

Annexur - LXXVII - 1 -

Master of Business Administration (MBA) Choice Based Credit System (CBCS) from Session 2018-19

The Academic Council has approved Vide resolution no. 51 in its 12th meeting
held on 21.08.19.

SYLLABUS AND SCHEME OF EXAMINATION for MASTER OF BUSINESS ADMINISTRATION

Choice Based Credit System (CBCS)

Two-Year Four-Semester (Full-Time) Programme

w.e.f. Session-2018-19



(Upgraded in the meeting of PGBOS&R held on 11.06.19)

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DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
CHAUDHARY RANBIR SINGH UNIVERSITY, JIND

SCHEME AND INSTRUCTIONS FOR MBA EXAMINATION

1. This is an intensive programme of study for two academic sessions.
2. The programme is divided into four semesters and there shall be an examination at the end of each semester.
3. Each paper shall be of 4 Credits until and unless indicated otherwise in the scheme of examinations. Theory classes will be held 4 hours per subject per week. In case of practical papers, theory classes will be held 1 hour per week and one hour per week practical will be held.
4. Every theory course shall carry a total of 100 marks. There shall be 80 marks for semester end examination and 20 marks for internal examination until and unless indicated otherwise.
5. Every theory course shall carry a total of 100 marks. There shall be 80 marks for semester end examination and 20 marks for internal examination until and unless indicated otherwise.
6. In MBA 3rd and 4th Semester, dual (Major and Minor) specialization would be available to students in MBA and they can choose any two specializations out of Marketing, Finance, and Human Resources Management, The minimum number of students to opt a particular elective paper / specialization is 10.

CRITERIA FOR INTERNAL ASSESSMENT

The internal assessment of the students (out of 20 marks) shall be as per the criteria given below:

Sr. No.	Components of Minors	Weightage
A)	THEORY COURSES:	
1.	Sessional Test – I	50% = 10 marks
2.	Individual Presentation/Group Discussion/Quiz/Case Study Discussion/ Class Participation	25% = 5 marks
3.	Attendance	

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	Less than 65%	0 marks
	Up to 70%	2 marks
	Up to 75%	3 marks
	Up to 80%	4 marks
	Above 80%	5 marks
B)	LAB COURSES:	
1.	Objective test/MCQ	20 %
2.	Lab. Work / Project	60 %
3.	Viva Voce/Test	20 %

Note:

- a) Case study discussion and participation is compulsory in the subjects wherever possible. Concerned Teacher will discuss at least 03 (Three) cases maximum Eight (08) cases in each course.
- b) To the extent possible, sessional test should include the case analysis.

EXTERNAL EVALUATION

There shall be a semester-end external examination of 80 marks for all theory courses until and unless indicated otherwise. The external examiner will set ten questions selecting two questions from each unit. The candidate has to attempt five questions in all selecting one question from each unit.

PRACTICAL EXAMINATIONS

Practical Examinations shall be conducted jointly by the external and Internal Examiners. Internal examiner will be appointed by Chairman of the concern department of the institute and external examiner will be appointed by the Controller of Examinations on the recommendation of Chairman, Postgraduate Board of Studies and Research (PGBOS&R).

SUMMER INTERNSHIP REPORT EVALUATION

All the students will submit their Summer Internship Report in a format as prescribed in the "Detailed Guidelines for Summer Internship" within a period of one month in the concerned department of their institute; this period shall be counted from the last date of completion of their Summer Internship. Students will have to give a presentation on the work done during the internship and his/her performance **out of 50 marks** will be evaluated on the basis of this presentation by a committee constituted by the Chairman of the Department. The evaluation of the **remaining 50 marks** shall be made by external examiner appointed by the Controller of Examinations on the recommendation of Chairman, Postgraduate Board of Studies and Research (PGBOS&R).

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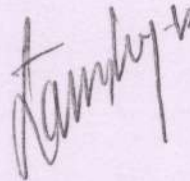
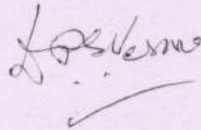
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PROJECT REPORT

Every student will be required to submit a research proposal by the end of the Fourth Semester and it will be pursued by him/her under the supervision of an internal supervisor. The completed Project Report in the format as prescribed in the "Detailed Guidelines for Project Report" will be submitted by the students prior to the date of the commencement of the Final Examinations for the Fourth Semester and this date will be notified by the Controller of Examinations, CRSU, Jind.



PROJECT REPORT EVALUATION

The Project shall be evaluated by External Project Report evaluation (80 marks)) and Internal (20 marks) Examiners. The internal assessment shall be done by the concern supervisor of the candidate. The external assessment shall be done on the basis of evaluation and comprehensive viva- voce of the project report by an external expert appointed by the University on the recommendations of Chairman, Postgraduate Board of Studies and Research.

CONDITIONS IN SPECIALIZATION

- The minimum number of students to opt a particular elective paper/specialization is 10.
- During 3rd semester and 4th semester, dual (Major and Minor) specialization will be available to students and they can opt for any two specializations out of Marketing, Finance, and Human Resources Management. However, combination of specializations once opted in the 3rd semester will not be changed in 4th semester under any condition.
- Students should opt elective papers in such a way that no paper is repeated. Choosing same paper from different specializations is strictly prohibited.

ABBREVIATION USED

DSC	Discipline-Specific Core Course
DSE	Discipline-Specific Elective Course
AECC	Academic-Enhancement Compulsory Course
SEEC	Skill-Enhancement Elective Course

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SCHEME OF EXAMINATION FOR TWO YEAR MBA PROGRAMME FROM THE SESSION 2018-2019

FIRST YEAR

First Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAC-101	DSC	Principles of Management	5	1	-	4	80	20	-	100
MBAC-102	DSC	Statistical Analysis	5	1	-	4	80	2	-	100
MBAC-103	DSC	Managerial Economics	5	1	-	4	80	20	-	100
MBAC-104	DSC	Financial Accounting	5	1	-	4	80	20	-	100
MBAF-105	DSC	Business Environment	5	1	-	4	80	20	-	100
MBAE-106	SEEC	Business Communication	4	1	-	3	80	20	-	100
MBAE-107	AECC	Computer Applications for Business*	3	1	2	3	60	20	20	100

* Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Assignment

Dr. J. K. Kamble

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FIRST YEAR

Second Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAC-201	DSC	Organisational Behaviour	5	1	-	4	80	20	-	100
MBAC-202	DSC	Operations Research	5	1	-	4	80	20	-	100
MBAC-203	DSC	Management Accounting	5	1	-	4	80	20	-	100
MBAC-204	DSC	Financial Management	5	1	-	4	80	20	-	100
MBAC-205	DSC	Marketing Management	5	1	-	4	80	20	-	100
MBAC-206	DSC	Human Resource Management	5	1	-	4	80	20	-	100
MBAC-207	DSC	Production and Operations Management	5	1	-	4	80	20	-	100

SUMMER INTERNSHIP

Immediately after the completion of the Second semester, the students shall proceed for their Summer Internship (SI) of 6-8 weeks duration. The Summer Internship Report (SIR) prepared after the completion of SI shall be assessed in the third Semester as a Skill Enhancement Elective course (SEEC). The SIR will be submitted by the candidates in the manner as specified in the Ordinance.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Examinee

Dr. S. K. Kulkarni

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Second Year

Third Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial*	Practical					
MBAC-301	DSC	Strategic Management	5	1	-	4	80	20	-	100
MBAC-302	DSC	Business Laws	5	1	-	4	80	20	-	100
MBAC-303	DSC	Business Research Methods	5	1	-					
MBAC-304	SEEC	Summer Training Report [#]	-	-	-	2	50	50	-	100
		Open Elective Under CBCS								
	DSE	Major Specialisation -Elective paper-I	5	1	-	4	80	20	-	100
	DSE	Major Specialisation - Elective paper-II	5	1	-	4	80	20	-	100
	DSE	Major Specialisation Elective paper-III	5	1	-	4	80	20	-	100
	DSE	Minor Specialisation -Elective paper-I	5	1	-	4	80	20	-	100

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Summer Internship Report will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Chairman of the Department while for external evaluation, it be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Postgraduate Board of Studies and Research.

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Second Year

Fourth Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAC-401	DSC	Entrepreneurship Development	5	1	-	4	80	20	-	100
MBAC-402	DSC	Indian Ethos and Business Ethics	5	1	-	4	80	20	-	100
MBAC-403	DSC	Supply chain Management	5	1	-	4	80	20	-	100
MBAC-404	DSE	Project Report	5	1	-	4	80	20	-	100
MBAC-405	DSE	Comprehensive Viva-Voce	2	-	-	2	100	-	-	100
		Open Elective Under CBCS								
	DSE	Major Specialisation -Elective paper-I	5	1	-	4	80	20	-	100
	DSE	Major Specialisation - Elective paper-II	5	1	-	4	80	20	-	100
	DSE	Major Specialisation Elective paper-III	5	1	-	4	80	20	-	100
	DSE	Minor Specialisation -Elective paper-I	5	1	-	4	80	20	-	100

Students are required to choose any **three optional** courses from form major specialisation and **one optional** course from minor specialisation. The specialization area opted in 3rd Semester would remain same in 4th semester also.

Project Report (MBAC-404) is elective course for major specialisation in 4th semester. The student can opt MBAC – 404 as a elective paper for major specialisation. The topic of the Project Report (Code MBAC-404) shall be finalized in 3rd semester by a Committee of the faculty members to be constituted by Chairperson of the department after presentation by candidate before the Committee. Project Report will be evaluated by an external examiner appointed by the University on the recommendation of the Postgraduate Board of Studies and Research.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each.

Forwards
Dr. V. K. Srinivas
Dr. S. Srinivas
Dr. Srinivas

SPECIALISATIONS OFFERED IN THIRD AND FOURTH SEMESTERS

Master of Business Administration (MBA) Choice Based Credit System (CBCS) from Session 2018-19

FINANCE:

Third Semester:

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAFNE-311	DSE	Financial Institutions and Markets	5	1	-	4	80	20	-	100
MBAFNE-312	DSE	Security Analysis and Portfolio Management	5	1	-	4	80	20	-	100
MBAFNE-313	DSE	Project Planning and Review	5	1	-	4	80	20	-	100
MBAFNE-314	DSE	Corporate Tax Planning	5	1	-	4	80	20	-	100

Fourth Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAFNE-411	DSE	Financial Derivatives	5	1	-	4	80	20	-	100
MBAFNE-412	DSE	Insurance and Risk Management	5	1	-	4	80	20	-	100
MBAFNE-413	DSE	Corporate Restructuring	5	1	-	4	80	20	-	100
MBAFNE-414	DSE	International finance	5	1	-	4	80	20	-	100

MARKETING

Third Semester:

Master of Business Administration (MBA) Choice Based Credit System (CBCS) from Session 2018-19

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAME-321	DSE	Consumer Behavior	5	1	-	4	80	20	-	100
MBAME-322	DSE	Retail Management	5	1	-	4	80	20	-	100
MBAME-323	DSE	Marketing Research	5	1	-	4	80	20	-	100
MBAME-324	DSE	Rural Marketing	5	1	-	4	80	20	-	100

Fourth Semester:

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAME-421	DSE	Product & Brand Management	5	1	-	4	80	20	-	100
MBAME-422	DSE	Services Marketing	5	1	-	4	80	20	-	100
MBAME-423	DSE	International Marketing	5	1	-	4	80	20	-	100
MBAME-424	DSE	Integrated Marketing Communications	5	1	-	4	80	20	-	100

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HUMAN RESOURCE MANAGEMENT (HRM):
Third Semester:

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAHRE-331	DSE	Organizational Change and Development	5	1	-	4	80	20	-	100
MBAHRE-332	DSE	Cross Cultural Management	5	1	-	4	80	20	-	100
MBAHRE-333	DSE	Performance Management	5	1	-	4	80	20	-	100
MBAHRE-334	DSE	Strategic HRM	5	1	-	4	80	20	-	100

Fourth Semester

Course Code	Nature	Title of Course	Periods			Total Credits	External Marks	Internal Marks	Practical marks	Total Marks
			Lecture	Tutorial	Practical					
MBAHRE-431	DSE	Human Resource Development: Strategies and Systems	5	1	-	4	80	20	-	100
MBAHRE-432	DSE	Industrial Relations and Labor Laws	5	1	-	4	80	20	-	100
MBAHRE-433	DSE	Compensation Management	5	1	-	4	80	20	-	100
MBAHRE-434	DSE	Corporate Leadership	5	1	-	4	80	20	-	100

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Instructions for the conduct of Practical, Comprehensive Viva-Voce, Workshop etc. for Two Year MBA Programme

Conduct of Computer practical, Comprehensive Viva-voce, Workshop etc. wherever applicable, shall be done by a Board of examiners as per provisions in the concerned Ordinances of all programmes of MBA on invitation of the Chairperson of the Department. The external examiner in the concerned course only shall be invited, who is at present working as faculty on permanent basis against sanctioned post, approved by the University having experience of not less than FIVE years in the University or a Institute/ College affiliated to University for the conduct of computer practical, comprehensive viva-voce, workshop etc.

The concerned Chairperson of the Department shall request the examiner at his own level and shall make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Chairperson shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with attendance of the candidates and eligibility proof of examiner duly signed by both the examiner and Chairperson to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Chairperson is also required to make payment of TA/DA and examination remuneration to the examiner on the spot as per University norms and the same will be reimbursed by the University after submitting the bills to the Controller of Examinations duly verified by the concerned Chairperson of the Department.

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SEMESTER- I

Principles of Management
MBAC-101

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize the students with the basic management concepts, and process in the organization.

Unit I-Introduction: Concept, Need for Study, Managerial Functions – An overview; Co-ordination: Essence of Managership; Evolution of the Management Thought: Classical Approach-Taylor, Fayol, Neo-Classical and Human Relations Approaches – Mayo, Hawthorne Experiments, Behavioural Approach, Systems Approach, Contingency Approach – Lawrence & Lorsch, MBO - Peter F. Drucker, Re-engineering - Hammer and Champy.

Unit II- Planning: Types of Plan: An overview to highlight the differences.; Strategic planning: Concept, process, Importance and limitations.; Environmental Analysis and diagnosis (Internal and external environment): Importance and Techniques, Business environment; Concept and Components ;Decision-making: concept, importance; Committee and Group Decision-making, Process, Perfect rationality and bounded rationality, Techniques.

Unit III Organising: Concept and process of organising – An overview, Span of management, Different types of authority (line, staff and functional), Decentralisation, Delegation of authority; Formal and Informal Structure; Network Organisation Structure

Unit IV-Staffing and Leading: Staffing, Motivation, Leadership and Communication.

Unit V- Control: Concept, Process, Limitations, Principles of Effective Control, Major Techniques of control - Ratio Analysis, ROI, Budgetary Control.; Emerging issues in Management

Suggested Readings:

1. Mark V. Cannice, Heinz Wehrich, and Harold Koontz, *Management: An International and Leadership Perspective*, McGraw Hill Education.
2. Stephen P Robbins and Madhushree Nanda Agrawal, *Fundamentals of Management: Essential Concepts and Applications*, Pearson Education.
3. Griffin, *Management Principles and Application*, Cengage Learning
4. Robert Kreitner, *Management Theory and Application*, Cengage Learning
5. Peter F Drucker, *Practice of Management*, Mercury Books, London

Note: Latest edition of text books may be used.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

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Statistical Analysis
MBAC-102

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of the course is to acquaint students with important statistical techniques for managerial decision making. The emphasis will be on their applications to business and economic situations.

Unit I- Introduction to statistics and Data:

Role of Statistics in managerial decision making; Nature of Statistical data and measurement level; scale of measurement; Type of statistical data; classification, tabulation and presentation of data.

Unit II- Measures of Central tendency and Dispersion:

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean. Positional Averages: Mode and Median and other partition. Measures of Variation: absolute and relative, Range, quartile deviation, mean deviation, standard deviation, and their coefficients, Skewness: Meaning, Measurement using Karl Pearson and Bowley's measures; Concept of Kurtosis

Unit III- Correlation and Regression Analysis:

Correlation Analysis: Meaning of Correlation: simple, multiple and partial; linear and non-linear, Correlation and Causation, Scatter diagram, Pearson's co-efficient of correlation; Correlation and Probable error; Rank Correlation. Regression Analysis: Principle of least squares and regression lines, Regression equations and estimation; Properties of regression coefficients; Relationship between Correlation and Regression coefficients; Standard Error of Estimate and its use in interpreting the results.

Unit IV- Index Number and Time Series Analysis:

Index Numbers: Meaning and uses of index numbers; Construction of index numbers: univariate and composite index number; simple aggregative and weighted aggregate index. Time Series Analysis: Components of time series; Trend analysis: Fitting of trend line using principle of least squares – linear, second degree parabola and exponential. Seasonal variations: Calculation of Seasonal Indices using Simple averages, Ratio-to-trend, and Ratio-to-moving averages methods.

UNIT V- Sampling and Hypothesis Testing

Sampling and sampling methods; sampling distribution and its features; law of large numbers; Hypothesis testing: Sampling tests – Large and small Sample tests – Z, T, and F-Test.

Suggested Readings:

1. Vohra N. D., *Business Statistics*, McGraw Hill Education, 2013
2. Levin, Richard, David S. Rubin, HM Siddiqui and Sanjay Rastogi. *Statistics for Management*. 8th ed., Pearson Education, 2017.
3. Gupta, S.C. *Fundamentals of Statistics*. Himalaya Publishing House.
4. Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins, 1994.
5. David M. Levine, Mark L. Berenson, Timothy C. Krehbiel, P. K. Viswanathan, *Business Statistics: A First Course*, Pearson Education.
6. Siegel Andrew F. *Practical Business Statistics*. McGraw Hill Education.
7. Murray R Spiegel, Larry J. Stephens, Narinder Kumar., *Statistics (Schaum's Outline Series)*, McGraw Hill Education.
8. Anderson, Sweeney, and Williams, *Statistics for Students of Economics and Business*, Cengage Learning

Note: Latest edition of the readings may be used

* Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

Managerial Economics
MBAC-103

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this course is to acquaint the students with the application of economics principles, tools and techniques in managerial decision making.

Unit I: Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making. Fundamental economics concepts: Theory of demand and consumer equilibrium-utility and indifference curve approach;

Unit II: Demand Analysis: Demand function; Elasticity of demand and its significance in managerial decision making; Demand forecasting and its techniques.

Unit III: Production Function: Short Run and Long Run Production Analysis, Iso-quant, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Theory of Cost: Traditional and Modern Theory of Cost in Short and Long Runs, Economics of Scale and Economies of Scope, Empirical Estimation of Cost Function; Behaviour of Firm under various market situations: Prisoner's Dilemma – Price and Non-price Competition.

Unit IV: Market Structure: Price and output determination under perfect competition, monopoly, monopolistic competition and oligopoly.

Unit V: Pricing Practices: Pricing of multiple Products, Price Discrimination, International Price Discrimination and Dumping, Transfer Pricing.

Suggested Readings:

1. Craig H. Peterson, W. Cris Lewis, and Sudhir K. Jain's: Managerial Economics – Fourth Edition, Pearson.
2. Gupta G.S.: Managerial Economics, 2nd Edition.
3. Salvatore, Managerial Economics in Global Economy, Thomson Learning.
4. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Koutsoyiannis A., Modern Micro Economics, MacMillan, 2000

Note: Latest edition of the readings may be used.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

J. S. Sharma

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Financial Accounting
MBAC-104

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objectives: *The objective of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.*

Unit I- Introduction: Accounting as an information system, the users of financial accounting information and their needs. Qualitative characteristics of accounting, information, Functions, advantages and limitations of accounting, Branches of accounting. The nature of financial accounting principles, concepts and conventions; Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India. International Financial Reporting Standards (IFRS).

Unit II- Financial Statement Analysis: Meaning of Financial Statement, Preparation of Financial Statement, limitation of financial statement, techniques of financial statement analysis, ratio analysis, fund flow statement. Accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets-change of method.

Unit III-Accounting for Hire-Purchase and Instalment Systems: Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire purchaser for large value items including Default and repossession.

Unit IV-Accounting for Branches: Concept of dependent branches; accounting aspects; debtors system, stock and debtors system, branch final accounts system and whole sale basis system. Independent branches: concept of accounting.

Unit V-Accounting for Company: Meaning and types of company, Types of share and debentures, issue and forfeiture of shares.

Note:

1. The relevant Indian Accounting Standards in line with the IFRS for all the above topics should be covered.
2. Any revision of relevant Indian Accounting Standard would become applicable immediately.

Suggested Readings:

1. Robert N Anthony, David Hawkins, Kenneth A. Merchant, *Accounting: Text and Cases*. McGraw-Hill Education, 13th Ed. 2013.
2. Charles T. Horngren and Donna Philbrick, *Introduction to Financial Accounting*, Pearson Education.
3. J.R. Monga, *Financial Accounting: Concepts and Applications*. Mayur Paper Backs, New Delhi.
4. M.C.Shukla, T.S. Grewal and S.C.Gupta. *Advanced Accounts. Vol.-I*. S. Chand & Co., New Delhi.
5. S.N. Maheshwari, and. S. K. Maheshwari. *Financial Accounting*. Vikas Publishing House, New Delhi.
6. Deepak Sehgal. *Financial Accounting*. Vikas Publishing H House, New Delhi.
7. Goldwin, Alderman and Sanyal, *Financial Accounting*, Cengage Learning.
8. *Compendium of Statements and Standards of Accounting*. The Institute of Chartered Accountants of India, New Delhi

Note: Latest edition of text books may be used.

- * Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Business Environment MBAF-105

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The main objective of this course work is to find out changing pattern of business and make strategy accordingly.

Unit I- Business Environment: Concept of Business Environment and its significance, Elements of environment internal and external; Techniques of environmental scanning and monitoring. Consumerism in India; Consumer Protection Act.1986, Competition Policy and Competition Act. 2002; Business environment challenges.

Unit II- Economic Reforms in India: (LPG)-Liberalization, Privatization and Disinvestment of Public Enterprises, Globalization. Fiscal Policy; Monetary Policy; Problem of NPA in the Banking Sector; SEBI functions, Objectives and Powers;

Unit III- Government-Business Relationship: Roles of government in business; Economic Implications of Indian Constitution- Preamble, Directive Principles of State Policy, Fundamental Rights, Centre-state relationship; Foreign Investment Policy; FEMA 1999.

Unit IV- Small-Scale Industries: Importance, Problems and Policies; Multinational Corporations and its role; EXIM Policy (Latest) RTI Act. 2005, and its salient features.

Unit V- WTO: Origin, Objectives, Organization Structure and Functioning – WTO India. Prominent Economic Groupings and their relevance.

Suggested Readings:-

1. Justin Paul, *Business Environment*, McGraw Hill Education (India) Private Limited
2. Puri and Mishra, *Indian Economy*, Himalaya Publishing House, Mumbai
3. Francis Cherunilam – *Business Environment* – Himalya Publishing House.
4. Aswathappa, K: *Legal environment of Business*, Himalaya Publication, delhi.
5. Chakravarty, S: *Development Planning*, Oxford University Press, Delhi.
6. Ghosh, Biswanath: *Economic environment of Business*, Vikas Pub., New Delhi.

Note: Latest edition of the readings may be used.

* Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

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Business Communication
MBAE-106

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The main objective of the course to equipping the students with the necessary techniques and skills of communication to inform others inspire them and enlist their activity and willing cooperation in the performance of their jobs.

Unit I-Introduction- Meaning, role, functions and importance of communication in Business Organisations; Communication Process; Principles of Business Communication; Barriers to Communication and strategies to overcome the barriers; Reading skills; Listening skills.

Unit II- Types of Communication- Formal and Informal communication, Verbal and Non-verbal communication, Oral and Written communication.

Unit III- Business Letters- Format and layout of business letter, Types of business letters; Internal Communication- Circulars, Memos, Office notes, Representations, Reminders, Employee Newsletters,

Unit IV-Interactive Communication- Meetings, Conferences, Interview & Group Discussion, Public Speech; Presentation skills; Cross cultural communication- Problems of cultural differences; Techniques of communicating across cultures; Role of technology in communication, Electronic communication.

Unit V-Report Writing- Types of reports, Essentials of good report writing, steps in report writing, Synopsis writing, preparing a resume.

Suggested Readings:

1. Courtland L. Bovee, John V. Thill & Roshan Lal Raina, *Business Communication Today*, Pearson Education, 13 ed, 2016.
2. Shirley Taylor, *Communication for Business: A Practical Approach*, 4th Ed. Pearson Education
3. Raymond V. Lesikar & Marie E. Flatley, *Basic Business Communication*, McGraw- Hill Publishing Co. Ltd.
4. Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas. *Effective Business Communications*, 7th Ed. McGraw-Hill.

Note: Latest edition of the readings may be used.

* Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Asst. Prof.

MBAE-107

Computer Applications for Business

Theory Exam: 60
Practical Exam: 20
Internal Assessment: 20
Total Marks: 100

Objective: The main objective of this course work is to provide basic knowledge of computer with its practical application in business.

Unit I- Introduction:

- a) **Personal Computer:** PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; factors influencing PC performance; PC as a virtual office.;
- b) **Computer Hardware:** computer system as information processing system; Computer system differences- types of computer systems, hardware options CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

Unit II- Word Processing: Introduction and working with MS-Word in MS Office; basic commands in word: formatting, section break, header footer, page border, handling picture, automatic table content, automatic list of tables and figures, footnote and endnote, comment and track changes, bibliography.

Unit III-

- a) **Modern Information Technology:** Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia;
- b) **MS Excel:** Working with excel- data entry in MS excel, making pivot table, charts and graphs, functions- mean, median, mode, standard deviation in excel, correlation and regression, ANOVA.

Unit IV- Introduction to Operating systems: Software needs, operating systems, application software's, programming languages; DOS; Windows- window explorer, print manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNLX.

Unit V-Presentation with Power-Point: creating presentations the easy way, inserting chart and tables, inserting hyperlink, Introduction to Statistical Packages (SPSS): Managing data, Graphs, Frequencies and descriptive Statistics.

Practical

- Solving business problems using MS-Word, MS-Excel, MS-Access.
- Making pivot table, charts and graphs, functions- mean, median, mode, standard deviation in excel, correlation and regression, ANOVA.

Suggested Readings:

1. Pradeep K Sinha, (2010) *Computer Fundamentals*, Bpb Publications

2. Bajaj, Kamlesh K and Debjani Nag: *E-commerce – The Cutting Edge of Business*, Tata McGraw Hill (P) Ltd., New Delhi.
3. Greenstein, *Electronic Commerce*, Tata McGraw Hill, New Delhi
4. Leon, Alexis, *Fundamental of Information Technology*, Vikas Publication House (P) Ltd., New Delhi
5. Mansfield, Ron, *The Compact Guide to Microsoft Office*, BPB Publication, Delhi.
6. Norton, Peter: *Introduction to Computer 4/E*, Tata McGraw Hill (P) Ltd., New Delhi.

Note: Latest edition of the readings may be used.

* Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

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SEMESTER- II

Organizational Behaviour
MBAC-201

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The main objective of this paper is to make the students familiarize with the human behavior in an organization.

Unit I- Organisational Behaviour: Concepts and Significance; Human Relations and Organisational Behaviour – Historical Development of Organisational Behaviour; Meaning and of Organisational Behaviour; Features of OB; Contributing Disciplines to OB; Emergence of HR and OB, Approaches to Organisational Behaviour; Scope of OB; Basic concepts of OB; Determinants of Organisational Behaviour; Significance of OB.

Unit II-

- a) **Personality:** Concept of personality; Major Determinants of Personality; Biological Contribution; Socialization; Culture; Situational Factors; Major Personality Attributes influencing Organisational Behaviour; Theories of Personality;
- b) **Attitude:** Meaning, components, functions, formation, changing of attitude, prejudice and attitude.

Unit III-

- a) **Perception:** Nature and Importance of Perception, Meaning, and process of Perception Perceptual Selectivity; Factor affecting Perception Distortion in Perception; Managerial Implications of Perception;
- b) **Learning:** Theories of Learning; Modeling; Shaping Behaviour; Learning and Organisational Behaviour.

Unit IV-

- a) **Group Dynamics:** Meaning; Components of Group Dynamics; Group Norms; Group Role; Group Status; Group Size; Group Leadership; Group Composition; Proxemics and Group Dynamics;
- b) **Group Cohesiveness:** Determinants and Consequences of Group Cohesiveness; Relationship between Group Cohesiveness and Productivity.

Unit V-

- a) **Transactional Analysis:** Introduction; Concept of T.A.; Scope of Transactional Analysis; Analysis of Self-awareness; Analysis of Ego States; Analysis of Life Positions; Analysis of Games; Analysis of Stroking, Benefits of Transactional Analysis;
- b) **Organisational Conflict:** types of conflict Dynamics and management; sources patterns.

Suggested Readings:

1. Robbins, Stephen P., Tim Judge, and Katherine Breward. *Essentials of organizational behavior*, Pearson, Prentice Hall.
2. Luthans, Fred, *Organizational Behaviour*, Irwin McGraw-Hill International edition, 8th ed.
3. Newstrom, J.W., *Organizational Behavior*, New Delhi: McGraw-Hill.
4. McShane, L., & Gilnow, M. V., *Organizational Behaviour*, New Delhi: McGraw-Hill.
5. Greenberg, Jerald and Baron, Robert A., *Behaviour in Organizations*, Prentice-Hall of India Private Ltd., New Delhi, 2003, 8th Ed.
6. Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson. *Management of Organizational Behavior*, 10th Ed.

Note: Latest edition of the readings may be used.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

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Operation Research
MBAC-202

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: To familiarize the students with major operation research techniques and to equip them to make optimal managerial decisions.

Unit I

- a) **Operations Research:** Nature, scope, and applications;
- b) **Linear Programming:** Mathematical formulation, Graphical Method and Simplex Method of Solving LP problem; Special cases: Infeasible Solution, Degeneracy, Unboundedness, and Multiple-Optimal Solutions; Sensitivity analysis; Duality; Business applications of linear programming

Unit II

- a) **Transportation Technique:** Major methods of finding initial basic feasible solution, Stepping-stone and MODI methods for finding optimal solution; Special cases of transportation problem;
- b) **Assignment Problem:** Algorithm, Special cases,

Unit III- Inventory Control: Concept, functions, and significance of inventory; major decisions; relevant costs; Classical EOQ Model: limitations, extensions of the classical EOQ model; gradual receipt; application of EOQ model in production process; quantity discount; Planned stock-out; Re-order level; ABC analysis.

Unit IV

- a) **Queuing Theory:** Introduction; Structure of queuing system; characteristics of M/M/1 queuing model; Applications of queuing theory;
- b) **Game Theory:** Concept of game; 'two-person', 'zero-sum' games; pure and mixed strategy games; rule of dominance; major methods of solving game theory problems; Limitations and applications of game theory.

Unit V Project Management:

PERT and CPM and their applications, PERT/Cost; Resource leveling.

Suggested Readings:

1. Vohra, N.D; *Quantitative Techniques in Management*; MacGraw hill., New Delhi.
2. Anderson, Sweeney and Williams, *Quantitative Methods for Business*, Thomson learning.
3. Frederick Hiller and Gerald Lieberman, *Operations Research*, Tata MacGraw Hill, New Delhi.
4. Hamdy A. Taha, *Operations Research: An Introduction*, 10th Ed, Pearson Education.

Note: Latest edition of text books may be used.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

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Management Accounting
MBAC-203

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of the course is to enable students to acquire Knowledge of concepts, and techniques of management accounting and to make the students develop competence for their usage in managerial decision making and control.

Unit I- Introduction: Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management; Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

Unit II- Standard Costing: Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances, Disposition of Variances, Control Ratios.

Unit III-Marginal Costing: Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

Unit IV- Decision Making: Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/ export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing

Unit V- Contemporary issues: Responsibility Accounting: Concept, Significance, Different Responsibility Centres, Divisional Performance Measurement: Financial and Non-Financial measures. Transfer Pricing Value Chain analysis; Activity Based Accounting; Target and Life Cycle Costing.

Suggested Readings:

1. Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg. *Introduction to Management Accounting*, Pearson Education.
2. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. *Management Accounting*. Dorling Kindersley (India) Pvt. Ltd.
3. Ronald W. Hilton and David E. Platt. *Managerial Accounting: Creating Value in a Global Business Environment*, McGraw Hill Education.
4. Arora, M.N. *Management Accounting*. Vikas Publishing House, New Delhi.
5. Maheshwari, S.N. and S.N. Mittal. *Management Accounting*. Shree Mahavir Book Depot, New Delhi.

Note: Latest edition of text books may be used.

* Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

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Financial Management
MBAC-204

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of this paper is to familiarize and acquaint the students with the analytical techniques that are used for taking decisions regarding financial matters in business.

Unit I- Introduction: An Overview and Goals of financial Management, Finance Functions, Interface between Finance and Other Business Functions, Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of Firm, Capitalization. Time Value of Money: Future Value, Present Value.

Unit II- Cost of Capital and Leverage: Meaning of Cost of Capital, Cost of Different Sources of Finance Weighted Average Cost of Capital. Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage.

Unit III- Capital Structure and Dividend Policy: Introduction Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure. Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends; Legal, taxes and procedural aspects of dividends.

Unit IV- Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Proposals, Capital Budgeting Process, Investment evaluation, Appraisal Criteria. Risk Analysis in Capital Budgeting, Capital Rationing.

Unit V- Working Capital Management: Concept of working Capital, Determinants and Issues in working capital Management; Estimating Working Capital Requirement; Cash Management, Receivable Management and Inventory Management, Working Capital Finance.

Suggested Readings:

1. Van Horne, James C. & Dhamija, Sanjay. *Financial Management and Policy*, Pearson, 12th ed, 2012 (Reprint 2016).
2. Ross, Stephen A. , Jaffe, Jeffrey and Kakani, Ram Kumar , *Corporate Finance*, 10th ed, McGraw Hill, 2014
3. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill, 6 th Ed.
4. Damodaran, A, "*Corporate Finance: Theory and Practice*". John Wiley & Sons, 2 nd Ed., 2001
5. Prashna Chandra: *Financial Management*, McGraw Hill.
6. Pandey, I.M: *Financial Management*, Vikas Publication.
7. Khan, M.Y. and P.K.Jain, *Financial Management: Text and Problems*, McGraw Hill

Note: Latest edition of the readings may be used

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

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Marketing Management
MBAC-205

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objectives: The objective of this paper is to familiarize with marketing management concepts and components of marketing.

Unit I-Introduction: Nature and significance of marketing, marketing management, evolution marketing. Marketing management orientation "the production concept, product concept, selling concept, selling v/s marketing, societal marketing concept and holistic marketing. Marketing mix. Marketing environment in India.

Unit II- Identifying and selecting market:

- Consumer Behaviour: determinants of consumer behavior. Consumer buying decision making process;
- Market segmentation: basic of market segmentation, Market targeting and positioning;
- Marketing research and Marketing information.

Unit III-Product Decision: Product Classification, Product mix strategy. Branding, packaging and labeling Product support services, New product development process. Product life cycle. Marketing of services

Unit IV-Pricing and distribution decision:

- Pricing decision: Price determination Method pricing strategies, free determination;
- Distribution channels and physical distribution decision. Selecting, management of distribution channels, distribution logistics. Retailing and wholeselling.

Unit V- Production:

- Production decision:** Production mix. Advertising, Personal selling, public relation and publicity, and sales promotion;
- Contemporary issues in marketing:** consumer protection, social marketing, Rural marketing, Online marketing, Social and Ethical aspects of marketing.

Reading Suggestion:

- Philip Kotler, Gary Armstrong, and Professor Agnihotri, *Principle of Marketing*, 17th ed. (2018) Pearson Education, Inc. (USA), Indian edition by Pearson India Educational Services, Noida.
- Michael J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing*, 14th ed. (2007) Spl. Indian edition, 10th reprint (2015), McGraw Hill Education, New Delhi.
- William D. Perreault, Jr., and E. Jerome McCarthy, *Basic Marketing: A Global- Managerial Approach*, 15th ed. (2006), Special Indian edition, 8th reprint (2015), McGraw Hill Education, New Delhi.
- Dhruv Grewal and Michael Boker, *Marketing*, 5th ed. (2017), McGraw Hill Education, New Delhi.
- William G Zikmund and Michael D. Amico, *Marketing*, 7th ed. (2001).
- Louis E Boone and David L. Kurtz, *Contemporary Marketing*, 15th ed., Cengage Learning, Delhi.

Note: Latest edition of text books may be used.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

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Human Resources Management
MBAC-206

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objectives: The objective of this paper is to acquaint the students with Human Resource Management concepts and terms.

Unit I-Introduction: Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System

Unit II- Acquisition of Human Resource: Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Recruitment – Concept and sources; Selection – Concept and process; test and interview; placement and induction

Unit III- Training and Development: Concept and Importance; Identifying Training and Development Needs; Designing Training Programs; Role-Specific and Competency-Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.

Unit IV- Performance Appraisal: Nature, objectives and importance; Modern techniques of performance appraisal; potential appraisal and employee counseling; job changes - transfers and promotions; compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

Unit V- Maintenance of Human Resource: Employee health and safety; employee welfare; social security; Employer-Employee relations- an overview; grievance-handling and redressal; Industrial Disputes: causes and settlement machinery.

Suggested Readings: -

1. Robins A. David, *Human Resource Management*, Prentice Hall of India, New Delhi.
2. Flippo, Edwin B, *Principles of Personnel Management*, McGraw Hill Book Co. New York,
3. Ganguli, H.C., *Industrial Productivity and Motivation*, Asia Publishing House, Bombay.
4. Yoler, Dale, *Personnel Management and Industrial Relations*, Prentice Hall of India, New Delhi.
5. Bowley, AM Handbook, *Salary and Wage System*, Grover press, Esses.
6. Tracy, W.R., *Designing, Training and Development Systems*, American Management Association, New York.
7. Yoder, D. Maheman, H.G. Turnbule J.G. and Stone, C. Handbook, *Personnel Management and Industrial Relations*, McGraw Hill Book Co. New York.
8. Rao. P. Subba, *Essentials of Human Resource Management*, Himalaya Publishing House, Bombay.
9. Memoria, C.B. *Personnel Management*, Himalaya Publishing House, Bombay.
10. *Indian Journal of Industrial Relations*, Shri Ram Center for Industrial Relations, New Delhi.
11. *Industrial Relations*, Institute of Industrial Relations, University of California, Berkley, California.

Note: Latest edition of the readings may be used.

* Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Production and Operations Management
MBAC-207

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Course objective: The objective is to get the students acquainted with the design aspects of operations and material management and to develop relevant skill.

Course Contents:

Unit-I: Introduction: Objectives, Functions & Scope, types of production systems, operations strategy; Facility Planning, Factors Affecting Plant location & plant layout; Tools and Techniques used for Plant Layout Plannings. Types of characteristics of manufacturing, service system and operation strategies.

Unit-II: Production Planning and Control Process Planning, Aggregate Production Planning, Capacity Planning: Introduction, Capacity Planning; Product Design, and Development; Project Scheduling: Critical Path Method (CPM), and PERT, Sales forecasting, Forecasting system- Qualitative & Quantitative methods.

Unit-III: Materials Management - Concepts, Objectives, Functions, Materials Requirement Planning (MRP)-I, Materials Requirement Planning (MRP)-II Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis – Concepts

Unit-IV: Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance, Kanban System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts.

Unit- V: Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT),

Suggested Readings: -

1. R. Paneerselvam, Production & Operations Management; PHI; New Delhi.
2. Mahadevan, B.; Operations Management – Theory and Practice; Pearson Education; New Delhi
3. Bedi, Production & Operations Management, 2/e, Oxford University Press.
4. R.S. Russell, and B.W. Taylor, Operations Management, Pearson Education
5. Gaither, Norman & Frazier, Greg; Operations Management; Thomson Learning; New Delhi
- 6.
7. Krajewski, Lee J. & Ritzman, Larry P.; Operations Management – Processes and Value Chains; Pearson Education; New Delhi
8. K. N. Dervitsiotis, Operation Management, McGraw-Hill International Company.
9. Bedi, kanishka, Production and operation management, Oxford University press.

Note: Latest edition of the readings may be used.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

SEMESTER- III

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Compulsory Papers

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Strategic Management
MBAC-301

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of the course is to help the student in strategy making process in an organization.

Unit I-Introduction: Role and concept of strategy; Strategic management process; Approaches to strategic decision making; Components of business policy; Strategic role of board of directors & top management. Strategic intent

Unit II-Environmental Analysis: Analysis of broad environment: Environmental profile; Constructing scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond framework; Analysis of operating environment - Michael Porters model of industry analysis; Strategic group analysis; Analysis of internal environment- Resource audit; Resource Based View (RBV); Core and distinctive competencies; Sustainable competitive advantage and transient competitive advantage.

Unit III-Strategic Choices: Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael porters' competitive strategies and cooperative strategies. Evaluation of strategic alternatives – Product portfolio models (BCG matrix, GE Matrix, etc.)

Unit IV-Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner-up firms and weak businesses.

Unit V-Strategic Issues and Alternatives in Globally Competitive Markets: Why & how firms internationalize; International entry options; Outsourcing strategies; Strategy implementation and control: Interdependence of formulation and implementation of strategy; Issues in strategy implementation-Planning and allocating resources; Organization structure and design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

Suggested Readings:

1. Davidson, W. H. (2013). *Global Strategic Management*. John Wiley, New York.
2. Frynas, J. G. & K., Mellahi (2014). *Global Strategic Management*. Oxford University Press.
3. Department of Commerce, University of Delhi
4. Ghemawat, P. (2017). *Strategy and the Business landscape*. Pearson Publishers
5. Hill, Charles W. L. & Jones, R. G. (2012). *Strategic Management: An Integrated Approach*. Cengage Learning, India.
6. Hitt, Michael A., Ireland, R. D., Hoskisson, Robert, E. & S., Manikutty (2016). *Strategic Management: A South- Asian Perspective*. Cengage Learning, India
7. Thompson, Arthur A. & A., J. Strickland (2012). *Strategic Management*. McGraw Hill.
8. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. & Charles, E. Bamford (2017). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. Pearson Education.

Additional Readings:

1. Harnel & Prahlad. Strategic Intent. Harvard Business Review. May June 1989,63-76
2. Porter, Michael E. How Competitive Forces Shape Strategy. Harvard Business Review. Nov-Dec 1996,61-78
3. Porter, Michael E. *What is Strategy*. Harvard Business Review. May June, 1989, 63-76

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Business Law
MBAC-302

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The objective of the course is to impart basic knowledge of the important business legislation along with relevant case law.

Unit 1: The Indian Contract Act, 1872: General Principles of Contract; Contract – meaning, characteristics and kinds, Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, free consent, legality of objects, Void agreements, Discharge of a contract – modes of discharge, breach and remedies against breach of contract, Contingent contracts, Quasi - contracts

Unit 2: The Indian Contract Act, 1872: Specific Contracts; Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency.

Unit 3: The Sale of Goods Act, 1930; Contract of sale, meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of ownership in goods including sale by a non-owner, Performance of contract of sale, Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

Unit 4: Partnership Laws

- A. **The Partnership Act, 1932;** Nature and Characteristics of Partnership, Registration of a Partnership Firms, Types of Partners, Rights and Duties of Partners, Implied Authority of a Partner, Incoming and outgoing Partners, Mode of Dissolution of Partnership
- a) **The Limited Liability Partnership Act, 2008; An Overview;** Salient Features of LLP, Differences between LLP and Partnership, LLP and Company, LLP Agreement, Partners and Designated Partners, Incorporation Document, Incorporation by Registration, Partners and their Relationship

Unit 5: The Negotiable Instruments Act 1881; Meaning, Characteristics, and Types of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque, Holder and Holder in Due Course, Privileges of Holder in Due Course, Negotiation: Types of Endorsements, Crossing of Cheque, Bouncing of Cheque

Suggested Readings:

1. M.C. Kuchhal, and Vivek Kuchhal, *Business Law*, 5th ed, Vikas Publishing House, New Delhi, 2017.
2. Avtar Singh, *Business Law*, Eastern Book Company, Lucknow.
3. Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning
4. SN Maheshwari and SK Maheshwari, *Business Law*, National Publishing House, New Delhi.
5. Sushma Arora, *Business Laws*, Taxmann Publications.
6. Akhileshwar Pathak, *Legal Aspects of Business*, McGraw Hill Education, 6th ed.
7. P C Tulsian and Bharat Tulsian, *Business Law*, McGraw Hill Education

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

Business Research Methods
MBAC-303

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The aim of this paper is to equip the students with the know how's of research methodology and to acquaint them with statistical tests and research survey processes.

Unit-I: Introduction to Business Research: Meaning, Definition, Characteristic, Objectives and Significance of Research in Business; Different Approaches to Research, Types of Business Research, The Research Process, Role of Research in Management,

Unit-II: Research Problem, Hypothesis Formulation and Design: Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation).

Unit III: Sampling Design and Measurement Techniques: The Sampling and sampling methods; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.

Unit-IV: Collection and Analysis of Data: Primary and secondary sources of data Processing of Research Data – Editing, Coding, Classification and Tabulation. Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics – law of large number and central limit theorem; sampling distribution and their characteristics, Hypothesis testing; large and small sample tests; chi-square and other non-parametric tests.

Unit V: Business Research Report: Importance of the Report & Presentation; Business Report Format; Contents, Report format, and Oral Presentation; Research and Business Decision Making. Use of SPSS and other software in Business Research (Case Study is compulsory in all Units)

Suggested Readings:

1. Cooper and Schindler and JK Sharma; Business Research Methods'; Mc Graw Hill.
2. Saunders; Research Methods for Business students'; Pearson Education.
3. Malhotra, Naresh K.: Marketing Research an Applied Orientation, 5th ed, Pearson.
4. Zikmund, Babin, Carr, Adhikari and Griffin: Business Research Methods, 8th ed, Cengage Learning.

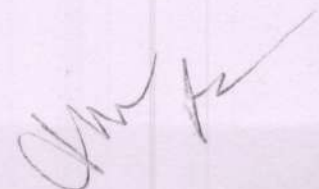
* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit*

Summer Training Report
MBAC-304

External Marks: 50
Internal Marks: 50

Objective: It gives an opportunity to observe and feel the working environment of industries. Learning by observing and doing is the main objective of Summer Vacation Training (SVT). Exposure to real work life experiences helps to develop the application part of the class room teaching. Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training of 8 weeks duration. The Summer Training Report prepared after the completion of SVT shall be assessed in this Semester as a compulsory course. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

- * *Internal evaluation will be based on seminar presentation by the student on Summer Vacation Training (SVT) before a Committee of the faculty members to be constituted by Chairperson of the Department.*



Specialization Finance

AK *K*

Financial Institutions and Markets MBAFNE-311

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: The purpose of this paper is to impart broad knowledge of the financial institution and markets. The paper will provide the students an understanding of the inter-linkages and regulatory framework within which the system operates in India.

Unit I- Introduction: Nature and role of financial system; Meaning constituent and the instrument of Financial markets; Financial market in economic development; Contours of Indian Financial markets

Unit II-Capital Market and Money Market: Capital Market: primary and secondary, Capital market; Government securities market; recent development in Indian Capital Market; SEBI: Role and Functions, Money Market: New Issue market: An conceptual framework and an evaluation, Debt Market.

Unit III- Development Financial Institutions: Concept, objectives and functions of DFI's; Operational and promotional activities of DFI's. Non banking financial Companies (NBFCs); An overview, IFCI, ICICI, IDBI, IRBI, SIDBI, DFI's.

Unit IV- Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines & regulations, Merchant Banking, Investment Banking.

Unit V

- a) **Mutual Funds:** Concept, performance appraisal and regulation of mutual funds; Designing and marketing of mutual fund schemes; mutual fund schemes in India.
- b) **Financial Service Institutions:** Clearing Corporation India limited, CRISIL, ICRT, and Standard and Poor's.

Suggested Readings:

1. Bhole, L.M., *Financial Institutions and Markets: Structure, Growth And Innovations*, McGraw Hill 5th Edition, Delhi.
2. Avdhani : *Investment and Securities Markets in India*, Himalaya Publications, Delhi.
3. Khan, M.Y: *Indian Financial System*, McGraw Hill, Delhi.
4. Vashney, P.N., *Indian Financial System*, Sultan Chand & Sons, New Delhi
5. Srivastava R.M., *Management of Indian Financial Institution*; Himalaya Publishing House, Mumbai.
6. Clifford Gomez, *Financial Markets, Institutions and Financial Services*, Prentice Hall of India, 2008.
7. Reserve Bank of India, *Various Reports*, RBI Publications, Mumbai.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Security Analysis and Portfolio Management

MBAFNE-312

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objectives: The objective of this course is to impart knowledge to students regarding the theory and practice of security analysis and portfolio management.

Course Contents:

- UNIT-I:** Introduction to investment and securities: Investment meaning, Investment Process. Types of investment alternatives: Security and Non-security forms of investment; real estate investment; investment instruments of the money market; Analysis of Risk and Return of Securities: Risk and risk measurement; return and valuation of bonds, stock and preference share.
- UNIT-II:** New Issue Market; Listing of Securities; Secondary market; Stock market indices
- UNIT-III:** Phases of Security Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis Theory.
- UNIT-IV:** Portfolio construction: Traditional and Modern approaches; Markowitz Portfolio Theory: Assumptions, Explanation and Limitations; Sharpe Single Index Model: assumptions, explanation and limitations; Capital Asset Pricing Model (CAPM): assumptions, explanation and limitations; and Arbitrage Pricing Theory: assumptions, explanation and limitations.
- UNIT-V:** Portfolio Revision- Meaning, Need and Constraints. Formula Plans: meaning and types. Portfolio Performance Evaluation: Meaning and Measures, Sharpe, Treynor, Jenson and Fama measures.

Suggested Readings:

1. Fisher, Donald E. and Jordan, Ronald J.: *Security Analysis and Portfolio Management*, PHI of India, New Delhi. 6th Ed.
2. William Sharpe, Gordon J. Alexander, and Jeffrey W Bailey : *Investment*, Prentice Hall; 6 edition, 1998.
3. Pandian: *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.
4. Fuller, Russell J. and Farrell, James L: *Modern Investment and Security Analysis*. New York, McGraw Hill.
5. Alexander, Gordon J. and Bailey, Jeffery V.: *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning, Bombay.
6. Chandra Prasanna : *Investment Management*, McGraw Hills.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Project Planning and Review MBAFNE-313

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objectives: The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents:

- UNIT-I:** Generation and Screening of Project Idea; Capital Expenditure; Importance and key issues;
- UNIT-II:** Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections; Financing of Projects.
- UNIT-III:** Analysis of Project Risk: Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints;
- UNIT-IV:** Network Techniques for Project Management; Project Review and Administrative Aspects; Assessment of the Tax Burden;
- UNIT-V:** Environment Appraisal of Projects; Human aspects of Project Management. Project Financing: BOT, PPP and consortium financing.

Suggested Reading

1. Bhalla, V.K.: Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
2. Chandra, Prasanna: Projects: Preparation, Appraisal, 9th ed, New Delhi, McGraw Hill, 2009.
3. Sanjeev Marwah, Project Management, Wiley India 2016 (Reprint 2018).
4. Prasanna Chandra, Project: Planning analysis, selection, financial, implementation and review, McGraw Hill, 2009, 8th ed.

For relevant chapters:

1. Van Horne, James C. & Dhamija, Sanjay. *Financial Management and Policy*, Pearson, 12th ed, 2012 (Reprint 2016).
2. Pandey, I.M: *Financial Management*, Vikas Publication.
3. Khan, M.Y. and P.K. Jain, *Financial Management: Text and Problems*, McGraw Hill

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit,*

Corporate Tax Planning

MBAFNE 314

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Course Objective

The objective of the course is to familiarize the participants with conceptual understanding of Corporate Tax Planning practices in Indian context.

Unit I-Introduction: An overview of corporate tax, rationale of corporate tax, need for tax planning, tax management, tax evasion, tax avoidance, corporate tax in India; Types of companies, residential status of companies and tax incidence: tax liability and minimum alternate tax: tax on distributed profits.

Unit II-Tax planning-1: Tax planning with reference to setting up of a new business: locational aspect, nature of business, form of organization;
Tax planning with reference to financial management decision, capital structure dividend including deemed dividend and bonus shares;
Tax planning with reference to sale of scientific research assets

Unit III-Tax planning-2: Tax planning with reference to specific management decision-Make or buy; own or lease; repair or replace
Tax planning with reference to employee's remuneration.
Tax planning with reference to receipt of insurance compensation.
Tax planning with reference to distribution of assets at the time of liquidation.

Unit IV-Special provisions relating to non-residents:

Double taxation relief; provisions regulating transfer pricing; advance rulings; advance pricing agreement.

Unit V-Tax planning with reference to business restructuring:

Amalgamation, mergers, demerger, slump sale, conversion of sole proprietary concern/partnership firm into company, conversion of company into LLP, transfer of assets between holding and subsidiary companies.

Suggested Readings:

1. Vinod K. Singhania and Monica Singhania, Corporate Tax Planning. Taxmann Publications Pvt. Ltd., New Delhi.
2. Girish Ahuja and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi.
3. Shuklendra Acharya and M.G. Gurha. Tax Planning under Direct Taxes. Modern Law Publication, Allahabad.
4. D.P. Mittal, Law of transfer Pricing. Taxmann Publications Pvt. Ltd., New Delhi.
5. IAS-12 and AS-22.
6. T.P. Ghosh, IFRS. Taxmann Publications Pvt. Ltd., New Delhi.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Specialization Marketing

W. G. K.

Consumer Behaviour MBAME- 321

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objectives: This course aims at sensitizing towards Behaviour that consumers display prior to, during and after purchase. The same is of utmost importance for the budding managers to understand as all the modern day corporate policies, directly or indirectly, are framed keeping in mind the ultimate customers.

Course Contents:

- UNIT-I:** The Field of Consumer Behaviour: Meaning, Nature and Scope, Historical Development, Contributing Disciplines and Consumer Behaviour and Marketing Strategy.
- UNIT-II:** Consumer Involvement and Decision Making: A framework for consumer decision making process and its marketing implications.
- UNIT-III:** Internal Influences on Consumer Behaviour: The Concept of Motivation and Its Marketing Implications; Concept of Personality and Its Marketing Implications; The Concept of Perception and Its Marketing Implications; The Concept of Learning and Its Marketing Implications; Attitude Formation and Change
- UNIT-IV:** External Influences on Consumer Behaviour: Cultural, Sub-Cultural and Social Class Influences on Consumer Behaviour; Reference Groups and Their Influence on Consumer Behaviour; Family Influence on Consumer Behaviour; Opinion Leadership and Its Influence on Consumer Behaviour; Consumer Influence and Diffusion of Innovation
- UNIT-V:** Consumerism: Introduction, Reasons behind rise of consumerism, The Indian Consumer, Consumerism in India, the Consumer Protection Act, 2019.

Suggested Readings

1. Schiffman; Joe, Wisenblit; S. Ramesh, Kumar, *Consumer Behaviour*, Pearson, 12th ed, 2018.
2. Blackwell, R.D, Miniard, P.W and J F Angel, *Consumer Behaviour*, Cengage Learning India Pvt. Ltd., 11th ed.
3. Louden and A Della, *Consumer Behaviour*, McGraw Hill, 11th ed.
4. Peter, J. P and J.C Olson, *Consumer Behaviour and Marketing Strategy*, Mc Graw Hill, 2009.
5. Henderson, S, *Consumer Behaviour in theory and in Action*, John Wiley and Sons.
6. Assael, H, *Consumer Behaviour- A Strategic Approach*, Houghton Mifflin, 2004.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Retail Management MBAME-322

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: This nascent area vows to dominate the arena of consumer exchange with a glorious pace. The paper aims to equip the participants with the needful academic package so as to make them truly conversant with the dynamics of retail marketing.

UNIT-I: An Introduction to Retailing: Retailing- Meaning, Scope and importance of retailing in the economy. Retailer's role in the distribution channel, functions performed by retailers, types of retailers, non-store retail formats, services retailing, Types of ownership.

UNIT-II: Store Layout and Floor Management: Principles of store layout, Types of design, Grid Layout, Race track layout, Free form layout, Feature areas, End caps, Promotional aisle, Free standing fixtures and Mannequins, Windows. Types of displays.

UNIT-III: Merchandise Presentation Techniques: Location of Departments, Location of Merchandise within departments, Idea oriented presentation, Style oriented presentation, Colour presentation, Price lining, Visual merchandising, Frontal presentation, Fixtures.

UNIT-IV: Retail Pricing Strategy: External factors affecting a retail price strategy, Developing a retail price strategy, Retail objectives and pricing, Broad pricing policy, Price strategy, Implementation of price strategy, Price adjustments.

UNIT-V: Retail Communications: Using communication programmes to develop brands and build customer loyalty, Methods of communicating with customers, Planning the retail communication process.

Suggested Readings:

1. Berman Barry, Evans Joel R, Mini Mathur.: —Retail Management A Strategic Approachll, Pearson.
2. Chetan Bajaj, Rajnish Tuli, Nidhi Srivastava: —Retail Managementll, Oxford.
3. Piyush Kumar Sinha, Dwarika Prasad Uniyal: Managing Retailing, Oxford
4. Srini. R. Srinivasan: Strategic Retail Management, Biztantra
5. Levy, Weitz: Retail Management.
6. Gilbert David: Retail Management.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Marketing Research MBAME-323

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objectives: The purpose of this course is to enable students learn the process, tools and techniques of marketing research.

Course Contents:

- UNIT-I:** Introduction to Marketing Research, Importance, nature and scope of marketing research; marketing information system and marketing research; Marketing research process, Ethical issues in MR.
- UNIT-II:** Problem Identification and Research Design: Problem identification and definition:
Development of a research proposal: Types of research designs.
- UNIT-III:** Data Resource: Secondary data sources and usage; Online data sources; Primary data collection methods - Questioning techniques, online surveys, observation method; Questionnaire preparation. Attitude measurement and scaling techniques - elementary introduction to measurement scales.
- UNIT-IV:** Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organization of field work and survey errors - Sampling and non - sampling errors.
- UNIT-V:** Data Analysis: Hypothesis testing, tests of significance (Parametric & non - parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Marketing Research Applications: Product research; Advertising research; Sales and Market research.

Suggested Readings:

1. Churchill, Gilbert. A: *Basic Marketing Research*, Dryden Press, Boston.
2. Chisnall, peter M: *The Essence of Marketing Research*, Prentice Hall, New Delhi.
3. Green Paul E. Donald S. Tull and Gerald Albaum: *Research for Marketing Decision*, Prentice Hall, New Delhi.
4. Luck, D.J.: *Marketing Research*, Prentice Hall, New Delhi.
5. Tull, Donald and Hawkin, Del: *Marketing Research: Measurement and Method*, Prentice Hall, New Delhi.
6. Beri, G.C.: *Marketing Research*, McGraw Hill, New Delhi.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

Rural Marketing MBAME-324

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Objective: Course objective is to acquaint students with the complexities of Marketing in Rural Areas along with marketing of agricultural produce in Indian context.

Course Contents:

- UNIT-I:** Rural Marketing- Definition, Nature and Scope. Rural Markets- characteristics, importance and challenges & potential in rural markets.
- UNIT-II:** Rural Marketing environment. Understanding rural consumers- buying behavior models, factors affecting consumer behavior, buying process. Rural Markets and STP (Segmenting, Targeting and Positioning).
- UNIT-III:** Rural Marketing Mix: Product strategy- product concepts and classification, new product development, product life cycle, packaging and branding in rural India. Pricing strategy- objectives, factors affecting pricing, methods of pricing.
- UNIT-IV:** Communication strategy- objectives, methods and challenges in rural communication. Rural Distribution strategy- distribution channels and organizing personal selling in rural markets. Role of IT in rural marketing(e-Choupals)
- UNIT-V:** .Agricultural Marketing; concept, process and functions, types of agricultural markets, methods of sale, problems of agricultural marketing, Role of Central and State Governments Institutions and organizations in agricultural marketing. Agricultural Price Commission. Nature, scope and role of co-operative marketing in India.

Suggested Readings:

1. Pradeep Kashyap and Siddhartha Raut: *The Rural Marketing*, Pearson, 3rd ed.
2. Balram Dogra and Karminder Ghuman: *Rural Marketing-Concepts & Practices*, McGraw-Hill Publishing Company Ltd, 10th ed.
3. Awadhesh Kumar Singh and Satyaprakash Pandey: *Rural Marketing- Indian Perspective*, New Age International (P) limited Publishers.
4. C.S.G Krishnamacharyulu and Lalitha Ramkrishnan: *Rural Marketing- Text & Cases*, Pearson Education Asia.
5. K.S.Habeeb-Ur-Rahman: *Rural Marketing In India*, Himalaya Publishing House.
6. Ramkishen. Y: *New Perspectives in Rural and Agricultural Marketing*, Jaico Publishing House.
7. T.P.Gopaldaswamy: *Rural Marketing*, Vikas Publishing House Pvt. Ltd.
8. Badi, V. Ravindernath & Badi, V. Narayana, *Rural Marketing*, Himalaya Publishing House, 3rd ed.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

Specialization Human Resource

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Organizational Change and Development

MBAHRE-331

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

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

UNIT-I: Organizational Change: Nature and meaning of Organizational Change, Forces for Organizational Change, Types of Change.

UNIT-II: Models of Organizational Change-Lewins Model and System Model of Change, Resistance to Change, Building Support for Change, Force field Analysis, Sustainability and Organizational Change.

UNIT-III: Organizational Development: Concept, Characteristics, Steps in Organizational Development Process, General Competencies for Organizational Development Professionals, Values, Assumptions and beliefs in Organizational Development, Ethics of Organizational Development Professionals, Organizational Development.

UNIT-IV: Organization Restructuring, Employee Involvement and Work Design; Future of Organization Development.

UNIT-V: Trends in Organization Development: Organizational Development -HRD Interface; Organizational Development in Global Settings, Organizational Development Research and Practice in Perspective; Challenges and Future of Organizational Development.

Suggested Readings

1. French and Bell, *Organizations Development*, Prentice Hall of India. New Delhi, 1991.
2. French, W. L. etc *Organization Development Theory, Practice and Research* 3rd ed. Universal Book Stall, New Delhi, 1990.
3. Singh, Kavita, *Organizational Change & Development*, Excel Books.2010.
4. Kinicki and Krietner, *Organisational Behaviour*, McGraw Hill Publications, 2011.
5. Newstrom, *Organisational Behaviour at Work*, McGraw Hill Publications, 2011.
6. Jones and Mathew, *Organisation Designs, Theory and Change*, Pearson Education, 2011

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*

Cross-Cultural Management
MBAHRE 332

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Course Objective

The objective of the course is to familiarize the students with various concepts of Cross Culture Management practices in Indian context and to enable them to analyze the impact of culture on business practices.

Unit I: Introduction

Understanding culture: Values, world views and socio-cultural systems, Cultural differences.

Unit II: Cultural Communication and Origins:

The impact of cultural differences on individuals, Verbal and non-verbal communication across cultures, Kohlberg's theory of moral reasoning, Measuring cultural development, The historical origins of beliefs and values, Impact of cross cultural communication.

Unit III: Conflict and Negotiation:

Gender differences, Gender, multiethnic, religion, geography Body language, The culture of poverty, Hofstede's dimensions, Cultural aspects of international business negotiations, Negotiation process, Negotiation Strategies

Unit IV: Cultural Diversity and Multicultural Teams

National cultures vs. organizational cultures, Knowledge cultures, Cross-cultural intelligence and managerial competence, Motivating across cultures, Management of cross-culture teams, Leadership traits required for managing cross culture teams.

Unit V Culture and Ethics

Understanding significance of cultural values & ethics in cross boarder businesses, Corporate Culture and Cross Border HRM and Employment Practices, corporate social responsibility in MNC's.

Readings:

1. David C. Thomas, Mark F. Peterson *Cross Culture Management-Essential Concepts*, Sage Publications, 4th Edition.
2. Browaeys, *Understanding Cross-cultural Management*, Pearson India, 1st Edition
3. Bhattacharyya & Dipak Kumar, *Cross - Cultural Management: Text and Cases*, Prentice Hall India Learning Private Limited
4. Shobhana Madhavan, *Cross culture management*, Oxford University Press.
5. N K Singh, *Eastern and Cross Culture Management*, Springer.
6. Gannon, Martin J., *Paradoxes of Culture and Globalization*. Sage Publications.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting One question from each unit.*

Performance Management MBAHRE 333

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

Course Objective

The objective of the course is to familiarize the students with various concepts of Performance Management practices in Indian context enable them to analyze the impact on employee's performance and organizational growth.

Unit1: Introduction to Performance Management System

Meaning, Uses and purpose of performance management, how it differs from performance appraisal, Performance management and its challenges in current scenario, Performance management as a system and process, Establishing performance criterion of developing an effective appraisal system, Criteria (KRA, KSA VS KPI), why performance appraisal,

Unit2: Managing Performance Methods

Managing performance of all the levels of management- 360 degree performance appraisal, MBO and, Performance analysis for Individual and organizational development.

Unit3: Contemporary Issues

Potential appraisal, competency mapping & its linkage with career development and succession planning, Balance score card- advantages and applications.

Unit 4: Reward System

Compensation-Definition, Functions, significance. Job evaluation, methods of job evaluation, inputs to job evaluation, its practical implication for technical/non technical and executive/managerial positions, and significance of wage differentials.

Unit 5: Compensation: Method of pay and Allowances

Pay structure: Basic Pay, DA, HRA, Gross Pay, Take home pay etc. Methods of payments - Time and piece rate. Fringe benefits & other allowances- overtime, city compensatory, travelling etc. Regulatory compliance including wage and pay commissions, incentive scheme-individual, group, profit sharing- co-partnership- stock option: ESOP, welfare Measures- Statutory & non- Statutory, social security schemes- ESIS, PF, Pension, Insurance, Gratuity and Maternity Benefits.

Readings:

1. T.V. Rao, *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. New Delhi, Response Books.
2. Michael, Armstrong. *Performance Management*. Kogan Page.
3. Chadha, P. *Performance Management: It's About Performing Not Just Appraising*. McMillan India Ltd.
4. Robert Bacal, *Performance Management*, McGraw-Hill Education
5. Soumendra Narian Bagchi, *Performance Management*, Cengage; 2nd Edition.

Note: Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *Selecting one question from each unit.*

Strategic HRM
MBAHRE-334

Theory Exam: 80
Internal Assessment: 20
Total Marks: 100

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

UNIT-I: Introduction: Evolution of Strategic Human Resource Management (SHRM); HR, Strategic HRM & Corporate Strategy, Challenges in SHRM, Resource based view of a firm; Investment Prospective of SHRM; HR architecture, HR competencies and HR competency model.

UNIT-II: HR Strategies: Importance of HR in strategy formulation, strategic approach to HR functions (Planning, Acquisition, Training, Development, Reward and Compensation); Types of HR strategies, strategic HRD, developing HR Strategies, Managing workforce diversity.

UNIT-III: SHRM in Practice: Identifying strategic positions; Managing employee relations-unions and strategic collective bargaining; strategic change, restructuring and SHRM; Employee engagement and well-being; Matching culture with strategy; Behavioral issues in strategy implementation.

UNIT-IV: SHRM and Business Performance: SHRM for competitive advantage; High performance work systems and SHRM, HRM and firm performance, Evaluating SHRM effectiveness, HRM and customer outcomes, HR metrics; HC bridge framework model.

UNIT-V: Trends and Issues in SHRM: HR Implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; Swat at the table effort, HRM in developing countries; Technology and HRM, corporate ethics, values and SHRM; Future of SHRM.

Suggested Readings

1. Agarwala, T. (2007). *Strategic Human Resource Management*. OUP.
2. Baron, James N. & David M. Kreps (1999). *Strategic Human Resources-frameworks for general managers*. Wiley.
3. Greer, C.R. (2001). *Strategic Human Resource Management: A general managerial approach*. Person Education.
4. Jeffry A Mello, *Strategic HRM*, Cengage learning 2007.
5. Paul Boselie. *Strategic Human Resource Management*, McGraw Hill 2011.

* **Note:** Each question paper shall have six questions. Question no. 1 shall have 10 short-answer type questions, covering all the five units, all of which shall be compulsory and each question shall carry two marks. Question no. 2 to 6 shall have internal choice and shall carry 12 marks each. *selecting one question from each unit.*