objectives, P A Process, Types of Performance Appraisal Methods, Strategy and the performance Appraisal, Career planning.
UNIT-IV	Strategies for Maintaining Human Resources -Strategies for improving Health and safety, Managing the problem Employee, Building a Good disciplinary climate.
UNIT-V	Strategies for Compensation, Labour Relations - Strategic compensation & reward system, Strategies for Labour relations: Strategic collective Bargaining

COURSE TITLE	HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT
CODE	MBA-HRM- 405
STATUS	Elective
SYNOPSIS	To make students understand human resource management from strategic point of view. It makes students learn formulation and implementation of human resource policy at the strategic level.
READING	
Main Texts Reading	<p>Main Texts - T.V. Rao, <i>Human Resource Development Missionary</i>, Oxford IBH, IBH Publishing Co. Pvt. Ltd.</p> <p>- TV Rao and Udai Pareek, <i>Designing and Managing HR Systems</i>, Oxford & IBH Publishing Co. Pvt. Ltd.</p> <p>- Gareth R Jones, <i>Organizational Theory, Design and Change 5th Edition</i>, Pearson Education</p> <p>- Wendell L. French and Cecil H. Bell, <i>Organizational Development 6th Edition</i>, Prentice hall of India</p> <p>- Stephen P. Robbins & Seema Sanghi, <i>Organizational Behaviour</i>, Pearson Education.</p>
Reference Reading	<p>Fred Luthans, <i>Organizational Behaviour</i>, McGraw Hill Pub.Co.</p> <p>J.P. Kotter, <i>Leading Change</i>, Harvard Business School Press</p> <p>Lynton & Pareek, <i>Training and Development</i>, Vistaar Publication</p> <p>Raymond A. Noe, <i>Employee Training & Development</i>, Tata McGraw Hill Publishing Co..</p>
PEADAGOGY	<p>Lectures accompanied by case studies on relevant topics</p> <p>Group exercise like Role plays, class discussions, presentation by students.</p> <p>Written Assignments</p>
LINKAGE WITH OTHER COURSES	
Vertical	Human Resource Management, Organizational Behaviour.
Horizontal	Human Resource Training and Development
Course Contents	
UNIT-I	HRD Concept & Definition, Goals of HRD, Importance of HRD, History of HRD in India, HRD Departments and their Tasks, Qualities of HRD Professionals, Present Status of HRD in India.
UNIT-II	Interventions of HRD – Role – Concept & Analysis, Performance Management System, 360 Degree Feedback.
UNIT-III	Interventions of HRD – Potential Appraisal, Competency Mapping, Career Planning and Development, Succession Planning
UNIT-IV	Organisational change, forces for change, resistance to change, managing organizational change. Contemporary change issues for today's managers – technology in the workplace, stimulating innovation, creating a learning organization.
UNIT-V	Organization Development – Concept and Definition, Objectives, Process of OD, Interventions of OD- Sensitivity Training, Survey Feedback, Process Consultation, Team Building, Intergroup Development, Appreciative Inquiry, Case Studies.

COURSE TITLE	LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS (Part – II)
CODE	MBA-HRM-406
STATUS	Elective-HRM
SYNOPSIS	To provide understanding, interpretation and application of various labour laws and their implications for industrial relations and labour management issues.
READING	
Main Texts Reading	P.K. Padhi , <i>Labour and Industrial Law</i> , Prentice Hall of India Ltd. P.L. Malik , <i>Handbook of Industrial Law</i> ,Eastern Book
Reference Reading	Texts N.D. Kapoor , <i>Handbook of Industrial law</i> , Sultan Chand & Sons Sinha, Sinha & Shekhar , <i>Industrial Relation, Trade Union and Labour Legislation</i> ,Pearson Education,Ltd. Ratna Sen , <i>Industrial Relation in India</i> , MacMillan India. Dr. V. G. Goswami , <i>Labour and Industrial Law</i> ,Central Law Agency.
PEADAGOGY	Class room lectures accompanied by relevant case laws - Group exercise and presentation by students - Class discussions along with written assignments.
LINKAGE WITH OTHER COURSES	
Vertical	Human Resource Management.
Horizontal	Management of Industrial Relations.

Course Contents

UNIT-I	Payment of wages Act,1936 -Major Provisions, The Minimum Wages Act, 1948 - Fixation of minimum rates of wages - working hours and determination of wages and claims, Payment of Bonus Act,1956 - Major Provisions
UNIT-II	The Workmen’s compensation Act, 1923 - Main Texts provisions – employer’s liability for compensation, amount of compensation, distribution of compensation, notice and claim, other provisions.
UNIT-III	The Employees Provident Fund Act, 1952 - Employees Provident Fund Scheme and Authorities; Miscellaneous Payment of Gratuity Act,1972 - Major Provisions
UNIT-IV	The Employees State Insurance Act, 1948 - Provisions regarding administration of the scheme, ESI corporation, Standing committee, medical benefit council, ESI fund, Contribution, benefits and other provisions. The Maternity Benefit Act, 1961 – Provision regarding prohibition of employment to women during certain periods, Maternity benefit, leave and nursing breaks, Power and duties of inspectors.
UNIT-V	The Contract Labour (Regulation and Abolition) Act, 1970 - Its object and its essential features. Equal Remuneration Act,1976. -Major Provisions

COURSE TITLE	INTERNATIONAL HUMAN RESOURCE MANAGEMENT
CODE	MBA-HRM- 407
STATUS	Elective
SYNOPSIS	To provide knowledge of various HR practices in international context and the various issues and challenges to manage global workforce.
READING	
Main Texts Reading	P. Subba Rao, <i>International Human Resource Management</i> , Himalaya Publishing House. Tony Edwards and Chris Rees , <i>International Human Resource Management</i> ,Pearson Education Ltd.
Reference Reading	K. Aswathapa , <i>International Human Resource Management</i> , Tata Mc Graw Hill Publishing Co. Peter J. Dowling Denice E Wetch, Randall S. Schuler, <i>International Human Resource Management</i> ,Thomson South-Western Publishers. P.L. Rao , <i>International Human Resource Management</i> , Excel Books.
PEADAGOGY	Class Room lectures accompanied by case studies on relevant topics. - Presentations on case studies by students. - Regular group exercise and class discussions. - Role plays ,Group presentations. - Written Assignment.
LINKAGE WITH OTHER COURSES	
Vertical	Human Resource Management, International Environment and Management, Management of Industrial Relations, Compensation Planning and Related Wage Laws.
Horizontal	Human Resource Training and Development, Human Resource and Organization Development.

Course Contents

UNIT-I	Global Business -Globalization, the internationalization of the firm, Global firm, International strategy and structure in international firms-key influences, IHRM concept, issues & barriers
UNIT-II	Cross Culture & HRM Theories -Cultural dimensions of HRM – Cross cultural theories & Organizational life, Comparative HRM theory - Universalism vs. Contextualism, Convergence vs. Divergence
UNIT-III	HR practices in international scenario -Recruitment and selection, Training and development: Expatriate training, Types of cross cultural training.
UNIT-III	International Pay and Reward -Compensation, benefits, components of compensation programme, Approaches to international compensation.
UNIT IV	Industrial Relations -Global employee relations practices, Key issues in International Industrial Relations, Trade union and International Industrial Relations, Response of Trade Union to MNC's
UNIT V	Other Issues in IHRM -Expatriation and Repatriation, Global talent management, Knowledge Management in international HRM, Issue of corporate social responsibility, Ethics & globalization