Master of Business Administration (MBA) is a Two Year Full Time Programme. The course structure and programme ordinance are as follows:

COURSE STRUCTURE

The M.B.A. program shall be of two years duration i.e. first year and second year, each year consisting of two semesters. The first two semesters, each shall consist of eight core theory papers and viva-voce. The third and fourth semesters shall contain a combination of core papers and discipline specific elective papers. There shall be a system of dual specialization.

The list of papers offered during first year and second year of the program shall be as follows.

I Semester

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Credits Per Week</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA-C11</td>
<td>Management Concepts and Skill Development</td>
<td>4</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C12</td>
<td>Statistics for Business Decisions</td>
<td>4</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C13</td>
<td>Managerial Economics</td>
<td>4</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C14</td>
<td>Human Resource Management</td>
<td>4</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C15</td>
<td>Marketing Management</td>
<td>4</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C16</td>
<td>Business Ethics</td>
<td>3</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C17</td>
<td>Financial Accounting and Reporting</td>
<td>4</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C18</td>
<td>Computer Applications in Management</td>
<td>3</td>
<td>30 70</td>
</tr>
<tr>
<td>MBA-C19</td>
<td>Viva-Voce</td>
<td>2</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>32</td>
<td>240 660</td>
</tr>
</tbody>
</table>
### II Semester

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Credits Per Week</th>
<th>Marks Internal</th>
<th>Marks External</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA-C21</td>
<td>Organizational Behaviour</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C22</td>
<td>International Business</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C23</td>
<td>Quantitative Techniques</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C24</td>
<td>Accounting for Decision Making</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C25</td>
<td>Financial Management</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C26</td>
<td>Business Environment</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C27</td>
<td>Research Methodology</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C28</td>
<td>Production &amp; Operations Management</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C29</td>
<td>Viva-Voce</td>
<td>2</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>34</strong></td>
<td><strong>240</strong></td>
<td><strong>660</strong></td>
</tr>
</tbody>
</table>

### III Semester

#### SECOND YEAR

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Credits Per Week</th>
<th>Marks Internal</th>
<th>Marks External</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA-C31</td>
<td>Strategic Management - I</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C32</td>
<td>Project Management</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C33</td>
<td>Management Information System</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C34</td>
<td>In Industry Training Report – Evaluation &amp; Viva Voce</td>
<td>4</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area I - Part A Elective Paper I</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area I - Part A Elective Paper II</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area II - Part A Elective Paper I</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area II - Part A Elective Paper II</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>32</strong></td>
<td><strong>210</strong></td>
<td><strong>590</strong></td>
</tr>
</tbody>
</table>

### IV Semester

<table>
<thead>
<tr>
<th>Paper Code</th>
<th>Title of Paper</th>
<th>Credits Per Week</th>
<th>Marks Internal</th>
<th>Marks External</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA-C41</td>
<td>Strategic Management - II</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-C42</td>
<td>Dissertation - Evaluation &amp; Viva Voce</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area I - Part B Elective Paper III</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area I - Part B Elective Paper IV</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area II - Part B Elective Paper III</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>MBA-E</td>
<td>Specialisation Area II - Part B Elective Paper IV</td>
<td>4</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>28</strong></td>
<td><strong>150</strong></td>
<td><strong>450</strong></td>
</tr>
</tbody>
</table>
Minimum credit requirements for the programme = 126 credits.

The following shall be the Specialization Areas/ Elective Groups. The department (depending upon the staff position and other facility), shall offer in the beginning of MBA Part-II (Semester-III), the elective group(s) and / or paper(s), that will be taught in III and IV semester of MBA Second Year.

**ELECTIVE GROUPS:**

**FINANCE**

*Part A*
- Security Analysis and Portfolio Management
- Corporate Restructuring
- International Financial Management

*Part B*
- Financial Derivatives
- Management of Financial Services
- Strategic Financial management

**MARKETING**

*Part A*
- Marketing Research
- Service Marketing & CRM
- Consumer Behaviour

*Part B*
- International Marketing
- Sales & Distribution Management
- Advertising & Product management

<table>
<thead>
<tr>
<th>Group</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Analysis</td>
<td>MBA - E - F-51</td>
</tr>
<tr>
<td>Corporate Restructuring</td>
<td>MBA - E - F-52</td>
</tr>
<tr>
<td>International Finance</td>
<td>MBA - E - F-53</td>
</tr>
<tr>
<td>Financial Derivatives</td>
<td>MBA - E - F-54</td>
</tr>
<tr>
<td>Management of Financial</td>
<td>MBA - E - F-55</td>
</tr>
<tr>
<td>Strategic Financial</td>
<td>MBA - E - F-56</td>
</tr>
<tr>
<td>Marketing Research</td>
<td>MBA - E - M-61</td>
</tr>
<tr>
<td>Service Marketing &amp; CRM</td>
<td>MBA - E - M-62</td>
</tr>
<tr>
<td>Consumer Behaviour</td>
<td>MBA - E - M-63</td>
</tr>
<tr>
<td>International Marketing</td>
<td>MBA - E - M-64</td>
</tr>
<tr>
<td>Sales &amp; Distribution Management</td>
<td>MBA - E - M-65</td>
</tr>
<tr>
<td>Advertising &amp; Product</td>
<td>MBA - E - M-66</td>
</tr>
</tbody>
</table>
HUMAN RESOURCE MANAGEMENT

Part A
- Labour Welfare and Social Security
- Organizational Change and Intervention Strategies
- Managing Interpersonal and Group Processes

Part B
- Management of Industrial Relations
- Compensation Management
- Cross Cultural and Global HRM

PRODUCTION & OPERATIONS MANAGEMENT

Part A
- Purchasing and Material Management
- Total Quality Management
- Production Planning and Control

Part B
- Advance Operations Research
- Logistics & Supply Chain Management
- Service Operations Management

INFORMATION TECHNOLOGY MANAGEMENT

Part A
- Management Support System
- Business Process Re-engineering
- System Analysis and Design

Part B
- Strategic Management of Information Technology
INTERNATIONAL BUSINESS

Part A
Export Procedure and Documentation  MBA – E -IB-01
Comparative International Management  MBA – E - IB-02
International Marketing Management  MBA – E - IB-03

Part B
Globalization and Sustainable Development  MBA – E - IB-04
International Human Resource Management  MBA – E - IB-05
International Financial Management  MBA – E - IB-06

Admission to MBA-I Year (Semester II)
Admission to MBA-I year (Semester II) shall be given to those students who have successfully cleared at least five papers out of eight theory papers and not declared as fail.

Admission to MBA II Year (Semester III)
Admission to MBA II year (Semester III) shall be given to those students, who have cleared successfully at least five papers out of eight theory papers offered for MBA-I year (Semester-I) as well as at least five papers out of eight theory papers offered in MBA I year (Semester II) exams and not declared as fail in any semester.

In Industry Summer Training & Report: At the end of second semester examination, every student of MBA will undergo industrial training of 6 to 8 weeks duration. The student, after the completion of training will submit one copy of the report to the Department, which will form part of third semester examination. The report should ordinarily be based on primary data. The average size of report normally will be 60 to 75 typed pages in standard font size (12) with 1.5 spacing. The report should have one certificate duly signed by the Reporting Officer of the organization where the student has undergone training. The report...
must be submitted latest by 31st August during third semester. A late fee of Rs. 1000 will be paid by the student, if he/she fails to submit the report by 31st August.

The Third and Fourth Semesters shall contain a combination of core papers and discipline specific elective papers. There shall be a system of dual specialization.
A student shall be required to opt for two functional areas for their specialization at the time of admission to MBA – II year (Semester – III) which in turn will lead to studying four papers (Two in third semester and Two in the fourth semester) from Specialisation Area I and four papers (Two in third semester and Two in the fourth semester) from Specialisation Area II.

In MBA III Semester a student shall have the choice of studying any two papers out of three papers mentioned in Part A of Specialisation Area I. Similarly he/she will have the choice to study any two papers out of three papers mentioned in Part A of Specialisation Area II.

In MBA IV Semester a student shall have the choice of studying any two papers out of three papers mentioned in Part B of Specialisation Area I. Similarly he/she will have the choice to study any two papers out of three papers mentioned in Part B of Specialisation Area II.

Note: A paper from specialization area shall only be offered for studying in MBA III/MBA IV Semester if minimum number of students interested in that paper is 20.

A student of MBA – II year (Semester – III) has to study two papers from Specialisation Area I & two papers from Specialisation Area II besides compulsory papers.

In MBA – II year (Semester – IV) a student has to study two papers from Specialisation Area I & two papers from Specialisation Area II besides compulsory papers.

Dissertation and its Report: In fourth semester, a student shall be required to prepare a Dissertation under the supervision of a faculty. Evaluation of its report and viva shall be conducted by both external and internal examiners. The dissertation report must contain a certificate of the Supervisor and the Head of the Department certifying the authenticity of the report. The average size of report normally will be 60 to 75 typed pages in standard font size.
Department of Business Administration  
Faculty of Management  
M.J.P. Rohilkhand University, Bareilly

(12) with 1.5 spacing. The report must be submitted latest by 15th April during fourth semester.
Topic for dissertation shall be allotted in the beginning of Semester III.

1. For Admission in MBA programme minimum percentage of marks required at graduation level is 50 percent (a student having even 49.99% shall not be eligible for admission). Government norms regarding reservation & relaxation in percentage shall be applicable in admission process.
2. English shall be the medium of instruction in lectures, University examinations; Admission test(s) Presentations etc.
3. As far as possible fifty percent paper setters / examiners will be internal and fifty percent external.
4. All students will have to make a presentation of their industry training report which shall be evaluated centrally (by external & internal examiners) and viva voce would be conducted jointly by two examiners, one internal and one external who shall be the university teacher / senior business executive during the third semester examination. In industry training report shall carry a maximum of 100 marks.
5. The Dissertation shall carry a maximum of 100 marks and the evaluation of the same shall take place in fourth semester. The title for the project work shall be allotted by the concerned faculty / academic committee to a group consisting of not more than five students. After the submission of project report in fourth semester group presentation of the same shall take place & viva-voce held which shall be conducted & evaluated centrally & jointly by the supervisor and external expert. The academic committee of the department shall comprise of all regular faculty members.
6. For promotion in next semester/clearing the semester it is compulsory for students to pass in the Viva-Voce examination of I Semester/Viva-Voce examination of II Semester/In-Industry Training Report Evaluation of III Semester/Dissertation Evaluation in IV Semester, as the case be, because provision of Back Paper shall not be applicable in these examinations.
7. **End semester examination:** All papers will be of 03 hours duration. The maximum marks allotted for each paper will be 70.

8. **Mid semester examination:** There shall be one mid semester written examination of two hours duration for each paper, which shall carry 20 marks. This examination will be compulsory for the students. In case, if any student fails to appear in one or more papers on medical ground then he/she may be provided one more chance during the same semester with due permission of the Head/Dean on payment of re-examination fee of Rs 1000/- per paper subject to a maximum of Rs 5000/-.

9. **Guidelines for internal evaluation:**
   a) It shall be based on verifiable means.
   b) The distribution of marks of internal evaluation will be as follows:
      (i) Written test (Mid Semester Examination) - 20 marks
      (ii) Term Assessment based on assignments/presentations/LSA/ - 10 marks
      class participation
      Whenever the score in internal evaluation is 80% or more (except in papers of quantitative nature) the written test answer books could be re-evaluated by two teachers of the department.
   c) All assignments will be submitted in his/her hand writing only.

10. **The maximum marks allotted for each paper will be as follows:**
    (i) End semester examination 70 marks
    (ii) Internal evaluation 30 marks

11. **Back Paper Provision:** The minimum passing marks in each individual paper will be 40% and in aggregate 50% in each semester. This percentage will apply on aggregate marks of internal evaluation and end semester examination. Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in three or less than three papers, in first semester of the first academic year will be promoted to the next semester of MBA Part I. Any candidate who fails to secure minimum of 40% marks but secures 25% or more marks, in three or less than three papers, in third semester of the second academic year will be promoted to the next semester of MBA Part II. However in MBA Part II (III semester), only those candidates will be admitted who have cleared at least five papers in each of the I and II semester of MBA Part I examinations.
A maximum of three back papers are allowed in any semester.

The examinations of the back papers of the I and II semesters will be held along with III and IV semesters respectively. The examinations for the back papers of the III and IV semesters will be held in subsequent year(s) as and when the III and IV semesters examinations of the next batch are held.

A maximum of two chances shall be available to a candidate to clear his/her back papers. The candidate has to clear all his/her back papers within a period of four years from the year of his/her admission. After which he/she will be declared fail. If a candidate clears his I, II, III semesters but obtains back (s) only in IV semester then treating it as a special case the examination of back paper (s) of IV semester could be held along with I and III semester examinations or earlier, if possible.

12. A candidate who has secured minimum marks to pass in each paper but has not secured minimum marks to pass in aggregate may reappear in any of the paper(s) of the semester concerned (subject to maximum of three), according to his choice in order to secure the minimum marks prescribed to pass in the aggregate.

13. Evaluation Pattern for MBA:

<table>
<thead>
<tr>
<th>Marks Range (out of 100)</th>
<th>Grade</th>
<th>Grade Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 - 100</td>
<td>O</td>
<td>10</td>
</tr>
<tr>
<td>80 - 89</td>
<td>A</td>
<td>9</td>
</tr>
<tr>
<td>70 - 79</td>
<td>B</td>
<td>8</td>
</tr>
<tr>
<td>60 - 69</td>
<td>C</td>
<td>7</td>
</tr>
<tr>
<td>50 - 59</td>
<td>D</td>
<td>6</td>
</tr>
<tr>
<td>40 - 49</td>
<td>E</td>
<td>5</td>
</tr>
<tr>
<td>25 - 39</td>
<td>Bp</td>
<td>4</td>
</tr>
<tr>
<td>00 - 24</td>
<td>F</td>
<td>0</td>
</tr>
<tr>
<td>Absent</td>
<td>Ab</td>
<td>0</td>
</tr>
</tbody>
</table>
Letter grades O, A, B, C, D & E in a paper means that the student has been able to clear that paper (i.e. passed in paper).
Letter grade Bp in a paper means that the student has not been able to clear the paper and is entitled to appear in the Back Paper examination if he/she satisfies other conditions for Back Paper examination.
Letter grade F means that the student has failed.
Letter grade Ab means that the student was absent.

Calculation of SGPA and CGPA

The following procedure shall be used to calculate the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

\[
SGPA = \frac{\sum (C_i \times G_i)}{\sum C_i}
\]

where \(C_i\) is the number of credits of the \(i\)th paper and \(G_i\) is the grade point scored by the student in the \(i\)th paper.

- The CGPA is also calculated in the same manner taking into account all the papers undergone by a student over all the semesters of a programme, i.e.

\[
CGPA = \frac{\sum (C_j \times S_j)}{\sum C_j}
\]

where \(S_j\) is the SGPA of the \(j\)th semester and \(C_j\) is the total number of credits in that semester.

- The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.
Illustration of Calculation of SGPA and CGPA

- Illustration for SGPA

<table>
<thead>
<tr>
<th>Paper</th>
<th>Credit</th>
<th>Grade Letter</th>
<th>Grade Point</th>
<th>Credit Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper 1</td>
<td>4</td>
<td>B</td>
<td>8</td>
<td>4 x 8 = 32</td>
</tr>
<tr>
<td>Paper 2</td>
<td>4</td>
<td>C</td>
<td>7</td>
<td>4 x 7 = 28</td>
</tr>
<tr>
<td>Paper 3</td>
<td>3</td>
<td>O</td>
<td>10</td>
<td>3 x 10 = 30</td>
</tr>
<tr>
<td>Paper 4</td>
<td>4</td>
<td>E</td>
<td>5</td>
<td>4 x 5 = 20</td>
</tr>
<tr>
<td>Paper 5</td>
<td>3</td>
<td>D</td>
<td>6</td>
<td>3 x 6 = 18</td>
</tr>
<tr>
<td>Paper 6</td>
<td>4</td>
<td>E</td>
<td>5</td>
<td>4 x 5 = 20</td>
</tr>
<tr>
<td>Paper 7</td>
<td>4</td>
<td>C</td>
<td>7</td>
<td>4 x 7 = 28</td>
</tr>
<tr>
<td></td>
<td>26</td>
<td></td>
<td></td>
<td>176</td>
</tr>
</tbody>
</table>

Thus, SGPA = \(\frac{176}{26} = 6.77\)

- Illustration for CGPA

<table>
<thead>
<tr>
<th>Semester I</th>
<th>Semester II</th>
<th>Semester III</th>
<th>Semester IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit : 30</td>
<td>Credit : 26</td>
<td>Credit : 32</td>
<td>Credit : 34</td>
</tr>
<tr>
<td>SGPA:6.9</td>
<td>SGPA:5.8</td>
<td>SGPA:7.3</td>
<td>SGPA:6.8</td>
</tr>
</tbody>
</table>

\[CGPA = \frac{\Sigma(Cj \times Sj)}{\Sigma Cj}\]

\[CGPA = \left\{(30 \times 6.9) + (26 \times 5.8) + (32 \times 7.3) + (34 \times 6.8)\right\} / \Sigma Cj\]

Thus, CGPA = \(\frac{822.6}{122} = 6.74\)

14. The conversion formula for **converting CGPA to the corresponding Percentage of Marks** will be as follows:

\[X = 10\ Y - 4.5\]

where, \(X\) = Percentage of Marks

\(Y\) = CGPA
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15. In the first three semesters, the candidate will be declared only as “Pass” or “Fail”. Division will be awarded only on the basis of combined result of all the four semesters of MBA I and II.

16. If a candidate fails to appear in industry training viva voce, viva voce of dissertation or any viva voce then he / she may be provided a second chance with due permission of the Registrar on the Payment of prescribed fee for each viva voce.

17. No regular admission will be given to failed students. Any candidate who fails in the examination or is entitled to carry over papers as “back papers” may reappear in the next subsequent examinations. However the marks obtained previously by the candidate in the internal evaluation of the paper concerned, shall be retained and added with the marks obtained in the subsequent end semester examinations.

18. There will be no re-evaluation or supplementary exams. Scrutiny in not more than four papers in each semester is permitted.

19. The syllabi will be prescribed by the Board of Studies. However, the course outline in detail will be prepared by the department. For the paper setting the course outline thus prepared, will be sent to the examiner concerned.

20. The award of the division to the successful candidate will be on the basis of the combined results of MBA Part I and II examinations (of all four semesters) as follows:
   (i) Candidates securing CGPA 6.45 and above
   (ii) Candidates securing CGPA 5.45 to 6.44
   (iii) Candidates securing CGPA less than 5.45

21. The students will have to fulfill the minimum requirement of attendance as per the rule of the university.

22. No person shall be admitted as a candidate for the examinations of any of the part after the lapse of four years after admission to the first year of MBA course. However under special circumstances this period may be extended by one additional year (i.e. total five years) with the special permission of the Head as well as Dean.

------------------------------x------------------------------
MBA - I Semester
Management Concepts and Skill Development
PAPER CODE: MBA-C11

Objective: The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in Organization.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

Suggested Readings:
1. Stoner, Freeman, Gilbert Jr.: Management (Pearson education)
7. Asha Kaul: Effective Business Communication (PHI)
8. RonLudlow, Fergus Panton: The Essence of Effective Communication (PHI)
MBA - I Semester
Statistics for Business Decisions

Objective: The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management.

UNIT-I
Statistics: Concept, Significance and Limitations. Collection of Primary and Secondary Data, Classification and Tabulation, Frequency Distributions and their graphical representation.

UNIT-II

UNIT-III

UNIT-IV
Sampling: Methods of Sampling; Sampling and Non-Sampling Errors; Law of Large Numbers and Central Limit Theorem (without proof). Estimation, Point & Interval Estimates, Confidence Intervals. Statistical Testing- Hypothesis and Errors; Large and Small One Sample and Two sample Tests- Z test, T-test and F-Test. Chi-Square as a test of Independence and as a test of Goodness of Fit, Analysis of Variance.

UNIT-V
Correlation and Regression Analysis: Two variable case / Index Numbers; Time series- its components and their determination.

Suggested Books:
1. Levin, R.I.: Statistics for Management (PHI)
2. Black, K: Business Statistics (Wiley)
3. Levine, Stephan, Krehbiel & Berenson: Statistics for Managers (Pearson)
5. Lapin, Lawrance: Statistics for Modern Business Decisions (HBJ)
6. Shenoy, G.V. & Pant, M: Statistical Methods in Business and Social Science’s
Objective: The basic objectives of this course are to familiarize the students with the concepts and tools of Managerial Economics as applicable to decisions making in contemporary business environment.

UNIT-I

UNIT-II
Demand Analysis: Concept and importance of Demand & its determinants, Income & Substitution effect, various elasticities of demand, using elasticities in managerial decisions, revenue concepts, relevance of demand forecasting, methods of demand forecasting.

UNIT-III
Cost Concept and Production Theory: Various cost concepts & classifications, Cost output relationship- in short run and in long run, (cost curves), Economies of scale, cost control and cost reduction, Production function, managerial uses of production function, Indifferent curves.

UNIT-IV
Pricing Decisions: Pricing methods, Price Discrimination, Price and output decisions under different market structures- Perfect competition, Monopoly and Monopolistic Competition, Oligopoly.

UNIT-V
Profit & Inflation: Profit, Functions of profit, profit maximization, Break Even analysis, Inflation- Types, in terms of demand pull & cost factors, effects of inflation.

Suggested Readings:
1. Varsney & Maheshwari : Managerial Economics
2. Mote, Paul & Gupta Managerial Economics: Concepts & Cases
3. D.N. Dwivedi Managerial Economics
4. D.C. Hague Managerial Economics
5. Peterson & Lewis Managerial Economics
6. Trivedi Managerial Economics
7. D. Gopalkrishan A study of Managerial Economics
8. Habib-Ur-Rehman Managerial Economics
Objective: The course aims at developing a basic understanding in the students of the issues relating to procurement, development, appraisal, compensation, integration etc. of human resource for its optimum utilization and productivity in the Organization in the context of dynamic business environment.

UNIT-I

UNIT-II
Recruitment and Selection: Meaning, sources of recruitment, selection process, induction.

UNIT-III
Training and Development: Meaning, identification of training and development needs methods of training and development, evaluation of training and development programmes, significance of training and development, career development.

UNIT-IV
Performance appraisal: Meaning, process, methods, limitations, importance, internal mobility, separation.

UNIT-V
Wage and Salary Administration: Concept, objectives, factors influencing wage and salary administration. Job evaluation: meaning, principles, methods, limitations, importance, Systems of payment: Time rate system, piece rate system and Incentive payments. Fringe benefits, Executive compensation.

Suggested Readings:
3. P. Subba rao : Essentials of Human Resource Management & Industrial Relations
4. C.B. Mamorai : Personnel Management
5. Dale Yoder & Paul Staudohar : Personnel Management & Industrial Relations
6. Beach : Personnel- The Management of People at work
7. Strauss G & Sayles , L.R. : The Human Problems of Management
9. Flippo, Edwin ,B : Personnel Management
Objective: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

UNIT-I
Introduction: Concept, nature, scope and importance of marketing; Marketing concept and its evolution; Marketing mix; Strategic marketing planning- an overview. Market Analysis and Selection: Marketing environment– macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer Behaviour; consumer versus organizational buyers; Consumer decision making process.

UNIT-II
Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

UNIT-III
Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix– advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion– tools and techniques.

UNIT-IV
Marketing Research: Meaning and scope of marketing research; Marketing research process. Marketing Organization and Control: Organizing and controlling marketing operations.

UNIT-V
Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

Suggested Readings:
MBA - I Semester

Business Ethics

PAPER CODE: MBA-C16

Objectives: The course aims to educate that how the adoption of Business Ethics by Organizations not only discourages corporate wrong-doing, but also contributes substantially in the achievement of corporate excellence.

UNIT-I

Business Ethics- An Overview- Concept, nature, Objectives, evolving ethical values, Arguments against business Ethics.

UNIT-II

Work life in Indian Philosophy- Indian ethos for work-life, Difference between ethics and ethos, purpose of Indian ethos, need of Indian ethos, Indian values for the work place, Work-Life Balance, components of work life balance.

UNIT-III

Relationship between Ethics & Corporate Excellence- Corporate Mission Statement, Code of Ethics, need for code of ethics ,Types of code of ethics ,Organizational culture, Characteristics of organizational culture, TQM: Benefits and principles.

UNIT-IV

Gandhian Philosophy of Wealth Management- Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins.

UNIT-V

Corporate Social Responsibility- Social Responsibility of business with respect to different stakeholders, Arguments for and against Social responsibility of business, Social Audit.

Suggested Readings:

4. Velasquez , M.G. : Business Ethics
Objective: The objective of this paper is to give exposure of the fundamentals of accounting and how financial statements are prepared and other related matters.

UNIT -I

UNIT-II
Depreciation methods and accounting: Inventory valuation techniques and accounting [including practical problems].

UNIT-III

UNIT-IV

UNIT-V
Value added reporting: Value added statements, EVA Concept and its application in India, Environmental Accounting & Reporting: environmental Costs, Guidelines for environmental reporting.

Suggested Readings:
1. Financial Accounting: Ashok, Deepak, Sehgel
2. Financial Accounting: Ashish, K. Bhattacharya

Paper Setting Guidelines
UNIT-I- One Numerical and one theoretical.
UNIT-II- Two Numerical Questions.
UNIT-III- Two Numerical Questions.
UNIT IV- One Numerical and one theoretical.
UNIT V - Two Theoretical Questions.
Objective: The objectives of this course is to provide knowledge of latest Hardware & software tools available in the field of computer among the participants and build up the experience of computer usage in business organization with specific reference to office environment, Networking & Communication, spreadsheet & Operating System.

UNIT-I: Introduction to Computers
Introduction of Computers, Types of Computer, Organization of Computer, Hardware & Software components, System software & Application software, Memory & types of Memory, Data vs. Information, Application of Computers, Number Systems (Binary, Octal, Hexadecimal), Binary operations.

UNIT-II: Operating System

UNIT-III: MS-Office
(1) MS Word: Creation, editing & formatting of a document, Headers & Footers, Find & Replace, Checking spellings & grammar, working with tables, Mail-merge & printing a document
(2) MS Excel: Electronic spreadsheet-basic operations, editing & formatting a worksheet, printing a worksheet, Functions-mathematical, statistical & Financial, Charts
(3) MS PowerPoint: Creation of a presentation, Arranging text in levels, changing fonts, size etc, inserting clip-arts, formatting the slide design, saving & running the presentation.

UNIT-IV: Communication & Network concepts

UNIT-V: Internet Concepts
Introduction, Concept of internet, intranet & extranet, Client & server, TCP/IP, WWW, Hypertext, URL, IP Address, e-mail, Web browsers, Search engines & Internet Services

Suggested Books:
2. V. Rajaraman: Fundamental of Computers
3. Computer Networks: Tannenbaum
4. Dr. Sushila Madan (Taxmann’s): Information Technology
Objective: To have an understanding about how people interact in an Organization and also to help an individual to have a better understanding about one’s ownself.

UNIT- I

UNIT- II
Psychological foundation of Human Behaviour: Perception- Concept and Process. Learning- Classical and operant Conditioning theories and their application, reinforcement schedule, OB modifications. Personality- Factors, Theories of personality, values and attitudes

UNIT-III
Interpersonal Relations: Transactional Analysis- role of self-concept, ego states, Life positions, Life script, strokes etc. in TA, type of transactions, psychological games. Group Dynamics- Concept, group norms, group status, group cohesiveness. Leadership Theories- Trait, Behavioural and Situational.

UNIT-IV

UNIT-V
Organizational System: Organizational Conflict- Types, Conflict resolution techniques and styles. Organizational Change- Types of change, reasons for change, change process, resistance to change and overcoming resistance. Organizational Development- Objectives, characteristics, process, OD intervention strategies.

Suggested Readings:
1. Robbins: Organizational Behaviour concepts, Controversies and applications.
2. Fred Luthans: Organizational Behaviour
3. Paul Hersey Blanchard: Management of Organizational Behaviour
4. Keith Davis: Introduction to Behavioural Science for Business
5. VSP Rao & PS Narayana: Organization Theory & Behaviour
Objective: This course exposes the student to the environmental dynamics of international business and its impact on international business operations of a firm.

UNIT-I
Concept; Domestic to Transnational Business; Driving and Restraining Forces; Characteristics and role of MNCs. Advantages and Disadvantages of Free trade; The case for protection; Forms of Restriction; Effects of protection.

UNIT-II
Classical trade theory; Theory of comparative costs in terms of money; Evaluation of comparative costs theory; General Equilibrium Approach; Heckscher-Ohlin Factor– Price Equalisation theory; Influence of factor mobility on volume of trade; country similarity theory. Gains and terms of trade; Balance of trade and Balance of payments.

UNIT-III
International business environment– The economic environment; social and cultural environment, political, legal and regulatory environment, natural environment. Technological environment.

UNIT-IV
International Institution Systems– IMF, World Bank and WTO (all in brief), / Regional economic integration; impact of integration; European Union; NAFTA; ASEAN; SAARC.

UNIT-V
Strategy of International Business– Strategy, planning, Organizational structure and process of control. Recent developments in international business.

Suggested Readings:
1. Cherunilam, Francis – International Business(PHI)
4. Varshney R.L. and Bhattacharya ,B– International Marketing Management (Sultan Chand & Sons)
Objective: This course is designed to acquaint the students with the important quantitative techniques which play an important role in the decision making process. The emphasis will be given on their specific applications to business problems.

UNIT -I
Introduction to Quantitative Techniques & Linear Programming: Concept of Model Building for Business Decisions, Role and Scope of Models in Business and Industry. LPP-Problem formulation, Graphic method, Simplex method including Big M method & Duality.

UNIT -II

UNIT -III

UNIT -IV
Inventory Management & Replacement Theory: Types of Inventory, Inventory Management Systems, Safety Stock, Approaches to Inventory Control. Replacement policy for items & staff.

UNIT -V

Suggested Readings:
1. U.K. Srivastava : Quantitative Techniques
2. Levin and Kirpatric : Quantitative Approaches to Management
3. Taha : Operations Research
4. Kothari, C.L. : Quantitative Techniques
5. Kanti Swaroop : Operation Research
MBA - II Semester
Accounting for Decision Making

PAPER CODE: MBA-C24

Objective: To get acquainted with tools and techniques of Management accounting and their application in decision making process of management.

UNIT-I

UNIT-II
Cost Classifications, Activity based Costing - Kaplan & Cooper's approach to ABC- How to develop ABC system, How ABC system supports corporate strategy. When to use ABC, Learning curve model- learning curve, Value Chain Analysis, Target Costing, Life cycle Costing.

UNIT-III
Marginal Costing and Cost- Volume- Profit Analysis- Practical applications of Marginal Costing techniques, BEP analysis, P/V Ratio and their applications in solutions to business problems.

UNIT-IV
Budgeting and Budgeting Control- Flexible Budgets and cash Budgets, Capital Budgeting- Pay Back Period, NPV, IRR and ARR methods and their practical applications.

UNIT-V

Suggested Readings:
1. Anthony R N and Reece JS. Accounting Principles , Hoomwood illinos , Richard D. Irvin
3. Hingorani NL and ramanthan AR - Management Accounting , New Delhi
4. Ravi M. Kishore , Advanced management Accounting , Taxmann , NewDelhi
5. Maheshwari SN - Management and Cost Accounting , Sultan Chand , New Delhi
6. Gupta, SP - Management Accounting, Sahitya Bhawan , Agra.

Paper Setting Guidelines:
UNIT- I- Two Numerical questions.
UNIT- II - One Numerical and one theoretical Question.
UNIT-III - Two Numerical Questions
UNIT IV- Two Numerical Questions
UNIT V - One Numerical and one theoretical Question
**MBA - II Semester**  
**Financial Management**  
*PAPER CODE: MBA-C25*

**Objective:** The objectives of develop a conceptual frame work of finance function and to acquaint the participants with the tools techniques and process of financial management in the realm of financial decision making.

**UNIT-I**  

**UNIT-II**  
**Capital Structure Planning:** Patterns of financial requirement, Objectives of an optimum capital structure. Security Mix. **Capitalisation concept**- Causes, Consequences and Remedies of over capitalisation and under capitalisation. Capital structure theories (with numerical problems). **Sources of long term finance**- Shares and Debentures. New financial Instruments and Institutions Leverage Analysis.

**UNIT-III**  
**Management of Fixed Capital:** Concept, relevance and computation of cost of capital nature and Scope of Capital Budgeting, Capital Budgeting , Analysis of risk and Uncertainty (with numerical problems).

**UNIT-IV**  

**UNIT-V**  

**Suggested Readings:**
3. Westorn and Brigham : Managerial Finance  
5. I.M. Pandey : Financial Management  
MBA - II Semester
Business Environment
PAPER CODE: MBA-C26

Objective: The course aims to educate the student with the different environmental factors which effect business. This course aims to develop ability to understand and scan business environment in order to analyse the opportunities and take decisions under the uncertainty.

UNIT-I
Concept, Significance and nature of Business Environment; Elements of environment- internal and external; Different roles of government in relation to business; Social Responsibilities of Business.

UNIT-II
Broad profile of Indian Economy, Industrial Policy- its historical perspective (in brief), Industrial Policy Liberalisation. Economic Planning in India; Rationale of economic planning, latest five year plan.

UNIT-III
Public sector- its objectives and working, major problems of public sector enterprises; Privatisation of public sector enterprises- the issue involved, Role of Private and Joint Sectors. Securities Exchange Board of India- Organization and Role, Regulation of Mergers and Acquisitions.

UNIT-IV
Competition Act; Industries Development and Regulation Act; Consumer Protection Act- its main provisions.

UNIT-V
Latest Export- Import Policy; Foreign Exchange Management Act; Globalisation and Business practices, WTO- objectives and Role in International trade.

Suggested Readings:
1. Francis Cherunilam : Business Environment
2. K. Ashwathapa : Business Environment
3. Rudra Dutt : Indian Economy
4. Kuchhal S.C. : Industrial Economy of India
5. Ghose P.K : Government & Industry
MBA - II Semester
Research Methodology
PAPER CODE: MBA-C27

Objective: To equip the students with the basic understanding of the research methodology & to provide an insight into the analytical tools and techniques for the purpose of management decision making.

UNIT–I
Introduction– Meaning of Research; objectives of Research; Types of Research; Research Process; Research Problem formulation.

UNIT–II
The Design of Research– Research Design: Features of a good design; Different Research Designs. Measurement in Research: Data types; Sources of Error; Tests of Sound Measurement. Scaling: Meaning & classification; Important Scaling Techniques; Scale construction Techniques. Sampling Design: Census and Sample Survey; Steps in Sampling design; Types of Sample designs- Probability and Non-Probability sampling.

UNIT–III
Methods of Data Collection– Primary versus Secondary Data; Collection of Primary Data; Guidelines for constructing questionnaire; Collection of Secondary data; Case study Method. Processing & Analysis of Data- Processing operations; Problems in processing; Types of Analysis; Descriptive measures [only theoretical] Correlation & Regression [only theoretical]

UNIT – IV
Hypothesis Testing– Introduction; Parametric tests: Hypothesis testing of means; Difference between means; Proportions; Variance; Correlation Coefficients. Non-Parametric tests or Distribution-free test: Sign Test; Signed Rank test; Rank Sum tests; One sample Run test; Chi-square test.

UNIT – V
Presentation– Diagrams; graphs; charts. Report writing; Layout of Research report; Types of Reports; Mechanics of writing a Research report; Precaution for writing report; Oral presentation- preparation; Delivery; Audio Visuals.

Suggested Readings:
1. Gupta, S.P.: Statistical Methods (Sultan Chand)
4. Salkind, N.: Exploring Research (Prentice Hall)
MBA - II Semester  
Production & Operations Management  
PAPER CODE: MBA-C28

Objective: This course aims at acquiring the students with the basic management decisions with respect to production function and designing of a production system.

UNIT-I  
Nature and scope of production & operations management, production functions, Responsibilities of the Production Manager. Types of Manufacturing systems, Plant location and plant layout.

UNIT-II  
Production planning and control, Procedure, objectives and importance of production planning and production control, scheduling.

UNIT-III  
Materials & Stores Management, Inventory control, relevant costs, economic lot size, inventory analysis, JIT, standardization & specialization, Automation.

UNIT-IV  
Work study, Method study, work measurement, flow charts, industrial safety and health considerations, maintenance of production facilities.

UNIT-V  
Quality control and inspection, sampling inspection, quality control charts, concept of TQM & ISO 9000.

Suggested Readings:
1. Goel B.S. : Production & Operation Management
2. Mayers : Production Management
5. Chunawalla : Production Management
MBA -III Semester
Strategic Management-I
PAPER CODE: MBA-C31

Objective: The focus is to critically examine the management of the entire enterprise from the Top Management point of view. Then paper gives learning to the basic concepts related to Strategy formulation, strategy implementation, analysis & choices and strategy evaluation and control.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Strategic Analysis- Evaluation of Strategic Alternatives. Tools & Techniques for Strategic Analysis.

UNIT-V

Suggested Readings:
7. Christensen , Andrews Dower: Business Policy- Text and Cases
9. Bongee and Colonan : Concept of Corporate Strategy
10. Peter F. Drucker : Management Tasks, Responsibilities, Practices
MBA - III Semester
Project Management
PAPER CODE: MBA-C32

Objective: The basic objective of this course is to equip the students with entrepreneurial skills like project formulation, appraisal, evaluation, monitoring and control, etc.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

Suggested Readings:
2. P.K. Matto : Project Formulation in Developing Countries.
Objective: The objective of the course is to introduce students to Management Information System, designing decision support system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

UNIT-I
Introduction: Need, Purpose, Objective and role of MIS in organization, MIS as an evolving concept, Meaning and role of MIS with respect to management levels, MIS growth and development, Information for decision making in MIS.

UNIT-II
Information Concepts and Information Technology: Definition and difference between data and information, information as a resource, Relevance of information to Decision making, Source and types of information, Relevance of information in MIS, Assessing information Needs of the organization, Trends in information technology-Hardware and Software.

UNIT-III

UNIT-IV

UNIT-V
MIS Applications and Issues : Enterprise Resource Planning (ERP); Customer Relationship Management (CRM); Supply Chain Management (SCM); Transaction processing; Artificial intelligent technologies in business; Information Security and Control – Quality Assurance -Ethical and Social Dimensions, Cyber Crime and Privacy Issues.

Suggested Readings:
1. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
MBA - III Semester

Security Analysis and Portfolio Management

PAPER CODE: MBA-E-F-51

Objective: To develop competencies for analyzing different investment opportunities and construct an optimal portfolio of investments as per risk profile and investment objectives.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V
Specification of Investment objectives and constraints, Formulation of Portfolio strategy, Selection of securities, Portfolio execution, Portfolio Revision, Performance Evaluation- Sharpe, Treynor, Jenson and fgma measures.

Suggested Readings:
1. Ranganatham - Security Analysis and Portfolio Management (Pearson Education, 2st Ed.)
MBA - III Semester
Corporate Restructuring
PAPER CODE: MBA-E-F-52

Objective: To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an understanding of Merger as significant economic activity taking place in today's economy.

UNIT-I
Forms of corporate restructuring, early merger movements, mergers types and characteristics framework of analysis of mergers. Role of industry life cycle. Theory of the firm and corporate finance corporate capital structures and dividend policies and regulatory framework of mergers and takeovers in India.

UNIT-II
Principle of valuation—capital budgeting decisions, definition and measurement of cash flows, capital budgeting basis for firm valuation, free cash flow basis for valuation, dividend growth valuation model, increasing the value of the organization.

UNIT-III
Theory of mergers and take over and tender offers – efficiency theories information and signaling agency problems and managerialism, free cash flow, market power, taxes, redistribution Sell of and diversities, spin of equity curves outs, rational for gains to sell of, motive for divestitaves.

UNIT-IV
Methods of payments and leverages, theories of influence of method of payments on abnormal returns, role of the junk bond, post merger financial leverage, joint ventures – joint ventures in business strategy, rational for joint ventures, ESOP and MLPs - types of pension plan and type and uses of ESOPs. Nature and advantage of MLPs. Elements of LBO operation – source of gains and empirical evidence of LBO.

UNIT-V
Theory of multinational enterprises, reason for international M&As basic stock repurchase model. Theory behind repurchase, take over refuse – financial diffusive measures, coercive offers and defuse, anti take over, amendments, position fill defies, targeted shares repurchase and standstill agreements etc.

Suggested Readings:
1. Fred Weston, Kwang S Chung, Susan E Hoag Mergers, Restructuring and Corporate Control, Pearson Education.
2. Sudi Sudarsanam Value Creation from Mergers and Acquisitions, Pearson Education.
5. Weston Mitchel and Mulherin: Takeovers, Restructuring and Corporate Governance, Pearson Education.
7. J.C. Verma Corporate Mergers, Amalgamations & Bharat Publishing House Takeovers
8. N.L. Bhatia, Jagruti Takeover Games and SEBI Takeover Taxmann Publications Sampat Regulations
9. S. Shiva Ramu Corporate Growth through Mergers & Response Books Acquisitions
Objective: The objective of the course is to accustom the students with the international capital market environment and its working. How international funds management is being done.

UNIT-I
Evolution of the Multinational Corporation, the role of global finance manager, integration of financial markets - reasons, benefits, costs and effects. Balance of Payments - categories, Factors affecting the components of BOP, BOP compilation, coping with the current account deficit.

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

Suggested Readings:
MBA - III Semester
Marketing Research
PAPER CODE: MBA-E-M-61

Objective: The course is designed to inculcate the analytical abilities and research skills among the students.

UNIT-I
Introduction to Marketing Research: Meaning, Nature, Scope, limitations of marketing research, Marketing Research during different phases; Interaction between management & marketing research; Problem Formulation & Marketing Research process.

UNIT-II
Marketing Research Design: meaning and its need. Types of Research Designs- Exploratory research, Descriptive research, Experimental research designs: Before - After with Control group Design, After only design, Four group six study design, panel design, etc. A brief introduction of sample and population, different types of sampling techniques, problems associated with sampling, sampling error.

UNIT-III
Data collection Methods in Marketing: Secondary data- its types, evaluation of secondary data, secondary data sources. Primary data - Types of Primary data, means of obtaining primary data, literature review, Communicative methods, focus group interviews, process and guidelines for preparation of questionnaire, Schedules, Observation techniques.

UNIT-IV
Attitude and its measurement: Attitude- definition, meaning, type. Scales of measurement- Thurstone, Likert, Semantic Differential, etc.; Attitude Scaling procedures, limitation of attitude measurement, self report attitude scales.

UNIT-V
Product Research, Advertising research, Copy testing, Test Marketing, Media Selection, Report preparation, layout and APA style referencing. A brief overview of data analysis through MS excel or SPSS. Application of data analysis technique correlation, regression, factor analysis.

Suggested Readings:
1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research-Text and Cases Harper W. Boyd Jr., Ralph Westfall
MBA - III Semester
Service Marketing & CRM
PAPER CODE: MBA-E-M-62

Objective: To enable the students in evolving marketing strategies that meets the unique challenges and opportunities of the services sector. The course also aims at upgrading the students with the concept and techniques of customer relationship management (CRM) in different market situations, including international markets.

UNIT-I
Services Marketing: Meaning and nature of services; Distinctive characteristics of services; Trends and developments in service sector; Classification and marketing implications; Services marketing trilogy; The Seven Ps.

UNIT-II
Assessing Business Opportunity: Analysing services marketing environment; STP Strength, Understanding Customers–Buying influences and decision making process; Customer expectations and perceptions; Service Quality– determinants of service quality; Gap Model, Gronross Model.

UNIT-III
Services Marketing Strategies: Developing Services product-New service development, Core and supplementary services, Branding; Service distribution- through physical and electronic channels (E-services), Challenges in distributing services in domestic and international markets; Physical evidence –role of servicescape; People – employee role in service delivery, service failure and recovery, matching demand with service capacity; Service process- developing service blueprint, Self-service technologies.

UNIT-IV
Customer Relationship Management: Definition; CRM Ladder. Customer Relationships: Rise of relationship marketing; Nature of customer relationships; Firm and customer motivations for relationships; relationship development process; Customer life cycle and customer lifetime value; Customer acquisition, retention and development.

UNIT-V
Service Marketing in Practice: Hospitals, Educational Institutions, Hotel industry, Tourism; Challenges in Marketing of Services.

Suggested Readings:
2. Payne, Adrian, The Essence of Services Marketing, Prentice Hall of India Ltd.
MBA -III Semester
Consumer Behaviour
PAPER CODE : MBA-E-M-63

Objective: The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

UNIT-I
Introduction to Consumer Behaviour (CB): Nature and Importance of CB, application of CB in Marketing, Consumer Research process.

UNIT-II

UNIT-III

UNIT- IV
Environmental Influences on CB: Social class, Life style Profile of Social class, application to CB. Culture: characteristics, cross cultural understanding.

UNIT-V

Suggested Readings:
1. Loudan, David L and Bitta, A.J. Della Consumer Behaviour
2. Schiffman LG and Kanuk LL Consumer Behaviour
3. Nair, Suja R, Consumer Behaviour in Indian Perspective
4. Bennet and Kasarjian Consumer Behaviour
5. Mowen, John Consumer Behaviour
MBA - III Semester
Labour Welfare and Social Security
PAPER CODE: MBA-E-H-71

Objective: The course aims at providing the students an understanding of the theoretical, applied and legal aspects of labour welfare and social security with special reference to India.

UNIT-I

UNIT-II


UNIT-IV

UNIT-V

Suggested Readings:
1. A.M. Sharma : Aspects of labour welfare and Social Security
2. T.N. Bhagoliwal: Economics of Labour and Industrial Relations
3. S.P Jain: Industrial & Labour Law
4. R.C. Saxena: Labour Problems and Social Welfare
5. S.N. Mehrotra: Labour problems in India
6. V.V. Giri: Labour problems in Indian Industry
7. P.L. Malik: Industrial Laws
Objective: The objective of this paper is to prepare students as organizational facilitator using the knowledge and techniques of Behavioural science.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Concept of Organizational climate, Characteristics of Organizational climate, dimensions of Organizational climate, significance of Organizational climate, factors influencing Organizational climate, role of managers and employees in influencing Organizational climate, improving Organizational climate, Job Satisfaction. Concept of Organizational culture, characteristics of Organizational culture, elements of Organizational culture, role and significance of Organizational culture, types and creation of Organizational culture.

UNIT-V
Quality of working life, approaches to improve quality of working life, Morale, nature of morale, significance of morale, relationship between morale and productivity, building high morale. Work-Life Balance, importance of WLB in the present working conditions, Organizational Diversity- concept ,managing Org. Diversity.

Suggested Readings
4. French W.L. etc. : Organization Development theory, practice and research, 3rd edition, New Delhi, Universal Book Stall
5. VSP Rao & PS Narayana: Organizational Theory & Behaviour
6. L.M.Prasad: Organizational Theory & Behaviour
MBA -III Semester
Managing Interpersonal and Group Processes
PAPER CODE: MBA-E-H-73

Objective: The purpose of this course is to get advance understanding regarding, interpersonal and group processes and help the participants to examine and develop process facilitation skills mainly through experience based method of learning.

UNIT-I
Organization as social system, goals and activities, understanding interpersonal Behaviour, issues between organization and individual, Definition of groups, theories of group formation, types of groups in Organization, concept of group dynamics, theories, stages of group development, formation of informal groups, processes and behaviour, group cohesiveness.

UNIT-II
Nature of decision making, decision making by groups group synergy, the problem of group think, the problem of polarization or group shift, techniques of group decision making, impact of group working on organization

UNIT-III
Definition of team, types of work teams, significance of work teams, managing teams, building effective teams, Rocket model. Categories of teams.

UNIT-IV
Concept and nature of communication, tele-commuting & e-communication, factors effecting communication effectiveness in organization, leadership styles, transformational leadership, transactional leadership, motivational techniques.

UNIT-V
Interpersonal relations- factors, transactional analysis, components and types, workforce diversity and human relations, building effective relationship, management of conflicts and styles of conflict resolution.

Suggested Readings:
Objective: The objective of this course is to enlighten the students on the practical implementation of strategies while detailing the implementation of strategies while detailing the environment and governance in the corporate world. The course structure is aimed at analyzing various aspects of strategic decision at the top level.

UNIT-I

Unit-II
Modifying Scope of the Firm- Corporate advantage. Mergers and acquisitions. Strategic Alliance. Internationalization.

UNIT-III

UNIT-IV
Leadership and Corporate Governance- Strategic Leadership. Corporate governance. Strategic CSR.

UNIT-V
Strategic Planning & Control- Strategic Planning. Change Management. Strategic Control.

Suggested Readings:
2. Thomas Jacobs: Strategic Management-Text & Cases; Pearson
6. Andrews : Concept of Corporate Strategy, Irwin
Objective: To provide understanding of various derivatives instruments and their respective markets.

UNIT-I

UNIT-II

UNIT-III
Interest rate futures –types of rate, determining treasury zero rate , forward rate, forward rate arguments, determination of future prices of interest rate, forward yield cover curve, hedging with FRAs, short term interest rate futures – advanced strategy – forward yield curve and basis risk, source of basis risk and hedge ratio, strips and rolls , variation margin leverages and tailing, hedging yield curve risk with future straddles, butterfly spreads , inter contract spreads.

UNIT-IV
Mechanism of interest rate swaps, using swap to transform a liability , an asset , role of financial intermediary, corporate advantage arguments valuation of interest rate swaps, currency swaps, valuation of currency swaps.

UNIT-V
Options contracts– it types, mechanism of option specification of stock option, trading, commission, margin, properties of stock options – factors affecting option prices , trading strategies involving options , black – scholes model of option pricing option on stock indices.

Suggested Readings:
MBA - IV Semester
Management of Financial Services
PAPER CODE: MBA-E-F-55

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

UNIT-I

UNIT-II
Financial Services- Merchant Banking- Registration of Merchant Bankers, General Obligations and responsibilities, Procedure for Inspection, Procedure for action in case of default, Pre Issue obligations, Post Issue obligations.

UNIT-III

UNIT-IV
Factoring- Main Features, Types mechanism and advantages, Terms and conditions of factoring contract. Forefaiting- Main features, mechanism and advantages. Depositories- Basic features, mechanism, SEBI guidelines. Venture Capital- Concept and advantages.

UNIT-V
Leasing and Hire Purchase, Debt Securities. Bill Discounting- Basic Concept and mechanism.

Suggested Readings:
MBA - IV Semester

Strategic Financial Management

PAPER CODE: MBA-E-F-56

Objective: The purpose of the course is to prepare students to understand the advance topic of financial management in strategic management and get expertise to participate in strategic planning & decision making.

UNIT – I


UNIT – II


UNIT – III


UNIT – IV

Divisional Performance : Management Control Systems- A Framework, Organizational Segmentation for control & reporting, Measurement of Business Performa, Transfer Pricing Mechanism, Firms in Financial Distress,- Factors leading to Bankruptcy, ReOrganizational of Distressed Firms, BIFR & its role.

UNIT – V

Valuation of Firms : Methodologies for the Valuation of Firms, Discontrol Cash Flow Approach, Comparatives Firms Approach, Adjusted Book Value Approach, Misconception about Valuation.

Suggested Readings:

1. Bhalla V. K. - Financial Management & Policy
4. Brigham Financial Management Theory And Practices
6. Westorn And Brigham Management Finance.
7. Van- Home Financial Management And Policy
8. IM Panday Financial Management.
MBA - IV Semester
International Marketing
PAPER CODE: MBA-E-M-64

Objective: The purpose of this paper is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

UNIT-I

UNIT-II
Balance of Trade, Balance of Payments and Instruments of Trade Policy, Devaluation, Revaluation, Appreciation & Depreciation, Export documents and procedure.

UNIT-III

UNIT-IV
Market Entry and overseas distribution system, Overseas Market Research, Marketing Plan for Exports Multinationals and their role in International Marketing.

UNIT-V
Management of Risks in international marketing. Instruments of Financial Transactions in international marketing, New Techniques (Joint Ventures, Sub Contracting & BOP) in international marketing.

Suggested Readings:
1. Varshney and Bhattacharya : International Marketing management.
4. John Fayerwearther : International Marketing
5. David Carson : International Marketing
6. Philip Kotler : Marketing Management
Objective: The objective of this course is to provide an extensive knowledge about sales function as well as the intricacies of the distribution mechanics of goods and service to the students

UNIT-I
Sales management: concept, nature, objective, importance. Sales executive: role as coordinator, functions. Sales Organization: purpose, setting up and types.

UNIT-II
Personal selling: theories, setting objective, analysing market potential, sales forecasting methods. Sales operation: sales budget sales territories, sales quota. Salesmanship: types of salesman, prospecting, pre approach & approach steps in selling sequence. Sales promotion: sales display, showroom & Exhibition, designing sales promotion campaign.

UNIT-III

UNIT IV
Distribution channels: emergence, importance, flows, reasons for using middleman, channel members & their characteristics, selecting appropriate channel, factors affecting the choice of channel. Retailing: importance types of retailers & non store retailers, retail management decision, recent trends in retailing. Wholesaling: importance, types of wholesalers, wholesalers marketing decisions.

UNIT-V
Physical distribution: concept, importance, service standards. Location of fixed facilities like plant & warehouses. Modes of transportation, their features. Supply chain management: concept, importance.

Suggested Readings:
1. Cundiff, still : Sales management, PHI
2. Mc murry&Arnold : how to build a dynamic sales Organization, TMH
4. S.L. Gupta :Sales and Distribution Management
5. Stern : Marketing Channel
MBA - IV Semester
Advertising & Product Management
PAPER CODE: MBA-E-M-66

Objective: The aim of the paper is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising programme.

UNIT-I
Advertising,; Legal, Ethical and Social aspects of advertising, types of Advertising & Its evolution, Its growth and its role to facilitate marketing.

UNIT-II
Promotional Mix Role of Advertising in promotion, DAGMAR approaching Advertising budget, establishment and allocation.

UNIT-III
Advertisement copy, Its layout components, Effectiveness Types;, Media Planning, Establishing Media objectives, Media strategies, Media mix.

UNIT-IV

UNIT-V

Suggested Readings:
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
5. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
6. Product Management, Ramnajam
7. Product Management, Chunawalla
8. Product Management, Lehmann DR; Russel S Winner
MBA - IV Semester  
Management of Industrial Relations  
PAPER CODE : E-H-74

Objective: Organizational efficiency and performance are interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations.

UNIT-I  
Industrial relations: Meaning, Factors, Scope, Objectives, and Principles, models of IR: Unitary approach, Pluralistic approach, Dunlop’s and Marxist perspectives of IR. Parties to industrial relations. Requirements of successful industrial relations. Industrial Relations policy in India.

UNIT-II  
Trade Unionism: Meaning, Characteristics, Objectives, Functions, Advantages, Disadvantages, Methods used to achieve its objectives, Types. Central Organizations of Indian Trade unions: INTUC, AITUC, HMS, UTUC. Problems of Indian Trade Unions. Trade Union Act 1926 (main provisions).

UNIT-III  
Workers' Participation in Management: Meaning, Scope, Objectives, levels of participation, Conditions for the success of participation, Forms of Workers' participation in management in India: Works committee, Joint Management Council, scheme of workers' participation on Board of Directors, Shop councils and Plant council, Workers' participation in share capital.

UNIT-IV  

UNIT-V  

Suggested Readings:
1. C.B. Mamoria, S. Mamoria: Dynamics of Industrial Relations in India  
2. B.R. Virmani: Participative Management v/s Collective Bargaining  
3. G. Sinha & P.R. Sinha: Industrial Relations and Labour Legislation  
4. Arun Monappa: Industrial Relations in India  
5. O.P. Aggarwal: Conditions of Employment and Disciplinary Action Workmen in industrial and Commercial Establishments and shops  
6. Aswathappa: Human Resource Management, TMH
MBA - IV Semester
Compensation Management
PAPER CODE : MBA-E-H-75

Objective: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of Organizations and to impact skills in designing and analysing and restructuring reward management systems, policies and strategies.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV

UNIT-V

Suggested Readings:
5. M. Sarma Understanding wage System
7. K.N. Subramaniam Wages in India
8. A.I. Fonseca Wage Issues in a Developing Economy: An Indian Experience
MBA - IV Semester
Cross Cultural and Global HRM
PAPER CODE : MBA-E-H-76

Objective: The course is designed to promote understanding of issues related to the Cross cultural and global HRM, global business strategies, global HR ethics, incentive management system, global HR environment, global Compensation management, global performance system, Global exit and retrenchment system, merger and acquisition.

UNIT-I

UNIT-II

UNIT-III
Global Incentives Management System– Short term- long term systems– Six Sigma process improvement in accordance with ISO standards processes and procedures.

UNIT-IV
Cross Cultural Management – including communication (Language) – Lifestyle – Climatic and Environmental changes – global Socio cultural factors – customs and traditions including personal – psychological and Individual determinants.

UNIT-V

Suggested Readings :
1. Global HR – DoonaDeeprose
2. International Business and Globalisation – John D. Daniels, Jeffrey A. Krug
3. Executive Skills for Global Managers –Upinder Dhar and S. Ravishankar